



CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, July 23, 2020
SCRD Boardroom, 1975 Field Road

AGENDA

CALL TO ORDER: 9:30 a.m.

AGENDA

1. Adoption of Agenda

PRESENTATIONS AND DELEGATIONS

REPORTS

- | | |
|--|-----------------------|
| 2. Budget Project Status Report
Senior Leadership Team
(Voting – All Directors) | Annex A
Pages 1-10 |
| 3. Sunshine Coast Regional District Q2 Corporate Financial Variance
(Attachment A: Year to Date Variance by Service not included (96 pages) please see this link https://www.scrd.ca/agendas-2020)
<i>General Manager, Corporate Services / Chief Financial Officer</i>
(Voting – All Directors) | Annex B
pp. 11-28 |
| 4. Regional Solid Waste [350] Service Levels as a Result of COVID-19
<i>Manager, Solid Waste Services</i>
(Voting – All Directors) | Annex C
pp. 29-32 |
| 5. Community Recreation Facilities [615] COVID-19 Budget Implications
<i>Manager, Recreation Services</i>
(Voting – B, D, E, F, Sechelt, SIGD, Gibsons) | Annex D
pp. 33-45 |
| 6. Community Parks Service Levels as a Result of COVID 19
<i>General Manager, Planning and Community Development</i>
(Voting – A, B, D, E, F) | Annex E
pp. 46-47 |
| 7. Pender Harbour Aquatic and Fitness Centre Service Levels as a Result of COVID 19
<i>General Manager, Planning and Community Development</i>
(Voting – B, D, E, F, Sechelt, SIGD, Gibsons) | Annex F
pp. 48-52 |

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| 8. Waste Water Capital Reserve Bylaws
<i>Manager, Financial Services</i>
(Voting – All Directors) | Annex G
pp. 53-54 |
| 9. Coopers Green Hall Investing in Canada Infrastructure Program (ICIP) Grant Result and Next Steps
<i>General Manager, Planning and Community Development</i>
(Voting – A, B, D, E, F) | Annex H
pp. 55-62 |
| 10. Long Term Debt as at June 30, 2020
<i>Manager, Financial Services</i>
(Voting – All Directors) | Annex I
pp. 63-67 |
| 11. Gas Tax Community Works Fund Update
<i>Manager, Financial Services</i>
(Voting – A, B, D, E, F) | Annex J
pp. 68-71 |
| 12. Director Constituency and Travel Expenses (April to June 2020)
<i>Accounts Payable Technician</i>
(Voting – All Directors) | Annex K
pp. 72-73 |
| 13. 1st Update for 2020 – Corporate and Administrative Services Department (January to June)
<i>Joint Report</i>
(Voting – All Directors) | Annex L
pp. 74-83 |

COMMUNICATIONS

NEW BUSINESS

IN CAMERA

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

ADJOURNMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

AUTHOR: SCRD Senior Leadership Team

RE: **BUDGET PROJECT STATUS REPORT – JULY 2020**

RECOMMENDATION(S)

THAT the report titled Budget Project Status Report – July 2020 be received.

BACKGROUND

The Budget Project Status Report (BPSR) provides the Sunshine Coast Regional District (SCRD) Board updates on projects as approved through the 2020 Budget process and other major projects added throughout the year. The focus of the BPSR is to report on the status of the various projects and to ensure the projects are on time and on budget.

DISCUSSION

Staff have updated the report and welcome comments / questions on the progress being made on the listed projects.

The 2020 budget projects are included in this report and most of the projects are showing more comprehensive updates in this report. Also to note is that due to COVID-19 a number of projects were deferred to 2021 or amended in funding source. The deferred projects and completed projects are listed near the bottom of the BPSR. Staff have added some proposed completion dates wherever possible.

STRATEGIC PLAN AND RELATED POLICIES

The BPSR is a metric for reporting on projects that move the Strategic Plan and various other core documents forward.

CONCLUSION

The goal of the BPSR is to provide project status in a concise manner to the Board. The Administration is working to improve this process as we continue to use this tool.

Reviewed by:			
Manager		Finance	X - T. Perreault
GM	X - I. Hall X - R. Rosenboom	Legislative	X – S.Reid
CAO	X – D. McKinley	Human Resources	X - G. Parker

Attachment – Budget Project Status Report – July 2020

2020 BUDGET PROJECT STATUS REPORT

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
1	CA	210	Michael	\$30,000	\$28,305	Capital Reserves	2020	Jul-20		E, F, and ToG	Gibsons	Automatic Garage Door Openers	Installation complete. Final invoicing remaining.	Low Cost / High Value	In Progress 75%
2	IS	382	Walkey	\$6,000	\$0	Operating Reserves	2020	Jul-20		E	E	Woodcreek Park Wastewater Treatment Plant Inspection Chamber Repairs	Repairs are required on some inspection chambers to reduce infiltration. Staff are continuing to locate the cleanouts and addressing any concerns.	Business Continuity	In Progress 50%
3	IS	386	Walkey	\$20,000	\$0	Operating Reserves	2020	Jul-20		A	A	Lee Bay Wastewater Treatment Plant - Collection System Repairs	During CCTV review a pipe segment and manhole have been identified in the collection system needing repairs.	Business Continuity	Not Started
4	IS	386	Walkey	\$17,000	\$10,326	Operating Reserves	2020	Jul-20		A	A	Lee Bay Wastewater Treatment Plant - Disposal Primary Drain Field Repairs and Vegetation Management	The Lee Bay Field Vegetation has been removed and initial pipe testing of the transmission lines has taken place with good results. Further testing of the distribution plumbing will continues and faulty control valves are being replaced.	Business Continuity	In Progress 75%
5	CA	110	Reid	\$10,000	\$0	Operating Reserves	2020	Aug-20		All	Regional	Audio / Visual Improvements in Boardroom	Planning underway. Discussion with IT Division initiated to contemplate integration of live stream to accommodate recording for in-person and electronic participation.	Low Cost / High Value	Started
6	PCD	520	Whittleton	\$50,000	\$0	Capital Reserves	2020	Aug-20		A, B, D, E, F, and SIGD	All	Replacement Vehicle	Bids received and evaluation process nearly complete.	Business Continuity	In Progress 75%
7	IS	350	Cooper	\$20,000	\$0	Taxation	2020	Aug-20		All	Sechelt	Hydrogeological Assessment Update	Project will be initiated in Q2 2020. Worked started, Field work complete, Report currently being drafted	Regulatory Compliance	In Progress 50%
8	CA	210	Michael	\$74,950	\$63,962	Reserves	2018	Sep-20		E, F, and ToG	Gibsons	Fire Prevention Officer Vehicle	Command vehicle for GDVFD, complete with light and siren package for emergency response. Project is 85+% complete, mobile data terminal remains.	Carryforward	In progress 75%
9	IS	370	Walkey	\$200,000	\$0	Operating Reserves	2020	Sep-20		A, B, D, E, F, F Islands and DoS	D	Chapman Water Treatment Plant Sludge Residuals Disposal and Planning	The Chapman Creek Water Treatment Plant produces residuals that need to be dewatered and disposed of. RFP was issued and all bids were significantly in excess of budget, hence RFP was cancelled. Staff are currently exploring alternative approaches	Business Continuity	In Progress 25%
10	IS	370	Walkey	\$46,500	\$0	Short Term Debt	2020	Sep-20		A, B, D, E, F, F Islands and DoS	All	Utility Vehicle Purchase	Tender documents have been generated and this will be advertised for tender soon.	Business Continuity	In Progress 50%
11	IS	370	Walkey	\$10,000	\$0	Capital Reserves	2020	Sep-20		A, B, D, E, F, F Islands and DoS	Regional	Emergency Water Storage Tanks	Portable water tanks are required to provide emergency water supply to support SCRD services or small communities. Product specifications and quotes are being collected.	Board Strategic and Corporate Goals	Started
12	IS	370	Walkey	\$25,000	\$0	Capital Reserves	2020	Sep-20		A, B, D, E, F, F Islands and DoS	E	Cemetery Reservoir Fencing Access	Planning underway. Discussions with MoTI regarding roadway have been initiated.	Other	Started
13	IS	391	Walkey	\$40,000	\$0	Reserves	2019	Sep-20		B	B	Curran Road Waste Water Treatment Plant - Marine Outfall Anchor Weights Replacement	Replace all existing marine outfall anchors. An RFP for design and engineering services has been awarded, the kick off meeting has taken place and anchors are being manufactured.	Carryforward	In Progress 25%
14	PCD	615	Robinson	\$25,000	\$0	Operating Reserves	2020	Sep-20		B, D, E, F (Except F Islands), ToG, DoS, SIGD	Gibsons	Gibsons and District Aquatic Facility - Critical Capital Components	Pool Heat Exchangers. Quotes being obtained currently. Domestic Hot Water Storage Tank. Not Started. Heat Exchanger Control Valves - Not Started. Heat exchangers ordered delivery pending Q3. Domestic hot water storage tank ordered delivery pending Q3. Heat exchanger control valves ordered and onsite. Invoicing pending for all items ordered.	Business Continuity	In Progress 75%
15	PCD	625	Donn	\$30,420	\$6,500	Capital Reserves	2020	Sep-20		A	A	Replacement of Main Pool Circulation Pump and Replace Three Filters	Currently preparing RFP's. Engineering completed for replacement of main pool circulation pump, approval from Vancouver Coastal Health pending. Anticipated completion by end of Q3. Replacement filters, ordered and installation completed.	Imminent Asset Failure	In Progress 50%
16	PCD	625	Donn	\$17,450	\$3,286	Operating Reserves	2020	Sep-20		A	A	Spare Main Pool Circulation Pump and Spare Hot Tub Jet Circulation Pump	Staff are currently working on requisitions. Spare main pool pump will be ordered upon approval of engineer design specifications by Vancouver Coastal Health. Anticipated completion by end of Q3. Spare hot tub jet circulation pump ordered and onsite.	Business Continuity	In Progress 50%
17	IS	365 - 370	Walkey	\$25,000	\$0	Operating Reserves	2020	Sep-20		All	Sechelt	Mason Road Utility Building Space Planning	A building permit has been obtained and staff are receiving quotes from contractors to complete the building modifications. On hold due to COVID-19 pandemic	Business Continuity	In Progress 50%
18	PCD	650	Robinson	\$30,000	\$0	Reserves	2018	Sep-20		All EA including Islands	B, D, F	Community Parks - Sports Field Potable Water Use Reduction	Analysis of strategies, including ground water use, to reduce potable water use at fields. Project completed as of July 2020. Sufficient non-potable water was found at a depth of 370ft. In Cliff Gilker Park. Invoicing and final reporting underway.	Carryforward	In Progress 75%
19	CA	110	Reid	\$25,000	\$0	Operating Reserves	2020	Oct-20		All	Regional	Public Engagement Platform	RFP under development.	Board Strategic and Corporate Goals	Started

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
20	CA	216	Daley	\$35,000	\$0	Capital Reserves	2020	Oct-20		B	B	Facility Upgrades		Safety Requirement	Not Started
21	CA	216	Daley	\$7,000	\$0	Operating Reserves	2020	Oct-20		B	B	Facility Audit Report		Other	Not Started
22	IS	350	Cooper	\$27,000	\$0	User Fees (Tipping)	2020	Oct-20		All	A	Food Waste Drop-offs	Project will be initiated in Q3 2021.	Board Strategic and Corporate Goals	Not Started
23	IS	381 - 390	Walkey	\$0	\$0	Operating Reserves / Grant	2020	Oct-20		Various	Various	Feasibility Study for Wastewater Treatment Plants	Grants were applied for at Grieves, Sunny side, Jolly Roger, Secret Cove, Langdale and Merrill. Merrill and Grieves were successful.	Business Continuity	In Progress 50%
24	IS	355	Cooper	\$15,000	\$0	Operating Reserves	2020	Oct-20		B, D, E, F	B, D, E, F	Education and Outreach Materials	Development of education and outreach materials is underway. Introductory brochure, display panels and curbside collection guide are drafted. Awaiting finalization of curbside food waste collection contract to align timing. Final drafts are underway. Mail-out of Green Bin introductory brochure anticipated mid-August.	Board Strategic and Corporate Goals	In Progress 50%
25	IS	355	Cooper	\$8,000	\$0	Operating Reserves	2020	Oct-20		B, D, E, F	B, D, E, F	App for Curbside Collection Services	Procurement to be initiated in June 2020. Awaiting the finalization of the curbside food waste collection contract to align timing. Procurement completed. Next step will be to populate the App and other communications components. App anticipated to be live early to mid-Sep.	Board Strategic and Corporate Goals	Started
26	PCD	615	Robinson	\$127,876	\$120,376	Reserves	2018	Oct-20		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	Community Recreation Facilities - Arena Regulatory Projects	Addressing regulatory orders from WorkSafeBC and Technical Safety BC with the SCRD Arena Facilities. Fan installation substantially completed, invoicing pending. WorkSafeBC notified of project completion. Follow up inspection by WorkSafeBC pending. All WorkSafeBC orders have been addressed with only some minor TSBC orders outstanding. Confirmation of compliance with remaining TSBC orders from TSBC safety officer is pending. Request was sent but no response has been given by TSBC. Sending a second request. Procurement of refrigeration maintenance contract completed pending board approval, this is the last remaining order on the list. Staff will contact TSBC safety officer again for confirmation of compliance with all orders when signed maintenance contract is available.	Carryforward	In Progress 75%
27	PCD	615	Robinson	\$13,000	\$0	Taxation	2020	Oct-20		B, D, E, F (Except F Islands), ToG, DoS, SIGD	Sechelt	Sunshine Coast Arena Refrigeration Plant Regulatory Items	Second Ammonia Detector - Have requested. Design work for vent stack extension. Not Started. Estimate completion of design work in 3rd QTR of 2020. Second ammonia detector ordered, installed and commissioned. Invoicing for detector pending.	Regulatory Compliance	In Progress 25%
28	PCD	650	Robinson	\$60,000	\$0	Capital Reserves	2020	Nov-20		A, B, D, E, F	All	Sports Field Equipment - Deep Aerator	Procurement process underway. Requesting costs for purchase and delivery of all required equipment Q2-Q3.	Business Continuity	Started
29	CA	113 (116)	Cropp	\$25,000	\$0	Operating Reserves	2020	Nov-20		All	Regional	Insurance Asset Appraisal (Phase 2)	Contractor has been engaged and work to begin in Aug/Sept 2020	Business Continuity	Started
30	IS	350	Cooper	\$10,000	\$10,000	Taxation	2020	Nov-20		All	Regional	WildSafeBC Program	Staffing position to be confirmed shortly. Staff hired and started WildSafeBC training on May 11, 2020. Program is underway.	Low Cost / High Value	In Progress 25%
31	CA	210	Michael	\$50,000	\$0	Reserves	2019	Dec-20		E, F, and ToG	Gibsons	Replace auto extrication equipment	PO issued. Expected delivery Q3	Carryforward	In Progress 50%
32	CA	210	Michael	\$20,000	\$0	Taxation	2019	Dec-20		E, F, and ToG	Gibsons	Hazardous materials response equipment	Hazardous material response equipment required for ammonia response at the Gibsons and Area Community Centre (GACC). Equipment committee struck, currently evaluating project requirements and scope of work. Equipment is on order. Expected to be fully complete by Q3, 2020	Carryforward	In Progress 25%
33	CA	212	Higgins	\$5,000	\$0	Reserves	2018	Dec-20		D	D	Site Design	In progress. Waiting for Telus tower project.	Carryforward	In Progress 25%
34	IS	312	Walton	\$15,000	\$0	Reserves	2019	Dec-20		All	Sechelt	Maintenance Facility (Fleet) - Exhaust Venting System	Expansion of the current vehicle exhaust system in fleet shop to accommodate larger number of buses and trucks being repaired simultaneously. Parts ordered and construction to be completed in Q3 2020	Carryforward	In Progress 50%
35	IS	312	Walton	\$10,000	\$0	Capital Reserves	2020	Dec-20		All	Regional	Fleet Loaner Vehicle	Not Started	Business Continuity	Not Started
36	IS	312	Walton	\$10,000	\$0	Operating Reserves	2020	Dec-20		All	All	Electric Vehicle Maintenance	Not Started	Board Strategic and Corporate Goals	Not Started
37	IS	350	Cooper	\$10,000	\$0	Taxation	2020	Dec-20		All	Sechelt	Leachate Management Update	Project will be initiated in Q2 2020. Worked started, Field work complete, Report currently being drafted	Regulatory Compliance	In Progress 50%
38	IS	350	Rosenboom	\$437,605	\$193,000	Taxation	2020	Dec-20		All	Sechelt	Remediation Measures Sechelt Landfill Drop-Off Area	Final engineering assessment report received. Internal review of options completed. Conceptual design completed. July ISC staff report seeking direction next steps	Safety Requirement	In Progress 25%

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
39	IS	350	Cooper	\$175,000	\$0	Taxation	2020	Dec-20		All	Regional	Future Waste Disposal Options Analysis Study	Procurement to be initiated in Q3 2020.	Business Continuity	Started
40	IS	350	Cooper	\$10,000	\$0	Taxation	2020	Dec-20		All	Sechelt	Sechelt Share Shed Sinkhole Repairs	To be considered with Remediation Measures Sechelt Landfill Drop-Off Area.	Business Continuity	Deferred
41	IS	350	Cooper	\$15,000	\$0	Taxation	2020	Dec-20		All	Sechelt	Sechelt Landfill Biocover Feasibility	Project to be initiated in Q3 2020.	Board Strategic and Corporate Goals	Not Started
42	IS	365	Walkey	\$11,650	\$0	Reserves	2019	Dec-20		A and SIGD	A	Pool Road Waterline Replacement / Right of Way Acquisition	Survey and legal services required as part of the water main installation project completed in 2017. ROW acquisition is pending other work in the immediate area that will impact ROW discussions. Recent discussions with property owners suggests more work required.	Carryforward	In Progress 50%
43	IS	365	Walkey	\$90,000	\$0	Short Term Debt	2019	Dec-20		A and SIGD	A	North Pender Harbour Water Service - Vehicle Replacement	Truck ordered and awaiting delivery. Vehicle manufacturing and delivery delayed by Covid.	Carryforward	In Progress 75%
44	IS	365	Walkey	\$7,000	\$0	User Fees	2019	Dec-20		A and SIGD	A	Katherine Creek Flow Monitoring Summary Report	Assess and report to MFLNRORD on whether the requirement for seasonal instream flow augmentation in Katherine Creek under Conditional Water License #121237 is necessary, or may be removed as a requirement from this license. MFLNRORD requires a Final Recommendation Report by a qualified biologist that summarizes the flow monitoring program conducted by the SCRCD including future requirements (if any). Staff are continuing to work with a consultant collecting stream information.	Carryforward	In Progress 50%
45	IS	366	Misiurak	\$250,000	\$18,000	Reserves	2019	Dec-20		A	A	Mark Way / Chris Way / Bargain Harbour Road Water Main Replacements	Replacement of 50mm PVC water main in the South Pender Harbour water service area that required a significant amount of emergency repairs. Design is complete and permit applications have been submitted. Construction timeline is dependent on receipt of MOTI construction permit and crew availability. Anticipated construction in Q3/Q4	Carryforward	In Progress 25%
46	IS	366	Misiurak	\$40,000	\$0	Operating Reserves	2020	Dec-20		A	A	McNeil Lake Dam Safety Audit	Consultant selection is complete with field inspection of the dam site is scheduled for July 16, 2020, followed by completion of their work in Q4 2020.	Regulatory Compliance	In Progress 25%
47	IS	366	Walkey	\$50,000	\$0	Capital Reserves	2020	Dec-20		A	A	Treatment Plant Upgrades	Replacement of treatment system components will allow for more efficient operation of the SP water treatment plant. Procurement of equipment will take place in Q3.	Business Continuity	Not Started
48	IS	370	Misiurak	\$15,000	\$0	User Fees	2019	Dec-20		A, B, D, E, F and DoS	D	Edwards Lake Dam Safety Audit	Consultant selection is complete with field inspection of the dam site is scheduled for July 16, 2020, followed by completion of their work in Q4 2020.	Carryforward	In Progress 25%
49	IS	370	Misiurak	\$94,229	\$11,363	Reserves	2018	Dec-20		A, B, D, E, F and DoS	F	Langdale Well - Pump Station Upgrade	Procurement process to close on July 24. Recommendation for Contract award at September Committee meeting	Carryforward	In Progress 75%
50	IS	370	Misiurak	\$50,000	\$5,699	Reserves	2018	Dec-20		A, B, D, E, F and DoS	E	Chaster Well Upgrades (Well Protection Plan - Phase 2)	Preliminary design is complete and drafting of the tender documents is underway. Construction in late 2020.	Carryforward	In Progress 25%
51	IS	370	Misiurak	\$112,500	\$0	Reserves	2018	Dec-20		A, B, D, E, F and DoS	B, D, DOS	Exposed Water Main Rehabilitation	Staff is completing the finalization of the tender documents for issuance in Q3 2020.	Carryforward	In Progress 75%
52	IS	370	Misiurak	\$25,000	\$0	Operating Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	D	Edwards Lake Dam Safety Audit - Additional Funding	see line 32	Regulatory Compliance	Started
53	IS	370	Misiurak	\$40,000	\$0	Operating Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	D	Chapman Lake Dam Safety Audit	Consultant selection is complete with field inspection of the dam site is scheduled for July 16, 2020, followed by completion of their work in Q4 2020.	Regulatory Compliance	In Progress 25%
54	IS	370	Misiurak	\$87,500	\$0	Capital Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	A, B, D, and Sechelt	Exposed Water Main Rehabilitation (Funding Increase)	see line 51	Business Continuity	In Progress 75%
55	IS	370	Misiurak	\$175,000	\$0	Capital Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	F	Langdale Pump Station (Phase 2)	see line 49	Business Continuity	In Progress 75%
56	IS	370	Misiurak	\$200,000	\$0	Operating Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	B	Groundwater Investigation - Phase 3 - Grey Creek	Consultant selection and contract award is complete and a kickoff meeting is scheduled for July 17,2020. Drilling of test wells anticipated for Late July, pending agreement land owner	Board Strategic and Corporate Goals	Started
57	IS	370	Misiurak	\$375,000	\$0	Operating Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	Regional	Groundwater Investigation - Phase 2 (Part 2)	Consultant selection and contract award is complete and a kickoff meeting is scheduled for July 17,2020. Drilling at the four wells will occur in late July and August.	Board Strategic and Corporate Goals	Started
58	IS	370	Misiurak	\$40,000	\$0	Operating Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	F Island	Feasibility Study Upgrades Eastbourne Water System	Consultant selection and contract award is complete. A kickoff meeting was held on Keat's Island July 2, 2020 and information collection is underway.	Board Strategic and Corporate Goals	In Progress 25%

2020 BUDGET PROJECT STATUS REPORT

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
59	IS	370	Misiurak	\$250,000	\$0	Operating Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Reservoir Feasibility Study Phase 4	Contract was awarded to Integrated Sustainability in April 2020. A kick off meeting was held in mid May with the consultant and the SCRD. Permitting for the Site B field soil drilling and geophysical field work in Q3 2020 is underway	Board Strategic and Corporate Goals	In Progress 50%
60	IS	370	Rosenboom	\$50,000	\$0	Operating Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	D	Chapman Creek Environmental Flow Requirements Update	Project awarded in May and project execution started with draft monitoring plan for summer 2020 completed	Board Strategic and Corporate Goals	In Progress 25%
61	IS	370	Walkey	\$22,500	\$0	Operating Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	Regional	Confined Space Document Review- Region Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. RFQ to be issued in Q3.	Safety Requirement	Not Started
62	IS	370	Walkey	\$125,000	\$0	Capital Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	Regional	Regional Pressure Reducing Valve Replacements	Staff are currently reviewing requirements for upgrades and will issue a RFQ for a PRV station in Q3.	Business Continuity	Started
63	IS	370	Walkey	\$25,000	\$0	Capital Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	D	Chapman Water Treatment Plant Hot Water Upgrade	Staff are coordinating this project with the on site generation project to find efficiencies and cost savings.	Other	In Progress 25%
64	IS	370	Walkey	\$15,000	\$0	Capital Reserves	2020	Dec-20		A, B, D, E, F, F Islands and DoS	All	Equipment Purchase - Utility Trailer	This equipment will be tendered in Q3.	Other	Started
65	IS	370	Walkey	\$200,000	\$0	Short Term Debt	2020	Dec-20		A, B, D, E, F, F Islands and DoS	All	Equipment Purchase - Excavator and Trailer	The Utilities crew excavates for water mains and infrastructure regularly and an excavator will increase job efficiency and mobilization. Tender documents are currently being developed.	Other	In Progress 25%
66	IS	382	Misiurak	\$40,000	\$0	Reserves	2019	Dec-20		E	E	Woodcreek Waste Water Treatment Plant - Sand Filter Remediation	Contract was awarded in March 2020 to MSR Solutions and engineering investigative work has begun. An onsite meeting was held in June and a draft design report will be provided to the SCRD Q3 2020.	Carryforward	In Progress 50%
67	IS	387	Walkey	\$25,000	\$13,638	Reserves	2019	Dec-20		B	B	Square Bay Waste Water Treatment Plant - Infiltration Reduction	Staff are proceeding with repairs and upgrades to the collection system to reduce infiltration. Further analysis of various sections of collection system is underway.	Carryforward	In Progress 75%
68	IS	387	Walkey	\$25,000	\$5,997	Operating Reserves	2020	Dec-20		B	B	Square Bay Waste Water Treatment Plant - Infiltration Reduction (2020)	Further analysis of various sections of collection system is underway.	Imminent Asset Failure	Started
69	VARIOUS	310 / 312 / 650/ 370	Walton	\$30,000	\$0	Capital and Operating Reserves	2020	Dec-20		All	Regional	Replacement of Mason Road Gate	Project to be started in Q4 2020	Business Continuity	Not Started
70	IS	381 - 395	Walkey	\$45,000	\$0	Short Term Debt	2019	Dec-20		All Areas	All	Wastewater Service Vehicle Replacement	The tender has been awarded and awaiting delivery. Delivery has been delayed due to Covid 19	Carryforward	In Progress 75%
71	CA	115	Parker	\$20,000	\$0	Reserves	2019	Dec-20		All	Regional	Collective Agreement Negotiations Support	The Collective Agreement expires December 31, 2019 and will be renegotiated between September – December, 2019. Additional assistance for consultant and/or legal services is anticipated. First meeting October 11, 2019. Negotiations continued through to March, 2020, currently on hold due to COVID-19.	Carryforward	Started
72	CA	136	Hall	\$60,000	\$10,800	CARIP/SS	2017	Dec-20		All	Regional	Corporate Energy Management Program	Scope of work for energy audits coordinated with Asset Management Plan. Tendering for energy audits planned for Q4 2019. Project underway.	Carryforward	In Progress 50%
73	PCD	345	Hall	\$447,666	\$313,516	Taxation	2018	Dec-20		B, D, E, F, and Islands	All	Ports 5 Year Capital Plan Repairs (Halkett Bay approach, West Bay float).	Design work and recruitment of consulting engineer complete. Reviewed condition reports in preparation for design review. Early Q4 outreach to community planned. Construction tendered Q2 2019. Further design work completed and budget report prepared for Board decision. Halkett Bay approach project completed. Staff will proceed with limited work at West Bay later in 2020.	Carryforward	In Progress 75%
74	PCD	504	Pady	\$43,990	\$25,705	Reserves	2017	Dec-20		A, B, D, E, F	B, D, E, F	Rural Planning - Zoning Bylaw 310	Consulting contract and other project costs to assist with review/drafting of new zoning bylaw. Consultant has provided the final draft and completed the work within the scope of their project proposal. Staff are reviewing the draft and preparing for focus group engagement for the Fall 2019. Project paused due to staff vacancies/development application workload. To resume in Q3. Next step is preparing draft bylaw.	Carryforward	In Progress 75%
75	PCD	650	Robinson	\$32,370	\$32,370		2019	Dec-20		All EA including Islands	F	Community Parks - Goodwin House Removal	Removal of surplus building at Shirley Macey Park. Tender was issued but not awarded as none of the quotes come with in budget. Board report with options for consideration anticipated for Sept. 2020.	Carryforward	Started
76	PCD	650	Robinson	\$9,410	\$2,598	Taxation	2015	Dec-20		All EA including Islands	All EA including Islands	Community Parks - Signage Upgrade	Collaboration with First Nations on names/translation. Local woodworker preparing sign post for large signs. Sign mockups being confirmed with shishálh Nation. First phase completed Q4 of 2019.	Carryforward	In Progress 75%

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
77	PCD	650	Robinson	\$5,192	\$1,113	Taxation	2017	Dec-20		All EA including Islands	All EA including Islands	Community Parks - Parks Bridge Capital Maintenance	Projects planned for completion by Q4 2020 include Vinebrook Bridge replacement as a priority, dependent on weather and water levels. Community interest from SCTS OHV clubs to contribute to replacement project. Exploring options. Major repairs work completed on the Blue (Cliff Gilker) bridge in May 2020.	Carryforward	In Progress 75%
78	PCD	680	Robinson	\$25,000	\$0	Operating Reserves	2020	Dec-20		A, B, D, E, F	D	Pisten Bully Track Replacement	Currently obtaining pricing options.	Business Continuity	Started
79	PCD	680	Robinson	\$33,500	\$0	Operating Reserves	2020	Dec-20		A, B, D, E, F	D	One-Time Minor Capital - Upgrades and Renewal	Anticipate this work starting in Q3r. Projects include new visitor entry stairs, renovation of existing Kiosk and signage, new covered entrance to warming hut. New trail grooming drag. Roof replacement on storage container. New pass printer. Parks beginning to source quotes July 2020.	Low Cost / High Value	Not Started
80	IS	365 - 370	Rosenboom	\$19,000	\$0	User Fees	2020	Dec-20		All	All	New or Expansion of Water Conservation Programs	Expended Rainwater Harvesting Program is implemented and contract with BC Hydro for washing machine rebate program signed for implementation this fall.	Business Continuity	In Progress 25%
81	PCD	313	Robinson	\$25,000	\$0	Short Term Debt	2020	Dec-20		All	All	Building Maintenance Vehicle	Procurement process planned for end of Q3.	Business Continuity	Not Started
82	PCD	615	Robinson	\$25,000	\$0	Operating Reserves	2020	Dec-20		B, D, E, F (Except F Islands), ToG, DoS, SIGD	Gibsons and Sechelt	Community Recreation Facilities - Future Planning - End of Useful Life Assessment	Asset Management (Kyle) taking the lead on this project for facility services. Not started. Scope developed and procurement starting early Q3.	Board Strategic and Corporate Goals	Started
83	CA	110	Reid	\$125,000	\$0	Operating Reserves	2020	Feb-21		All	Regional	Website Redesign (Phase 2)	Project to be initiated in Q4 2020.	Board Strategic and Corporate Goals	Not Started
84	IS	350	Cooper	\$10,000	\$0	Eco-Fee Reserves	2020	Mar-21		All	Regional	Backyard Composter Rebate	Project to be initiated in Q1 2021.	Board Strategic and Corporate Goals	Not Started
85	PCD	400	Ken	\$25,000	\$0	Reserves	2018	Mar-21		All	D and E with Regional Impact	Cemetery - Business Plan	Planned for initiation of project in Q3 2019. Scope of work complete. Preparing tender documents. Anticipate tendering in Q4 2020.	Carryforward	Started
86	PCD	500	Pady	\$50,000	\$0	Operating Reserves	2020	Mar-21		All	Regional	Regional Growth Framework - Baseline Research	Planned for late 2020 initiation. Coordination with member municipalities will be part of next steps.	Board Strategic and Corporate Goals	Not Started
87	IS	370	Rosenboom	\$35,000	\$0	Operating Reserves	2020	Jun-21		A, B, D, E, F, F Islands and DoS	All	Water Supply and Conservation Public Engagement 2020 (including Water Summit)	Outings currently limited to online outings only. Potential for in person events to be determined over time.	Board Strategic and Corporate Goals	Started
88	IS	365-370	Rosenboom	\$60,000	\$0	User Fees	2020	Jun-21		All	Regional	Metering Program 2: Water Meter Data Analytics	Project to be started in Q4 2020	Board Strategic and Corporate Goals	Not Started
89	IS	370	Rosenboom	\$25,000	\$2,097	Reserves	2020	Jun-21		A, B, D, E, F and DoS	Regional	Implementation of shishálh Nation Foundation Agreement	Resolution 266/19 No. 7 - Foundation Agreement	Carryforward	In Progress 75%
90	IS	370	Rosenboom	\$30,000	\$0	Operating Reserves	2020	Jun-21		A, B, D, E, F, F Islands and DoS	Regional	Bylaw 422 Update	Scope of work is currently being drafted and procurement process to start in Q3 2020	Business Continuity	Started
91	IS	365	Walkey	\$2,500	\$0	Operating Reserves	2020	Jun-21		A and SIGD	A	Confined Space Document Review - South Pender Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. Work to begin in Q3 2020.	Safety Requirement	Not Started
92	IS	365	Walkey	\$125,000	\$0	Short Term Debt	2020	Jun-21		A	All	Emergency Generator	The purchase of a generator for the North Pender system that can provide emergency backup energy to operate the Garden Bay Pump Station is required. Staff need to develop tender documents to begin this process. RFQ to be issued in Q3.	Other	Not Started
93	IS	366	Walkey	\$5,000	\$0	Operating Reserves	2020	Jun-21		A	A	Confined Space Document Review - North Pender Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. RFQ to be issued in Q3.	Safety Requirement	Not Started
94	IS	370	Walkey	\$250,000	\$0	Capital Reserves	2020	Jun-21		A, B, D, E, F, and DoS	A	Cove Cay Pump Station Rebuild and Access Improvements	Procurement preparations in Q3 2020 with tendering to follow in Q4 2020.	Imminent Asset Failure	Not Started
95	IS	370	Walkey	\$50,000	\$0	Capital Reserves	2020	Jun-21		A, B, D, E, F, F Islands and DoS	D	Chapman Water Treatment Plant Instrumentation	Replacement of treatment system components at the Chapman Creek Water Treatment Plant. Procurement of equipment some components has taken place.	Business Continuity	In Progress 25%
96	IS	370	Walkey	\$250,000	\$0	Capital Reserves	2020	Jun-21		A, B, D, E, F, F Islands and DoS	D	Chapman Water Treatment Plant UV Upgrade	The UV treatment process at Chapman Creek Water Treatment plant has reached the end of its operational life and needs to be replaced with a new UV system with redundancy. Preliminary review of design is underway.	Business Continuity	Started

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
97	IS	370	Walkey	\$93,000	\$0	Short Term Debt	2020	Jun-21		A, B, D, E, F, F Islands and DoS	Regional	Vehicle Purchases - Strategic Infrastructure Division	Options and analysis currently being reviewed. This will be advertised for tender soon.	Board Strategic and Corporate Goals	In Progress 25%
98	CA	216	Daley	\$500,000	\$0	Capital Reserves / ST Loan	2020	Jul-21		B	B	Tanker (Tender) Replacement		Imminent Asset Failure	Not Started
99	CA	210	Michael	\$350,000	\$0	Short Term Debt	2020	Dec-21		E, F, and ToG	Gibsons	Fire Truck Replacement (Engine #1)	Scope developed. Working with other fire departments for joint bid. Delivery not expected until 2021.	Business Continuity	Started
100	IS	370	Misiurak	\$692,000	\$176	Reserves	2020	Dec-21		A, B, D, E, F and DoS	B, D, E, F, DOS	Chapman Water Treatment Plant Chlorination System Upgrade	Detailed design underway. Construction tender scheduled for late Q4 2020, followed by construction in 2021.	Carryforward	In Progress 50%
101	IS	370	Misiurak	\$750,000	\$0	Capital Reserves	2020	Dec-21		A, B, D, E, F, F Islands and DoS	E	Reed Road and Elphinstone Road Water Main Replacement	This is a component of the Groundwater Investigation - Phase 4 A- Church Road project. Design of the replacement water lines is underway. Construction of the replacement distribution waterlines will be completed in 2021 as part of the Church Road construction project. Improvements will include the installation of new fire hydrants along these sections of waterlines.	Business Continuity	In Progress 25%
102	IS	370	Misiurak	\$8,270,000	\$0	Capital Reserves / Long Term Loan	2020	Dec-21		A, B, D, E, F, F Islands and DoS	F	Groundwater Investigation - Phase 4A - Church Road	Contract was awarded to Associated Environmental services in March 2020 and 60% design drawings are being reviewed. Well drilling has been completed and final well development and a continuous 48 hour water draw down testing will occur in late July. Final design and tender issuance is scheduled for Q4 2020. Construction will begin in late 2020 and continue into the summer of 2021 pending receiving electoral approval for the long-term loan, and issuance of the necessary MOTI, Provincial Water License, Vancouver Health and BC Hydro permits.	Board Strategic and Corporate Goals	In Progress 50%
103	IS	365	Rosenboom	\$75,000	\$0	Operating Reserves	2020	Dec-21		A and SIGD	A	North Pender Harbour Water Service - Water Supply Plan	Project to start in Q4 2020	Board Strategic and Corporate Goals	Not Started
104	IS	366	Rosenboom	\$75,000	\$0	Operating Reserves	2020	Dec-21		A	A	South Pender Harbour Water Service - Water Supply Plan	Project to start in Q4 2020	Board Strategic and Corporate Goals	Not Started
105	IS	370	Rosenboom	\$25,000	\$0	User Fees	2019	Dec-21		A, B, D, E, F and DoS	Regional	Water Sourcing Policy	Technical engineering support for the development of the Water Sourcing Policy	Carryforward	Not Started
106	PCD	615	Robinson	\$410,000	\$25,862		2019	Dec-21		B, D, E, F, DoS, ToG, SIGD	Sechelt	Community Recreation Facilities - Sechelt Aquatic Centre Facility Projects	Various projects identified. Currently working on reassessing wall panel conditions to develop a scope of work for repair based on current conditions. Quotation requested and received for additional testing to determine current status of wall panel condition. Scope of work being finalized.	Carryforward	Started
107	PCD	613	Robinson	\$1,272,500	\$423,342		2019	2020 / 2021		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	Community Recreation - Capital Renewal Plan	Recreation Capital Plan for Rec Facilities - GACC \$12,000; GDAF \$54,000, SAC \$172,000, SCA \$317,399 Started and on going.	Carryforward	In Progress 25%
108	PCD	615	Robinson	\$166,500	\$0	Operating Reserves	2020	2020 / 2021		B, D, E, F (Except F Islands), ToG, DoS, SIGD	Sechelt	Capital - Classified as "non-critical" in Asset Management Plan	SCA - Parking Lot Lighting. Not started. SAC Diving Board Replacement - Quotes requested. SAC Sound baffles and Re-Hang Lights. Project Brief Completed. SAC diving board ordered, estimated delivery August 2020	Other	In Progress 25%
109	CA	216	Daley	\$20,000	\$0	Capital Reserves	2020	complete		B	B	Gear Washing Machine		Regulatory Compliance	Not Started
110	CA	115	Parker	\$10,000	\$0	Support Services	2020	TBD		All	Regional	Public Engagement Training	March 31, 2020 - deferred until 2021.	Board Strategic and Corporate Goals	Not Started
111	CA	115	Parker	\$12,000	\$0	Support Services	2020	TBD		All	Regional	First Nations Cultural Appreciation Initiatives	March 31, 2020 - deferred until 2021.	Board Strategic and Corporate Goals	Not Started
112	CA	115	Parker	\$10,000	\$0	Support Services	2020	TBD		All	Regional	Employee Recognition Program	March 31, 2020 - deferred until 2021.	Board Strategic and Corporate Goals	Not Started
113	CA	115	Parker	\$8,000	\$0	Operating Reserves	2020	TBD		All	Regional	Certificate of Recognition (COR)	TBD	Low Cost / High Value	Not Started
114	PCD	540	Hall	\$60,000	\$0	Grant / Operating Reserves	2018	TBD		All	F	Hillside Development Project - Investment Attraction Analysis	Baseline study, market analysis and development recommendations related to Hillside Industrial Park. Scope of work developed. Dialogue with SCREDO in Q2.	Carryforward	In Progress 25%

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
115	PCD	650	Hall	\$62,263	\$4,620	Gas Tax	2016	TBD		All EA including Islands	B	Community Parks - Coopers Green Park - Hall and Parking Design Plans	Approval from MoTI for parking on road right of way received. Application approved by Board of Variance (2016-Sep-30). Consulting with shishálh Nation re archaeological review. Engagement activities completed. RFP released May 19. Archaeology permit application confirmed. Task Force applications being collated for Board appointment. Architect hired; Task Force underway. Report to community on progress and open house March 2018. Design revised following open house. Project update included in Q2 departmental report. Schematic design completed. Design development and project update report to CAS Committee in Q3. Design to be completed Q1 2019. Balance of work will be a carryforward item. Application to Investing in Canada Infrastructure Program completed Q1 2019, aligned with capital funding plan. Grant result announced July 2020. Staff preparing documentation to restart project; staff report forthcoming.	Carryforward	In Progress 50%
116	PCD	650	Robinson	\$300,000	\$0	Capital Reserves	2020	TBD		A, B, D, E, F	Sechelt	Parks Building (Partial Replacement / Upgrade)	Project Brief in development. Options for consideration given pandemic response and guidelines. SLT to review Q3 2020.	Business Continuity	Not Started
117	PCD	650	Robinson	\$20,000	\$0	Gas Tax	2019	TBD		All EA including Islands	D and E	Community Parks - Lower Road / Ocean Beach Esplanade Connector Planning	Planning for a connector trail, including public participation. Project costing for two options currently under way. Preliminary field layout/design occurred in Q2 with options now being costed.	Carryforward	Started
118	CA	212	Higgins	\$150,000	\$13,829	Reserves	2018			D	D	Roof Replacement	Consultant hired. RFQ online. Site meeting scheduled.	Carryforward	In Progress 25%
119	CA	212	Higgins	\$350,000	\$0	Capital Reserves	2020			D	D	Engine #1 Replacement	In progress. Committee working. Truck spec being designed.	Imminent Asset Failure	Started
120	CA	220	Treit	\$25,000	\$0	Taxation	2018			All	Regional	911 Tower and Spectrum Upgrading	Applications for new repeater frequencies submitted (to improve communications).	Carryforward	Started
121	CA	220	Treit	\$46,600	\$0	Capital Reserves	2020			All	Gibson	Gibsons Radio Tower		Imminent Asset Failure	Not Started
122	CA	220	Treit	\$268,900	\$0	Capital Reserves	2020			All	Sechelt	Chapman Creek Radio Tower		Imminent Asset Failure	Not Started
123	CA	220	Treit	\$128,000	\$0	Capital Reserves	2020			All	Regional	Emergency Telephone 9-1-1 Consulting		Business Continuity	Not Started
124	CA	220	Treit	\$141,400	\$0	Capital Reserves	2020			All	Regional	Emergency Equipment Upgrade		Business Continuity	Not Started
125	CA	222	Treit	\$20,000	\$0	Reserves	2019			All	Regional	Contracted Services for Statutory, Regulatory and Bylaw Review	Resources are required to implement the recommendations outlined in Section 5 of the Emergency Plan Review which were prioritized for action. The scope of work would include assisting member municipalities in addressing the legislative and bylaw revisions, while ensuring alignment and communication between the parties.	Carryforward	Not Started
126	CA	222	Treit	\$10,000	\$0	Taxation	2020			All	All	Mass Communication System		Other	Not Started
127	IS	370	Walkey	\$50,000	\$17,627	Reserves	2020			A, B, D, E, F and DoS	D	Chapman Lake Siphon System Upgrade	An engineered review was completed in 2019 for system improvements required for the Chapman siphon system for ongoing work in 2020.	Carryforward	In Progress 50%
128	IS	370	Walkey	\$7,000,000	\$0	Long Term Loan	2020			A, B, D, E, F, F Islands and DoS	Sechelt and SIGD	Metering Program 1: Meters Installation Phase 3 District of Sechelt and Sechelt Indian Government District	Timing to be confirmed pending direction from Province regarding public participation in more complex electoral approval processes	Board Strategic and Corporate Goals	Not Started
129	IS	370	Walkey	\$22,000	\$0	User Fees	2020			A, B, D, E, F, F Islands and DoS	Regional	Summer Student (4 months) - Water Asset Inventory Update	Application process is ongoing and is expected to be completed soon.	Board Strategic and Corporate Goals	In Progress 25%
130	VARIOUS	110 / 115 / 117 / 135 / 136 / 200-290 / 365 / 366 / 370 / 504 / 520 / 650	SLT	\$80,689	\$0	Taxation / Operating Reserves / Support Services	2020			Various	Sechelt	Field Road Space Planning		Business Continuity	Not Started
131	CA	210, 212, 216, 218	Treit	\$10,000	\$0	Reserves	2018			A, B, D, E, F and ToG	Various	Fire Department Records Management Software	VFD Document System - Fire Pro 2 Software Package. Draft project initiation brief developed. Fire Chiefs, IT and RMS team meeting in Q4.	Carryforward	Started
132	IS	381-395	Walkey	\$2,500	\$0	Operating Reserves	2020			Various	Various	Capital Planning Engagement Seminars	Development of alternatives to in-person meetings is underway and scheduling of alternative sessions to occur in July for later in Q3 2020.	Business Continuity	Started
133	CA	Various	Various	\$33,900	\$0	Taxation / Support Services	2020			Various	Various	SCRD Corporate Recycling Program		Board Strategic and Corporate Goals	Not Started

DEFERRALS (TO FUTURE YEARS AS NOTED UNDER PROPOSED COMPLETION DATE)

2020 BUDGET PROJECT STATUS REPORT

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
1	PCD	136	Hall	\$20,000	\$0	Operating Reserves	2020	Dec-21		All	Regional	Building Adaptive and Resilient Communities		Board Strategic and Corporate Goals	Deferred
2	PCD	136	Hall	\$50,000	\$0	Operating Reserves	2020	Dec-21		All	Regional	Community Emissions Analysis		Board Strategic and Corporate Goals	Deferred
3	PCD	500	Pady	\$10,000	\$0	Operating Reserves	2020	Dec-21		All	Regional	Regional Housing Conference Partnership		Board Strategic and Corporate Goals	Deferred
4	PCD	650	Robinson	\$15,000	\$0	Operating Reserves	2020	Dec-21		A, B, D, E, F	All	Suncoaster Trail (Phase 2)		Business Continuity	Deferred
5	IS	150	Rosenboom	\$30,000	\$0	Operating Reserves / Surplus	2020	Dec-21		All	Regional	Watershed Governance Feasibility Study		Board Strategic and Corporate Goals	Deferred
6	IS	310	Walton	\$14,271	\$0	Taxation	2020	Dec-21		B, D, E, F, ToG, DoS, SIGD	Regional	Youth Transit Demand Assessment Survey and Pilot Project	Discussion with SD36 and TRAC initiated	Other	Deferred

COMPLETED

Line No.	Dept.	Function	Mgr.	Budget \$		Funding Source	Budget Year	Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
1	CA	110	Reid	\$25,000		Taxation	2019		Mar-20	All	DoS	Video Streaming Meetings	Consulting services to design, install, commission, and optionally maintain a video and audio live-streaming solution for the SCRD Board Room. Scope of work in negotiation with selected vendor (Soundwerks). System installed and running.	Carryforward	Completed
2	IS	365	Walkey	\$145,000		Reserves	2019		Mar-20	A and SIGD	A	Garden Bay UV Reactor Purchase	The UV unit has been delivered and being installed.	Carryforward	Completed
3	IS	370	Walkey	\$120,000		Reserves	2019		Mar-20	A, B, D, E, F and DoS	D	Chapman Water Treatment Plant Water Quality Monitoring Upgrades	The equipment has been received and being installed.	Carryforward	Completed
4	IS	370	Walkey	\$170,000		Short Term Debt	2018		Mar-20	A, B, D, E, F and DoS	All	Regional Water Service - Vehicle Replacements	Tender awarded and awaiting delivery.	Carryforward	Completed
5	IS	366	Walkey	\$18,000		Reserves	2019		Apr-20	A	A	Streaming Current Monitor - Water Treatment Plant	The streaming current meter required to ensure compliance with water quality potability at all times is failing frequently and places the SCRD out of compliance during these events. Streaming current instrument has been installed.	Carryforward	Completed
6	CA	110	Reid	\$10,000		Reserves	2019	Apr-20	Apr-20	All	Regional	Website Consulting Services (Phase 1)	Consulting services to review and make recommendations on the SCRD website, as well as develop a scope of work for an RFP to re-design the site. RFP closed and evaluation meeting scheduled for November 20, 2019. Kimbo Design was awarded the contract. Work is underway with final report due March 31. Review complete. Final report received April 6, 2020.	Carryforward	Completed
7	IS	350	Kumar	\$47,680		Taxation	2020		Apr-20	All	Regional	Drywall Screening Process Improvements	Outreach, Education and Training being developed (0.5 FTE is underway)	Board Strategic and Corporate Goals	Completed
8	PCD	345	Hall	\$156,250		FP Change	2019	Jun-20	Jun-20	B, D, E, F, and Islands	F	Ports Services - Keats Landing Emergency Repairs	Repairs at Keats due to boat collision; insurance revenue to be applied (subject to Board approval). Work completed after spring weather delay. Final invoicing and insurance paperwork being completed.	Carryforward	Completed
9	PCD	345	Hall	\$676,830		Short Term Debt	2018		Jul-20	B, D, E, F, and Islands	B	Vaucroft Capital Works	Consulting engineer reviewing condition reports in preparation for design review. Early Q4 outreach to community planned. Construction tendered Q2 2019. Project tendered and awarded, material order and pre-fabrication underway. Project completed spring 2020.	Carryforward	Completed
10	CA	506	Nelson	\$5,000		Rate Stabilization	2020		Jul-20	All	Regional	Reduce revenues as a result of change to subscription service with Land Title and Survey Authority of BC	Previously implemented per LTSA directive. Recognition of resulting revenue reduction.	Other	Completed
11	PCD	650	Robinson	\$68,000		Reserves	2019	May-20	Jul-20	All EA including Islands	All EA including Islands	Community Parks - Parks Vehicle Replacement	2008 model/150,000 km diesel truck with irreparable emissions problem. Scope of work/specification developed. Project/purchase complete, vehicle delivered and being outfitted with final required accessories. Complete.	Carryforward	Completed

Open Projects by Year		
2015		1
2016		1

% Complete Summary		
Not Started	39	26.0% Work has not been started for project.
Started	29	19.3% Work is in preliminary stages.

Policy Codes Key	
SP	- Strategic Plan
WE	- We Envision

Jul-20

2020 BUDGET PROJECT STATUS REPORT

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
			2017	3				In Progress 25%		25	16.7%	Up to 25% progress	ITSP - Integrated Transportation Study Plan		
			2018	13				In Progress 50%		20	13.3%	Up to 50% progress	CRWP - Comprehensive Regional Water Plan		
			2019	19				In Progress 75%		19	12.7%	Up to 75% progress	PRM - Parks and Rec Master Plan		
			2020	96				Completed		11	7.3%	100% Finished	SARP - Chapman Creek Watershed Source Assessment Response Plan		
			TOTAL	133				Deferred		7	4.7%	Project was deferred by motion.	EVDF, HMBF, RCF, GF - Fire Departments (strategic plans)		
								Cancelled		0	0.0%	The project listed as cancelled was determined as a) not required by Board or b) the project	PDTNP - Parks Division Trail Network Plan		
								TOTAL		150	100%	evolved into a new project and is referred to in status column (line number)	TFP - Transit Future Plan		
													AAP - Agricultural Area Plan		
													AMP - Asset Management Plan		
													ZW/S - Zero Waste / Sustainability		

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

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

SUBJECT: SUNSHINE COAST REGIONAL DISTRICT Q2 CORPORATE FINANCIAL VARIANCE

RECOMMENDATION(S)

THAT the report titled Sunshine Coast Regional District Q2 Corporate Financial Variance be received for information.

BACKGROUND

During the COVID-19 pandemic, it is important that consistent monitoring and financial reporting is provided to the Committee, the public, and all our stakeholders. As part of the Sunshine Coast Regional District's (SCRD) financial process, quarterly variance reports are provided to the Committee for the second and third quarters, with the fourth quarter provided at year-end. This budget variance report provides an overview for line items that make up the financial impacts in the 2020 Financial Plan.

At the May 28, 2020 Corporate and Administration Committee, staff provided a preliminary corporate financial variance up to April 30, 2020, including a forecast analysis in consideration to the ongoing nature of the COVID (Attachment A). Staff also sought direction from the Board on possible mitigation options, including service level and financial objectives. As such, resolution 235/20 was adopted at the June 11, 2020 Regular Board Meeting, excerpts as follows:

Recommendation No. 3 *Transit Service Levels as a Result of COVID-10*

THAT Sunshine Coast Transit system continue the current Saturday schedule with adjustments as required to meet the June 3, 2020 BC Ferries schedule changes;

AND THAT staff report to the July 2020 Infrastructure Services Committee meeting with an update on ridership and options for service to commence in September 2020.

Recommendation No. 4 *Regional Solid Waste Service Levels as a Result of COVID-10*

THAT staff report to the July 2020 Corporate and Administrative Services Committee meeting with cost savings options for Regional Solid Waste Service including implications of delaying the South Coast drop-off award, delaying implementation of Area A food waste sites, use of green waste sites, Good Samaritan Program and Coupon Programs, and options in regards to fees, charges and surcharges to maintain service levels;

AND THAT the report also include further information with respect to the impact of changing 2020 landfill closure reserve contributions.

Recommendation No. 5 *Landfill Staffing as a Result of COVID-10*

THAT staff report to the July 2020 Corporate and Administrative Services Committee meeting regarding the optimization of Sechelt Landfill and Pender Harbour Transfer Station operations in terms of staff hours, service, and demand.

Recommendation No. 6 *Building Inspection Service Levels as a Result of COVID-10*

THAT Building Inspection services levels be revisited at the July 2020 Corporate and Administrative Services Committee meeting pending the effect of the Sunshine Coast Regional District Field Road Administration Office re-opening.

Recommendation No. 7 *Community Recreation Service Levels as a Result of COVID-10*

THAT staff report to the July 2020 Corporate and Administrative Services Committee meeting regarding the costs of operating the four recreation facilities: Gibsons and Area Community Centre, Sechelt Aquatic Centre, Sunshine Coast Arena and Gibsons and District Aquatic Facility;

AND THAT consideration be given to the cost implications of delayed openings for any or all four recreation facilities with timelines and costs required to re-open these facilities to the public.

Recommendation No. 8 *Pender Harbour Pool Service Levels as a Result of COVID-10*

THAT the potential implications of delayed or partial opening of the Pender Harbour Aquatic and Fitness Centre be reported as part of the Q2 variance at the July 2020 Corporate and Administrative Services Committee meeting.

Recommendation No. 9 *Community Parks Service Levels as a Result of COVID-10*

THAT the potential implications of delayed or partial openings of community parks, community halls and playgrounds be reported as part of the Q2 variance at the Corporate and Administrative Services Committee meeting.

Separate reports will be provided as part of this agenda for Solid Waste Services [350], Community Recreation [615], Pender Harbour Pool [625] and Parks [650]. Items related to the Transit service were presented at the July 16, 2020 Infrastructure Services Committee and Building Inspection will be addressed within the body of the Corporate Variance report.

DISCUSSION

Variance Analysis to June 30, 2020

The Variance by Service - YTD report provides a Statement of Revenues and Expenses by Service for the period ending June 30, 2020 and it is listed as Attachment A and can be viewed at [SCRD-Agendas-2020](#). Please note the 'Budget YTD (\$)' column represents the budget from January to June 2020. The anticipated percentage for this period is 100%. A summary report is attached hereto as Attachment B.

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

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

Timing Differences

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

Overall Revenue and Expenditure Position

Revenues and expenses are recognized equally across the 12 months of the year when feasible to ensure revenue is matched with applicable expenses. Revenue from grants and for capital projects are recognized as the project progresses and expenses are incurred.

User fees and charges in most functions are within budget or have recovered to the estimated range, such as for Landfills and Building Inspection. This is not the case for the Community Recreation Facilities [615], Pender Harbour Pool [625] and Community Parks [650].

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

Line Item Review

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

The anticipated Wages and Benefits expense percentage should be 100% for this period (to June 30); actual expenses incurred overall total 93%.

The anticipated Operating expense percentage should be 100% for this period; actual expenses incurred overall total 91%. This total is impacted by the following:

- Natural gas and hydro costs as invoices received to date may not cover the full six months of costs.
- Grants are recognized when paid to Community Organizations. This causes variances depending on timing of payments, which is typically on August 1.
- Debt repayments and interest are recognized when paid. This causes variances depending on timing of payments.

Surplus/Deficit Positions

The majority of functions are in a slight surplus position, with the SCRD's overall surplus being \$1,127,205. As per the Local Government Act (LGA), and unlike a municipality, each Regional District Service must be distinct from one another, therefore, surplus or funds from one service can't be transferred to another. Likewise for reserve funds. The surplus/deficit position on the variance report is located under the 'Variance (\$)' column. Deficits are indicated in brackets (). An analysis of deficit positions greater than \$2,500 has been provided and further monitoring, mitigation and reporting will be provided for Q3 at the October 22, 2020 Corporate & Administrative Services Committee. As expected, functions with deficits are those most impacted by the loss of fee and charges revenues. Functional area summaries are as follows:

- [222] Sunshine Coast Emergency Planning- Deficit of (\$120,767) up to June 30 (\$162,798-April 30). This amount will continue to grow slightly as the EOC remains open but it is currently at Level 1 status. Some recoveries have been recorded Q2 and an additional \$55,000 is anticipated to be recovered from the Province (EMBC) for the incremental staff time (overtime), which will positively reduce the deficit to approximately \$65,767. As the recoveries are still being sorted out, staff anticipate bringing a report forward to Q3 for further information and decision on funding the shortfall. This function currently has approximately \$45,000 in operational reserves which may be an option for consideration to reduce the projected year-end deficit.
- [310] Transit Service- Deficit of (\$90,752) up to June 30 (\$25,907- April 30) is the result of lower than budgeted revenues as fare revenues were not being collected from mid-March up to the beginning of June. Anticipated recoveries from BC Transit for additional cleaning have been factored into the June variance.

Staff provided a report to the July 16, 2020 Infrastructure Services Committee titled [Transit Schedule Options Fall 2020](#) which projected year-end positions based on service level decisions and recoveries from BC Transit (BCT) in response to the pandemic. As the situation continues to evolve with the service and BCT, reports will be forthcoming.

- [345] Ports Service- Deficit of (\$3,189) as of June 30 (\$8,045- April 30) is due to timing of external recoveries revenues and capital project expenditures. Staff are working to process recoveries and reduce expenses, therefore plan to have balances budget.

- [346] Langdale Dock- Deficit of (\$15,715) as of June 30 (\$20,953- April 30) The deficit of is timing due to recorded revenue against the full contract payment. This budget is expected to be balances for 2020.
- [350] Regional Solid Waste- Deficit of (\$159,717) up to June 30 (\$83,029- April 30) is the result of higher than expected expenditures for the processing of wood waste and gypsum. Funding and matching expenditures for the landfill ground disturbance repairs are not a contributing factor to the current deficit. Staff resources required to address the landfill ground disturbance and COVID-19 Pandemic are contributing to the deficit. The same is the case for an overestimation of the amounts of materials to be received at the Recycling Depots in the 2020 Budget. Subsequent report related to Solid Waste and Landfill mitigations are provided as part of this agenda.

Several other reports were provided at the July 16, 2020 [Infrastructure Services Committee](#) (items 6-10) related to Solid Waste Services which impact the services financial position.

- [386] Lee Bay Waste Water Plant- Deficit of (\$13,863) up to June 30 (\$13,247-April 30) is due to project cost being allocated incorrectly. Once project is complete these costs will be reallocated. There have also been additional staff time spent than budgeted due to unexpected repairs and maintenance. The status of the project remains unchanged from prior report, therefore, staff will further report back as part of Q3 variance.
- [387] Square Bay Waste Water Plant- Deficit of (\$15,987) up to June 30 (\$13,694-April 30) is due to additional staff time for unexpected repairs and maintenance. Staff will further report back as part of Q3 variance.
- [389] Canoe Road Waste Water Plant- Deficit (\$3,297) up to June 30 is due to timing of payment toward debt principle. It is expected the budget be balanced at year-end.
- [390] Merrill Crescent Waste Water Plant- Deficit (\$3,473) up to June 30 is due to timing of payment toward debt principle. It is expected the budget be balanced at year-end.
- [391] Curran Road Waste Water Plant- Deficit (\$5,445) up to June 30 is due to additional staff time for unexpected repairs and maintenance.
- [615] Community Recreation Services- Deficit of (\$9,567) up to June 30 (\$207,198-April 30) has been mitigated in Q2 due to several reductions to expenses, including temporary staff layoffs due to closure of facilities. Upon more detailed review of the service, it was discovered that revenues were understated for the first quarter as some deferred revenue for arena rentals had not been captured. This has resulted in the budget meeting the revenue and expense reductions as part of the 2020 Budget amendments.

Also, staff have provided as part of this agenda, a report related to Community Recreation Facilities re-start options and related financial implications for the Committees consideration.

- [645] Halfmoon Bay Library Service- Deficit of (\$2,821) Timing difference for grant payments to Libraries. Budget to balance at year-end.

Building Inspection Services [520]

As of June 30, 2020, Building Inspection Services is not in a deficit position (\$45,502- April 30) and has a small surplus of \$15,013. Although user fees are within budgeted expected range, expenses are also within range. As there typically is seasonality associated with the service, staff will continue to monitor and report back as part of Q3.

Building Inspection continued to service customers during the office closure through electronic means, document drop-off service or outside meetings using safety protocols. Construction activity on the Coast remains strong and staff are striving to maintain service times.

Financial Implications

As stated in the April 30, 2020 variance report, taxation for 2021 is currently estimated to increase by 6.03% over 2020. This increase does not account for any further items approved to date, such as 2021 required revenue to cover additional expenditures for the Sechelt Landfill ground disturbance. Any additional taxation required to cover 2020 deficits would further increase the tax burden for 2021. Each \$211,000 represents an overall 1% increase in taxation. As at June 30, an estimated additional 2-3% of taxation will be required to cover funding shortfalls for deficits and not for items such as re-opening Community Recreation Facilities.

It is also important to note the estimates above only relate to property taxation (ad valorem) and do not include increases for user rates, frontage fees and parcel taxes for the water, waste water and refuse collection functions.

Although there have been some positive gains due to the actions taken to mitigate impacts related to COVID, there are still several unknowns and a possibility of a 'second wave', therefore, it is recommended these measures continue.

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

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

Due to the ongoing nature of the COVID-19 pandemic and the fact that the SCRD amended its 2020-2024 Financial Plan a preliminary variance up to June 30, 2020 has been provided. The purpose is to assess what the financial impacts have been to the various services to date and seek direction from the Board on possible mitigation options, including service level and financial objectives.

As part of the amendments made to the 2020-2024 Financial Plan, several projects, new staff resources, and one-time funding to mitigate taxation for 2020 were deferred to 2021. Taxation for 2021 is currently estimated to increase by 6.03% over 2020 and as at June 30, an estimated additional 2.5% of taxation would be required to cover the current deficits. It is also important to

note these values only relate to property taxation (ad valorem) and do not include increases for user rates and parcel taxes for the water, waste water and refuse collection functions.

In order to make any meaningful reductions or mitigate ongoing service deficits, staff seek Board direction on service level or financial objectives in preparation of the Q2 variance analysis.

Attachment A: 2020- MAY 28 CAS STAFF REPORT- SCRD Corporate Variance and Forecast Analysis- COVID-19

Attachment B: Year to Date Variance, by Service: January 1 to June 30, 2020
(available at: <https://www.scrd.ca/agendas-2020>)

Attachment C: Year to Date Variance- Summary: January 1 to June 30, 2020

Reviewed by:			
Manager		Finance	
GM	X - R. Rosenboom X – I. Hall	Legislative	X- S. Reid
CAO	X – D. McKinley	Human Resources	X-G. Parker

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – May 28, 2020

AUTHORS: Tina Perreault, General Manager Corporate Services/Chief Financial Officer and Senior Leadership Team

SUBJECT: SUNSHINE COAST REGIONAL DISTRICT CORPORATE FINANCIAL VARIANCE AND FORECAST ANALYSIS- COVID-19

RECOMMENDATION(S)

THAT the report titled Sunshine Coast Regional District Corporate Financial Variance and Forecast Analysis- COVID-19 be received;

AND THAT the Board provide direction on potential mitigation options on service level and financial objectives for the areas where deficits are anticipated.

BACKGROUND

The COVID-19 pandemic has resulted in several new challenges, impacts, and risks for the Sunshine Coast Regional District (SCRD). It can be expected that these impacts will continue for the foreseeable future and will inevitably result in economic implications for many months to come. Another difficulty, is forecasting what these implications might have as assumptions change rapidly. The ongoing policy response from the federal and provincial governments is also evolving. Recovery is anticipated to be slow and projections estimate that signs of 'normalcy' may not be realized until 2021. During this time it is also important that these impacts are monitored continuously to ensure consistent, high level, transparent financial reporting is provided to the Committee, the public, and all our stakeholders.

As part of the SCRDs' financial process, quarterly variance reports are typically provided to the Committee for the second and third quarters, with the fourth quarter provided at year-end. However, due to the ongoing nature of the COVID-19 pandemic and the fact that the SCRD amended its 2020-2024 Financial Plan as a result of COVID-19, staff are providing a preliminary variance up to April 30, 2020. The purpose is to assess what the financial impacts have been to the various services to date and seek direction from the Board on possible mitigation options, including service level and financial objectives.

Staff have also prepared some financial forecast scenarios for services most impacted by COVID-19. These include a review of Transit, Solid Waste, Building Inspection, Recreation, and Parks.

DISCUSSION

The week of March 16, 2020, the SCRD began the process of closing its offices to the public, including the closure of parks and recreation facilities. This was in response to the Provincial

Health Officer-Dr. Bonnie Henry's order to reduce the spread of COVID-19. At this same time, the Province issued orders and measures, Emergency Operations Centres (EOC) were opened to help assist in supporting the Provincial Health Order for communities. An EOC for the Sunshine Coast was established for the SCRD, the Town of Gibsons and the District of Sechelt. The shíshálh nation is operating its own EOC, however, the effort has been a community collaboration throughout, with over 30 entities working together.

The SCRD

As the Provincial Health Order was issued, the SCRD was quickly able to mobilize inside staff to work from home. Local governments are deemed an essential service, therefore, many SCRD services had to quickly change the way it delivered services to ensure staff and public safety. These changes either resulted in additional expenses, or in some cases, some cost savings. Examples include the following:

- In mid-March, BC Transit mandated that fare collection be discontinued and that back door service be offered to protect the safety of drivers. This results in lost revenue of an average of \$55,000 per month. BC Transit is working with the Province and the Federal Government on compensation for this lost revenue.
- In Mid-March, BC Transit mandated additional cleaning of the busses, requiring additional staff resources in part funded by BC Transit.
- Transit service on the Sunshine Coast was reduced to 'Saturday Service' in April. Driver hours were reduced and some custom services for health care workers were offered.
- Additional personal protective equipment (PPE) and cleaning supplies had to be sourced for most services. This resulted in additional costs for the organization which are expected to continue throughout 2020 into 2021. Staff are working with the Province and BC Transit to seek recovery or cost share for some of the PPE.
- Recreation and Parks facilities were closed to the public resulting in lost revenues since mid-march and operational cost are ongoing.
- Solid Waste services saw an increase services at the landfill, transfer stations, resource centres and green waste drop off facilities. Although this is expected to result in higher tipping fee revenues for the landfills, contract and operations costs are also expected to increase due to increased service demand and additional safety measures.
- On March 18, 2020, divisions cancelled or severely limited the utilization of casual employees. From March 23 and through to May 2, 2020, 38 Records of Employment (ROE's) were issued to SCRD staff impacted by a shortage of work. On April 23, 2020, agreement was reached with the union and flexible work schedules went into effect. On May 1, 2020, further agreement was reached with the union that enabled the introduction of voluntary and temporary layoffs without notice and 11 notices of layoff were issued through to May 11, 2020. Further agreement was also reached with the union to support two staff reducing their work schedules as accommodative measures.
- At the SCRD's May 14, 2020 Regular Board Meeting the following resolution from the April 17th In Camera meeting was released to facilitate programs which were not yet

approved by the Province. Some of these costs are now approved going forward, but not retrospective.

181/20 THAT the continuation of COVID-19 special services of public washrooms and showers and community bylaw ambassadors until May 2, 2020, be implemented, at a cost of up to \$38,000 funded from:

- Washrooms/showers: Recreation Facilities (615) operating budget;
- Bylaw ambassadors: Bylaw Enforcement (200) operating reserves;

AND THAT staff provide a report on the impact, uptake and performance of these service offerings to the April 23, 2020 In Camera Board meeting;

AND THAT any financial variances related to the foregoing be reported to the Board;

AND FURTHER THAT the 2020-2024 Financial Plan be amended accordingly.

On May 6, 2020, the Province announced its plans to slowly re-open the local economy. The SCRD has already begun developing its plan to safely open its public offices and facilities to staff and public. Modifications to work-spaces and additional cleaning supplies will likely result in unexpected expenditures. However, the EOC is looking to get some of these costs recovered through the Province.

More information will be provided on these items through the variance and forecast analysis below.

Variance Analysis to April 30, 2020

The Variance by Service - YTD report provides a Statement of Revenues and Expenses by Service for the period ending April 30, 2020 and it is listed as Attachment A and can be viewed at [SCRD-Agendas-2020](#). Please note the 'Budget YTD (\$)' column represents the budget from January to April 2020. The anticipated percentage for this period is 100%. A summary report is attached hereto as Attachment B.

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

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

Timing Differences

There are a number of normal variances to revenues and expenses which are affected by timing throughout the year. These include debt payments, grants to or from organizations, contract fees, dues, insurance and project costs that occur during specific times of the year or as

contracts are awarded. Debt payments and investments occur at specified dates throughout the year and as a result, the percentage realized varies by function.

Overall Revenue and Expenditure Position

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

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

Line Item Review

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

The anticipated Wages and Benefits expense percentage should be 100% for this period (to April 30); actual expenses incurred overall total 89%.

The anticipated Operating expense percentage should be 100% for this period; actual expenses incurred overall total 81%. This total is impacted by the following:

- Natural gas and hydro costs as invoices received to date may not cover the full four months of costs.
- Grants are recognized when paid to Community Organizations. This causes variances depending on timing of payments, which is typically on August 1.
- Debt repayments and interest are recognized when paid. This causes variances depending on timing of payments.

Surplus/Deficit Positions

The majority of functions are in a slight surplus position, with the SCRD's overall surplus being \$387,187. As per the Local Government Act (LGA), and unlike a municipality, each Regional District Service must be distinct from one another, therefore, surplus or funds from one service can't be transferred to another. Likewise for reserve funds. The surplus/deficit position on the variance report is located under the 'Variance (\$)' column. Deficits are indicated in brackets (). An analysis of deficit positions greater than \$2,500 has been provided and further monitoring, mitigation and reporting will be provided for Q2 at the July 23, 2020 Corporate & Administrative Services Committee. As expected, functions with deficits are those most impacted by the loss of fee and charges revenues. Functional area summaries are as follows:

- [110] General Government- Deficit of (\$54,686) is as a result of timing differences for some revenue line items and higher than expected expenditures. Staff will continue to monitor these items and will look to provide mitigation options if deficit continues into Q2.

- [135] Corporate Sustainability- Deficit of (\$2,824) is due to higher than budgeted wages. Staff will continue to monitor and report back as part of Q2 variance report to July Corporate & Administrative Services Committee.
- [222] Sunshine Coast Emergency Planning- Deficit of (\$162,798) is as a result of operating the EOC up to April 30. This amount will continue to grow slightly as the EOC remains open but it is currently at Level 1 status. Incremental staff time (overtime), approximately \$73,800 will be recovered by the Province, which will positively reduce the deficit. There has also been several resource requests, such as public showers and washrooms at the recreation facilities, portions of the community ambassadors, and transit service for health-care workers, all which have been denied by the Province for reimbursement. Staff are in process of submitting claims to the Province as well as doing a reconciliation for denied items to establish the deficit for this service. Staff anticipate bringing a report forward to the June 25 Corporate & Administrative Services Committee for further information and decision by the Committee.
- [310] Transit Service- Deficit of (\$25,907) is the result of lower than budgeted revenues as a result of fare revenues no longer being collected as of mid-March as well as higher than budgeted wages, benefits, materials for additional cleaning and increase in repairs and maintenance. There was also a significant drop in ridership (about 80%), so if we would have collected revenue. Fares collection will start again on June 1. Anticipated recoveries from BC Transit have been factored into the April variance. It is unknown if BC Transit will provide compensation for loss revenue for reduction of fares. Staff hope to report back to the Board as part of Q2 variance.
- [345] Ports Service- Deficit of (\$8,045) is due to timing of external recoveries revenues and capital project expenditures. Staff are working to process recoveries in May, therefore plan to have balances budget.
- [346] Langdale Dock- The deficit of (\$20,953) is timing due to recorded revenue against the full contract payment. This budget is expected to be balances for 2020.
- [350] Regional Solid Waste- The deficit of (\$83,029) is the result of an increase in activity at the landfill/transfer station resulting in higher revenues and higher than expected expenditures and additional safety measures. Funding and matching expenditures for the landfill erosion repairs are not a contributing factor to the current deficit. Any mitigation options will be brought forward as part of the Q2 variance report. Solid Waste Services have been included for future forecast analysis.
- [386] Lee Bay Waste Water Plant- Deficit of (\$13,247) is due to project cost being allocated incorrectly. Once project is complete these costs will be reallocated. There have also been additional staff time spent than budgeted due to unexpected repairs and maintenance. Staff will further report back as part of Q2 variance.
- [386] Square Bay Waste Water Plant- Deficit of (\$13,694) is due to additional staff time for unexpected repairs and maintenance. Staff will further report back as part of Q2 variance.
- [410] Pender Harbour Health Clinic- Deficit of (\$23,672)-Timing difference due to payments of the operating grant and is expected to have a balanced budget.

- [520]- Building Inspection- Deficit of (\$45,502)- Lower than expected permit revenue up to April 30. Staff will continue to monitor in addition to what can be expected in the coming months and report back as part of the Q2 variance. There are sufficient operating reserves to cover any potential budget shortfalls. This is one service where staff have provided a forecast analysis.
- [615] Community Recreation Services- Deficit of (\$207,198)- Lower than expected user fees and charges due to closure of recreation facilities on March 16. There are also several expense items that are higher than budgeted, such as wages and benefits, overhead costs for utilities, contracted services, and increase in bank charges to issue refunds. Staff will need to bring forward options to mitigate ongoing deficit. A forecast analysis has also been provided.
- [630] School Facilities-Joint Use- Deficit of (\$3,213) is due to the recognition of the 2019 prior year deficit recovery. Staff will report back as part of the Q2 and Q3 variance for this function.
- [640] Gibsons and Area Library- Deficit of (\$96,538)
- [643] Egmont/Pender Harbour Library Service- Deficit of (\$5,793)
- [645] Halfmoon Bay Library Service- Deficit of (\$26,251)
- [646] Roberts Creek Library Service- Deficit of (\$14,245)
- [648] Museum Services- Deficit of (\$21,853)
 - All due to timing difference of grant payments to the Library Associations, Reading Rooms and Museums. Budgets expected to be balanced by year-end.

Forecast Analysis

The [310] Public Transit, [350] Solid Waste, [520] Building Inspection, [615] Community Recreation, [625] Pender Harbour Pool and [650] Parks services are all reliant on user fee revenue that has been impacted to varying degrees by the COVID-19 pandemic. User fees are critical to balancing these budgets and cover operational costs.

The below assumptions are also based on operating expenditures remaining static. As noted above, some services are experiencing higher overhead costs due to COVID-19, for example, purchase of additional cleaning and safety supplies. In order to reduce operational costs in a meaningful way, staff seek direction from the Board on any service level or financial objectives to mitigate the projected deficits.

There are three scenarios provided based on impacts to lost revenue and the associated projected deficit. The focus has been on the services where the most material deficits are projected, recognizing that other services may experience deficits as noted above.

[310] Transit Service

Fee revenue for Transit consists of cash fares along with tickets and pass sales which are budgeted at approximately \$66,000/month. Revenue to the end of April was \$98,400 less than budgeted as a result of the suspension of fare collection on March 19.

Fare collection is set to begin again on June 1; however, it is likely that ridership levels will not return to pre-pandemic levels in the near term and in particular, during the summer tourist months where there is typically a seasonal bump in revenue.

Three potential revenue shortfall scenarios are detailed below based revenue collected to date and 25%, 50% and 75% of budgeted fee revenue being collected over the remaining seven months of the fiscal year beginning June 1:

Percentage of Budgeted Fee Revenue Collected (May to December)	Estimated Year End Revenue Shortfall and Projected Deficit
25%-Low	\$513,487
50%-Medium	397,263
75%-High	281,038

[350] Regional Solid Waste

Year to date tipping fee revenue at the Sechelt Landfill and Pender Harbour Transfer Station is up by \$26,135 (3%) over the same period in 2019 which is reflective of the increased activity at the Landfills to date this year.

Despite this, it is likely that lower tourism activity during the summer months will have a negative impact on tipping fees as there will presumably be less material being disposed of at the Landfill.

In 2019, tipping fee revenue was approximately \$70,000 higher per month on average over the six month period from May to October than it was over the six month period from November 2019 to April 2020. If this seasonal bump in revenue does not materialize in 2020, a significant deficit position is likely at year end.

It can be expected that some variable cost savings would result from lower volumes which will mitigate potential revenue shortfalls; however, this would only be applicable to diversion materials as fees collected for landfilled waste fund a majority of the fixed costs. Some short-term safety measures are being replaced with long-term less expensive ones.

[520] Building Inspection

Year to date permit fee revenue is \$32,180 (13%) lower as compared to the same period in 2019 and is \$47,263 less than the YTD budget value. Permit revenue tends to fluctuate from month to month and year to year depending on building activity so it is difficult to ascertain if COVID-19 has had a material impact.

Specifically looking at the month of April, revenue in 2020 was 23% higher revenue than for the same month in 2019 which would indicate that the current YTD trend is more a result of typical market fluctuations than COVID-19. That being said, the long-term impacts will likely be a factor going forward and will be factored into future budget projections and variance analysis.

If the current trend holds for the remainder of the current year, a revenue shortfall of approximately \$142,000 would be anticipated at year end.

[615] Community Recreation

Base budget user fee revenue accounts for approximately \$1.76M (30%) of operating revenue for this service with the balance of funding coming from taxation.

As part of the amendments to the 2020-2024 Financial Plan Bylaw as a result of the facility closures due to COVID-19, budgeted operating expenses were reduced by \$708,493 and budgeted wages for casual staffing were reduced by \$147,555. These reductions were offset by decreases to budgeted taxation of \$200,000 and budgeted user fees of \$656,048. Budgeted user fee revenue per the amended financial plan is \$1.10M

For the four months ending April 30, \$284,362 in fee revenue has been recognized which is \$82,757 less than budgeted to this point. This unfavorable variance is somewhat understated due to the fact that seasonal ice rental revenue up to the point of facility closure is included in actuals whereas the budget does not account for this seasonality.

Given the four facilities currently remain closed; this variance is expected to continue to grow and will result in a significant deficit at year end if further mitigating measure are not taken.

Three potential revenue shortfall scenarios are detailed below based revenue collected to date and 0%, 25% and 50% of budgeted fee revenue being collected over the remaining eight months of the fiscal year beginning May 1:

Percentage of Budgeted Fee Revenue Collected (May to December)	Estimated Year End Revenue Shortfall and Projected Deficit
0%-Low	\$816,995
25%-Medium	633,436
50%-High	449,876

[625] Pender Harbour Pool

Base budget user fee revenue accounts for approximately \$90,000 (20%) of operating revenue for this service with the balance of funding coming from taxation. There were no adjustments to the Pender Harbour Pool budget in the amended Financial Plan.

For the four months ending April 30, \$16,587 in fee revenue has been recognized which is \$13,446 less than budgeted to this point.

Given the facilities currently remain closed; this variance is expected to continue to grow and will result in a significant deficit at year end if mitigating measures are not taken.

Three potential revenue shortfall scenarios are detailed below based on revenue collected to date and 0%, 25% and 50% of budgeted fee revenue being collected over the remaining eight months of the fiscal year beginning May 1:

Percentage of Budgeted Fee Revenue Collected (May to December)	Estimated Year End Revenue Shortfall and Projected Deficit
0%	\$73,513
25%	58,496
50%	43,480

[650] Community Parks

Budgeted fee revenue for the Community Parks Service totals \$75,600 for the year with \$14,436 having been recognized to date. On a year to date basis, fee revenue is \$10,764 less than budgeted. It should also be noted that this line item was \$20,738 under budget in 2019.

Fees are derived from Community Hall Rentals (\$23,230 in 2019) and the Katherine Lake Campground (\$31,632 in 2019). 100% of the revenue recognized to date in 2020 is attributable to Hall Rentals; however, this amount is subject to change as refunds for cancellations are still being processed.

It is unknown at this time how much revenue will be generated over the remaining eight months of the year. Assuming a worst case scenario where no additional revenue is collected, the revenue shortfall will be approximately \$60,000.

Financial Implications

As part of the amendments made to the 2020-2024 Financial Plan, several projects, new staff resources, and one-time funding to mitigate taxation for 2020 were deferred to 2021. Taxation for 2021 is currently estimated to increase by 6.03% over 2020. This increase does not account for any wage increases as part of a newly ratified Collective Agreement which has not been formalized. Therefore, any additional taxation required to cover 2020 deficits would further increase the tax burden for 2021. Each \$211,000 represents an overall 1% increase in taxation. As at April 30, an estimated additional 2.5% of taxation would be required to cover the current deficits.

It is also important to note these values only relate to property taxation (ad valorem) and do not include increases for user rates and parcel taxes for the water, waste water and refuse collection functions.

In order to make any meaningful reductions or mitigate ongoing service deficits, staff seek Board direction on service level or financial objectives in preparation of the Q2 variance analysis.

Communications Strategy

As this information is critical to the upcoming 2021-2025 Financial Planning process, it is important the Board and public is made aware of the current situation. As the Budget process is

planned for discussion at the June/July Corporate and Administrative Services meetings, the communication strategy and public engagement plan will need to be contemplated.

If the Board chooses to explore service level reductions, a clear communication plan would also need to be contemplated for these decisions.

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

The COVID-19 pandemic has resulted in several new challenges for the SCRD which can be expected to continue for the foreseeable future and will inevitably result in economic implications for many months to come.

Due to the ongoing nature of the COVID-19 pandemic and the fact that the SCRD amended its 2020-2024 Financial Plan a preliminary variance up to April 30, 2020 has been provided. The purpose is to assess what the financial impacts have been to the various services to date and seek direction from the Board on possible mitigation options, including service level and financial objectives.

Staff have also prepared some financial forecast scenarios for services most impacted by COVID-19. These include a review of Transit, Solid Waste, Building Inspection, Recreation, and Parks.

As part of the amendments made to the 2020-2024 Financial Plan, several projects, new staff resources, and one-time funding to mitigate taxation for 2020 were deferred to 2021. Taxation for 2021 is currently estimated to increase by 6.03% over 2020 and as at April 30, an estimated additional 2.5% of taxation would be required to cover the current deficits. It is also important to note these values only relate to property taxation (ad valorem) and do not include increases for user rates and parcel taxes for the water, waste water and refuse collection functions.

In order to make any meaningful reductions or mitigate ongoing service deficits, staff seek Board direction on service level or financial objectives in preparation of the Q2 variance analysis.

Attachment A: Year to Date Variance, by Service: January 1 to April 30, 2020
(available at: <https://www.scrd.ca/agendas-2020>)

Attachment B: Year to Date Variance- Summary: January 1 to April 30, 2020

Reviewed by:			
Manager	X – B. Wing	Finance	X – T. Perreault
GM	X - R. Rosenboom	Legislative	X – S. Reid
CAO	X – D. McKinley	Human Resources	X – G. Parker



Sunshine Coast Regional District

Attachment C Year to Date Variance

Budget Version: Amended Budget
From Period: 202001
To Period: 202006

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Grants in Lieu of Taxes	1,635	36,000	34,365	5%
Tax Requisitions	10,518,374	10,584,318	65,944	99%
Frontage & Parcel Taxes	2,816,460	2,810,151	(6,309)	100%
Government Transfers	1,028,766	1,442,777	414,011	71%
User Fees & Service Charges	6,299,759	6,594,969	295,210	96%
Member Municipality Debt	1,005,297	938,138	(67,159)	107%
Investment Income	320,452	341,939	21,487	94%
Contributed Assets	0	0	0	
Internal Recoveries	3,235,070	3,247,667	12,597	100%
Other Revenue	591,921	329,124	(262,797)	180%
Total Revenues	25,817,766	26,325,096	(507,330)	98%
Expenses				
Administration	2,339,058	2,339,072	14	100%
Wages and Benefits	9,051,451	9,724,518	673,067	93%
Operating	7,662,047	9,541,072	1,879,025	80%
Debt Charges Member Municipalities	1,005,297	938,138	(67,159)	107%
Debt Charges - Interest	643,301	650,217	6,916	99%
Amortization of Tangible Capital Assets	2,483,676	2,411,221	(72,455)	103%
Total Expenses	23,176,967	25,604,292	(2,427,325)	91%
Other				
Capital Expenditures (Excluding Wages)	1,307,297	13,274,602	11,967,305	10%
Proceeds from Long Term Debt	(450,000)	(8,397,250)	(7,947,250)	5%
Debt Principal Repayment	1,043,936	1,059,187	15,251	99%
Transfer to/(from) Reserves	678,442	(3,655,930)	(4,334,372)	-19%
Transfer to/(from) Appropriated Surplus	674,082	280,953	(393,129)	240%
Transfer to/(from) Other Funds	382,603	225,000	(157,603)	170%
Transfer to/(from) Accumulated Surplus	0	(14,842)	(14,842)	0%
Prior Year (Surplus)/Deficit	22,845	22,845	0	100%
Unfunded Amortization	(2,483,676)	(2,411,221)	72,455	103%
Transfer (to)/from Unfunded Liability	337,500	337,500	0	100%
Total Other	1,513,009	720,768	792,241	210%
Suplus/(Deficit)	1,127,790	36	1,127,754	3132750%

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

AUTHOR: Robyn Cooper, Manager, Solid Waste Services

SUBJECT: REGIONAL SOLID WASTE [350] SERVICE LEVELS AS A RESULT OF COVID-19

RECOMMENDATION(S)

THAT the report titled Regional Solid Waste [350] Service Levels as a Result of COVID-19 be received;

AND THAT the 2020 Backroad Trash Bash be cancelled;

AND THAT the Area A Food Drop-off be delayed to 2021;

AND THAT the Nelson Island Clean Up be reduced to every other year service (no service in 2021);

AND THAT the Area A coupon program be discontinued;

AND THAT the Area B, D, E, F coupon program be discontinued;

AND FURTHER THAT the 2020-2024 Financial Plan be amended accordingly.

BACKGROUND

The following recommendations were adopted at the June 11, 2020 Board meeting.

235/20 **Recommendation No. 4** *Regional Solid Waste Service Levels as a Result of COVID-19*

THAT staff report to the July 2020 Corporate and Administrative Services Committee meeting with cost savings options for Regional Solid Waste Service including implications of delaying the South Coast drop-off award, delaying implementation of Area A food waste sites, use of green waste sites, Good Samaritan Program and Coupon Programs, and options in regards to fees, charges and surcharges to maintain service levels;

AND THAT the report also include further information with respect to the impact of changing 2020 landfill closure reserve contributions.

235/20 **Recommendation No. 5** *Landfill Staffing as a Result of COVID-19*

THAT staff report to the July 2020 Corporate and Administrative Services Committee meeting regarding the optimization of Sechelt Landfill and Pender Harbour Transfer Station operations in terms of staff hours, service, and demand.

The purpose of this report is to provide a summary of cost savings options within Regional Solid Waste for the Board's consideration.

DISCUSSION

Options and Analysis

In light of the current pandemic and current financial pressures of Regional Solid Waste, Staff have reviewed the 2020 budget along with associated programs and services and have prepared a summary of options in Tables 1 and 2 for delaying, cancelling or discontinuing programs or services for the Board's consideration. These options include all options requested by the Board.

Staff contemplated the impacts to both the current and future years as any 2020 deficit would likely impact 2021 taxation, as well as any changes to program delivery.

Preliminary review of landfill and transfer station operations in terms of staff hours, service and demand showed that only minimal overall reduction in hours could be achieved without the risk of significant increased wait times for the public or exceeding the daily maximum capacities on each of the sites. The experience from earlier changes in opening hours is that any reduction in service would result in the requirement to bring in additional staffing resources on other days, thus negating any savings.

However, this review highlighted the opportunity for optimization. A report with options for optimization will be provided to a Committee in Q4 2020 for possible implementation for January 1, 2021. A separate report will incorporate a review of our tipping fees and the potential for surcharges.

Table 1 – Summary of Financial Implications of Changes to Programs or Services

Program or Service Change	2020 Budget Savings	2021 Budget Savings	2022 Budget Savings
Delay Food waste drop-off Area A until Jan 1, 2021	\$0*	-	-
Terminate Good Samaritan Program	\$2,000-\$3,000	\$8,000	\$8,000
Cancel 2020 Backroad Trash Bash	\$6,700	-	-
Implement every-other-year Island Clean Up Nelson Island	-	\$30,000	-
Discontinue Coupon Area A 2021 onwards	-	\$8,000	\$15,000-\$20,000
Discontinue Coupon Areas B-F 2021 onwards	-	\$35,000	\$68,000
Close South Coast Green Waste Site	Refer to June 16, 2020 ISC report		
Changing 2020 landfill closure reserve contributions	To be determined by the Board		
	2020 contribution: \$675,000	2021 contribution: \$800,000	2022 contribution: \$800,000

*: There is a 2020 budget of \$27,000 for Food Waste drop-off in Area A and is supposed to be funded from tipping fees associated with this service. Delaying the start of this program would therefore only reduce the risk of increasing the deficit, not reducing it.

As presented at the April 23, 2020 Committee meeting, the Landfill Closure Reserve fund had on March 31, 2020 a balance of \$1,871,765 and an unfunded liability of \$5,016,740. The next phase of a part of the landfill closure is scheduled for 2021 and currently anticipated to costs up to \$2,000,000. Staff are therefore not recommending to change the 2020 or 2021 contributions to the Landfill Closure Reserved fund. This option is therefore excluded from any further analyses.

Table 2 – Summary of Impacts to Operations, Service Levels and Other Considerations

Program or Service Change	Operational Impacts	Service Level Impacts	Other Considerations	Staff Recommend
Delay food waste drop-off Area A until Jan 1, 2021	-	-	Curbside collection for remaining Electoral Areas is scheduled to start Q4 2020	Yes
Terminate Good Samaritan Program	-	No program	Illegally dumped material wouldn't be removed	No
Cancel 2020 Backroad Trash Bash	-	No program	Removal of illegal dumping still supported through Good Samaritan Program	Yes
Implement every-other-year Island Clean Up Nelson Island	-	No service every other year	Approx. 20 registrants in 2019	Yes
Discontinue Coupon Area A 2021 onwards	Reduced peak traffic flow at PHTS, reduction in administration	No program	Currently funded from PHTS operations	Yes
Discontinue Coupon Areas B-F 2021 onwards	Reduced peak traffic flow at SLF, reduction in administration	No program	Mitigates increasing user fees	Yes
Close South Coast Green Waste Site	Refer to June 16, 2020 ISC report			

Organizational and Intergovernmental Implications

The organization impacts for the recommended changes to programs in 2020 and 2021 are minimal and would allow staff to advance other components of the divisional workplan.

Financial Implications

At the Corporate and Administrative Committee meeting of May 28, 2020, the report Sunshine Coast Regional District Corporate Financial Variance and Forecast Analysis - Covid-19 was presented. This report stated that based on the first four months of 2020, the deficit for the [350] Regional Solid Waste services was \$83,029. As stated in the Q2 Variance report included in this agenda, the deficit for Regional Solid Waste is currently (\$159,610) up to June 30, 2020.

Each of the recommended service delivery changes for 2020 or 2021 will reduce the 2020 deficit and reduce the amount of taxation to be collected for this function in 2021. Based on staff recommendations, for 2020, there would be a reduction of expenditures by \$6,700. The anticipated reduction in 2021 taxation of all the staff recommended service changes would be at least \$79,700. For 2022, this would result at a minimum in another \$83,000 in savings.

Timeline for next steps

A report with options for optimization of landfill and transfer station hours of operation and a separate report on the review of the tipping fees will be provided to a Committee in Q4 2020.

None of the SCRD bylaws would have to be amended to implement any of the recommended service changes. *Communications Strategy*

Staff will develop and implement necessary communications based on the Board's direction for changes to programs or services.

STRATEGIC PLAN AND RELATED POLICIES

This report provides options in support of the SCRD's commitment to financial sustainability.

CONCLUSION

Based on direction received from the Board, staff analyzed several options to address the impacts of the predicted deficit for the [350] Regional Solid Waste function on 2021 taxation levels. Staff identified several feasible options and are seeking Board direction on their implementation.

Reviewed by:			
Manager		CFO/Finance	X-T. Perreault
GM	X – R.Rosenboom	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

AUTHOR: Graeme Donn - Manager, Recreation Services

SUBJECT: COMMUNITY RECREATION FACILITIES [615] COVID-19 BUDGET IMPLICATIONS

RECOMMENDATION(S)

THAT the report titled Community Recreation Facilities [615] COVID-19 Budget Implications be received;

AND THAT the Community Recreation Facilities be restarted as follows:

1. Gibsons and Area Community Centre be re-opened at Service Level Two;
2. Sechelt Aquatic Centre be re-opened at Service Level Two;
3. Sunshine Coast Arena be re-opened at Service Level Two in October 2020, subject to user demand;
4. Gibsons and District Aquatic Facility remain closed (Service Level Zero) through to the end of 2020;

AND THAT staff work with the Chinook Swim Club on strategies to maximize value to the user group for their lane fee investment;

AND THAT staff research a temporary “COVID-19 Surcharge” to address booking fees and special operating costs and report to a future Committee;

AND FURTHER THAT staff research deficit mitigation strategies and report to a future Committee.

BACKGROUND

The SCRD Board adopted the following resolution on June 11, 2020:

235/20 **Recommendation No. 7** *Community Recreation Service Levels as a Result of COVID-19*

THAT staff report to the July 2020 Corporate and Administrative Services Committee meeting regarding the costs of operating the four recreation facilities: Gibsons and Area Community Centre, Sechelt Aquatic Centre, Sunshine Coast Arena and Gibsons and District Aquatic Facility;

AND THAT consideration be given to the cost implications of delayed openings for any or all four recreation facilities with timelines and costs required to re-open these facilities to the public.

Due to the COVID-19 pandemic, the following recreation facilities have been closed since March 17:

- Gibsons and Area Community Centre (GACC)
- Gibsons and District Aquatic Facility (GDAF)
- Sechelt Aquatic Centre (SAC)
- Sunshine Coast Arena (SCA)

Since that time, some recreation staff have been temporarily laid off or are working zero hours. Some staff have also been redeployed to operate showers and washrooms for vulnerable populations at GDAF and SAC, this work is being funded by BC Housing. Meanwhile, the facilities not currently in use are secure and being maintained.

This report provides information on revenue projections, by each facility, base operating costs, budget projections to the end of the year and recommended next steps.

DISCUSSION

Staff have considered operating costs, revenue and potential operating parameters based on provincial, sector orders and guidelines.

“The New Normal” – Potential Operations in Late 2020

Taking into account the Province’s Restart Plan, provincial guidelines from the BC Recreation and Parks Association, ViaSport and the Lifesaving Society, programming options for late 2020 would look like:

1. To reduce physical contact there will be no drop-in use, advanced registration only.
2. Capacity is reduced based on square footage of each space.
3. Weightroom opens, with 2m spacing between equipment. New cleaning protocols would be instituted. If indoor group fitness classes are offered, the number of participants would be limited and physical distancing would need to be applied.
4. Change rooms would be open with occupancy limits.
5. SCRD services would not be available (Dog licenses, transit pass sales, etc.).
6. Participants will be expected to follow COVID-19 Health Authority protocols:
 - Effective hand hygiene
 - Proper respiratory etiquette
 - Physical distancing (2m)
 - If you are sick do not enter the premises

Considerations for Restart

Things to consider for restarted operations include:

- Community interest, comfort level and thus demand for indoor recreation is unknown and may be lower than pre-COVID. The requirement to pre-register may also reduce demand.
- The possibility of a second wave of COVID could lead to new health orders or protocols to be implemented. At the extreme, these could mandate closure of public recreation facilities. Conversely, continued progress on restart could lead to easing of protocols though this seems unlikely to have a material impact in 2020 based on provincial restart timelines.
- There will be a learning curve for patrons and staff. New processes, cleaning protocols, etc. will be in place, which may slow down some aspects of operation. Although comprehensive risk assessments and safety plans have been developed, protocols may need to be adjusted or improved based on real-world performance.
- There are a number of financial unknowns at present, including outstanding refunds/booking cancellations and fine details relating to cost recovery of shower/washroom services provided through the Emergency Operation Centre (EOC).

Based on Board direction and taking into account these considerations, staff have looked at three scenarios:

1. Leave Facilities closed (Service Level Zero) through December 31, 2020;
2. Partial Opening (Service Level One): open the doors to the community in a staggered fashion around peak facility hours, limited programming;
3. Full Opening (Service Level Two): gradual return to full potential for programming while following all orders/guidelines.

The three service levels are broken down by each facility to allow for analysis and consideration both individually and in combination with one other. Once a service level is established, services can be expanded or retracted, as needed, if public health recommendations change in response to the pandemic.

Only some expenses and revenues are tracked by facility. Others are accounted at the level of the entire [615] service. Developing detailed forecasts at the facility level is thus challenging at this time.

This factor, along with the considerations noted above, mean that the estimates and forecasts contained in this report are heavily qualified. The figures provided are cautious and conservative. Depending on the options decided by the Board, Staff will provide subsequent reports on the status of operations and actual financial implications.

Financial Analysis

Staff have analyzed three scenarios:

- Service Level Zero: closed facilities
- Service Level One: open the doors, no instructor-led programming. Hours may be limited.
- Service Level Two: offer instructor-led programming while meeting all health and safety requirements.

Conservative revenue projections of 30-50% of forecast/normal were used, reflecting that occupancy limits and community comfort level with returning to recreation will influence actual demand. Staff will, of course, seek to maximize patronage and revenue.

Service Level Zero – Closed – August through December

Base operating costs to assure that each Facility is managed in a safe and sustainable way. These costs include water, heat, critical contracted services and required (for regulatory or security reasons) staffing. Staff estimate these costs as:

Facility	Estimated Base Cost (all Deficits)
GACC	(\$43,500)
SAC	(\$38,500)
SCA	(\$31,000)
GDAF	(\$19,500)

There is additional overhead associated with the entire Community Recreation Facilities [615] function, including Facility Operations Staffing (\$11,250/week) and portions of Programmer and Management salaries. These costs total approximately \$687,650 for the August through December period. These costs need to be considered in each of the three scenarios reviewed.

Service Level One – Partial Opening during the Pandemic – August through December

Service Level One focuses on re-opening Facility amenities for public use and rentals, no instructor led programming would be available. Staffing for amenities would continue, such as Aquatic Staff and Arena Workers. Facility hours would be modestly reduced and focused on peak hours for each facility.

Facility	Example of amenities/programming	Revenue	Expenses	Surplus/ (Deficit)
GACC	Arena Rentals Weightroom Court rentals Multipurpose Room Rentals No instructor-led programming Limited hours	\$106,500	\$272,000	(\$165,500)
GDAF	Pool No instructor-led programming Limited hours	\$14,000	\$116,500	(\$102,500)
SAC	Pool Weightroom Multipurpose Room Rentals No instructor-led programming Limited hours	\$64,500	\$365,000	(\$300,500)
SCA	Arena Dry floor to the end of 2020 <ul style="list-style-type: none"> Dry floor Rentals Multipurpose Room Rentals No instructor-led programming Limited hours	\$15,500	\$41,500	(\$26,000)

Service Level Two – Full Opening during the Pandemic – August through December

Service Level Two focuses on providing as many amenities as is possible while maintaining all of the guidelines provided from the local Health Authorities and provincial governing bodies. Facilities would re-open at traditional hours, instructor led programming would be limited:

Facility	Example of amenities/programming	Revenue	Expenses	Surplus/ (Deficit)
GACC	Arena (Ice in early August) <ul style="list-style-type: none"> • Arena Rentals • Arena Programming Weightroom <ul style="list-style-type: none"> • Weightroom Programming Court rentals Multipurpose Room Rentals Fitness and Community Recreation programming Partner Programs, where possible (Youth Centre, Childminding, Preschool, Happy Hearts)	\$177,500+/-	\$288,000 + Youth ctr 13,750+/- + ElderCollege \$3500+/- +Childminding \$5,500+/- +Happy Hearts \$5000+/-	(\$110,500) +/-
GDAF	Pool <ul style="list-style-type: none"> • Aquatic Rentals • Aquatic programming 	\$23,500+/-	\$113,500+/-	(\$90,000) +/-
SAC	Pool <ul style="list-style-type: none"> • Aquatic Rentals Weightroom <ul style="list-style-type: none"> • Weightroom Programming Multipurpose Room Rentals Fitness and Community Recreation programming	\$215,000+/-	\$407,500+/- +Happy Hearts Plus \$5,000+/-	(\$192,500) +/-
SCA	Arena (Dry floor until mid-September, Ice in at the end of September based on ice demand) <ul style="list-style-type: none"> • Dry floor Rentals • Arena Rentals • Arena Programming Multipurpose Room Rentals	\$51,500+/-	\$88,000+/-	(\$36,500) +/-

Analysis

The current (June 30) budget deficit for Community Recreation [615] is \$9,460. This has been reduced from \$206,000 at April 1 through expenditure management and recognition/correction of deferred revenue from Q1. It is not possible to accurately break this down by facility due to how revenues and some expenses are accounted. The seasonality of certain types of patronage/revenue would also need to be considered if looking at individual facilities.

Within the Corporate Variance Report provided at May 28, 2020 Corporate and Administrative Services Committee, high level forecasts focusing on revenues were provided. These estimated a projected year-end deficit ranging from approximately (\$449,876) to (\$816,995). It also important to note that as part of the amendments to the 2020-2024 Financial Plan Bylaw, budgeted operating expenses were reduced by \$708,493 and budgeted wages for casual staffing were reduced by \$147,555. These reductions were offset by decreases to budgeted taxation of \$200,000 and budgeted user fees of \$656,048. Budgeted user fee revenue per the amended financial plan is \$1.10M.

In consideration of the financial impacts resulting from the COVID-19 pandemic, re-opening the Recreation facilities with a reduced version of normal programming would not significantly mitigate budget deficit and will increase expenses over and above what was reduced in the amended Financial Plan. Given the requirements due to COVID-19, revenue would also be substantially reduced. Re-opening GACC and SAC at Service Level Two provides an option to maximize revenue.

In making the recommendations which follow, staff have attempted to balance service to the community, ratepayer expectations, recreation's contribution to our region (wellbeing, sport development, economic development, community attractiveness, etc.) with fiscal responsibility and value for money.

Gibsons and Area Community Centre (GACC)

Based on a recent survey of User Group staff have concluded that ice usage and Facility use at GACC will remain consistent with last year's use.

Current ice booking requests for August total \$19,616. Variable costs for this period are \$35,046, resulting in a gap of \$15,430. Current allocation policy is that ice is only provided when variable costs are covered. It is the Board's discretion to provide ice, or not. Staff acknowledge that spring ice opportunities were lost due to COVID-19 and youth ice groups are keen to return to sport.

For the purpose of preparing estimates, ice installation has been assumed. August 4 was used as a schedule milestone during pre-pandemic planning. Operationally, if Board direction is provided on July 23, ice installation would commence July 24 and ice should be ready on or very close to August 4 - within that week, certainly; outside weather, plant operations and other restart requirements in the building may impact exact date.

Based on the revenue and expense estimates, staff recommend re-opening GACC at Service Level Two.

Sechelt Aquatic Centre (SAC)

Based on the revenue and expense projections, staff recommend re-opening SAC at Service Level Two.

Sunshine Coast Arena (SCA)

Staff recommend opening SCA in the fall, with ice provided (Service Level Two) subject to ice demand.

Gibsons and District Aquatic Facility (GDAF)

Revenue projections at GDAF are low under COVID-19 operating requirements and would not substantially mitigate budget deficit.

Staff recommend that the facility opening be delayed for the time being.

Staff will evaluate demand at SAC and provide a further recommendation in late Q3/early Q4.

Continuance of washroom/shower service would depend on support from BC Housing (currently confirmed until September 30, 2020).

Organizational and Intergovernmental Implications

Organizational Impacts

SCRD recreation services rely on trained, qualified staff. Restart will require recalling lifeguards and building operators. Schedules will be governed by staffing levels or ability to recruit/train new staff. A considerable amount of training and equipment (mainly PPE) will be required to meet new safety standards.

This report is focused on the 2020 fiscal year. Not only will 2020's financial position impact 2021, but it is also highly probable that the changes required for restart such as limiting occupancy will persist into 2021. Some factors, like new cleaning protocols, could be the new normal and be continued in perpetuity. The overall cost and the level of tax subsidization of recreation will require further consideration going forward. Further information will be brought forward through Committee, Q3 variance reporting, year-end and the annual budget process.

Community Impacts

Recreation patrons, public health officials and user groups have advocated for the restart of safe recreation services as part of a healthy community and in support of physical and mental wellbeing. Offering services locally can help reduce exposure and economic leakage associated with off-coast travel.

Financial barriers to access recreation are a concern. A temporary surcharge may inhibit access for some patrons.

Chinook Swim Club has made a request for reduction in lane fees (Attachment A). A new youth lane fee (\$17/lane/hour) was established in 2019 following a request from the Chinook Club.

Based on the Club's Return to Sport Plan and BCRPA guidelines, only 3 swimmers will be permitted per lane (compared to 8 per lane pre-pandemic).

The Club's letter requested consideration of whether a lane fee could be developed that is aligned with what the public would pay. Based on planned 45-minute lane registration blocks, if 3 teen swimmers dropped-in to Sechelt Aquatic Centre for the Club's typical 90-120 minute workout time, the aggregate drop-in fee would be 3 people x 2 booking slots x \$5.25 = \$31.50. The under-12 child aggregate would be \$25.50. Use of a 10-pass could reduce these fees slightly.

Options to consider:

1. Create a new, potentially-temporary, lower lane fee. This would require a bylaw amendment and, if directed, would be introduced in September. Reductions in fees would increase the projected deficit. If a fee change is made for lane rental, it would apply to all pool user groups. Ice groups would likely request the same consideration for ice rentals. Seniors groups may seek similar for room rentals.
2. Maintain the current lane fee, and direct staff to work with the Chinook Club (and other pool user groups) to maximize the value received per booking through creative scheduling (e.g. backing bookings onto cleaning times to maximize time in the pool), etc. Some very limited lane time may be offered at no cost just in advance of formal facility opening as re-opening protocols are tested, as a partnership approach and since learnings would have value to SCRD. Staff would seek a bulk booking approach for user groups as a way to avoid a potential future booking fee/surcharge. **Staff recommend this option.**

Financial Implications

Facility	Service Level – Projected August-December Surplus/ (Deficit)		
	<i>Recommended Option Shaded</i>		
	Zero (closed)	One	Two
GACC	(\$43,500)	(\$165,500)	(\$110,500)
SAC	(\$38,500)	(\$300,500)	(\$192,500)
SCA	(\$31,000)	(\$26,000)	(\$36,500)
GDAF	(\$19,500)	(\$102,500)	(\$90,000)

Considering the current (\$9,460) deficit, and anticipated overhead costs of \$687,650 to the end of the year, proceeding with the recommended service levels for restart could result in a forecasted year-end Community Recreation [615] deficit of up to (\$1.06 Million). This would translate to an additional overall 5% taxation increase for the SCRD and much larger for local service participants.

In addition to the preceding analysis, some specific follow-on considerations and actions are:

1. The use of pre-registration for patrons attending the facility will result in increased transaction fees paid to Sunshine Coast Regional District's (SCRD) registration system provider. These are estimated at \$2/transaction. As well, there will be one-time and temporary ongoing costs for Personal Protective Equipment (PPE), cleaning supplies, etc. A time-limited COVID-19 surcharge (or booking fee) could assist with managing the deficit and contribute to financial sustainability. Staff recommend that the authority, scope, structure and value for such a temporary surcharge be researched and reported to a future Committee for a potential fees and charges amendment.
2. There are opportunities to mitigate the impact of a year-end deficit on taxation such as matching service hours to actual demand, reviewing/revising capital plans to redirect funds to operating, etc. Staff recommend that research be completed and reported to a future Committee.

As well, updated projections will be prepared as part of Q3 variance reporting.

Timeline for next steps or estimated completion date

If directed to re-open, it would take approximately 2-4 weeks to implement and to train recalled staff. Exact opening dates would be subject to staff availability. Staff have done advance ordering of personal protective equipment where reasonable/appropriate in an effort to shorten lead times for opening.

Ice installation at GACC would proceed immediately, with ice available to public/user groups on or as near to August 4 as possible.

Communications Strategy

Staff will inform the local School District, Chinook Swim Club, Youth Organizations, User Groups and Community Groups as key stakeholders.

Information and updates will be posted to the SCRD website, social media, various advertising streams and in the Recreation Guide.

STRATEGIC PLAN AND RELATED POLICIES

This report aligns with the Boards Strategic Priorities of Regional Collaboration and Partnership and Engagement and Communications as well as the Financial Sustainability Policy.

CONCLUSION

Staff analyzed costs of operating the four Community Recreation facilities, giving consideration to scenarios involving delayed opening, limited/minimal programming or full re-start. In making recommendations, staff attempted to balance service to the community, ratepayer expectations, recreation's contribution to our region (wellbeing, sport development, economic development, community attractiveness, etc.) with fiscal responsibility and value for money.

SAC, GACC and SCA are recommended to be re-opened at Service Level Two. Reopening GDAF is recommended to be delayed for the time being, with staff reporting back later in Q3 or early Q4. This scenario could result in a year-end deficit of (\$1.06 Million). Staff will further research strategies to both mitigate a deficit and mitigate impact on future taxation.

As follow on actions, it is recommended that staff research and report back on a potential temporary surcharge to address booking fees and unique COVID-19 costs. As well, staff can work with the Chinook Swim Club on opportunities to maximize value received by the Club for lane fees invested.

ATTACHMENTS

Attachment A: Chinook Swim Club Letter – Request for Reduction in Lane Fees

Reviewed by:			
Manager	X – G. Donn	CFO/Finance	X-T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

For Submission to the SCRD Board

Request for Decrease in Pool Lane Fees - Covid 19 Response

Chinook Swim Club

We are a non-profit organization committed to the goal of empowering children and youth through engagement in the sport of competitive swimming. Our club affords the opportunity to equip our community's youth with pro-social life skills such as: perseverance, work ethic, self-discipline, goal setting, and the emotional management of success and failure, all within the context of a supportive team atmosphere. The development of this skill set is equally important to the time spent in the pool perfecting stroke technique, endurance, and speed. We help athletes to strive towards meeting their goals in competitive swimming.

Prior to Covid 19, our 70+ member team was experiencing exceptional successes right from the pre competitive program up to the Provincial/National training group. Our team is incredibly keen to get back in the pool as soon as possible and in a way that does not put even more stress on the swimmers and their families. Social distancing rules have made it impossible for us to continue paying the same rates with only 3 people per lane versus our pre Covid average of 8 swimmers per lane.

Volunteer Board	President-Maggie Scott Vice president-Christine Miller Treasurer-kristine Jenkins Secretary-Jolene Good Head Coach/Board Liasion-Sarah Hynd Member at Large-Tara Nelson -Eli Sweeney
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Coaches	Certified Coaches Through Swimming Canada x 4 Sarah Hynd: 201 Swimming Canada Certified Robert Hynd: 101 Swimming Canada Certified Danielle Brault: 301 Swimming Canada Constantine Kudaba: 101 Swimming Canada Certified
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Chinook Return to Sport Plan

In the last four years, the Chinook Swim Club has grown into a very successful competitive swim club. We have swimmers qualified for Lower Mainland Regionals, Provincials, Nationals and Olympic trials. Because of the level of swimmers we coach, it is important that they have access to a pool as soon as the facility is ready to resume rentals. We have been given a return to sport plan from SwimBC. SwimBC has collaborated with lifesaving BC, Worksafe BC, and Swimming Canada to develop a model to help us return to sport safely. We have forwarded this plan to the SCRD pool administration so that we can make our local club plan in compliance with the local facility plans. We are working closely with Dr. Brian Nelson (Covid committee member) to develop our plan so we can keep everyone in our community safe. A requirement of SwimBC is that we do not travel out of our community to train. For this reason, we are requesting access to the pool even if the pool does not fully open to the general public. We would need 1 hour and 30 min-2 hours (based on availability) once a day for the summer

months. Once the season resumes in September we would return to our regular rental hours. We would like to access the pool during our regular rental time in the morning Monday through Saturday. We are flexible to facility availability.

Proposal

Due to the fact that we will need to reduce our numbers to be in compliance with the health mandate for social distancing we are asking that you provide us with a reduced booking rate. This may be one specific to our club or one that is in alignment with what the public will be paying if they are required to book pool time. With the reduction in membership fees due to covid, we are expecting a financial hardship in covering lane rentals. A temporary reduction in fees would be helpful while the restrictions are in place.

Our program was shortened mid-march due to Covid which led our club to endure a significant financial loss. Our program usually ends for most swimmers at the end of May and then our elite athletes train in Gibsons during shut down until August. This year, because our athletes have had a few months off already, it is important for our Senior/Provincial/National athletes to return earlier to the pool than September to regain conditioning. One of our athletes is preparing for Olympic trials this year so to be competitive with other athletes she will need to begin her training cycle as soon as possible.

We have attached the SwimBC guidelines that we are currently structuring our return to sport plan on. We look forward to talking with you soon.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

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

SUBJECT: **COMMUNITY PARKS [650] SERVICE LEVELS AS A RESULT OF COVID-19**

RECOMMENDATION(S)

THAT the report titled Community Parks [650] Service Levels as a Result of COVID-19 be received.

BACKGROUND

The SCRD Board adopted the following resolution on June 11, 2020:

235/20 **Recommendation No. 9** *Community Parks Service Levels as a Result of COVID-19*

THAT the potential implications of delayed or partial openings of community parks, community halls and playgrounds be reported as part of the Q2 variance at the Corporate and Administrative Services Committee meeting.

DISCUSSION

In March 2020, aligned with provincial health orders and advice from Public Health Officials, the Sunshine Coast Regional District (SCRD) cancelled sports field bookings, community hall bookings and signed playgrounds as closed. Dakota Ridge Winter Recreation (operated through a distinct service) was closed early for the season. All SCRD Community Parks and Trails remained open for public use, with COVID-19 signage urging distancing in place.

Following the Province's Restart Plan and provincial guidelines released through BC Recreation and Parks Association, and with input from VCH Public Health, restart of SCRD Parks services has begun.

The current state of operations is:

- Playgrounds: open as of June 9, with signage posted
- Shirley Macey spray park: open as of June 29 per seasonal schedule, with signage posted
- Sports fields: remained open for casual use; bookings resumed July 15. All user groups have a Return to Sport plan and must sign an updated assumption of risk waiver.
- Community halls: remain closed, safety plans and signage being developed
- Katherine Lake campground: open to BC residents at 50% capacity to facilitate distancing, following Board direction

Analysis

Directive 235/20 emerged from a discussion of financial implications, staff have focused on those implications in this report.

As of early July 2020 and as reported in the Q2 variance report, Community Parks [650] shows a projected year end balanced budget.

Revenue for the service is diminished due to reduced campground revenue and community hall revenue. At the end of Q2, revenue was approximately \$15,000 versus annual budget of \$76,000 (so less than half of expected). Revenue is approximate as refunds are being processed sequentially/as closure is extended.

No revenue is realized from playgrounds, spray park or sports fields.

With Katherine Lake Campground now open and some hall bookings able to be resumed later this summer, staff expect revenue flow will increase. Actual demand is difficult to estimate, since some community hall bookings will not be able to proceed due to occupancy limits or the activity not being able to be modified to accommodate distancing. A conservative year end revenue projection is \$30,000.

Staff have been actively monitoring expenditures in an effort to prevent/mitigate a year end deficit. This has included delaying hiring of seasonal student workers, managing other staff vacancies. Delaying of some maintenance projects has occurred, which can assist with this year's budget but will need to be addressed in future capital plans as it is ultimately not sustainable. All urgent/safety concerns are being addressed. Using these approaches, staff are planning for a balanced budget.

Financial Implications / Next Steps

None at this time. An update will occur as part of Q3 variance reporting.

STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

Revenue for Community Parks [650] is tracking at less than half of normal/budgeted amount. With restart of services underway, staff expect revenue will be about \$46,000 less than projected at year end. The service's budget is being actively monitored and measures implemented to mitigate a year-end deficit. A balanced budget is forecast. An update will be provided as part of Q3 variance reporting.

Reviewed by:			
A/Manager	X – K. Clarkson	CFO/Finance	X-T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

AUTHOR: Graeme Donn - Manager, Recreation Services

SUBJECT: PENDER HARBOUR AQUATIC AND FITNESS CENTRE [625] COVID 19 BUDGET IMPLICATIONS

RECOMMENDATION(S)

THAT the report titled Pender Harbour Aquatic and Fitness Centre [625] COVID 19 Budget Implications be received;

AND THAT the Pender Harbour Aquatic and Fitness Centre re-open at Service Level One on September 14, 2020;

AND FURTHER THAT staff research a temporary “COVID-19 Surcharge” to address special operating costs and report to a future Committee.

BACKGROUND

The SCRD Board adopted the following resolution on June 11, 2020:

235/20 **Recommendation No. 8** *Pender Harbour Pool Service Levels as a Result of COVID-19*

THAT the potential implications of delayed or partial opening of the Pender Harbour Aquatic and Fitness Centre be reported as part of the Q2 variance at the July 2020 Corporate and Administrative Services Committee meeting.

Due to the COVID-19 pandemic, the Pender Harbour Aquatic and Fitness Centre (PHAFC) closed on March 17, 2020. Since that time, some PHAFC staff have been temporarily laid off or are working zero hours. Some staff have also been redeployed to operate shower and washroom services for vulnerable populations, this work is being funded by BC Housing. Throughout the extended closure, the facility remains secure and is being maintained.

In a “normal” year, the facility would close for summer shutdown from August 1 to September 13, and then would reopen from September 14 to December 31 (with no programming scheduled from December 21 to 31).

This report provides information on revenue and on base operating costs, budget projections to the end of the year, and recommended next steps.

DISCUSSION

Staff have considered operating costs, revenue and potential operating parameters based on provincial and sector orders and guidelines.

“The New Normal” – Potential Operations in Late 2020

Taking into account the Province’s Restart Plan, provincial guidelines from the BC Recreation and Parks Association, ViaSport and the Lifesaving Society, programming options for late 2020 would look like:

1. To reduce physical contact there will be no drop-in use; advanced registration only.
2. Weight room opens, with 2m spacing between equipment. In practice, this would limit the capacity to 6 participants, at any given time, and reduce the usable space and equipment by about 50%. New cleaning protocols would be instituted.
3. If indoor group fitness classes are offered, they would be limited to 6 people and distancing would need to be applied.
4. The pool would re-open, peak bather load limited to 22 swimmers (would also apply to aquatic fitness classes, if offered).
5. Change rooms would be open with occupancy limits.
6. Participants will be expected to follow COVID-19 Health Authority protocols:
 - a. Effective hand hygiene
 - b. Proper respiratory etiquette
 - c. Physical distancing (2m)
 - d. If you are sick do not enter the premises

Considerations for Restart

Things to consider for restarted operations include:

- Community interest, comfort level and thus demand for indoor recreation is unknown and may be lower than pre-COVID. The requirement to pre-register may also reduce demand.
- The possibility of a second wave of COVID could lead to new health orders or protocols to be implemented. At the extreme, these could mandate closure of public recreation facilities. Conversely, continued progress on restart could lead to easing of protocols though this seems unlikely to have a material impact in 2020 based on provincial Restart timelines.
- There will be a learning curve for patrons and staff. New processes, cleaning protocols, etc. will be in place, which may slow down some aspects of operation. Although comprehensive risk assessments and safety plans have been developed, protocols may need to be adjusted or improved based on real-world performance.

- While PHAFC should be looked at as part of Sunshine Coast Regional District's (SCRD) network of recreation facilities, previous research on use patterns and patronage has shown that many of PHAFC's patrons choose not to travel to other recreation facilities on the Sunshine Coast. Additionally, there are fewer private recreation options in Pender Harbour when compared with Gibsons and Sechelt.
- There are a number of financial unknowns at present, including outstanding refunds/booking cancellations (relatively minor at PHAFC) and fine details relating to cost recovery of shower/washroom services provided through the Emergency Operation Centre (EOC).

Based on Board direction and taking into account these considerations, staff have looked at three scenarios:

1. Basic Opening (Service Level One): open the doors to the community, limited programming – **recommended next step**;
2. Leave Facility Closed through December 31, 2020;
3. Full Opening (Service Level Two): gradual return to full potential for programming while following all provincial orders/guidelines.

Financial Analysis

Estimated Base Operating Costs (Closed Facility)

Base operating costs assume the facility is managed in a safe and sustainable way.

These costs include:

- Water
- Heat
- Maintaining fire safety systems
- Daily facility checks
- Support service levy
- Insurance
- Allocated (small) portion of management/coordinator salaries
- Other fixed overhead items (telecommunications, amortization, etc.)

Staff estimate that keeping the facility closed through the end of 2020 would reduce costs by approximately \$300,000, while revenues would be reduced by approximately \$80,000. A year end surplus would result (~\$220,000).

Anticipated Revenue

Typical September through December Gross revenue is \$41,300 (based on average user fees and service charges revenue for the past 3 years). Based on required programming changes, should the Facility completely re-open, staff project 2020 gross revenue for September to December to be \$35,000 at Service Level One (Attachment B) and \$50,000 at Service Level Two.

This projection is based on full usage under COVID-19 operating protocols however some jurisdictions have seen (or have survey results that project) limited demand to return to public recreation facilities based on public health concerns. This revenue projection is also assuming that existing fees and charges will remain constant (see discussion below).

Projected Operating Costs Associated with Reopening

While there will be some staffing reductions due to decreased programming demand (e.g. fewer bathers demands fewer lifeguards), a number of new costs for additional cleaning time and supplies are expected. Based on what is known right now, some or all of these new costs are anticipated to be incurred when the facility reopens. These extraordinary costs are estimated at \$7,500.

Summary

Opening at Service Level 1, by year end costs would be reduced from budget value by approximately \$145,000, while revenues would be \$50,000 less. A year-end surplus (~\$95,000) is anticipated.

Service Level 2 would likely yield a similar year-end position, though the confidence level in projections is lower.

Options:

Staff recommend opening at Service Level 1 (doors open, no instructor led programming initially), as it provides service to the community, value for tax dollars, contributes to public health/wellness/social connectedness.

As systems and protocols are dialed in and patrons get used to pre-registration for visits, consideration can be made about phasing in programming to increase service levels.

Financial Implications

All of the above options have a projected year-end surplus.

The use of pre-registration for patrons attending the facility will result in increased transaction fees paid to SCRD's registration system provider. These are estimated at \$2/transaction. As well, there will be one-time and temporary ongoing costs for PPE, cleaning supplies, etc. A time-limited COVID-19 surcharge could assist with managing temporary costs and contribute to financial sustainability. Staff recommend that the scope, structure and value of such a temporary surcharge be researched and reported to a future Committee for a potential fees and charges amendment.

As well, updated projections will be prepared as part of Q3 variance reporting.

Timeline for next steps or estimated completion date

If directed to proceed with opening at Service Level 1, staff would proceed to implement protocols and train recalled staff for opening September 14.

Communications Strategy

Staff inform School District 46 and the Pender Harbour Aquatic Society during the preparation of this report. Further information sharing and coordination will occur following Board direction.

Information and updates will be posted to the SCRD website, social media, etc.

STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

Staff recommend that PHAFC be reopened in September per usual schedule, at a basic service level. All amenities would be available with protocols in place to ensure that operations meet health orders, safety regulations and guidelines. Consideration can be given to phasing in programming later in the year. A year end surplus is anticipated.

As well, a temporary COVID-19 surcharge is recommended to be researched to help address special costs and support fiscal sustainability. Staff would report back on research to a future committee.

Reviewed by:			
Manager	X – G. Donn	CFO/Finance	X – T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

AUTHOR: Brad Wing, Manager, Financial Services

SUBJECT: WASTE WATER CAPITAL RESERVE BYLAWS

RECOMMENDATION(S)

THAT the report titled **Waste Water Capital Reserve Bylaws** be received;

AND THAT Bylaws to establish statutory capital reserve funds for the Square Bay Community Sewage Treatment System Service, Lily Lake Community Sewage Treatment System Service and Sakinaw Ridge Community Sewage Treatment System Service be brought forward for three readings and adoption.

BACKGROUND

Section 188(1) of the *Community Charter* states that 'A [Board] may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund.'

Furthermore, in terms of this section's applicability to Regional Districts, reserve funds must be established separately for each service per section 377(2) of the *Local Government Act*.

The establishment of a statutory reserve fund allows for contributions to the reserve to be included in the annual financial plan. For example, annual funding intended to support long-term asset management plans would be included as a budgeted contribution to a capital reserve fund.

The report titled *Wastewater Asset Management and Rate Reviews* was presented at the January 23 Corporate and Administrative Service Committee meeting and identified three waste water services that do not currently have established capital reserves: Lily Lake, Square Bay and Sakinaw Ridge.

DISCUSSION

In support of the Wastewater Asset Management Plans developed in 2019 and the ongoing development of associated funding strategies, staff are recommending that statutory capital reserve funds be established for the following waste water services:

- Square Bay Community Sewage Treatment System Service
- Lily Lake Community Sewage Treatment System Service
- Sakinaw Ridge Community Sewage Treatment System Service

The Square Bay service was previously part of the local waste water service Bylaw No. 1026 but was removed and established as its own service to allow for an Alternate Approval Process in 2017. As a result, this service has existing capital reserve funds of approximately \$50,000 which will be placed to the credit of the new reserve fund once established.

Lily Lake has a statutory operating reserve but has never had a capital reserve fund since being established as a service in 2009. A capital reserve fund in this case is desirable as funds placed in it can only be used for capital purposes such as those identified in the asset management plan.

Sakinaw Ridge was established as a new service in 2018 and does not currently have any statutory reserves established.

Staff are not recommending the establishment of statutory operating reserves for Square Bay or Sakinaw Ridge at this time. Any surplus operating funds can be held as uncommitted operating surplus which can be used in the same manner as a general operating reserve.

STRATEGIC PLAN AND RELATED POLICIES

Establishment of capital reserve funds are integral to supporting and administering funding strategies as part of the continued development and implementation of a comprehensive asset management strategy.

CONCLUSION

The report titled *Wastewater Asset Management and Rate Reviews* was presented at the January 23 Corporate and Administrative Service Committee meeting and identified three waste water services that do not currently have established capital reserves: Lily Lake, Square Bay and Sakinaw Ridge.

In support of funding strategies being developed as part of a comprehensive asset management strategy, staff recommend that statutory capital reserve funds be established, by bylaw, for the Square Bay Community Sewage Treatment System Service, Lily Lake Community Sewage Treatment System Service and Sakinaw Ridge Community Sewage Treatment System Service.

Reviewed by:			
Manager		CFO/Finance	X-T. Perreault
GM	X-R.Rosenboom	Legislative	X – S.Reid
CAO		Other	X – K. Doyle

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

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

SUBJECT: COOPERS GREEN HALL INVESTING IN CANADA INFRASTRUCTURE PROGRAM (ICIP) GRANT RESULT AND NEXT STEPS

RECOMMENDATIONS

THAT the report titled *Coopers Green Hall Investing in Canada Infrastructure Program (ICIP) Grant Result and Next Steps* be received;

AND THAT staff proceed as follows:

1. Complete contribution agreement for grant funding;
2. Liaise with Halfmoon Bay Community Association on fundraising, especially in-kind donations;
3. Proceed with further dialogue with the Narrows Inlet Independent Power Project about an enhanced community amenity contribution and;
4. Update capital funding plan in preparation for an update to the 2020-2024 Financial Plan;

AND FURTHER THAT the Board provide further direction on the scope and location of the project within Halfmoon Bay.

BACKGROUND

This report provides an update on the Coopers Green Hall replacement project, associated grant applications, project funding and provides options to move forward. Staff are seeking direction in advance of drafting an agreement with the province.

The SCRD Board adopted the following resolution on January 10, 2019:

003/19 **Recommendation No. 2** *Coopers Green Hall Capital Funding Plan*

THAT the report titled *Coopers Green Hall Capital Funding Plan* be received;

AND THAT staff submit an application for grant funding for the Coopers Green Hall replacement project through *the Investing in Canada Infrastructure Program – Community, Culture and Recreation Stream*;

AND THAT should the grant be successful, the Sunshine Coast Regional District commits to its share of funding (\$946,858) for the project through confirmed community contributions totaling \$355,666 and short-term borrowing of \$591,192 for a maximum term of five years;

AND FURTHER THAT any future grants or donations received toward the Coopers Green Hall project be used to offset short-term borrowing, subject to ICIP grant conditions.

The *Investing in Canada Infrastructure Program* grant application was submitted in January 2019.

SCRD received notice on July 10, 2020 that the grant application was successful and that the Federal and Provincial governments are jointly willing to contribute 73.3% of the project cost, to a maximum of \$2,013,641 (Attachment A).

DISCUSSION

Conditions of Grant Approval

The project must be completed by a date set in the yet-to-be drafted funding agreement, but no later than March 31, 2027 (end of the program). Detailed costing and cash-flow reports must be provided to the funder at regular reporting intervals. The funding formula (maximum of 73.3% of eligible costs) is fixed; the grant amount is set at a maximum of \$2,013,641.

Replacement Hall Design

In 2017/2018, a replacement building design was developed through a public participation process including a Community Task Force. In late 2018, this design was used for the purposes of establishing a project capital budget and seeking ICIP grant support. At the time of application, it was noted that further design/cost tradeoff considerations could be undertaken based on funding availability.

Design development is complete. Construction drawings that can be issued for tender are yet to be completed – this would be a next step.

Estimate of Probable Cost

A Class B (+/- 15%) estimate for the design developed in 2017/2018 was prepared by professional cost estimators in November 2018. This estimate shows a cost of \$2,503,500.

Site improvements beyond the building such as parking, professional fees (archaeology, septic system oversight, any required civil, etc.), hazardous materials abatement in excess of \$5,000, and loose furniture are excluded. A detailed septic design is not complete and represents a cost risk.

The estimate was timed for Q1 2020. Time escalation should be added. Past estimates have pegged annual construction escalation at 7%. The 2019 estimated project total project cost of \$2,886,000 can thus be revised to \$3,088,020 based on Q1 2021 start. Staff will investigate whether further costing analysis should be undertaken prior to tendering.

Status of Construction Budget / Funding

- The SCRD is holding in trust approximately \$222,000 (as of June 30) raised by the Halfmoon Bay Community Association (formerly the Welcome Beach Community Association) for the purpose of a new / improved hall. The agreement is supported by a Memorandum of Understanding (MOU) that facilitates continued cooperation on fundraising. The Community Association has made a commitment to help raise \$300,000 toward a new hall. Staff have been meeting with the Community Association about 4 times per year since the establishment of the MOU.
- Bear Creek Independent Power Project community amenity contribution in the amount of \$191,000.
- Narrows Inlet Independent Power Project community amenity contribution in the amount of \$10,000 has been received, along with a commitment to dialogue about a further contribution once project scope is confirmed.
- The SCRD, through Board resolution 209/17 No. 3, committed annual Community Works Fund (CWF) gas tax funds to this capital project, at a level of \$100,000 per year for the years 2017, 2018 and 2019. Staff note that funds can be held for this project but, per CWF rules, can only be applied once an asset is being developed and expenditures are incurred. Due to grant stacking rules, these funds are ineligible for use as part of the ICIP-funded core of the project. These funds might be able to be used for ineligible components of the project such as site improvements (walkways, etc.).

Grant Opportunities

- In addition to ICIP, the Halfmoon Bay Community Association has also been actively seeking funding to support hall construction and has made past applications to and continued dialogue with the Sunshine Coast Community Forest's Legacy Fund.

Other Support

- Staff have developed a list of meaningful material donations that would assist with the project. SCRD has received indications of interest from a number of suppliers and are aware that the Halfmoon Bay Community Association has been contacted as well. The receipt of donations and gifts, including the issuance of income tax receipts, will be managed by the Finance Department in accordance with Canada Revenue Agency regulations and the SCRD's Donation Policy. Material donations could reduce the cost of construction and provide a legacy opportunity for community donors. This could be an avenue for the Community Association to pursue their fundraising goal.
- There may be opportunities for community volunteer labour support for some aspects of the project (e.g. planned landscaping bee). Volunteers (and SCRD as an employer) are subject to WorkSafeBC requirements. Staff would consider safety, liability and insurance requirements in planning any volunteer activities.

Capital Funding Plan

A revised capital funding summary from the one presented in January 2019, is as follows:

Funding Source	January 2019 Planned Amount	Current Budget	Status
HMBCA Contribution (as at November 2018)	\$208,620	\$222,000	Confirmed
Bear Creek IPP Community Amenity Contribution	\$137,046	\$191,000	Confirmed
Narrows inlet IPP Community Amenity Contribution	\$10,000	\$10,000	Confirmed
Investing in Canada Infrastructure Program ¹	\$2,013,642	\$2,013,642	Fixed at 73.33% of eligible costs.
Gas Tax – Community Works Fund	\$0	\$0	Not eligible due to stacking rules
<u>Subtotal</u>	<u>\$2,369,308</u>	<u>\$2,436,642</u>	Based on Q1 2020 start
UNFUNDED GAP	\$591,192	\$651,378	Estimated
<u>Total</u>	<u>\$2,960,500</u>	<u>\$3,088,020</u>	

The Board-approved funding plan submitted as part of the ICIP grant application resolved that short-term borrowing (over 5 years) would be used to address unfunded gap. Longer-term borrowing would require public approval be undertaken, either through an alternate approval process or referendum.

The Board further directed that should additional donations (such as further fundraising by the Community Association) or grants be received that these sources be used to offset the need for debt financing.

Financial Implications

Based on an estimated project cost of \$3,088,020, the amount to borrow would increase to as much as \$700,000-800,000 depending on the project start date. Annual debt servicing costs associated with short term borrowing are estimated to range from approximately \$150,000 to \$175,000 based on the amount borrowed and the current variable rate of 1.6%. These rates are subject to change based on market conditions. The costs would be funded through taxation to the rural areas based on service participation.

Debt servicing would begin in the fiscal year following project completion (likely 2022 or 2023). Community Parks [650] has a scheduled debt retirement in 2022 associated with borrowing done for a range of capital projects completed as part of the Parks and Recreation Master Plan

(notably Lions Field). The annual debt servicing is in the amount of \$88,480 which would mean tax rates within the service area would see a marginal increase as one debt replaces another.

A larger hall will drive generally higher operating (such as maintenance, capital replacement and janitorial) costs. A number of factors will influence specific costs including level of use and specific materials and finishes selected as design is fully detailed.

A more valuable hall will also increase insurance values and premiums. A larger hall may increase utility costs although the selection of water and energy-conserving fixtures will offset this increase.

Extrapolating current hall operating costs (approximately \$20,500 annually) to account for increased area, a qualified estimate for annual utility, maintenance and janitorial costs would be \$41,000 per year.

Basic accounting for capital replacement would be an annual contribution of \$37,000, increasing by 2% annually, assuming 100% replacement cost planning. The decision to fund capital replacement (and to what level) is the Board's prerogative. Planning for capital replacement aligns with the Asset Management Strategy and Fiscal Sustainability Policy. No capital replacement funding is currently provided for Parks assets including community halls.

Rental fees and the operating model for a new community hall have not been given detailed consideration. Fees for SCRD hall use have not been reviewed for several years.

Community Interest and Feedback

Staff are aware of the intense interest of the Halfmoon Bay Community Association and other members of the community in seeing this project proceed.

As well, staff have received a several comments by phone and email from rural area residents questioning the level of investment (the taxpayer spend) and the scale of the project relative to the park and location. At one time, there was discussion that tax dollars would not be used as a source of funding for the project – however, several years ago the project budget was visualized as being around \$1M.

Options

While it is an exciting opportunity to be provided with up to over \$2M in grant funding, a number of factors bear consideration in determining direction on this project:

- SCRD's overall financial needs, including clearer pictures of requirements to sustain water, wastewater and solid waste services, and the burden of these needs on largely residential taxpayers.
- The impacts and anticipated multi-year recovery from the Covid-19 pandemic, which will challenge service levels, demands on reserves, and will have implications for public gatherings for some time.
- A strong/strengthened focus on climate resiliency, including increased awareness of vulnerability of sea level rise.
- Strengthened focus on regional collaboration.

Taking these factors together, along with past direction on the Coopers Green Hall replacement project, staff made contact with ICIP grant staff and confirmed that there is some flexibility for how ICIP support is used. SCRD was advised that the funding may be used, subject to approval, for any project that:

- Is located in Halfmoon Bay, and
- Is a community hall/community space, and
- Includes a kitchen, and
- Involves participation/collaboration from the shíshálh Nation, and
- Maintains both the funding formula (73.33% contribution) and cap (\$2,013,641).

The specific project for which an agreement is signed can be confirmed as part of the drafting of a funding agreement which is a forthcoming step.

The following options thus appear to be available to SCRD:

1. Continue with the project as previously conceived, using short-term borrowing to supplement grant(s), donations and IPP amenity funds.
2. Revise the project to avoid the need for short term borrowing while maximizing the grant capture. This approach sees a confirmed non-grant contribution of \$355,666 matched by ICIP (to a maximum of 73.33%) to create a project budget of \$1,333,580. The grant contribution would be \$977,914.

This reduced budget could be applied to the existing structure at Coopers Green Park, including developing a new kitchen, septic system, energy efficiency improvements, etc. This approach would likely not increase the indoor capacity of the existing hall.

Or consideration could be given to exploring how the Joint Use Agreement could be leveraged to work with SD46. If co-location with a school is considered, nearby access to a gymnasium or other spaces could have the practical effect of increasing the seating space for community events, relative to the current hall at Coopers Green. This scenario could involve the eventual decommissioning of the Coopers Green Hall.

Comments about Option 2

Alternative locations for a new community space project were considered and rejected during the public participation process, with a preference for a water-front location. This consideration was prior to the financial/pandemic/environmental points noted above.

Option 2 is predicated on maintaining the contribution from the Halfmoon Bay Community Association. Under the terms of the Memorandum of Understanding for the funds held in trust, the purpose of the funds is for development of a hall at Coopers Green Park. The Community Association is a valued partner in this project.

Next Steps

Pending direction from the Board, staff are prepared to undertake next steps on this project.

Initial steps:

1. Complete contribution agreement for grant funding
2. Liaise with Halfmoon Bay Community Association on fundraising, especially in-kind donations
3. Proceed with further dialogue with the Narrows Inlet Independent Power Project about an enhanced community amenity contribution
4. Update capital plan and Financial Plan following Board direction

Further work, if project proceeds as previously conceived:

5. Work with project architect to develop drawings for tender
6. Seek a project manager to oversee the next phase of the project (included in project budget)
7. Complete septic system design
8. Ensure archaeological monitoring services/plan is in place, in coordination with shíshálh Nation

If the Board directs staff to look at Option 2, a revised project plan would be developed to see work forward in a timely way.

STRATEGIC PLAN AND RELATED POLICIES

This project is aligned with the Parks and Recreation Master Plan and Coopers Green Park Management Plan. Recommendations are consistent with the SCRD Donation Policy. Appropriately leveraging grants and community support contributes to Ensuring Fiscal Sustainability.

CONCLUSION

SCRD has been notified of approval of Investing in Canada Infrastructure Program funding up to \$2,013,641 for the Coopers Green Hall replacement.

Staff are prepared to move forward with next steps upon Board direction.

ATTACHMENTS

Attachment A – ICIP Funding Approval Announcement, Coopers Green Hall Replacement Project, dated July 10, 2020

2020-JUL-10 Funding APPROVAL - ICIP - IC0032 Coopers Green Hall Replacement.pdf
<http://cs.scrd.ca/OTCS/cs.exe/link/3667891>

Reviewed by:			
A/Manager	X – K. Clarkson	CFO/Finance	X – T. Perreault
GM	X – I. Hall	Legislative	
CAO	X -	Asset Mgmt	X – K. Doyle

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

AUTHOR: Brad Wing, Manager, Financial Services

SUBJECT: LONG TERM DEBT AS AT JUNE 30, 2020

RECOMMENDATION(S)

THAT the report titled Long Term Debt as at June 30, 2020 be received for information.

BACKGROUND

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

DISCUSSION

A summary of the SCRD's long term debt obligations as at June 30, 2020 is provided in Attachment A.

Specifics of new debt issues, budgeted unissued debt, and expiring debt affecting the 2020-2024 Financial Plan are detailed below along with information on member municipality debt and historical debt levels.

New Debt Issued

On February 27, 2020, a short-term loan agreement was entered into to provide funding for the Vaucroft Dock Capital Works project per Board resolution 015/20 No. 5. The principal amount of the loan is \$450,000. Proceeds were advanced on March 6, 2020 and are scheduled to be repaid in five annual installments on or before August 31 of each year beginning in 2020 and ending in 2024.

Budgeted Unissued Debt

As of June 30, 2020, budgeted unissued funding from borrowing proceeds for two capital projects and ten equipment purchases included in the 2020 Financial Plan totaled \$17,344,500 as detailed in Table 1 below.

Of the budgeted amount, \$305,000 is related to carry forward projects from 2019 and \$17,039,500 is for budget proposals approved for inclusion in the budget during 2020 deliberations.

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

Table 1: Summary of Budgeted Unissued Debt				
Project/Equipment Purchase	Budgeted Proceeds	Proposed Term	Estimated Issuance	Authorization
Regional Water Vehicle Replacements*	170,000	5 Years	Q3 2020	Resolution 206/19 No. 9
North Pender Harbour Water Vehicle Replacement*	90,000	5 Years	Q3 2020	Resolution 038/19 No. 18
Waste Water Vehicle Replacement*	45,000	5 Years	Q3 2020	Resolution 038/19 No. 25
GDVFD Engine #1 Replacement	350,000	5 Years	2021	004/20 No. 9
HMBVFD Tanker (Tender) Replacement	200,000	5 Years	2021	004/20 No. 11
Building Maintenance Vehicle	25,000	5 Years	Q4 2020	004/20 No. 19
Water Meter Installations – Phase 3	7,000,000	20 Years	Fall 2021	Requires elector approval
Vehicle Purchase – Strategic Infrastructure Division	93,000	5 Years	Q4 2020	065/20 No. 37
Regional Water Utility Vehicle Purchase	46,500	5 Years	Q4 2020	004/20 No. 31
Regional Water Excavator & Trailer	200,000	5 Years	Q4 2020	004/20 No. 32
Church Road Well Field Project	9,000,000	30 Years	Fall 2021	<i>Elector approval process in progress- results expected at July 23, 2020 Board Meeting</i>
North Pender Harbour Water Emergency Generator	125,000	5 Years	Q3 2020	065/20 No. 38
Total	\$17,344,500			

*denotes a carry forward project from 2019

Loan Authorization Bylaw No. 704

Issuance of \$5,000,000 in borrowing approved under Loan Authorization Bylaw No. 704 for the Chapman Lake Supply Expansion project is not anticipated based on the current project status (project not proceeding); however, the authority to borrow remains in place for the specified purpose until such time as the Loan Authorization Bylaw is repealed or five years from the date of adoption on July 28, 2021, whichever comes first. This authorized borrowing is not included in the draft 2020-2024 Financial Plan.

Expiring Debt

An equipment financing loans for [117] Information Technology was fully repaid in May 2020. The annual debt servicing cost for this loan of \$26,707 was reduced to \$11,665 in the 2020 Financial Plan based on timing of the final payout.

An equipment financing loan for [117] Information Technology was fully repaid in December 2019. The annual debt servicing cost for this loan of \$26,707 was fully allocated in the 2019 Financial Plan based on timing of the final payout.

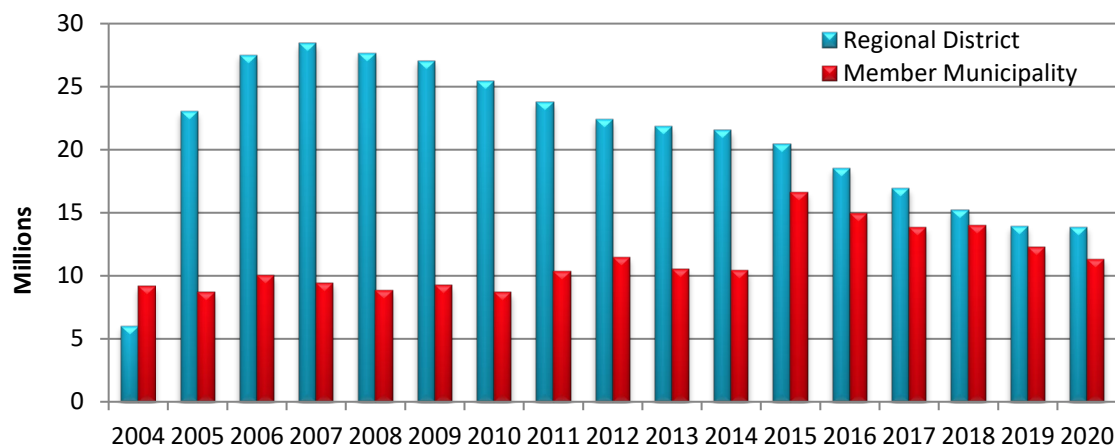
One additional equipment financing loans is set to expire before the end of 2020 for [650] Community Parks. The annual debt servicing cost for this loan of \$8,921 has been reduced to \$7,254 in the 2020 Financial Plan based on timing of the final payout.

Member Municipality Debt

Municipal financing under loan authorization bylaws (other than temporary borrowing) must be undertaken by the applicable Regional District. As at June 30, 2020, the outstanding principal balance of debt recoverable from Member Municipalities by the SCRD was as follows:

Gibsons	\$ 6,586,634
Sechelt	4,751,866
Total	\$ 11,338,500

The Town of Gibsons has \$5,089,000 in authorized unissued debt to fund Sewer Capital Improvements (\$1.760M) and Water Capital Improvements (\$3.329M). Issuance of this borrowing is subject to the adoption of Security Issuing Bylaws by the Regional District Board. Bylaws will be brought forward upon receipt of a Municipal Security Issuing Resolution from the Town.

Historical Debt Balances*Financial Implications*

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

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

A short-term loan to provide funding for the Vaucroft Dock Capital Works project was issued in March 2020. The principal balance of this loan was \$450,000.

Budgeted unissued debt funding for capital projects and equipment purchases totaled \$17,344,500 as at June 30, 2020. This debt will be issued in accordance with project timelines and funding requirements, subject to any required authorizations.

The elector approval process is in progress for the Church Road Well Field Project which would allow for up to \$9 million to be borrowed over 30 years. The results are expected to be released at July 23, 2020 Board Meeting.

One equipment financing loans was fully repaid in the six-month period ending June 30, 2020. There is one additional equipment financing loan scheduled to expire prior to the end of 2020.

As at June 30, outstanding debt issued on behalf of member municipalities totaled \$11,338,500 and authorized unissued member municipality debt totaled \$5,089,000.

Reviewed by:			
Manager		Finance/CFO	X-T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	

Sunshine Coast Regional District

Attachment A

Schedule of Long Term Debt

Projected Balances as at June 30, 2020

Purpose	Interest Rate	Annual Servicing Costs	Principal Balance Remaining	Maturity	Rate Reset / Early Payout
Borrowing Under Loan Authorization Bylaw					
Parks Master Plan	2.25%	88,480	304,855	2022	N/A
Community Recreation Facilities Construction	4.77%	1,461,424	6,616,351	2025	N/A
Chapman Water Treatment Plant	1.80%	175,018	1,222,106	2025	2020
Field Road Administration Building	4.88%	243,191	1,138,662	2026	N/A
Community Recreation Facilities	4.88%	167,664	785,029	2026	N/A
Fleet Maintenance Building Expansion	4.88%	33,530	156,990	2026	N/A
Egmont & District Fire Department Equipment	4.88%	8,238	38,572	2026	N/A
Pender Harbour Pool	2.25%	48,519	473,322	2029	2024
South Pender Water Treatment Plant	3.00%	82,479	1,061,259	2034	2024
North Pender Harbour Water UV & Metering	3.00%	29,300	310,000	2035	N/A
South Pender Harbour Water Metering	3.00%	43,950	465,000	2035	N/A
Square Bay Waste Water Treatment Plant	2.66%	17,868	269,580	2039	2029
		\$ 2,399,661	\$ 12,841,726		
Liabilities Under Agreement					
Merrill Crescent Septic Field Replacement	1.52%	3,278	11,383	2024	Open
Canoe Road Septic Field Replacement	1.52%	4,382	15,217	2024	Open
Vaucroft Dock Capital Works	1.52%	99,466	450,000	2024	Open
		\$ 107,126	\$ 476,600		
Equipment Financing					
Community Parks - Vehicle (2015)	1.52%	8,921	2,772	2020	Open
Regional Water - Vehicle (2016)	1.52%	14,341	22,350	2021	Open
Information Technology Hardware (2018)	1.52%	24,326	35,443	2021	Open
Gibsons Fire Ladder Truck	1.52%	71,210	177,210	2022	Open
Building Maintenance - Vehicle	1.52%	24,104	22,129	2022	Open
Community Parks - Vehicle	1.52%	8,587	26,249	2023	Open
SPHWS - Vehicle	1.52%	6,424	21,286	2023	Open
Information Technology Hardware (2019)	1.52%	24,326	58,559	2023	Open
Regional Water Vehicle Replacements (2018)	1.52%	42,546	168,003	2024	Open
		\$ 224,785	\$ 534,001		
Budgeted Unissued Borrowing					
Regional Water Vehicle Replacements (2019)	TBD	35,330	170,000		
North Pender Harbour Water Vehicle Replacement	TBD	18,704	90,000		
Waste Water Vehicle Replacement	TBD	9,352	45,000		
GDVFD Engine #1 Replacement	TBD	72,738	350,000		
HMBVFD Tanker (Tender) Replacement	TBD	41,565	200,000		
Building Maintenance Vehicle	TBD	5,196	25,000		
Water Meter Installations - Phase 3	TBD	414,097	7,000,000		
Vehicle Purchase - Strategic Infrastructure Division	TBD	19,328	93,000		
Regional Water Utility Vehicle Purchase	TBD	9,664	46,500		
Regional Water Excavator & Trailer	TBD	41,565	200,000		
Church Road Well Field Project	TBD	382,049	9,000,000		
North Pender Harbour Water Emergency Generator	TBD	25,978	125,000		
		\$ 1,075,564	\$ 17,344,500		
SCRD Long Term Debt Totals		\$ 3,807,135	\$ 31,196,827		
Debt Servicing Ratio*		9.75%			

*annual debt servicing cost/recurring revenue

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

AUTHOR: Brad Wing, Manager, Financial Services

SUBJECT: GAS TAX COMMUNITY WORKS FUND UPDATE

RECOMMENDATION(S)

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

BACKGROUND

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

Since 2005, \$8,648,663 has been received from the Gas Tax Fund under the 2005-2015 CWF Agreement and the renewed 2014-2024 CWF Agreement. Funding is based on Regional District rural area population and payments are advanced on a semi-annual basis with funds allocated to the five rural areas per the following resolution adopted at the May 11, 2017 Board meeting:

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

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

DISCUSSION

Funding Allocation

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

Summary of Funding Commitments

Unspent funding received as at December 31, 2019 totaled \$5,726,685. This year's first installment payment totalling \$332,274 is expected to be received in late July. The second installment of \$332,274 is also expected to be received in late July as a result of the Government of Canada's announcement on June 1 that payments would be accelerated in 2020 as part of its COVID-19 response plan. The total available funding for eligible projects in 2020 is

\$6,391,233. Of this, \$377,643 is currently budgeted or committed for projects and \$6,013,590 remains uncommitted.

A summary of CWF allocations and funding commitments by Electoral Area for 2020 is provided in Table 1 below with more detailed information in Attachment A, titled Gas Tax Community Works Fund Summary of Commitments.

Table 1: Summary of Gas Tax Community Works Funding				
Electoral Area	Unspent Funding as at December 31, 2019	2020 Funding Allocations	2020 Funding Commitments	Uncommitted Funds for Available for 2020
Area A- Egmont/Pender Harbour	\$ 1,380,892	\$ 120,444	\$ -	\$ 1,501,336
Area B - Halfmoon Bay	884,755	125,124	(357,643)	652,236
Area D - Roberts Creek	1,188,127	157,026	(10,000)	1,335,153
Area E - Elphinstone	1,492,297	168,180	(10,000)	1,650,477
Area F - West Howe Sound	780,614	93,774	-	874,388
Totals	\$ 5,726,685	\$ 664,548	\$ (377,643)	\$ 6,013,590

Cooper's Green Hall Funding Commitment

\$300,000 of 2020 funding commitment for Area B - Halfmoon Bay is related to the following resolution adopted by the Board at its regular meeting on June 22, 2017

209/17 Recommendation No. 3 Coopers Green Hall Replacement – Fundraising

THAT the report titled Coopers Green Hall Replacement – Fundraising be received;

AND THAT donations received by the Regional District for the Coopers Green Hall Replacement capital project be reserved and committed towards this project only;

AND FURTHER THAT \$100,000 from the Electoral Area B Gas Tax Community Works Fund be committed for the Coopers Green Hall Replacement capital project for the 2017, 2018 and 2019 fiscal years.

The capital funding plan approved by the Board in support of the successful application to the Investing in Canada Infrastructure Program (ICIP) did not include this funding commitment due to grant stacking limits with respect to Federal funding.

Due to their pending ineligibility, these funds will be de-committed and become available for use towards other Gas Tax eligible projects upon execution of a formal ICIP grant funding agreement for the Coopers Green Hall Replacement project.

Incomplete Projects

There are several incomplete projects which remain open on the SCRD's Annual Expenditure Report to UBCM. Expenditures to date for these projects have not yet resulted in a tangible

capital asset, there is no further direction on the projects, and they were not included in the 2020-2024 Financial Plan. These projects are as follows:

Project Title	CWF Funding Applied
Gower Point Road Bicycle/Walking Path - Secret Beach to Gibsons	20,812
Redroofs Road Bicycle/Walking Path - Hwy 101 to Mintie Rd	24,036
Hwy 101 Bicycle/Walking Path Barrier Fencing at Chaster Creek	7,468
Lower Road Bicycle/Walking Path Remaining Sections	11,306
Roberts Creek Village to Pier Bicycle/Walking Path	10,153
Beach Avenue Bicycle/Walking Path from Flume Road South	2,957
Egmont Road Bicycle/Walking Path	5,393
Garden Bay Road Bicycle/Walking Path	6,793
	<u>\$ 88,918</u>

Staff, in coordination with AVICC Regional District members, worked with the Ministry of Transportation & Infrastructure (MoTI) and UBCM on an approach to developing active transportation infrastructure in MoTI right of ways that would allow the above noted projects to proceed.

The Board authorized the signing of the *Active Transportation Infrastructure Memorandum of Understanding* with the Ministry of Transportation and Infrastructure at its regular meeting on January 23, 2020 per resolution 015/20 No. 2. UBCM continues to consider the use of CWF funding for active transportation projects located on provincial lands.

Staff will bring a report to a future Committee on recommended next steps for these projects, along with funding recommendations and Financial Plan amendments.

STRATEGIC PLAN AND RELATED POLICIES

Gas Tax Community Works Funds are intended for capital purposes and, subject to eligibility requirements, can be considered as a funding strategy in the continued development and implementation of a comprehensive asset management strategy.

CONCLUSION

This report is an update on the current status of the CWF (provided through the Federal Gas Tax Fund) including funding commitments, year to date spending and uncommitted funds available to be spent on eligible projects. There is \$6,391,233 of CWF available to fund eligible projects in 2020. Of this, \$377,643 has been committed for projects and \$6,013,590 remains uncommitted.

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

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

**Gas Tax Community Works Fund
Summary of Commitments
2020 Funding Year**

		A	B	D	E	F	Total
CWF Funding	Function	<u>Z10159</u>	<u>Z10160</u>	<u>Z10161</u>	<u>Z10162</u>	<u>Z10163</u>	
Balance of 2019 Uncommitted Funds to 2020		\$ 1,346,720	\$ 507,390	\$ 1,151,205	\$ 1,447,134	\$ 757,058	\$ 5,209,507
2019 Interest Earned		34,172	19,722	26,922	35,163	23,556	139,535
Balance of 2019 Committed Funds to 2020 (Carry Forwards)			357,643	10,000	10,000	-	377,643
Funding Available as at December 31, 2019		\$ 1,380,892	\$ 884,755	\$ 1,188,127	\$ 1,492,297	\$ 780,614	\$ 5,726,685
2020 Anticipated Funding Allocation (based on 2016 Census data)							
First Installment (July)		120,443	125,125	157,026	168,180	93,775	664,548
Second Installment (included with first installment for 2020)		-	-	-	-	-	-
Funding Available for Projects in 2020		\$ 1,501,336	\$ 1,009,879	\$ 1,345,153	\$ 1,660,477	\$ 874,388	\$ 6,391,233
2020 Budgeted and Committed Funding							
Area B - Coopers Green Park - Hall & Parking Design Plans (CF)	650		57,643				57,643
Area B - Coopers Green Hall Replacement (Committed Funds per Res. 209/17 No. 3)	650		300,000				300,000
Area D&E - Lower Road - Ocean Beach Esplanade Connector Trail (CF)	650			10,000	10,000		20,000
		\$ -	\$ 357,643	\$ 10,000	\$ 10,000	\$ -	\$ 377,643
Uncommitted CWF Gas Tax Funds for 2020		\$ 1,501,336	\$ 652,236	\$ 1,335,153	\$ 1,650,477	\$ 874,388	\$ 6,013,590
CWF Funds allocation (per capita basis using 2016 Census data)		18.12%	18.83%	23.63%	25.31%	14.11%	100.00%

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

AUTHOR: Michelle Goetz, Accounts Payable Technician

SUBJECT: DIRECTOR CONSTITUENCY AND TRAVEL EXPENSES FOR PERIOD ENDING JUNE 30, 2020

RECOMMENDATION

THAT the report titled Director Constituency and Travel Expenses for Period Ending June 30, 2020 be received for information.

BACKGROUND

The 2020 Financial Plan for line items Legislative Services Constituency Expenses and UBCM/AVICC Constituency Expenses provide a budget of \$20,300 (\$2,500 allowance per Director from [110] and \$1,000 for Electoral Area Directors from [130]) for the expense of running an elected official office. Based on historical use, the amount budgeted is less than the amount available under the policy. Travel Expenses within Legislative Services and UBCM/AVICC – Electoral Area Services provide an allowance of \$36,144 for mileage, meals, hotel and other various charges associated with travelling on Sunshine Coast Regional District (SCRD) business.

DISCUSSION

The total amount posted to Constituency Expenses for the period ending June 30, 2020 is \$3,023 leaving a surplus balance of \$17,277. The total amount posted to Legislative and UBCM/AVICC Travel Expenses is \$6,620 leaving a remaining balance of \$29,524. Figures are based on expense reports submitted up to July 10, 2020 for the period ended June 30, 2020 and a breakdown by Director is provided below.

Detail	Constituency Expense	Travel Expense (Excluding GST)	Travel Expense (Alternate)
Director Area A	\$882	\$1,982	\$-
Director Area B	\$104	\$2,261	\$-
Director Area D	\$1,450	\$251	\$-
Director Area E	\$404	\$1,131	\$-
Director Area F	\$182	\$708	\$180
Director DOS (2)	\$-	\$107	\$-
Director TOG	\$-	\$-	\$-
Director SIGD	\$-	\$-	\$-
Totals	\$3,023	\$6,620	\$-
Budget	\$20,300	\$36,144	
Surplus (Deficit)	\$17,277	\$29,524	
* Alternate included with Director travel totals.			

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

The 2020 Financial Plan for Constituency Expenses and Travel Expenses provides a total budget of \$56,444. For the period ending June 30, 2020, the total amount posted to Constituency and Electoral Expenses is \$ 9,642 leaving a remaining balance of \$46,802.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 23, 2020

AUTHORS: Sherry Reid, Corporate Officer
 Gerry Parker, Senior Manager, Human Resources
 Tina Perreault, General Manager, Corporate Services and Chief Financial Officer
 Valerie Cropp, Manager, Purchasing and Risk Management
 David Nelson, Manager, Information Technology and GIS
 Brad Wing, Manager, Financial Services
 Kyle Doyle, Manager, Asset Management

SUBJECT: CORPORATE AND ADMINISTRATIVE SERVICES – SEMI ANNUAL REPORT FOR JANUARY TO JUNE 2020

RECOMMENDATION(S)

THAT the report titled Corporate and Administrative Services – Semi Annual Report for January to June 2020 received for information.

BACKGROUND

The purpose of this report is to provide an update on activity in the Corporate and Administrative Services (CAS) Divisions for the first half of 2020 (January to June).

Administration / Legislative [110]

PROJECTS

- a. Video Live-Streaming and facilitation of electronic meetings for Board and Committee meetings – Implemented a live video streaming system. Extended functionality to facilitate electronic meetings using Zoom services in response to COVID-19 remote meeting requirements for SCRD standing committees, select committees, advisory committees, advisory planning commission meetings, and public hearings.
- b. SCRD Website Audit – Completed the work plan including staff and community engagement lead by Kimbo Design consultants who delivered an assessment report with future-state objectives for the SCRD website.
- c. Alternative Approval Process (AAP) Phase 4 Church Road Well Field Project – preparation for the AAP and management of the process. The deadline for elector response is July 20th
- d. Communications Projects – Drought Management Plan Communications support, 2019 Annual Report Production, Development of Water Conservation Plan, Development of Green Bin Program Communications Plan, Granthams Hall Reopening Communications, Emergency Operations Centre COVID-19 updates, Church Well Project communications, Local Government Awareness Week social media campaign, Let's Talk Water (Utility Billing

information session) communications, Alternative Approval Process communications plan for Church Well project loan authorization.

- e. Electronic Bylaw Register – an electronic spreadsheet has been prepared and is currently being populated with all the bylaws that have been adopted by the SCRD to date, including readings, considerations, and approvals.
- f. Bylaw Consolidation Pages – a bylaw consolidation cover page template has been prepared and is being implemented in order to efficiently track bylaw amendment numbers, dates, and each modification that has been made to the parent bylaw.
- g. Records Management for Emergency Operations Centre (EOC) – In addition to day-to-day Documentation Unit duties, new record classifications in the LGMA Schedule were created for COVID-19 response and re-start and a user guide for external EOC staff creating or accessing EOC records was developed and circulated.
- h. Taking Physical Records Home During COVID-19 – policy and procedures were developed and implemented to ensure that physical records were tracked, protected and stored securely when they were taken home by SCRD staff working remotely during the pandemic.
- i. Transitory Documents Retention Policy – created a policy to allow for the review and deletion of transitory documents three months after being stored in the recycle bin of Dr. Know.

OPERATIONS

Statistics

Inactive Record Centre Retrievals

	Q1	Q2	Q3	Q4	Total
2020*	73	43			116
2019*	112	54	109	65	340
2018	234	155	105	105	580
2017	146	84	76	72	378
2016	133	159	110	237	639
2015	142	75	94	69	380

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

**2020 Q1-Q2 lower retrievals and requests due to COVID-19 lock-down*

Records Management Help Desk requests

	Q1	Q2	Q3	Q4	Total
2020	252	236			488
2019	229	182	112	184	707
2018	331	265	182	115	893
2017	260	255	200	215	930
2016	398	337	227	296	1258
2015	226	763	419	352	1760

2015 Q2 = EDRMS Go Live

Twitter account maintenance

"Followers"	Q1	Q2	Q3	Q4
2020	1,593	1,701		
2019	1,505	1,566	1,589	1,603
2018	1397	1432	1470	1475
2017	1245	1293	1324	1351
2016	1051	1108	1169	1204
2015	752	est. 811	972	1003
2014	510	573	637	685

Facebook account maintenance

"Likes"	Q1	Q2	Q3	Q4
2020	2,239	2,288		
2019	1,836	1,921	1,963	1,990
2018	1,506	1611	1784	1844
2017	1142	1237	1350	1480
2016	737	875	949	1038
2015	180	227	650	695
2014	-	-	-	103

Facebook Advertising Campaigns (paid/boosted posts) 2020 Q1 and Q2

Campaign	*Reach	*Post Engagement	Comments	Shares
SCRD Website Feedback survey (March)	4,998	195	14	7
Board Compensation Review Task Force Recruitment	4,920	113	18	5
Emergency Operations Centre "Explore the Sunshine Coast Later" campaign (April)	22,316	1,696	26	86
Utility Bills Education Campaign (April)	6,146	453	15	7
Water Supply Advisory Committee Recruitment (May)	7,756	341	45	17

* Reach is the number of unique people who saw content.

* Post engagement includes actions such as reacting to, commenting on or sharing the ad, claiming an offer, viewing a photo or video, or clicking on a link.

Coast Currents e-newsletter.

"Subscribers"	Q1	Q2	Q3	Q4
2020	701	728		
2019	374	394	593	693
2018	339	354	348	367
2017	260	281	297	322
2016	227	246	263	270
2015	163	180	191	207

News Releases

	Q1	Q2	Q3	Q4	Total
2020	10	3			
2019	1	9	6	7	23
2018	2	6	5	4	17
2017	8	4	5	3	20
2016	8	11	8	2	29
2015	6	3	10	10	29

FOI Requests

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total Rec'd
	Rec'd	Comp'd	Rec'd	Comp'd	Rec'd	Comp'd	Rec'd	Comp'd	
2020	11	11	8	3					19
2019	6	6	3	1	4	4	13	13	26
2018	10	9	0	1	13	11	4	6	27
2017	9	6	10	8	6	11	9	6	32
2016	11	9	7	7	6	6	5	5	29
2015	7	6	4	3	7	6	7	8	25

Summary of Freedom of Information Requests Received in 2020 Q1 and Q2

Type of Information Request	Total
Property information (incl. plans, drawings, permits, inspection reports, etc.)	8
Personal information	3
Motor vehicle incidents	1
Fire incidents	2
Waterline servicing/maintenance information	1
Planning documents (incl. planning processes, zoning amendments, OCP amendments, etc.)	2
Safety/emergency response documents (incl. correspondence, reports, memos, recommendations, etc.)	2

Human Resources [115]

PROJECTS

- a. Collective Agreement negotiations continued through to early March with agreement to postpone in response to COVID-19.
- b. Annual Joint Health and Safety Committee review processes supported by HR occurred January – May, 2020.
- c. Senior Manager, HR, led a panel and discussion in a Local Government Management Association pre-conference workshop for CAO's on best HR practices.
- d. New Sick Leave During COVID-19 Policy, Safety Policy, Working Remotely Policy, and new Business World training all in response to COVID-19 developed and/or provided to staff.

- e. New Letters of Understanding agreed upon between HR and Union to address Flexible Work Schedules and Temporary Layoffs in response to COVID-19. New Flexible Work Schedule Policy for Exempt staff as well.
- f. New Respectful Workplace policy and associated complaint form and procedures developed and distributed. Two (2) WorkSafeBC Inspections occurred and confirmed full compliance with WorkSafeBC Regulations and the Act.
- g. New SCRD WorkSafeBC Safety Plan created in response to COVID-19 along with updates to the Pandemic Exposure Control Plan and associated risk assessments and control measures.
- h. New SCRD CAO Performance Evaluation Template finalized with Committee and ready for distribution.

OPERATIONS

Statistics

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

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total Rec'd	Total Rec'd
	First Aid	WSBC	First Aid	WSBC	First Aid	WSBC	First Aid	WSBC	First Aid	WSBC
2020	2	9	0	4						
2019	2	8	7	9	7	7	7	3	9	17
2018	6	4	8	11	4	8	8	8	22	31
2017	8	8	3	8	6	5	10	6	27	27
2016	8	1	11	4	6	4	14	6	39	15

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

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total	Total
	Posts	Applicants.	Posts	Appl	Posts	Appl	Posts	Appl	Posts	Appl
2020	8	114	18	350						
2019	14	131	21	371	28	222	23	274	86	998
2018	15	79	20	265	18	223	14	166	67	634
2017	16	105	15	81	19	97	29	233	79	516
2016	10	96	14	271	27	226	14	235	65	828

Training and Development (BEST - Building Essential Skills for Tomorrow). Numerous sessions held throughout the year that include such topics as communication skills, leadership development, project management, Word, Excel, emergency preparedness, and safety training.

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total Sess.	Total Att.
	Sessions	Attendees	Sess.	Att.	Sess.	Att.	Sess.	Att.		
2020	6 - Online	82	20 - Online	*285 (144 COVID -19 Training)						
2019	3	30	3	27	3	55	7	137	16	248
2018	2	14	9	40	3	42	1	20	15	116
2017	0	0	8	108	2	28	9	131	19	267
2016	4	55	5	79	3	49	5	59	17	242

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

PROJECTS

a. Finance

- 2020-2022-Financial Plan process completed and further amended due to COVID-19
- 2020 Annual Requisition – Funds were requisitioned in April 2020 for Ad Valorem and February 2020 for Parcel Tax. Funds will be received from the Town of Gibsons, District of Sechelt, Sechelt Indian Government District and Province of BC by August 1, 2020.
- 2019 Audit – BDO LLP – Year-end audit was completed in April 2020. Audited Financial Statements were presented by BDO LLP and approved by the Board on April 23, 2020.
- Canadian Award for Financial Reporting (CAnFR) – 2019 CAnFR award was applied for in June 2020. Results are typically received in November.
- Statutory Filings for 2020 – Local Government Data Entry (LGDE), Climate Action Revenue Incentive Program (CARIP), Statement of Financial Information (SOFI) and Annual Report completed by the end of June 2020.

b. As of June 30, 2020 the approved Rural Areas' Grant-in-Aid to be funded August 1, 2020 totals \$89,228.

c. Risk Management:

- Continues with the second phase of the Statement of Values evaluation contract
- Ongoing development of a maintenance cycle for assessing future insurance requirements.

- Continues to develop a multi-year annual risk review plan with a corporate wide options for risk registry process
- d. Purchasing:
- Continues with Social Procurement training with staff and vendor community outreach.
 - Develop and implement procurement training program sessions.
- e. Asset Management:
- Wastewater:
 - i. Continued Community Engagement seminars for potential impacts on residents of the wastewater local service areas.
 - ii. User Fee increases presented/approved at Jan 2020 Board meeting
 - iii. Ongoing Capital Planning for 15 Wastewater service areas
 - iv. Successfully received grants for two wastewater service areas, preparing to put projects to tender
 - Ongoing development of Asset Registry for Water, Parks and Ports.
 - Provided interdepartmental support for life-cycle costing on various projects.
- f. Information Technology - Significant unplanned COVID-19-initiated work to quickly enable work-from-home technology, connectivity, security controls, and loaner equipment for staff.

Corporate Software:

- Continued routine updates to software systems.
 - Iteratively improved on internal workflow and business processes around job posting requests, onboarding and offboarding of staff, and position control in our ERP (Enterprise Resource Planning) software.
 - Ongoing development of new and improved reporting from all software systems in response to requests for better information accessibility.
 - Developed protocols and procedures for using Zoom in conjunction with YouTube, and live-streaming equipment to deliver regular public board and committee meetings and a consistent, reliable and publicly accessible fashion. Now expanding this to include Public Hearings, dialogues, and other public attendance events.
- g. GIS – Developed a variety of web mapping applications for several SCRD departments to meet changing needs. Began providing GIS service to the Town of Gibsons.
- h. Administration Building (Field Rd.)
- Worked on modifications and safety changes related to COVID-19.
- i. Library Services:
- Gibsons and District Public Library
 - i. Service/Funding agreement signed for 2020
 - ii. Regular Building Maintenance items complete.
 - Sechelt Public Library - Staff to staff meetings to work on drafting updated five-year funding agreement and Memorandum of Understanding.

OPERATIONS

Finance Statistics

of Invoices and Payments Issued

Year	January to June		July to December		Totals	
	Accounts Receivable Invoices	Accounts Payable Payments	Accounts Receivable Invoices	Accounts Payable Payments	Accounts Receivable Invoices	Accounts Payable Payments
2020	2,096	2,525				
2019	2,195	2,757	2,540	2,667	4735	5424
2018	802	2,918	2,003	2,436	2,805	5,354
2017	944	2,385	885	2,832	1,829	5,217
2016	674	2,873	669	2,860	1,343	5,733
2015	617	2,738	677	2,834	1,294	5,572
2014	708	2,881	652	2,857	1,360	5,738

Purchasing Statistics

of Purchase Orders Issued

	January to June	July to December	Total
	Processed	Processed	
2020	321		
2019	350	259	609
2018	314	349	663
2017	559	334	893
2016	484	247	731
2015	523	314	837
2014	374	322	696

of RFX's Tendered and Awarded

	January to June		July to December		Total Awarded
	Tendered	Awarded	Tendered	Awarded	
2020	21	14			
2019	19	18	27	21	39
2018	16	9	27	17	26
2017	19	18	19	20	38
2016	12	6	17	12	18
2015	9	9	11	10	19
2014	9	8	9	8	16

NOTE: A total of 157 contracts/purchase orders were issued during the time period April 1 to June 30, 2020 with zero valued between \$50,000 and \$100,000. As there were no contract awards between the above noted values there will not be a separate Staff Report for Contracts Between \$50,000 and \$100,000 from April 1 to June 30, 2020.

Utility Billing Statistics

of Active mySCRD Users

	mySCRD Users	All Other UB Customers	Total
2020YTD	5,385	8,668	15,053
2019	4,273	9,758	14,031
2018	3,426	10,490	13,916
2017	2,602	11,071	13,673
2016	1,729	11,655	13,384

of Active mySCRD Users receiving paper vs electronic invoices

	Paper Invoices	E-bill Invoices	Total
2020	3,156	2,229	5,385
2019	2,639	1,634	4,273
2018	2,119	1,307	3,426
2017	1,589	1,013	2,602
2016	1,024	705	1,729

of Payments Received for Each Payment Method

	mySCRD	Online banking	In Person	Total
2020YTD	3,867	9,595	3,271	16,733 (YTD)
2019	2,916	10,277	6,361	19,554
2018	2,746	10,122	6,609	19,477
2017	2,422	9,786	7,078	19,286
2016	2,093	8,632	7,586	18,311

\$ Value of Utility Accounts with Balances Outstanding Dec 31

Jurisdiction	2017	2018	2019	2020	Change
570	86,393	82,930	92,800		9,870
746	182,357	190,245	246,885		56,640
Total	268,750	273,175	339,685		126,510

Information Technology (IT) and Geographic Information Services (GIS) Statistics

of Addresses Assigned

	January to June	July to December	Total
2020	150		
2019	239	200 (not including 150 renumberings)	439
2018	205	183	388
2017	185	182	367
2016	236	172	408

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

	January to June	July to December	Total
2020	390		
2019	269	198	467
2018	296	201	497
2017	387	317	704
2016	402	344	746

of Town of Gibsons GIS Tickets

	January to June	July to December	Total
2020	34		34

of IT Help Request Tickets

	January to June	July to December	Total
2020	1596		
2019	1846	1770	3616
2018	1454	2190	3644
2017	1715	1829	3544
2016	2706		2706

Other (Education and Training)

- a. GIS Staff – participated in a variety of professional development opportunities including online webinars, user groups and conferences for ESRI, Latitude Geographics, BCFED, AssetFinda and MISA BC.
- b. Manager, Purchasing and Risk Management – Attended the Municipal Insurance Association of British Columbia- COVID-19 Webinar Series – April to June 2020
- c. General Manager, Corporate Service/CFO attended:
 - a. Emergency management of BC- COVID-19 related webinars March and April.
 - b. Government of Finance Officer (International)- Webinars on COVID recovery
 - c. The Government Finance Officers Association of BC virtual conference June 3-5, 2020.
 - d. Participation as member of Municipal Finance Authority of BC-Pooled Fund Advisory Committee. Focus has been on economic impacts of COVID.

Reviewed by:			
Mgr., IT	X – D. Nelson	CFO/Finance	X.-T. Perreault
SM, HR	X – G. Parker	Legislative	X – S. Reid
CAO	X – D. McKinley	Other	