



## CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, June 25, 2020  
SCRD Boardroom, 1975 Field Road, Sechelt, B.C.

### AGENDA

---

**CALL TO ORDER**      9:30 a.m.

#### **AGENDA**

1. Adoption of Agenda

#### **PRESENTATIONS AND DELEGATIONS**

#### **REPORTS**

2. 2019 Sunshine Coast Regional District (SCRD) Corporate Annual Report available on the web at [Annual Reports](#)  
*General Manager, Corporate Services / Chief Financial Officer*  
**(Voting – All Directors)**      Annex A  
Page 1
3. Financial Reporting Requirements and Statement of Financial Information, Year-Ended December 31, 2019  
*General Manager, Corporate Services / Chief Financial Officer*  
**(Voting – All Directors)**      Annex B  
pp. 2-66
4. 2020 Budget Process Debrief and 2021-2025 Financial Plan Process (July to December)  
*General Manager, Corporate Services / Chief Financial Officer*  
**(Voting – All Directors)**      Annex C  
pp. 67-86
5. 2020 Union of British Columbia Municipalities (UBCM) Resolutions – Cumulative Effects of Land Use Decisions  
*Corporate Officer*  
**(Voting – All Directors)**      Annex D  
pp. 87-88
6. Wastewater Feasibility Study – Infrastructure Planning Grant Program  
*Manager, Asset Management*  
**(Voting – All Directors)**      Annex E  
pp. 89-91
7. Sechelt Landfill Ground Disturbance – Financial Update  
*General Manager, Infrastructure Services*  
**(Voting – All Directors)**      Annex F  
pp. 92-95

## **COMMUNICATIONS**

## **NEW BUSINESS**

### **IN CAMERA**

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

## **ADJOURNMENT**

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Corporate and Administrative Services Committee – June 25, 2020

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

**SUBJECT:** 2019 SUNSHINE COAST REGIONAL DISTRICT (SCRD) CORPORATE ANNUAL REPORT

---

### RECOMMENDATION(S)

**THAT the report titled 2019 Sunshine Coast Regional District (SCRD) Corporate Annual Report be received;**

**AND THAT the 2019 Annual Report be approved for distribution.**

---

### BACKGROUND

Each year, the Corporate and Administrative Services Department prepares a comprehensive Annual Report. It provides a general overview of the SCRD's strategic goals and objectives, progress and accomplishments of the various services, audited financial statements, and other related financial information of the past year.

Although not a statutory requirement for a Regional District to prepare an Annual Report it is considered a best practice. The Regional District must however prepare and approve the financial statements prior to May 15 of each year, which are contained in the Annual Report.

### DISCUSSION

The SCRD Annual Report, for year ending December 31, 2019, is made available on our website to view or print ([www.scrd.ca/Annual-Reports](http://www.scrd.ca/Annual-Reports)). It is distributed to various stakeholders, such as government bodies, and the local libraries. The Annual Report is also the basis for the Government Finance Officers Associations (GFOA) Canadian Award for Financial Reporting, which the SCRD has been successful in receiving for several years. The 2019 Annual Report will be submitted to GFOA for consideration.

### STRATEGIC PLAN AND RELATED POLICIES

The Annual Report is one tool to report on all aspects of the SCRD's Strategic goals and objectives. It also enforces the corporate value of "Transparency".

### CONCLUSION

Staff recommend the 2019 SCRD Corporate Annual Report be approved and distributed.

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Corporate and Administrative Services Committee – June 25, 2020

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

**SUBJECT:** FINANCIAL REPORTING REQUIREMENTS  
STATEMENT OF FINANCIAL INFORMATION, YEAR ENDED DECEMBER 31, 2019

---

### RECOMMENDATIONS

**THAT the report titled Financial Reporting Requirements – Statement of Financial information, Year Ended December 31, 2019 be received;**

**AND THAT the Statement of Financial Information for the year ended December 31, 2019 be approved as presented;**

**AND FURTHER THAT this recommendation be forwarded to the June 25, 2020 Regular Board Meeting.**

---

### BACKGROUND

The purpose of this report is to meet the legislative requirements for reporting of the Sunshine Coast Regional District's (SCRD) financial information.

Pursuant to Section 376 of the *Local Government Act*, by June 30 in each year, a regional district must hold a public meeting for the purpose of presenting the statement of financial information (SOFI) for the preceding year. The information must also be available for public inspection, which will be available online and by appointment at the SCRD office during regular office hours. This information includes:

- (a) the audited financial statements;
- (b) the reporting of remuneration and expenses.

Under the *Financial Information Act*, the information presented must also include:

- (c) a schedule of guarantee and indemnity agreements;
- (d) a statement of severance agreements;
- (e) a schedule of suppliers of goods and services.

In response to the COVID-19 pandemic, the Ministry of Municipal Affairs and Housing (MAH) offered changes to due dates for this year's financial reporting submissions to the Ministry as part of the Financial Measures for Local Governments. Due date for the 2019 Statement of Financial Information was extended to August 31. However, they encouraged local governments

to get the reports done as soon as possible. The SCRD is prepared and able to report by the original June 30 deadline.

## DISCUSSION

In accordance with the above, the attached Statement of Financial Information package includes the following:

1. **Attachment #1 – Financial Section** of the 2019 Annual Report provides the audited financial statements for the fiscal year ended December 31, 2019 in accordance with Section 376 of the *Local Government Act*, Section 167 of the *Community Charter* and Schedule 1 Sections 1 to 4 of the *Financial Information Regulations*. Please note the complete 2019 Annual Report will be available on our website. Only the financial section presented by our auditors in April and approved by the Board on April 23, 2020 is attached to this document.
2. **Attachment #2 – 2019 Schedule of Guarantee and Indemnity Agreements** – Schedule 1 Section 5 of the *Financial Information Regulations* requires that a list of guarantee and indemnity agreements be provided. The SCRD had no such agreements in 2019; however, a “NIL” Statement has been provided as required.
3. **Attachment #3 – 2019 Schedule of Remuneration and Expenses** – Schedule 1 Section 6 of the *Financial Information Regulations* provides:
  - Total remuneration and expenses for each elected official and member of the Board of Directors.
  - Each employee whose total remuneration exceeds \$75,000 and the total expenses for each employee.
  - A consolidated total for employees whose remuneration is \$75,000 or less.
4. **Attachment #4 – 2019 Statement of Severance Agreements** – Schedule 1 Section 6 (7) of the *Financial Information Regulations* requires that a list of severance agreements be provided. The SCRD had 2 agreements for 2019.
5. **Attachment #5 – 2019 Schedule of Payments to Suppliers of Goods and Services** – Schedule 1 Section 7 of the *Financial Information Regulations* provides:
  - All suppliers of goods and services who received aggregate payments exceeding \$25,000.
  - A consolidation total of all payments to suppliers who received \$25,000 or less.
6. **Attachment #6 – 2019 Statement of Financial Information Approval** – Schedule 1 Section 9 of the *Financial Information Regulations* provides approval for the Statement of Financial Information as required. This will be signed once Board approval is received.

**STRATEGIC PLAN AND RELATED POLICIES**

The Financial Reporting Requirement is a statutory requirement.

**CONCLUSION**

As per the legislation, the SOFI must be presented and approved by the Board annually. It will also be available for public inspection online and by appointment at the SCRD office during regular office hours until June 30, 2020.

Staff recommend that this report be received and approved by the Corporate and Administrative Services Committee, and that the recommendation be forwarded to the June 25, 2020 Regular Board meeting. Once approved, the SOFI will be forwarded to the Ministry by the original statutory deadline of June 30.

Attachment: Statement of Financial Information Year Ended December 31, 2019

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

# Sunshine Coast Regional District

## Statement of Financial Information Year Ended December 31, 2019

### Table of Contents

Description	Page
<b>2019 Financial Section</b>	
Independent Auditor's Report	
Financial Statements and Notes	Page 1-26
Supplemental Financial Information Schedules	Page 27-49
<b>Schedule of Guarantee and Indemnity Agreements</b>	
Nil Report - 1 page	Fir Schedule 1 Section (5)
<b>Schedule of Remuneration and Expenses</b>	
Director and Employee - 3 pages	Fir Schedule 1 Section (6)
<b>Statement of Severance Agreements</b>	
Report - 1 page	Fir Schedule 1 Section 6 (7)
<b>Schedule of Payments to Suppliers of Goods and Services</b>	
Individual Accounts Over \$25,000 & Summary - 3 pages	Fir Schedule 1 Section (7)
<b>Statement of Financial Information Approval</b>	
Report - 1 page	Fir Schedule 1 Section (9)

FINANCIAL SECTION

Audited Financial Statements of

**SUNSHINE COAST REGIONAL DISTRICT**

**For the Years Ended December 31, 2019 and 2018**

---

## Independent Auditor's Report

---

### To the Chairperson and Directors of the Sunshine Coast Regional District

#### Opinion

We have audited the accompanying financial statements of the Sunshine Coast Regional District (the "District"), which comprise the Statement of Financial Position as at December 31, 2019, the Statements of Change in Net Financial Assets, Operations, and Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the District as at December 31, 2019, and the results of its operations, change in net financial assets, and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally-accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of this report. We are independent of the District in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the District's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the District's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



### Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*BDO Canada LLP*

Chartered Professional Accountants

Whistler, British Columbia  
April 28, 2020

# Sunshine Coast Regional District

## Statement Of Financial Position

December 31, 2019 and 2018

	2019	2018
<b>Financial Assets</b>		
Cash and equivalents	\$ 9,973,783	\$ 3,399,193
Portfolio investments (Note 3)	28,378,454	28,962,730
Accounts receivable (Note 4)	2,712,252	3,492,353
Debt recoverable from member municipalities (Note 10)	12,255,657	13,961,870
Restricted cash: MFA debt reserve fund (Note 12)	466,521	453,118
<b>Total Financial Assets</b>	<b>53,786,667</b>	<b>50,269,264</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 5)	4,825,289	3,798,223
Employee future benefits (Note 17)	144,500	223,700
Deferred revenue:		
Development cost charges (Note 6)	2,139,133	2,062,705
Future parks acquisition (Note 7)	635,151	473,101
Other (Note 8)	723,782	1,199,456
Provision for landfill closure and post-closure (Note 9)	6,888,506	6,268,701
Long-term debt (Note 10)	26,160,639	29,178,053
<b>Total Liabilities</b>	<b>41,517,000</b>	<b>43,203,939</b>
<b>Net Financial Assets</b>	<b>12,269,667</b>	<b>7,065,325</b>
<b>Non-Financial Assets</b>		
Inventory and prepaids	791,360	981,205
Land held for resale (Note 13)	1,935,684	1,959,902
Tangible capital assets (Note 11)	135,344,442	132,165,925
<b>Total Non-Financial Assets</b>	<b>138,071,486</b>	<b>135,107,032</b>
<b>Accumulated Surplus (Note 15)</b>	<b>\$150,341,153</b>	<b>\$142,172,357</b>



Tina Perreault  
Chief Financial Officer



Lori Pratt  
Chair

The accompanying section "Notes to Financial Statements" form an integral part of these financial statements.

# Sunshine Coast Regional District

## Statement Of Change In Net Financial Assets

For the Years Ended December 31, 2019 and 2018

	Fiscal Plan 2019 (Note 21)	Actual 2019	Actual 2018
Annual operating surplus	\$ 4,407,928	\$ 8,168,796	\$ 8,011,187
Acquisition of tangible capital assets	(16,225,592)	(8,450,585)	(6,407,972)
Amortization of tangible capital assets	4,418,253	4,822,441	4,437,915
Loss (gain) on disposal of tangible capital assets	-	13,221	38,951
Proceeds from sale of tangible capital assets	-	29,960	-
Write-off of tangible capital assets	-	406,446	-
Change in inventory and prepaids	-	189,845	(83,374)
Development of land held for resale	-	24,218	20,577
	(7,399,411)	5,204,342	6,017,284
Net financial assets (net debt), beginning of year	7,065,325	7,065,325	1,048,041
<b>Net financial assets, end of year</b>	<b>\$ (334,086)</b>	<b>\$ 12,269,667</b>	<b>\$ 7,065,325</b>

The accompanying section "Notes to Financial Statements" form an integral part of these financial statements.

# Sunshine Coast Regional District

## Statement Of Operations

For the Years Ended December 31, 2019 and 2018

	Fiscal Plan 2019 (Note 21)	Actual 2019	Actual 2018
<b>Revenue</b>			
Grants in lieu of taxes	\$ 72,000	\$ 89,178	\$ 87,626
Tax requisitions	20,218,598	20,218,598	18,990,745
Frontage and parcel taxes	5,388,416	5,436,222	5,315,525
Government transfers (Note 14)	4,855,517	5,820,491	4,575,356
User fees and service charges	11,529,477	12,447,220	11,974,699
Member municipality debt	1,947,878	1,947,862	1,914,354
Investment income	58,000	822,123	573,302
Contributed tangible capital assets	-	481,660	749,472
Other revenue	956,820	1,588,734	1,846,911
<b>Total Revenue</b>	<b>45,026,706</b>	<b>48,852,088</b>	<b>46,027,990</b>
<b>Expenses (Note 20)</b>			
General government	2,234,238	1,835,229	1,729,901
Protective services	2,821,939	2,685,712	2,686,336
Transportation services	5,690,200	5,857,219	5,451,050
Environmental services	5,101,205	5,882,375	5,081,697
Public health services	335,020	245,522	243,251
Planning and development services	2,224,258	2,049,807	2,103,041
Recreation and cultural services	12,246,703	12,190,274	11,634,256
Water utilities	7,639,722	7,791,709	6,874,202
Sewer utilities	377,615	318,790	316,323
Debt charges member municipalities	1,947,878	1,947,862	1,914,354
Unfunded post-employment benefits	-	(121,207)	(17,608)
<b>Total Expenses</b>	<b>40,618,778</b>	<b>40,683,292</b>	<b>38,016,803</b>
<b>Annual Operating Surplus</b>	<b>4,407,928</b>	<b>8,168,796</b>	<b>8,011,187</b>
Accumulated Surplus, beginning of year	142,172,357	142,172,357	134,161,170
<b>Accumulated Surplus, end of year</b>	<b>\$146,580,285</b>	<b>\$150,341,153</b>	<b>\$142,172,357</b>

The accompanying section "Notes to Financial Statements" form an integral part of these financial statements.

# Sunshine Coast Regional District

## Statement Of Cash Flows

For the Years Ended December 31, 2019 and 2018

	2019	2018
<b>Operating Transactions:</b>		
Annual operating surplus	\$ 8,168,796	\$ 8,011,187
<b>Items not involving cash included in annual surplus:</b>		
Amortization of tangible capital assets	4,822,441	4,437,915
Loss (gain) on disposal of tangible capital assets	13,221	38,951
Write-off of tangible capital assets (Note 11)	406,446	-
Contributed tangible capital assets	(481,660)	(749,472)
Employee future benefits	(79,200)	(16,400)
Provision for landfill closure and post-closure costs	619,805	63,544
<b>Change in financial assets and liabilities involving cash:</b>		
Decrease (Increase) in accounts receivable	780,101	(115,457)
Increase in accounts payable and accrued liabilities	1,027,066	44,000
(Decrease) increase in other deferred revenue	(475,674)	(216,801)
Change in inventory and prepaids	189,845	(83,374)
<b>Net Change in Cash from Operating Transactions</b>	<b>14,991,187</b>	<b>11,414,093</b>
<b>Investing Transaction:</b>		
Net increase in portfolio investments	584,276	(3,718,412)
<b>Financing Transactions:</b>		
Debt proceeds	583,400	140,500
Repayment of long-term debt	(1,894,601)	(1,841,879)
Restricted cash: MFA debt reserve fund	(13,403)	(9,649)
Collection of DCC and parkland aquisition (deferred revenue)	238,478	339,168
<b>Net Change in Cash from Financing Transactions</b>	<b>(1,086,126)</b>	<b>(1,371,860)</b>
<b>Capital Transactions:</b>		
Cash used to acquire tangible capital assets	(7,968,925)	(5,658,500)
Proceeds from sale of tangible capital assets	29,960	-
Development of land held for resale	24,218	20,577
<b>Net Change in Cash from Capital Transactions</b>	<b>(7,914,747)</b>	<b>(5,637,923)</b>
<b>Net increase in cash and cash equivalents</b>	<b>6,574,590</b>	<b>685,898</b>
Cash and equivalents, beginning of year	3,399,193	2,713,295
<b>Cash and equivalents, end of year</b>	<b>\$ 9,973,783</b>	<b>\$ 3,399,193</b>

The accompanying section "Notes to Financial Statements" form an integral part of these financial statements.

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

---

### 1. Significant Accounting Policies

The preparation of the Financial Statements is the responsibility of the management of the Sunshine Coast Regional District. The accounting policies used within these statements conform to Canadian Public Sector Accounting Standards ("PSAS"). They have been prepared in accordance with current recommendations issued by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

#### (a) Reporting entity and consolidation:

The Financial Statements combine the activities of the various funds of the reporting entity - Sunshine Coast Regional District. Interfund transactions and fund balances have been eliminated for reporting purposes. There are no other organizations under the control of the Regional District Board that meet the criteria for inclusion and consolidation in these statements.

#### (b) Fiscal plan:

The fiscal plan is part of the statutory five-year financial plan adopted by the Regional District Board and reflects the anticipated revenues and expenditures for a given year. The fiscal plan is prepared on a basis consistent with that used to report the actual results achieved. See Note 21.

#### (c) Government transfers:

Government transfers are recognized as revenue when authorized and eligibility criteria have been met unless the transfer contains stipulations that create a liability. If the transfer contains stipulations that create a liability, the related revenue is recognized over the period that the liability is extinguished. See Note 14.

#### (d) Revenue recognition:

Sources of revenue are recorded on an accrual basis and recognized in the period in which they are earned. Unearned revenue in the current period is reported on the Statement of Financial Position as deferred revenue.

Taxes are recorded at estimated amounts when they meet the definition of an asset, have been authorized and the taxable event occurs. The Regional District requisitions each Municipality and Electoral Area for their portion of each service in which they participate. Taxes are collected on behalf of the Regional District by the Municipalities and the Province (for Electoral Areas) and are paid to the Regional District by August 1 of each year.

#### (e) Expense recognition:

Operating expenses are recognized on an accrual basis in the period in which they are incurred.

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

---

### 1. Significant Accounting Policies (Continued)

#### (f) Use of estimates:

Estimates are required to determine the accrued liabilities for employee future benefit, landfill closure and post-closure costs, and useful lives of tangible capital assets. Actual results could differ from these estimates. Adjustments, if any, will be reflected in the operations in the period of settlement.

#### (g) Cash and equivalents:

Cash consists of cash on hand, cash in transit, and cash on deposit. Cash equivalents are short-term investments with an original maturity of three months or less, made to obtain a return on a temporary basis, and are carried at cost.

#### (h) Portfolio investments:

Investments include both Municipal Finance Authority of British Columbia (MFA) pooled investments, by which market-based unit values are allocated amongst the participants in the investment pool, and other long-term investments in securities, including money market investments, which are carried at cost, but written down when there has been a permanent decline in value.

#### (i) Deferred revenues:

Deferred revenues are those which are received in advance of the expenses to which they are associated and those which are received in advance of the service being provided. They will be recognized as revenue in future years when they can be matched against expenses for the related service or capital projects.

#### (j) Hillside Development Project land costs:

The cost of Hillside Development Project Land Held for Resale (Note 13) is comprised of acquisition costs and development costs, including interest on borrowing and other direct costs. The cost of land sold, excluding development costs, is prorated to each parcel of land on an acreage basis. Development costs are allocated as incurred evenly across remaining saleable parcels of land as they are incurred. Undeveloped land and water space leases owned by the Regional District are recorded at historical cost.

#### (k) Service severance pay:

Service severance pay to full-time employees hired prior to 1994 with over 20 years of continuous municipal service in British Columbia is payable upon retirement from their employment with the Regional District. The liability for such payments has been accrued and included in employee future benefits liability as set out in (Note 17).

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

---

### 1. Significant Accounting Policies (Continued)

#### (l) Trusts under administration:

Public Sector Accounting Standards require that trusts administered by a government should be excluded from the government reporting entity. The Regional District does not have any accounts that meet the definition of a trust.

#### (m) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of business.

#### (n) Inventory:

Inventories are valued at the lower of cost and net realizable value and are classified as non-financial assets.

#### (o) Tangible capital assets:

Tangible capital assets are a special class of non-financial assets and are recorded at cost less accumulated amortization and classified based on their functional use. Cost includes the capital expenditures, excluding interest, directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair market value at the time of the donation, with the corresponding amount recorded as revenue. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing once the asset is put into service. Amortization is unfunded.

On adoption of the PSAS Standard 3150 in 2009, the Standard allowed for the use of estimates in regard to accounting for certain older assets where historical cost records were not available. From time to time since then as the District is updating and improving both infrastructure and related accounting records, these original estimates have been able to be made more precise. Adjustments resulting from updating original estimates to newer more precise information have not been material and are recorded in the year in which the updated information becomes available.

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

---

### 1. Significant Accounting Policies (Continued)

#### (o) Tangible capital assets: (Continued)

Estimated useful lives of tangible capital assets are as follows:

Land Improvements	15 to 50 years
Buildings	10 to 50 years
Furniture, Fixtures & Equipment	4 to 40 years
Technology Equipment	4 to 5 years
Machinery & Equipment	4 to 20 years
Vehicles	6 to 15 years
Sewer Treatment Infrastructure	20 to 50 years
Water Supply Infrastructure	5 to 100 years
Water Distribution Infrastructure	20 to 100 years
Leasehold Improvements	10 to 40 years
Work in Progress	not amortized until the assets are in use

#### (p) Liability for Contaminated Sites:

The Regional District recognizes a liability for the costs to remediate a contaminated site when an environmental standard exists, contamination exceeds the standard, the government has responsibility for remediation, future economic benefits will be given up and a reasonable estimate can be made. There were no such sites that had contamination in excess of environmental standards as at December 31, 2018.

### 2. Related Party Transactions:

The Sunshine Coast Regional Hospital District is related to the Sunshine Coast Regional District since the same individuals are members of the Board of Directors of both organizations. As legislated by the Hospital District Act, the officers and employees of the Sunshine Coast Regional District are the corresponding officers and employees of the Hospital District. Each of the Regional District and the Hospital District are separate legal entities as defined by separate Letters Patent and authorized by separate legislation. During the year the Hospital District purchased, at cost, \$59,787 (2018 - \$51,989) of administrative support services from the Sunshine Coast Regional District. These transactions are recorded at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 3. Portfolio Investments:

	2019	2018
Municipal Finance Authority <sup>1</sup>	\$ 12,148,463	\$ 9,348,328
Raymond James <sup>2</sup>	4,113,400	6,005,400
Blue Shore Financial <sup>3</sup>	2,135,064	8,072,878
Sunshine Coast Credit Union <sup>4</sup>	6,981,527	5,536,124
Canaccord Genuity <sup>5</sup>	3,000,000	-
	<b>\$ 28,378,454</b>	<b>\$ 28,962,730</b>

<sup>1</sup> Municipal Finance Authority investments are pooled investment funds by which municipalities in B.C. can access high-quality investments, while maintaining a high degree of security and liquidity. Interest rates are variable. The average yield in 2019 was 3.14% (2018 - 1.75%). These investments are for restricted funds, including reserves and development cost charges.

<sup>2</sup> Investments with Raymond James consist of money market securities at interest rates ranging from 2.50% to 3.07% to maturity in 2020 and 2021, recorded at cost.

<sup>3</sup> Investments with Blue Shore Financial consist of money market securities at interest rates of 3.00% to maturity in 2020, recorded at cost.

<sup>4</sup> Investments with Sunshine Coast Credit Union consist of money market securities at interest rates ranging from 2.65% to 3.10% to maturity in 2020 and 2021, recorded at cost.

<sup>5</sup> Investments with Cannacoord Genuity consist of money market securities at interest rates ranging from 2.50% to 2.90% to maturity in 2020 and 2021, recorded at cost.

The Regional District does not hold any asset-backed commercial paper or hedge funds, either directly or through its pooled-fund holdings.

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 4. Accounts Receivable:

	2019	2018
Trade accounts receivable	\$ 1,817,604	\$ 2,725,790
Taxes receivable	650,097	486,798
Interest receivable	230,173	255,300
Other accounts receivable	14,378	24,465
	<b>\$ 2,712,252</b>	<b>\$ 3,492,353</b>

### 5. Accounts Payable and Accrued Liabilities:

	2019	2018
Trade accounts payable	\$ 2,049,572	\$ 1,503,044
Holdbacks payable	127,297	174,479
Other	363,305	231,383
Accrued trade payables	1,382,708	1,086,806
Accrued wages and benefits	794,114	755,356
Taxes payable	108,293	47,155
	<b>\$ 4,825,289</b>	<b>\$ 3,798,223</b>

### 6. Development Cost Charges:

Development cost charges represent funds received from developers for the sole purpose of funding the capital cost of providing, altering or expanding water facilities in order to serve directly or indirectly, to the development with respect to the charges are imposed. The development cost charges are restricted for the purpose of capital improvements to the water system and will be recognized as revenue in future periods when qualifying capital projects are undertaken.

	December 31, 2018	Restricted Inflows	Revenue Earned	December 31, 2019
Development Cost Charges	\$ 2,062,705	\$ 500,568	\$ (424,140)	<b>\$ 2,139,133</b>

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 7. Future Parks Acquisition:

Under Section 510 of the Local Government Act, developers are required to provide parkland or pay an amount equivalent to the market value of the parkland when subdividing. The payments received are recorded as deferred revenue and the use of these funds is restricted to the acquisition of park lands. The revenue will be recognized in future periods when additional parkland is acquired.

	December 31, 2018	Restricted Inflows	Revenue Earned	December 31, 2019
Future Parks Acquisition	\$ 473,101	\$ 162,050	\$ -	\$ 635,151

### 8. Deferred Revenue - Other:

The Cemetery Care Fund is restricted based on the provisions of the Cremation, Interment and Funeral Services Act. The Halfmoon Bay Community Association is restricted based on the provisions of a Memorandum of Understanding. The Grant Funding is restricted based on the provisions of the Federal or Provincial funding agreement. The Other amounts have been designated by the Regional District at the time of collection to be used for the provision of a specific service or capital project in future periods.

	December 31, 2018	Restricted Inflows	Revenue Earned	December 31, 2019
Cemetery Care Fund	\$ 173,125	\$ 17,094	\$ -	\$ 190,219
Halfmoon Bay Community Association	211,521	9,307	-	220,828
Grant Funding	615,586	-	(615,586)	-
Other	199,224	652,410	(538,899)	312,735
	\$ 1,199,456	\$ 678,811	\$ (1,154,485)	\$ 723,782

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

---

### 9. Provision for Landfill Future Closure and Post-Closure Care Costs:

The Regional District is responsible for the closure and post-closure care costs related to two landfill sites - one in Sechelt and the other in Pender Harbour. The Regional District's estimated liability for these costs is recognized as the landfill site's capacity is used. The recorded liability of \$6,888,506 (2018 - \$6,268,701) represents the portion of the estimated total future costs recognized as at December 31, 2019. The Regional District has set aside funding for future landfill closure and post-closure care costs. The balance of this funding as at December 31, 2019 is \$1,871,865 (2018 - \$1,275,982) resulting in a current funding shortfall of \$5,016,641 (2018 - \$4,992,719).

The Sechelt landfill site is expected to reach its capacity in early 2026 and the Pender Harbour landfill site reached its capacity and was converted to a transfer station in 2015. The remaining liability to be recognized for the Sechelt landfill site is estimated to be \$1,089,621 (2018 - \$1,140,844) based on the remaining capacity of 127,200 cubic meters, which is 14.47% (2018 - 16.36%) of the total capacity. As the Pender Harbour landfill site reached its capacity in 2015, there is no remaining liability to be recognized.

The reported liability is based on estimates and assumptions with respect to events extending over the remaining life of the landfill. The liability and annual expense is calculated based on the ratio of usage to total capacity and the discounted estimated future cash flows associated with closure and post-closure activities.

Post closure care costs are expected to continue for 30 years following the year of closure at both the Pender Harbour and Sechelt Landfill sites as per Ministry of Environment Criteria issued in 2016.

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 10. Long-Term Debt:

Loan Authorization Bylaw	Purpose	Maturing	Interest Rate	2019	2018
<b>MFA Loan Debt</b>					
584	Parks Master Plan	2022	2.25 %	304,855	398,759
550	Comm. Recreation Facilities	2025	4.77 %	6,616,351	7,592,299
544	Water Treatment Plant	2025	1.80 %	1,222,106	1,402,373
557	Field Rd. Admin Building	2026	4.88 %	1,303,726	1,462,442
550	Comm. Recreation Facilities	2026	4.88 %	898,829	1,008,253
556	Fleet Maint. Bldg. Expansion	2026	4.88 %	179,748	201,631
547	Egmont VFD	2026	4.88 %	44,164	49,540
594	Pender Harbour Pool	2029	2.25 %	516,328	557,679
676	S. Pender Water Treatment	2034	3.00 %	1,061,259	1,112,221
617	N. Pender Water initiatives	2035	3.00 %	320,000	340,000
619	S. Pender Water Initiatives	2035	3.00 %	480,000	510,000
707	Square Bay Waste Wtr. Plant	2039	2.66	280,000	-
			1.75%		
Various	Debt issued for member municipalities	2020 to 2038	to 4.85%	12,255,657	13,961,870
				<b>25,483,023</b>	<b>28,597,067</b>
<b>Liability Under Agreement</b>					
MFA	Equipment Financing Loans	2020 to 2024	2.54 %	644,216	580,986
MFA	Septic Field Replacements	2024	2.58 %	33,400	-
				<b>\$ 26,160,639</b>	<b>\$ 29,178,053</b>

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 10. Long-Term Debt: (Continued)

#### Future principal repayments on existing long-term debt:

2020	\$ 3,631,847
2021	3,684,686
2022	3,760,213
2023	3,095,529
2024	3,151,460
Thereafter	8,836,904
	<hr/>
	\$ 26,160,639

#### Interest paid on long-term debt:

During the year, gross interest paid or payable on long-term debt was \$1,887,959 (2018 - \$1,916,010). Of this, \$596,875 (2018 - \$616,875) was recovered from member municipalities and \$1,291,084 (2018 - \$1,299,135) was charged to Regional District operations.

#### Approved debt:

The Regional District has the following authorized, but un-issued debt as at December 31, 2019. The bylaws expire five years from the date of adoption.

<b>Bylaw #704 - Chapman Lake Water Supply Expansion</b>	<b>\$5,000,000</b>
---	--------------------

Issuance of debt authorized under Bylaw #704 is not expected to occur due to the cancellation of the Chapman Lake Supply Expansion Project. The authorization to borrow for the stated purpose remains in effect until the Bylaw is repealed or upon expiry in July 2021.

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 11. Tangible Capital Assets:

During the year, tangible capital assets contributed to the Regional District, totaled \$481,660 (2018 - \$749,472) consisting of Water Distribution and Sewer Treatment Infrastructure. Revenue was recognized and the assets capitalized at their fair market value at the time of receipt.

Included in the 2019 disposal of Work in Progress is \$406,446 which was written off in the year due to the cancellation of the Chapman Lake Water Supply Expansion project.

	Land	Land Improvements	Buildings	Furniture, Fixtures & Equipment	Technology Equipment	Machinery & Equipment
Cost, beginning of year	\$ 22,067,595	\$ 1,531,297	\$ 32,886,211	\$ 2,845,875	\$ 3,198,718	\$ 7,723,937
Additions	-	-	154,575	367,543	238,846	883,453
Disposals	-	-	-	(104,972)	-	(73,750)
Cost, end of year	22,067,595	1,531,297	33,040,786	3,108,446	3,437,564	8,533,640
Accumulated amortization, beginning of year	-	989,354	9,907,089	2,070,547	1,880,287	4,005,146
Amortization	-	47,696	842,759	124,089	495,551	475,779
Disposals	-	-	-	(104,973)	-	(73,750)
Accumulated amortization, end of year	-	1,037,050	10,749,848	2,089,663	2,375,838	4,407,175
Net carrying amount, end of year	\$ 22,067,595	\$ 494,247	\$ 22,290,938	\$ 1,018,783	\$ 1,061,726	\$ 4,126,465

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

						2019	2018
Vehicles	Sewer Treatment Infrastructure	Water Supply Infrastructure	Water Distribution Infrastructure	Leasehold Improvements	Work in Progress		
\$6,770,706	\$2,347,310	\$26,213,375	\$71,118,794	\$10,610,593	\$ 3,184,173	<b>\$190,498,584</b>	\$184,725,761
278,789	1,279,990	7,115	5,024,247	28,339	2,261,135	<b>10,524,032</b>	13,241,100
(550,013)	(21,901)	-	-	-	(2,496,695)	<b>(3,247,331)</b>	(7,468,277)
6,499,482	3,605,399	26,220,490	76,143,041	10,638,932	2,948,613	<b>197,775,285</b>	190,498,584
4,641,322	666,333	10,202,886	19,629,440	4,340,255	-	<b>58,332,659</b>	54,490,942
276,784	61,559	750,902	1,238,424	508,898	-	<b>4,822,441</b>	4,437,915
(531,430)	(14,104)	-	-	-	-	<b>(724,257)</b>	(596,198)
4,386,676	713,788	10,953,788	20,867,864	4,849,153	-	<b>62,430,843</b>	58,332,659
\$2,112,806	\$2,891,611	\$15,266,702	\$55,275,177	\$5,789,779	\$2,948,613	<b>\$135,344,442</b>	\$132,165,925

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 12. Debt Reserve Fund:

The Municipal Finance Authority (MFA) provides long term capital financing for Regional Districts and their Member Municipalities. As protection against loan default, the MFA is required to establish a debt reserve fund into which Regional Districts and Member Municipalities contribute amounts set out in each respective loan agreement. Cash deposits (including investment earnings) are an obligation of the MFA to the Regional District. Demand notes are contingent on the MFA calling the outstanding notes in the event of a loan default. Cash deposits of Member Municipalities are not recorded in these financial statements.

	2019	2018
<b>Cash Deposits:</b>		
Restricted cash: MFA debt reserve fund	\$ 466,521	\$ 453,118
Cash deposits - Member Municipalities	315,177	331,491
<b>Demand Notes:</b>		
Demand notes - Regional District	919,022	912,888
Demand notes - Member Municipalities	815,691	852,032
	<b>\$ 2,516,411</b>	<b>\$ 2,549,529</b>

### 13. Land Held for Resale:

Included in the Capital Fund portion of Accumulated Surplus (Note 15) is an accumulated surplus of \$Nil for 2019 (2018 - \$NIL) which represents the surplus (shortfall) of funding for the development of the Hillside Industrial Park. The net proceeds from the sale of lots in the Hillside Development Park have been used to eliminate the capital fund deficit. In 2018, a Reserve Fund was established (Schedule 14). In 2019 and 2018, the Regional District did not sell any of the Hillside lots.

The assets of the Hillside Development Project are as follows:

	2019	2018
Land held for resale	\$ 1,935,684	\$ 1,959,902
Protected lands-not for sale <sup>1</sup>	1,109,877	1,109,877
	<b>\$ 3,045,561</b>	<b>\$ 3,069,779</b>

<sup>1</sup> Includes demonstration forest, interpretation area, parklands and protected habitat areas. These assets are included as tangible capital assets (Note 11).

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 14. Government Transfers:

	2019	2019	2018
	Fiscal Plan	Actual	Actual
<b>Operating transfers</b>			
Federal	\$ 93,598	\$ 28,658	\$ 763,595
Provincial	2,014,855	2,103,996	2,082,994
	2,108,453	2,132,654	2,846,589
<b>Capital transfers</b>			
Federal	647,050	1,577,843	106,297
Provincial	2,100,014	2,109,994	1,622,470
	2,747,064	3,687,837	1,728,767
	\$ 4,855,517	\$ 5,820,491	\$ 4,575,356

### 15. Accumulated Surplus:

	2019	2018
<b>Fund Balances:</b>		
Current Fund <sup>1</sup>	\$ (5,340,974)	\$ (5,584,604)
Capital Fund <sup>2</sup>	5,519,592	4,202,165
Reserve funds	25,529,510	23,210,829
Debt reserve funds	466,521	453,118
<b>Financial Equity</b>	<b>26,174,649</b>	<b>22,281,508</b>
Investment in Non-Financial Assets (Note 16)	124,166,504	119,890,849
<b>Accumulated Surplus, end of year</b>	<b>\$ 150,341,153</b>	<b>\$ 142,172,357</b>

<sup>1</sup> Current fund includes future liabilities such as employee future benefits (Note 17) and unfunded post-closure landfill liabilities (Note 9) contributing to the negative position.

<sup>2</sup> Includes \$5,726,685 (2018 - \$4,462,705) advanced from the Gas Tax Community Works Fund.

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 16. Investment in Non-financial Assets:

The investment in Non-financial Assets represents the Regional District's equity in the non-financial assets it holds. The value is calculated as the book value of all non-financial assets minus the outstanding long-term debt associated with purchasing those assets. Member municipality debt is excluded from the calculation.

	2019	2018
Investment in Non-Financial Assets, beginning of year	\$ 119,890,849	\$ 116,195,567
<b>Add:</b>		
Acquisition of tangible capital assets	8,450,585	6,407,972
Change in inventory and prepaids	(189,845)	83,374
Development of land held for resale	(24,218)	(20,577)
Debt repayments	1,894,601	1,841,879
Accumulated amortization removed on sale of tangible capital assets	724,254	596,198
	10,855,377	8,908,846
<b>Deduct:</b>		
Debt issued and other obligations to finance capital additions	583,400	140,500
Costs of tangible capital assets sold or written off	1,173,881	635,149
Amortization of tangible capital assets	4,822,441	4,437,915
	6,579,722	5,213,564
<b>Investment in Non-financial Assets, end of year</b>	<b>\$ 124,166,504</b>	<b>\$ 119,890,849</b>

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 17. Employee Future Benefits:

#### Sick Pay

The Regional District provides paid sick leave to qualifying employees. This benefit of one day of sick leave per month accrues to a maximum of 18 days, but is not vested. When the maximum accumulated sick leave was introduced, employees with more than 18 days in their sick-leave bank were grandfathered. These employees maintained their existing sick-leave bank balance at the time this change was introduced. However, their sick-leave bank will not accrue any additional sick leave days until the bank drops below the 18-day maximum. The amount recorded for this benefit is based on an actuarial evaluation prepared by an independent firm and will be reviewed on a periodic basis. The date of the last actuarial evaluation was as of December 31, 2019.

#### Retirement Pay

Regular employees who were hired on or before January 1, 1994 and retire under the provisions of the Municipal Pension Plan are entitled to two weeks pay for each full year of service over 20 years as a retirement benefit. In all instances, the rate of pay used in the calculation of the retirement benefit shall be the rate of pay applicable on the last day worked. The amount recorded for this benefit in 2019 is based on an actuarial evaluation prepared by an independent firm and will be reviewed on a periodic basis. The date of the last actuarial evaluation was as of December 31, 2019.

As of December 31, 2019, \$258,471 (2018 - \$216,464) of the accrued benefit liability has been charged to operations. The remaining \$(113,971) (2018 - \$7,236) has not yet been charged to operations. The significant actuarial assumptions adopted in measuring the Regional District's accrued benefit liability are as follows:

	2019	2018
Discount rates	2.60 %	3.10 %
Expected future inflation rates	2.50 %	2.50 %
Expected wage and salary increases	2.50 %	2.50 %

#### Accrued Benefit Obligation as at December 31, 2019

	2019	2018
Beginning benefit obligation	\$ 224,100	\$ 235,500
Current service cost	11,000	11,300
Interest on accrued benefit obligation	6,700	6,300
Actuarial loss (gain)	192,400	7,500
Benefits paid during the year	(100,200)	(36,500)
<b>Ending benefit obligation</b>	<b>334,000</b>	<b>224,100</b>
Less: Unamortized net actuarial (loss) gain	(189,500)	(400)
<b>Accrued Benefit Liability</b>	<b>\$ 144,500</b>	<b>\$ 223,700</b>

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

---

### 18. Contingent Liabilities:

#### (a) Pension Plan:

The Regional District and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trusteesd pension plan. The Board of Trustees, representing plan members and employers, is responsible for administering the Plan, including investment of assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2018, the Plan has about 205,000 active members and approximately 101,000 retired members. Active members include approximately 40,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the Plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as of December 31, 2018 indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The Sunshine Coast Regional District paid \$1,146,670 (2018 - \$1,089,642) for employer contributions while employees contributed \$1,003,829 (2018 - \$952,626) to the plan in fiscal 2019.

The next valuation will be as at December 31, 2021 with results available in 2022.

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the plan.

#### (b) Reciprocal insurance exchange agreement:

The Regional District is a subscribed member of the Municipal Insurance Association of British Columbia (the "Exchange") as provided by Section 3.02 of the Insurance Act of the Province of British Columbia. The main purpose of the Exchange is to pool the risks of liability so as to lessen the impact upon any subscriber. Under the Reciprocal Insurance Exchange Agreement, the Regional District is assessed a premium and a specific deductible for its claims, based on population. The obligation of the Regional District with respect to the Exchange and/or contracts and obligations entered into by the Exchange on behalf of its subscribers in connection with the Exchange are in every case several, and not joint-and-several. The Regional District irrevocably and unconditionally undertakes and agrees to indemnify and save harmless the other subscribers against liability losses and costs which the other subscriber may suffer.

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

---

### 18. Contingent Liabilities: (Continued)

#### (c) Third party claims:

Various lawsuits and claims are pending by and against the Regional District. It is the opinion of management that the amount of settlement from these claims cannot be reasonably estimated, nor can the likelihood of their outcomes be known at this time. The final determination of these claims is not expected to materially affect the financial position of the Regional District. Any ultimate settlements will be recorded in the year the settlement occurs.

### 19. Contractual Obligations:

The Regional District has entered into various agreements and contracts for the provision of services and the construction of assets that extend beyond the current year. Substantive obligations include contracts for the Sechelt Landfill maintenance, garbage collection, port facility reparations, provision of recycling depot collection services, and landfill engineering services, including services relating to landfill closure.

These contractual obligations will become liabilities in the future when the terms of the contract are met. The following disclosure relates to the unperformed portion of the contracts.

2020	\$1,764,793
2021	\$1,184,545
2022	\$ 849,892
2023	\$ 483,898
2024	\$ 483,898

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 20. Expense and Expenditure by Object:

	2019 Fiscal Plan	2019 Actual	2018 Actual
<b>Operating Expenses:</b>			
Salaries, wages and benefits	\$18,506,652	<b>\$17,335,819</b>	\$16,355,368
Operating goods and services	14,429,528	<b>14,866,419</b>	13,971,080
Debt charges - interest	1,316,467	<b>1,291,084</b>	1,299,135
Debt charges member municipalities	1,947,878	<b>1,947,862</b>	1,914,354
Amortization of tangible capital assets	4,418,253	<b>4,822,441</b>	4,437,915
Loss (gain) on disposal of tangible capital assets	-	<b>13,221</b>	38,951
Write-off of tangible capital assets	-	<b>406,446</b>	-
<b>Total Operating Expenses</b>	<b>40,618,778</b>	<b>40,683,292</b>	<b>38,016,803</b>
<b>Capital Expenditures:</b>			
Capital salaries, wages and benefits	-	<b>297,669</b>	399,195
Capital expenditures	16,225,592	<b>8,152,916</b>	6,008,777
<b>Total Capital Expenditures</b>	<b>16,225,592</b>	<b>8,450,585</b>	<b>6,407,972</b>
<b>Total Expenses and Expenditures</b>	<b>\$56,844,370</b>	<b>\$49,133,877</b>	<b>\$44,424,775</b>

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 21. Fiscal Plan:

Fiscal plan amounts represent the Financial Plan Bylaw No. 721 adopted by the Regional District Board on March 28, 2019 with estimates for amortization of tangible capital assets. The Financial Plan anticipated use of surpluses accumulated in previous years to balance against current year expenditures in excess of current revenues. The reconciliation between the operating surplus and overall surplus/deficit per the fiscal plan is as follows:

	2019
	Fiscal Plan
Budgeted surplus for the year:	\$ -
Addback:	
Capital expenditures	16,225,592
Less:	
Amortization	4,418,253
Proceeds from long-term debt	5,707,060
Debt principal repayment	(1,347,354)
Transfer (to)/from reserves	4,013,692
Transfer (to)/from appropriated surplus	(373,992)
Transfer (to)/from other funds	(646,903)
Prior year surplus/(deficit)	46,908
<b>Operating Surplus</b>	<b>\$ 4,407,928</b>

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

---

### 22. Segmented Reporting:

A segment is a distinguishable activity or group of activities for which financial information is separately reported on. For the purpose of preparing these PSAS compliant financial statements, the basis for segment disclosures is the major regional district funding categories. The segments are as follows:

#### **Current Fund Services**

Includes services responsible for the overall direction, monitoring and support to all functions of the Regional District. Additional services provided include Protective Services, Transportation Services, Environmental Services, Public Health Services, Planning and Development Services, and Recreation and Cultural Services.

#### **Water Utilities Fund Services**

Provide water services to residents in the Electoral Areas and member municipalities throughout the Sunshine Coast, including North Pender Harbour Water Service, South Pender Harbour Water Service and Regional Water Service. Water is also provided for fire protection, industrial use and irrigation purposes.

#### **Sewer Utilities Fund Services**

Provide 15 specific community package treatment plant and septic disposal systems.

# Sunshine Coast Regional District

## Notes To The Financial Statements

For the Years Ended December 31, 2019 and 2018

### 22. Segmented Reporting: (Continued)

	Current Fund Services	Water Utilities Fund Services	Sewer Utilities Fund Services	Actual 2019
<b>Revenue</b>				
Grants in lieu of taxes	\$ 89,178	\$ -	\$ -	\$ 89,178
Tax requisitions	20,218,598	-	-	20,218,598
Frontage and parcel taxes	1,699,779	3,652,293	84,150	5,436,222
Government transfers	3,722,254	2,005,926	92,311	5,820,491
User fees and service charges	7,642,169	4,535,425	269,626	12,447,220
Member municipality debt	1,947,862	-	-	1,947,862
Investment income	532,130	258,240	31,753	822,123
Contributed assets	-	327,031	154,629	481,660
Other revenue	921,976	662,036	4,722	1,588,734
<b>Total Revenue</b>	<b>36,773,946</b>	<b>11,440,951</b>	<b>637,191</b>	<b>48,852,088</b>
<b>Expenses</b>				
Administration	3,612,766	922,627	23,210	4,558,603
Wages and benefits	14,820,174	2,416,111	99,534	17,335,819
Operating	14,856,971	1,831,857	120,044	16,808,872
Debt charges - interest	1,160,865	124,732	5,487	1,291,084
Internal recoveries	(6,490,807)	(10,249)	-	(6,501,056)
Debt charges member municipalities	1,947,862	-	-	1,947,862
Amortization of tangible capital assets	2,681,973	2,077,750	62,718	4,822,441
Loss on disposal of tangible capital assets	(17,011)	22,435	7,797	13,221
Write-off of tangible capital assets	-	406,446	-	406,446
<b>Total Expenses</b>	<b>32,572,793</b>	<b>7,791,709</b>	<b>318,790</b>	<b>40,683,292</b>
<b>Annual Operating Surplus</b>	<b>\$ 4,201,153</b>	<b>\$ 3,649,242</b>	<b>\$ 318,401</b>	<b>\$ 8,168,796</b>

Under the *Local Government Act* [of British Columbia] (the "Act"), all regional district services are separate and distinct, and must be funded as such. The major funding categories which are disclosed as segments above are comprised of numerous individual services. In order to satisfy the requirements of the Act, management tracks revenues, expenditures and fund balances for each service. Financial reporting on each individual service is included in the Regional District's annual report as supplementary schedules, but is not part of these audited financial statements. Readers are cautioned that these supplementary schedules are unaudited.

### 23. Subsequent Event

Subsequent to December 31, 2019, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact. At this time these factors present uncertainty over future cash flows, may cause significant changes to the assets or liabilities and may have a significant impact on future operations. An estimate of the financial effect is not practicable at this time.

# Sunshine Coast Regional District

Statement of Current Fund (unaudited)

Schedule 1

For the Years Ended December 31, 2019 and 2018

	2019	2018
<b>General Fund</b>		
<b>General Government Services:</b>		
Administration	\$ -	\$ -
Finance	-	-
General Office Building Maintenance	-	457
Human Resources	-	-
Information Services	-	-
Feasibility Studies	-	-
SCRHD Administration	35,432	20,856
Grants in Aid	14,411	25,635
UBCM	-	-
<b>Protective Services:</b>		
Bylaw Enforcement	-	-
Smoke Control	-	1,820
Fire Protection:		
Gibsons and District Fire Protection	-	-
Roberts Creek Fire Protection	-	-
Halfmoon Bay Fire Protection	-	-
Egmont Fire Department	-	-
Emergency Telephone - 911	-	-
Sunshine Coast Emergency Planning	-	-
Animal Control	2,286	2,274
<b>Transportation Services:</b>		
Public Transit	-	-
Maintenance Facility	-	-
Regional Street Lighting	(1,400)	(1,271)
Local Street Lighting	(341)	409
Ports Services	(85,000)	368
<b>Environmental Services:</b>		
Regional Solid Waste	-	-
Refuse Collection	-	-
<b>Public Health Services:</b>		
Cemetery	-	-
Pender Harbour Health Clinic	-	-
<b>Planning and Development Services</b>		
Regional Planning	-	-
Rural Planning	-	(23,282)
Geographic Information Services	-	-
House numbering	-	-
Heritage	1,255	597
Building Inspection Services	-	-
Economic Development	25,995	26,508
<b>Sub-total Carried Forward (next page)</b>	<b>(7,362)</b>	<b>54,371</b>

# Sunshine Coast Regional District

Statement of Current Fund (unaudited)

Schedule 1

For the Years Ended December 31, 2019 and 2018

	2019	2018
<b>General Fund (Continued)</b>		
<b>Sub-total Brought Forward (previous page)</b>	<b>(7,362)</b>	54,371
<b>Recreation and Cultural Services:</b>		
Pender Harbour Pool	-	-
School facilities - Joint Use	<b>(33,858)</b>	(8,992)
Gibsons and Area Library	-	-
Museum Service	-	-
Halfmoon Bay & Roberts Creek Library Service	<b>2</b>	5
Community Recreation Facilities Service	-	-
Community Parks	-	-
Bicycle and Walking Paths	-	-
Regional Recreation Programs	<b>(1,073)</b>	-
Dakota Ridge Recreation Service	-	-
<b>Total General Fund</b>	<b>(42,291)</b>	45,384
<b>Water Fund</b>		
Regional Water Services	-	-
<b>Sewer Fund</b>		
Local Sewer Plants	<b>(3,398)</b>	1,524
<b>Total Surplus (Deficit)</b>	<b>(45,689)</b>	46,908
<b>Current Fund</b>		
General Fund Surplus (Deficit)	<b>(45,689)</b>	46,908
Inventory and prepaids	<b>(791,360)</b>	(981,205)
Other	<b>87,737</b>	87,737
Appropriated surplus	<b>311,107</b>	261,911
Unfunded Post Employment Future Benefits	<b>113,971</b>	(7,236)
Unfunded Landfill Closure	<b>(5,016,740)</b>	(4,992,719)
<b>General Current Fund</b>	<b>(5,340,974)</b>	(5,584,604)
<b>Water Fund Surplus</b>	-	-
<b>Sewer Fund Surplus</b>	-	-
<b>Total Current Fund</b>	<b>\$ (5,340,974)</b>	<b>\$ (5,584,604)</b>

# Sunshine Coast Regional District

General Revenue, Water Utility and Sewer Funds

Summary Statement of Revenue, Expenses and Transfers (unaudited)

Schedule 2

For the Years Ended December 31, 2019 and 2018

	General Revenue Fund	Water utilities	Sewer utilities
<b>Revenue</b>			
Grants in lieu of taxes	\$ 89,178	\$ -	\$ -
Tax requisitions	20,218,598	-	-
Frontage and parcel taxes	1,699,779	3,652,293	84,150
Government transfers	3,722,254	2,005,926	92,311
User fees and service charges	7,642,169	4,535,425	269,626
Member municipality debt	1,947,862	-	-
Investment income	532,130	258,240	31,753
Contributed assets	-	327,031	154,629
Other revenue	921,976	662,036	4,722
<b>Total Revenue</b>	<b>36,773,946</b>	<b>11,440,951</b>	<b>637,191</b>
<b>Expenses</b>			
Administration	3,612,766	922,627	23,210
Wages and benefits	14,941,381	2,416,111	99,534
Operating	14,856,971	1,831,857	120,044
Debt charges - interest	1,160,865	124,732	5,487
Internal recoveries	(6,490,807)	(10,249)	-
Debt charges member municipalities	1,947,862	-	-
Amortization of tangible capital assets	2,681,973	2,077,750	62,718
Loss (gain) on disposal of tangible capital assets	(17,011)	22,435	7,797
Write-off of tangible capital assets	-	406,446	-
<b>Total Expenses</b>	<b>32,694,000</b>	<b>7,791,709</b>	<b>318,790</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>4,079,946</b>	<b>3,649,242</b>	<b>318,401</b>
Add: Proceeds from sale of assets	17,011	12,950	-
Add: Proceeds from long term debt	70,000	200,000	313,400
Less: Debt principle repayment	(1,581,635)	(312,966)	-
Less: Acquisition of tangible capital assets	(2,894,689)	(5,223,272)	(332,624)
Less: Change in Inventory and prepaids	-	-	-
Less: Change in Land held for resale	24,218	-	-
<b>Increase (Decrease) in Financial Equity</b>	<b>(285,149)</b>	<b>(1,674,046)</b>	<b>299,177</b>
Transfer (to)/from reserves	(1,695,372)	(459,620)	(163,689)
Transfer (to)/from appropriated surplus	(49,196)	-	-
Transfer (to)/from unfunded liability	24,021	-	-
Transfer (to)/from unfunded amortization	2,681,973	2,077,750	62,718
Transfer (to)/from unfunded loss on asset	(17,011)	428,881	7,797
Transfer (to)/from other funds	(748,800)	(371,106)	(210,925)
Interfund transfers	1,859	(1,859)	-
Surplus (deficit) from prior year	45,384	-	1,524
<b>Total Surplus (Deficit) for the year</b>	<b>\$ (42,291)</b>	<b>\$ -</b>	<b>\$ (3,398)</b>

Other	Actual 2019	Budget 2019	Actual 2018
\$ -	\$ 89,178	\$ 72,000	\$ 87,626
-	20,218,598	20,218,598	18,990,745
-	5,436,222	5,388,416	5,315,525
-	5,820,491	4,855,517	4,575,356
-	12,447,220	11,529,477	11,974,699
-	1,947,862	1,947,878	1,914,354
-	822,123	58,000	573,302
-	481,660	-	749,472
-	1,588,734	956,820	1,846,911
-	48,852,088	45,026,706	46,027,990
-	4,558,603	4,558,603	4,342,872
(121,207)	17,335,819	18,506,652	16,355,368
-	16,808,872	16,294,727	15,957,579
-	1,291,084	1,316,467	1,299,135
-	(6,501,056)	(6,423,802)	(6,329,371)
-	1,947,862	1,947,878	1,914,354
-	4,822,441	4,418,253	4,437,915
-	13,221	-	38,951
-	406,446	-	-
(121,207)	40,683,292	40,618,778	38,016,803
121,207	8,168,796	4,407,928	8,011,187
-	29,961	-	-
-	583,400	5,707,060	140,500
-	(1,894,601)	(1,347,354)	(1,841,879)
-	(8,450,585)	(16,225,592)	(6,407,972)
189,845	189,845	-	(83,374)
-	24,218	(96,903)	20,577
311,052	(1,348,966)	(7,554,861)	(160,961)
-	(2,318,681)	4,013,692	(3,783,456)
-	(49,196)	(373,992)	(206,230)
(311,052)	(287,031)	(550,000)	(336,227)
-	4,822,441	4,418,253	4,437,915
-	419,667	-	38,951
-	(1,330,831)	-	207,661
-	-	-	-
-	46,908	46,908	(150,745)
\$ -	\$ (45,689)	\$ -	\$ 46,908

# Sunshine Coast Regional District

## General Revenue Fund

### Summary Statement of Revenue, Expenses and Transfers (unaudited)

#### Schedule 3

For the Years Ended December 31, 2019 and 2018

	General government Schedule 4	Protective services Schedule 5	Transportation services Schedule 6
<b>Revenue</b>			
Grants in lieu of taxes	\$ 87,646	\$ 178	\$ -
Tax requisitions	1,547,300	2,843,720	3,367,766
Frontage and parcel taxes	-	-	-
Government transfers	1,608,342	11,757	1,860,544
User fees and service charges	2,628	36,094	854,495
Member municipality debt	1,947,862	-	-
Investment income	229,425	67,037	22,348
Other revenue	169,676	11,780	85,304
<b>Total Revenue</b>	<b>5,592,879</b>	<b>2,970,566</b>	<b>6,190,457</b>
<b>Expenses</b>			
Administration	578,627	330,221	570,472
Wages and benefits	3,691,448	875,079	3,110,496
Operating	1,459,237	1,099,364	3,561,534
Debt charges - interest	147,358	11,040	19,862
Internal recoveries	(4,594,420)	-	(1,555,079)
Debt charges member municipalities	1,947,862	-	-
Amortization of tangible capital assets	552,979	375,470	149,934
Loss (gain) on disposal of tangible capital assets	-	(5,462)	-
<b>Total Expenses</b>	<b>3,783,091</b>	<b>2,685,712</b>	<b>5,857,219</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>1,809,788</b>	<b>284,854</b>	<b>333,238</b>
Add: Proceeds from sale of assets	-	5,462	-
Add: Proceeds from long term debt	70,000	-	-
Less: Debt principle repayment	(239,814)	(70,427)	(21,883)
Less: Acquisition of tangible capital assets	(306,221)	(251,161)	(600,609)
Less: Change in Land held for resale	-	-	-
<b>Increase (Decrease) in Financial Equity</b>	<b>1,333,753</b>	<b>(31,272)</b>	<b>(289,254)</b>
Transfer (to)/from reserves	(326,925)	(341,001)	(397,242)
Transfer (to)/from appropriated surplus	(49,196)	-	-
Transfer (to)/from unfunded liability	-	-	-
Transfer (to)/from unfunded amortization	552,979	375,470	149,934
Transfer (to)/from unfunded loss on asset	-	(5,462)	-
Transfer (to)/from other funds	(1,509,001)	(34)	449,856
Interfund transfers	1,285	491	459
Surplus/(deficit) from prior year	46,948	4,094	(494)
<b>Total Surplus (Deficit) for the year</b>	<b>\$ 49,843</b>	<b>\$ 2,286</b>	<b>\$ (86,741)</b>

Environmental services Schedule 7	Public health services Schedule 8	Planning and development services Schedule 9	Recreation and cultural services Schedule 10	Actual 2019	Budget 2019	Actual 2018
\$ -	\$ -	\$ 1,146	\$ 208	\$ 89,178	\$ 72,000	\$ 87,626
2,036,407	256,453	1,468,742	8,698,210	20,218,598	20,218,598	18,990,745
-	-	-	1,699,779	1,699,779	1,700,534	1,699,954
-	-	-	241,611	3,722,254	2,767,280	2,946,703
3,695,328	58,297	867,582	2,127,745	7,642,169	6,878,090	7,418,261
-	-	-	-	1,947,862	1,947,878	1,914,354
59,137	8,911	33,142	112,130	532,130	58,000	358,608
163,389	105	3,945	487,777	921,976	421,018	1,306,523
5,954,261	323,766	2,374,557	13,367,460	36,773,946	34,063,398	34,722,774
503,087	24,912	391,995	1,213,452	3,612,766	3,612,766	3,475,583
1,043,705	35,904	1,583,172	4,601,577	14,941,381	15,311,118	13,952,830
4,281,321	181,508	380,103	3,893,904	14,856,971	14,368,001	14,044,796
-	-	-	982,605	1,160,865	1,183,444	1,175,095
-	-	(341,308)	-	(6,490,807)	(6,423,802)	(6,322,926)
-	-	-	-	1,947,862	1,947,878	1,914,354
54,262	3,198	35,845	1,510,285	2,681,973	2,602,036	2,602,036
-	-	-	(11,549)	(17,011)	-	2,118
5,882,375	245,522	2,049,807	12,190,274	32,694,000	32,601,441	30,843,886
71,886	78,244	324,750	1,177,186	4,079,946	1,461,957	3,878,888
-	-	-	11,549	17,011	-	-
-	-	-	-	70,000	620,000	110,500
-	-	-	(1,249,511)	(1,581,635)	(1,084,775)	(1,555,493)
(561)	-	(14,780)	(1,721,357)	(2,894,689)	(4,657,433)	(1,611,899)
-	-	24,218	-	24,218	(96,903)	20,577
71,325	78,244	334,188	(1,782,133)	(285,149)	(3,757,154)	842,573
(148,330)	(76,426)	(348,400)	(57,048)	(1,695,372)	2,033,727	(2,710,843)
-	-	-	-	(49,196)	(373,992)	(206,230)
24,021	-	-	-	24,021	(550,000)	(401,993)
54,262	3,198	35,845	1,510,285	2,681,973	2,602,036	2,602,036
-	-	-	(11,549)	(17,011)	-	2,118
-	-	-	310,379	(748,800)	-	20,175
(1,278)	(5,016)	1,794	4,124	1,859	-	4,654
-	-	3,823	(8,987)	45,384	45,383	(107,106)
\$ -	\$ -	\$ 27,250	\$ (34,929)	\$ (42,291)	\$ -	\$ 45,384

# Sunshine Coast Regional District

## General Revenue Fund - General Government Services

### Summary Statement of Revenue, Expenses and Transfers (unaudited)

#### Schedule 4

For the Years Ended December 31, 2019 and 2018

	Administration	Finance	General Office Building Maintenance	Human Resources	Information Services
<b>Revenue</b>					
Grants in lieu of taxes	\$ 87,646	\$ -	\$ -	\$ -	\$ -
Tax requisitions	1,309,139	-	-	-	-
Government transfers	1,581,624	26,718	-	-	-
User fees and service charges	2,628	-	-	-	-
Member municipality debt	-	-	-	-	-
Investment income	195,513	9,805	7,289	4,983	5,965
Other revenue	48,336	68	59,762	-	1,723
<b>Total Revenue</b>	<b>3,224,886</b>	<b>36,591</b>	<b>67,051</b>	<b>4,983</b>	<b>7,688</b>
<b>Expenses</b>					
Administration	540,217	-	-	-	-
Wages and benefits	1,188,230	1,147,659	280,775	419,302	589,022
Operating	596,745	224,170	194,523	98,904	160,399
Debt charges - interest	-	-	144,827	-	2,531
Internal recoveries	(720,264)	(1,487,027)	(834,504)	(551,713)	(1,000,912)
Debt charges member municipalities	-	-	-	-	-
Amortization of tangible capital assets	61,449	214,561	114,843	29,671	132,455
Loss (gain) on disposal of tangible capital assets	-	-	-	-	-
<b>Total Expenses</b>	<b>1,666,377</b>	<b>99,363</b>	<b>(99,536)</b>	<b>(3,836)</b>	<b>(116,505)</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>1,558,509</b>	<b>(62,772)</b>	<b>166,587</b>	<b>8,819</b>	<b>124,193</b>
Add: Proceeds from long term debt	-	-	-	-	70,000
Less: Debt principle repayment	-	-	(166,839)	-	(72,975)
Less: Acquisition of tangible capital assets	(22,500)	-	(67,514)	-	(216,207)
<b>Increase (Decrease) in Financial Equity</b>	<b>1,536,009</b>	<b>(62,772)</b>	<b>(67,766)</b>	<b>8,819</b>	<b>(94,989)</b>
Transfer (to)/from reserves	(39,925)	(151,424)	(45,954)	(38,234)	(40,288)
Transfer (to)/from appropriated surplus	(49,196)	-	-	-	-
Transfer (to)/from unfunded amortization	61,449	214,561	114,843	29,671	132,455
Transfer (to)/from unfunded loss on asset	-	-	-	-	-
Transfer (to)/from other funds	(1,507,965)	-	(1,036)	-	-
Interfund transfers	(372)	(365)	(544)	(256)	2,822
Surplus/(deficit) from prior year	-	-	457	-	-
<b>Total Surplus (Deficit) for the year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Feasibility Studies	Grants in Aid	SCRHD Administration	UBCM	Fiscal Services	Actual 2019	Budget 2019	Actual 2018
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 87,646	\$ 72,000	\$ 86,131
-	150,919	-	87,242	-	1,547,300	1,547,300	1,465,374
-	-	-	-	-	1,608,342	967,648	1,003,320
-	-	-	-	-	2,628	-	2,867
-	-	-	-	1,947,862	1,947,862	1,947,878	1,914,354
1,425	85	-	4,360	-	229,425	58,000	168,766
-	-	59,787	-	-	169,676	68,193	267,125
1,425	151,004	59,787	91,602	1,947,862	5,592,879	4,661,019	4,907,937
-	11,296	13,235	13,879	-	578,627	578,627	561,779
-	3,841	28,258	34,361	-	3,691,448	4,146,129	3,547,989
-	147,006	3,718	33,772	-	1,459,237	1,480,084	1,299,219
-	-	-	-	-	147,358	147,584	147,311
-	-	-	-	-	(4,594,420)	(4,635,511)	(4,345,729)
-	-	-	-	1,947,862	1,947,862	1,947,878	1,914,354
-	-	-	-	-	552,979	517,325	517,325
-	-	-	-	-	-	-	2,007
-	162,143	45,211	82,012	1,947,862	3,783,091	4,182,116	3,644,255
1,425	(11,139)	14,576	9,590	-	1,809,788	478,903	1,263,682
-	-	-	-	-	70,000	70,000	70,000
-	-	-	-	-	(239,814)	(179,979)	(240,267)
-	-	-	-	-	(306,221)	(493,320)	(184,241)
1,425	(11,139)	14,576	9,590	-	1,333,753	(124,396)	909,174
(1,425)	(85)	-	(9,590)	-	(326,925)	199,673	(484,482)
-	-	-	-	-	(49,196)	(639,550)	(246,834)
-	-	-	-	-	552,979	517,325	517,325
-	-	-	-	-	-	-	2,007
-	-	-	-	-	(1,509,001)	-	678,828
-	-	-	-	-	1,285	-	1,961
-	25,635	20,856	-	-	46,948	46,948	26,625
\$ -	\$ 14,411	\$ 35,432	\$ -	\$ -	\$ 49,843	\$ -	\$ 46,948

# Sunshine Coast Regional District

General Revenue Fund - Protective Services

Summary Statement of Revenue, Expenses and Transfers (unaudited)

Schedule 5

For the Years Ended December 31, 2019 and 2018

	Gibsons and District Fire Protection	Roberts Creek Fire Protection	Halfmoon Bay Fire Protection	Egmont Fire Department
<b>Revenue</b>				
Grants in lieu of taxes	\$ 178	\$ -	\$ -	\$ -
Tax requisitions	999,275	458,700	425,139	109,794
Government transfers	-	-	-	-
User fees and service charges	-	225	225	-
Investment income	9,991	14,989	11,752	4,073
Other revenue	4,197	50	-	4,716
<b>Total Revenue</b>	<b>1,013,641</b>	<b>473,964</b>	<b>437,116</b>	<b>118,583</b>
<b>Expenses</b>				
Administration	96,993	42,104	39,283	8,002
Wages and benefits	337,694	118,631	109,075	2,704
Operating	336,869	200,230	194,624	64,325
Debt charges - interest	6,160	-	-	4,880
Amortization of tangible capital assets	153,274	70,700	47,298	19,820
Loss (gain) on disposal of tangible capital assets	(5,385)	(23)	-	-
<b>Total Expenses</b>	<b>925,605</b>	<b>431,642</b>	<b>390,280</b>	<b>99,731</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>88,036</b>	<b>42,322</b>	<b>46,836</b>	<b>18,852</b>
Add: Proceeds from sale of assets	5,385	23	-	-
Less: Debt principle repayment	(65,050)	-	-	(5,377)
Less: Acquisition of tangible capital assets	(168,267)	(21,831)	(29,538)	(16,794)
<b>Increase (Decrease) in Financial Equity</b>	<b>(139,896)</b>	<b>20,514</b>	<b>17,298</b>	<b>(3,319)</b>
Transfer (to)/from reserves	(8,493)	(91,191)	(64,596)	(16,467)
Transfer (to)/from unfunded amortization	153,274	70,700	47,298	19,820
Transfer (to)/from unfunded loss on asset	(5,385)	(23)	-	-
Transfer (to)/from other funds	-	-	-	(34)
Interfund transfers	500	-	-	-
Surplus/(deficit) from prior year	-	-	-	-
<b>Total Surplus (Deficit) for the year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Smoke Control	Bylaw Enforcement	Emergency Telephone - 911	Sunshine Coast Emergency Planning	Animal Control	Actual 2019	Budget 2019	Actual 2018
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 178	\$ -	\$ 161
299	203,284	403,017	206,076	38,136	<b>2,843,720</b>	2,843,720	2,787,308
-	-	-	11,757	-	<b>11,757</b>	11,777	34,086
300	2,000	-	-	33,344	<b>36,094</b>	33,351	32,304
358	2,275	15,823	3,500	4,276	<b>67,037</b>	-	41,141
-	-	-	2,515	302	<b>11,780</b>	-	330,442
<b>957</b>	<b>207,559</b>	<b>418,840</b>	<b>223,848</b>	<b>76,058</b>	<b>2,970,566</b>	<b>2,888,848</b>	<b>3,225,442</b>
281	36,940	36,027	56,985	13,606	<b>330,221</b>	330,221	338,331
252	122,419	39,891	111,993	32,420	<b>875,079</b>	891,376	745,385
-	10,432	211,145	64,505	17,234	<b>1,099,364</b>	1,214,440	1,216,346
-	-	-	-	-	<b>11,040</b>	11,587	11,959
-	5,673	67,536	6,833	4,336	<b>375,470</b>	374,315	374,315
-	-	(54)	-	-	<b>(5,462)</b>	-	-
<b>533</b>	<b>175,464</b>	<b>354,545</b>	<b>240,316</b>	<b>67,596</b>	<b>2,685,712</b>	<b>2,821,939</b>	<b>2,686,336</b>
424	32,095	64,295	(16,468)	8,462	<b>284,854</b>	66,909	539,106
-	-	54	-	-	<b>5,462</b>	-	-
-	-	-	-	-	<b>(70,427)</b>	(67,863)	(78,097)
-	-	-	(14,731)	-	<b>(251,161)</b>	(736,573)	(339,158)
<b>424</b>	<b>32,095</b>	<b>64,349</b>	<b>(31,199)</b>	<b>8,462</b>	<b>(31,272)</b>	<b>(737,527)</b>	<b>121,851</b>
(2,244)	(37,938)	(131,831)	24,389	(12,630)	<b>(341,001)</b>	358,618	(490,643)
-	5,673	67,536	6,833	4,336	<b>375,470</b>	374,315	374,315
-	-	(54)	-	-	<b>(5,462)</b>	-	-
-	-	-	-	-	<b>(34)</b>	-	(32)
-	170	-	(23)	(156)	<b>491</b>	500	31
<b>1,820</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,274</b>	<b>4,094</b>	<b>4,094</b>	<b>(1,428)</b>
\$ -	\$ -	\$ -	\$ -	\$ 2,286	\$ <b>2,286</b>	\$ -	\$ 4,094

# Sunshine Coast Regional District

General Revenue Fund - Transportation Services

Summary Statement of Revenue, Expenses and Transfers (unaudited)

Schedule 6

For the Years Ended December 31, 2019 and 2018

	Public Transit	Maintenance Facility	Regional Street Lighting
<b>Revenue</b>			
Tax requisitions	\$ 2,721,812	\$ -	\$ 36,908
Government transfers	1,860,544	-	-
User fees and service charges	854,495	-	-
Investment income	1,418	6,264	-
Other revenue	47,501	30,556	-
<b>Total Revenue</b>	<b>5,485,770</b>	<b>36,820</b>	<b>36,908</b>
<b>Expenses</b>			
Administration	479,404	35,291	2,125
Wages and benefits	2,548,269	523,764	-
Operating	2,298,578	978,407	34,912
Debt charges - interest	-	19,862	-
Internal recoveries	(298)	(1,554,781)	-
Amortization of tangible capital assets	34,605	36,607	-
<b>Total Expenses</b>	<b>5,360,558</b>	<b>39,150</b>	<b>37,037</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>125,212</b>	<b>(2,330)</b>	<b>(129)</b>
Add: Proceeds from long term debt	-	-	-
Less: Debt principle repayment	-	(21,883)	-
Less: Acquisition of tangible capital assets	-	(33,119)	-
<b>Increase (Decrease) in Financial Equity</b>	<b>125,212</b>	<b>(57,332)</b>	<b>(129)</b>
Transfer (to)/from reserves	(160,417)	21,010	-
Transfer (to)/from unfunded amortization	34,605	36,607	-
Transfer (to)/from other funds	-	(144)	-
Interfund transfers	600	(141)	-
Surplus/(deficit) from prior year	-	-	(1,271)
<b>Total Surplus (Deficit) for the year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,400)</b>

Local Street Lighting	Ports Services	Actual 2019	Budget 2019	Actual 2018
\$ 10,085	\$ 598,961	\$ <b>3,367,766</b>	\$ 3,367,766	\$ 2,999,309
-	-	<b>1,860,544</b>	1,772,392	1,862,881
-	-	<b>854,495</b>	745,447	824,385
-	14,666	<b>22,348</b>	-	12,149
-	7,247	<b>85,304</b>	20,666	80,833
<b>10,085</b>	<b>620,874</b>	<b>6,190,457</b>	<b>5,906,271</b>	<b>5,779,557</b>
623	53,029	<b>570,472</b>	570,472	478,640
-	38,463	<b>3,110,496</b>	2,912,928	2,978,581
10,212	239,425	<b>3,561,534</b>	3,480,564	3,471,215
-	-	<b>19,862</b>	26,792	19,862
-	-	<b>(1,555,079)</b>	(1,446,983)	(1,643,675)
-	78,722	<b>149,934</b>	146,427	146,427
<b>10,835</b>	<b>409,639</b>	<b>5,857,219</b>	<b>5,690,200</b>	<b>5,451,050</b>
(750)	211,235	<b>333,238</b>	216,071	328,507
-	-	-	450,000	-
-	-	<b>(21,883)</b>	(13,668)	(21,041)
-	(567,490)	<b>(600,609)</b>	(630,000)	(394,049)
<b>(750)</b>	<b>(356,255)</b>	<b>(289,254)</b>	<b>22,403</b>	<b>(86,583)</b>
-	(257,835)	<b>(397,242)</b>	(168,336)	(6,874)
-	78,722	<b>149,934</b>	146,427	146,427
-	450,000	<b>449,856</b>	-	(131)
-	-	<b>459</b>	-	-
409	368	<b>(494)</b>	(494)	(53,333)
<b>\$ (341)</b>	<b>\$ (85,000)</b>	<b>\$ (86,741)</b>	<b>\$ -</b>	<b>\$ (494)</b>

# Sunshine Coast Regional District

General Revenue Fund - Environmental Services

Summary Statement of Revenue, Expenses and Transfers (unaudited)

Schedule 7

For the Years Ended December 31, 2019 and 2018

	Regional Solid Waste	Refuse Collection	Actual 2019	Actual 2018
<b>Revenue</b>				
Tax requisitions	\$ 2,036,407	\$ -	\$ 2,036,407	\$ 1,772,895
User fees and service charges	2,782,014	913,314	3,695,328	3,567,892
Investment income	54,739	4,398	59,137	24,904
Other revenue	163,389	-	163,389	167,087
<b>Total Revenue</b>	<b>5,036,549</b>	<b>917,712</b>	<b>5,954,261</b>	<b>5,532,778</b>
<b>Expenses</b>				
Administration	414,997	88,090	503,087	537,385
Wages and benefits	1,038,237	5,468	1,043,705	908,713
Operating	3,544,751	736,570	4,281,321	3,582,750
Amortization of tangible capital assets	54,262	-	54,262	52,738
Loss (gain) on disposal of tangible capital assets	-	-	-	111
<b>Total Expenses</b>	<b>5,052,247</b>	<b>830,128</b>	<b>5,882,375</b>	<b>5,081,697</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>(15,698)</b>	<b>87,584</b>	<b>71,886</b>	<b>451,081</b>
Less: Acquisition of tangible capital assets	(561)	-	(561)	(75,933)
<b>Increase (Decrease) in Financial Equity</b>	<b>(16,259)</b>	<b>87,584</b>	<b>71,325</b>	<b>375,148</b>
Transfer (to)/from reserves	(60,746)	(87,584)	(148,330)	65,548
Transfer (to)/from unfunded liability	24,021	-	24,021	(401,993)
Transfer (to)/from unfunded amortization	54,262	-	54,262	52,738
Transfer (to)/from unfunded loss on asset	-	-	-	111
Interfund transfers	(1,278)	-	(1,278)	-
Surplus/(deficit) from prior year	-	-	-	(91,552)
<b>Total Surplus (Deficit) for the year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Sunshine Coast Regional District

General Revenue Fund - Public Health Services

Summary Statement of Revenue, Expenses and Transfers (unaudited)

Schedule 8

For the Years Ended December 31, 2019 and 2018

	Cemetery	Pender Harbour Health Clinic	Actual 2019	Actual 2018
<b>Revenue</b>				
Tax requisitions	\$ 110,053	\$ 146,400	\$ 256,453	\$ 247,776
User fees and service charges	58,297	-	58,297	58,161
Investment income	7,539	1,372	8,911	5,591
Other revenue	105	-	105	-
<b>Total Revenue</b>	<b>175,994</b>	<b>147,772</b>	<b>323,766</b>	<b>311,528</b>
<b>Expenses</b>				
Administration	17,553	7,359	24,912	24,209
Wages and benefits	35,904	-	35,904	37,948
Operating	47,468	134,040	181,508	177,660
Amortization of tangible capital assets	3,198	-	3,198	3,434
<b>Total Expenses</b>	<b>104,123</b>	<b>141,399</b>	<b>245,522</b>	<b>243,251</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>71,871</b>	<b>6,373</b>	<b>78,244</b>	<b>68,277</b>
<b>Increase (Decrease) in Financial Equity</b>	<b>71,871</b>	<b>6,373</b>	<b>78,244</b>	<b>68,277</b>
Transfer (to)/from reserves	(70,053)	(6,373)	(76,426)	(71,711)
Transfer (to)/from unfunded amortization	3,198	-	3,198	3,434
Interfund transfers	(5,016)	-	(5,016)	-
<b>Total Surplus (Deficit) for the year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Sunshine Coast Regional District

General Revenue Fund - Planning and Development Services

Summary Statement of Revenue, Expenses and Transfers (unaudited)

Schedule 9

For the Years Ended December 31, 2019 and 2018

	Regional Planning	Rural Planning	Geographic Information Services	Heritage
<b>Revenue</b>				
Grants in lieu of taxes	\$ 3	\$ -	\$ -	\$ -
Tax requisitions	132,009	901,378	-	871
Government transfers	-	-	-	-
User fees and service charges	422	60,586	422	-
Investment income	1,893	1,384	5,140	-
Other revenue	665	1,300	-	-
<b>Total Revenue</b>	<b>134,992</b>	<b>964,648</b>	<b>5,562</b>	<b>871</b>
<b>Expenses</b>				
Administration	33,940	201,893	-	213
Wages and benefits	85,496	646,868	243,150	-
Operating	6,081	65,194	48,464	-
Internal recoveries	-	-	(341,308)	-
Amortization of tangible capital assets	-	1,584	22,460	-
<b>Total Expenses</b>	<b>125,517</b>	<b>915,539</b>	<b>(27,234)</b>	<b>213</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>9,475</b>	<b>49,109</b>	<b>32,796</b>	<b>658</b>
Less: Acquisition of tangible capital assets	-	-	(14,780)	-
Less: Net change in land held for resale	-	-	-	-
<b>Increase (Decrease) in Financial Equity</b>	<b>9,475</b>	<b>49,109</b>	<b>18,016</b>	<b>658</b>
Transfer (to)/from reserves	(9,475)	(29,767)	(45,058)	-
Transfer (to)/from appropriated surplus	-	-	-	-
Transfer (to)/from unfunded amortization	-	1,584	22,460	-
Transfer (to)/from other funds	-	-	-	-
Interfund transfers	-	2,356	4,582	-
Surplus/(deficit) from prior year	-	(23,282)	-	597
<b>Total Surplus (Deficit) for the year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,255</b>

House numbering	Building Inspection Services	Economic Development	Hillside	Actual 2019	Budget 2019	Actual 2018
\$ -	\$ -	\$ 1,143	\$ -	\$ 1,146	\$ -	\$ 1,150
-	189,608	217,973	26,903	1,468,742	1,468,742	1,397,967
-	-	-	-	-	-	1,000
35,450	770,702	-	-	867,582	707,370	909,992
2,777	21,948	-	-	33,142	-	32,318
-	1,980	-	-	3,945	600	14,103
38,227	984,238	219,116	26,903	2,374,557	2,176,712	2,356,530
7,491	136,092	12,366	-	391,995	391,995	397,496
18,274	589,175	209	-	1,583,172	1,639,668	1,536,268
88	53,222	207,054	-	380,103	495,766	464,662
-	-	-	-	(341,308)	(341,308)	(333,522)
-	11,801	-	-	35,845	38,137	38,137
25,853	790,290	219,629	-	2,049,807	2,224,258	2,103,041
12,374	193,948	(513)	26,903	324,750	(47,546)	253,489
-	-	-	-	(14,780)	(41,509)	(38,201)
-	-	-	24,218	24,218	(96,903)	20,577
12,374	193,948	(513)	51,121	334,188	(185,958)	235,865
(7,792)	(205,187)	-	(51,121)	(348,400)	144,498	(991,523)
-	-	-	-	-	-	(8,500)
-	11,801	-	-	35,845	38,137	38,137
-	-	-	-	-	-	706,120
(4,582)	(562)	-	-	1,794	(500)	1,702
-	-	26,508	-	3,823	3,823	22,022
\$ -	\$ -	\$ 25,995	\$ -	\$ 27,250	\$ -	\$ 3,823

# Sunshine Coast Regional District

General Revenue Fund - Recreation and Cultural Services

Summary Statement of Revenue, Expenses and Transfers (unaudited)

Schedule 10

For the Years Ended December 31, 2019 and 2018

	Pender Harbour Pool	School facilities - Joint Use	Gibsons and Area Library	Museum Service	Halfmoon Bay & Roberts Creek Library Service
<b>Revenue</b>					
Grants in lieu of taxes	\$ -	\$ -	\$ -	\$ -	\$ 2
Tax requisitions	495,835	11,035	700,930	137,682	334,328
Frontage and parcel taxes	72,270	-	-	-	-
Government transfers	-	-	-	-	-
User fees and service charges	96,078	2,910	-	-	-
Investment income	6,133	-	1,344	-	-
Other revenue	13,548	-	7,771	-	-
<b>Total Revenue</b>	<b>683,864</b>	<b>13,945</b>	<b>710,045</b>	<b>137,682</b>	<b>334,330</b>
<b>Expenses</b>					
Administration	55,275	266	47,364	8,096	12,913
Wages and benefits	339,063	-	3,486	-	-
Operating	149,984	38,545	667,717	129,586	250,249
Debt charges - interest	29,170	-	-	-	-
Amortization of tangible capital assets	97,998	-	52,182	-	-
Loss (gain) on disposal of tangible capital assets	-	-	-	-	-
<b>Total Expenses</b>	<b>671,490</b>	<b>38,811</b>	<b>770,749</b>	<b>137,682</b>	<b>263,162</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>12,374</b>	<b>(24,866)</b>	<b>(60,704)</b>	<b>-</b>	<b>71,168</b>
Add: Proceeds from sale of assets	-	-	-	-	-
Add: Proceeds from long term debt	-	-	-	-	-
Less: Debt principle repayment	(41,351)	-	-	-	-
Less: Acquisition of tangible capital assets	(27,260)	-	-	-	-
<b>Increase (Decrease) in Financial Equity</b>	<b>(56,237)</b>	<b>(24,866)</b>	<b>(60,704)</b>	<b>-</b>	<b>71,168</b>
Transfer (to)/from reserves	(41,493)	-	(62,649)	-	-
Transfer (to)/from appropriated surplus	-	-	-	-	-
Transfer (to)/from unfunded amortization	97,998	-	52,182	-	-
Transfer to/ (from) unfunded loss on asset	-	-	-	-	-
Transfer (to)/from other funds	(268)	-	-	-	-
Interfund transfers	-	-	71,171	-	(71,171)
Surplus/(deficit) from prior year	-	(8,992)	-	-	5
<b>Total Surplus (Deficit) for the year</b>	<b>\$ -</b>	<b>\$ (33,858)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2</b>

Community Recreation Facilities Service	Community Parks	Bicycle and Walking Paths	Dakota Ridge Recreation Service	Regional Recreation Programs	Egmont/Pender Harbour Library Service	Actual 2019	Actual 2018
\$ 206	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 208	\$ 184
4,799,019	1,746,696	56,777	216,381	154,719	44,808	8,698,210	8,320,116
1,627,509	-	-	-	-	-	1,699,779	1,699,954
-	241,611	-	-	-	-	241,611	45,416
1,930,378	54,862	-	38,497	5,020	-	2,127,745	2,022,660
71,110	19,846	7,766	5,889	42	-	112,130	73,739
424,141	42,317	-	-	-	-	487,777	446,933
8,852,363	2,105,332	64,543	260,767	159,781	44,808	13,367,460	12,609,002
774,427	262,981	13,713	26,518	9,822	2,077	1,213,452	1,137,743
3,342,548	847,813	6,393	62,274	-	-	4,601,577	4,197,946
1,807,685	544,304	2,329	108,171	152,603	42,731	3,893,904	3,832,944
924,661	28,773	-	1	-	-	982,605	995,963
951,368	256,933	105,838	45,966	-	-	1,510,285	1,469,660
(11,549)	-	-	-	-	-	(11,549)	-
7,789,140	1,940,804	128,273	242,930	162,425	44,808	12,190,274	11,634,256
1,063,223	164,528	(63,730)	17,837	(2,644)	-	1,177,186	974,746
11,549	-	-	-	-	-	11,549	-
-	-	-	-	-	-	-	40,500
(1,085,371)	(122,570)	-	(219)	-	-	(1,249,511)	(1,216,088)
(1,050,356)	(643,741)	-	-	-	-	(1,721,357)	(580,317)
(1,060,955)	(601,783)	(63,730)	17,618	(2,644)	-	(1,782,133)	(781,159)
128,268	15,923	(38,094)	(60,574)	1,571	-	(57,048)	(731,158)
-	-	-	-	-	-	-	49,104
951,368	256,933	105,838	45,966	-	-	1,510,285	1,469,660
(11,549)	-	-	-	-	-	(11,549)	-
(6,938)	317,585	-	-	-	-	310,379	(6,954)
(194)	11,342	(4,014)	(3,010)	-	-	4,124	960
-	-	-	-	-	-	(8,987)	(9,440)
\$ -	\$ -	\$ -	\$ -	\$ (1,073)	\$ -	\$ (34,929)	\$ (8,987)

# Sunshine Coast Regional District

## Water Utility

### Summary Statement of Revenue, Expenses and Transfers (unaudited)

#### Schedule 11

For the Years Ended December 31, 2019 and 2018

	Actual 2019	Budget 2019	Actual 2018
<b>Revenue</b>			
Frontage and parcel taxes	\$ 3,652,293	\$ 3,603,528	\$ 3,532,871
Government transfers	2,005,926	1,995,927	985,543
User fees and service charges	4,535,425	4,391,353	4,344,475
Investment income	258,240	-	191,031
Contributed assets	327,031	-	88,250
Other revenue	662,036	535,802	540,388
<b>Total Revenue</b>	<b>11,440,951</b>	<b>10,526,610</b>	<b>9,682,558</b>
<b>Expenses</b>			
Administration	922,627	922,627	842,507
Wages and benefits	2,416,111	3,052,727	2,314,659
Operating	1,831,857	1,762,334	1,782,857
Debt charges - interest	124,732	127,161	124,040
Internal recoveries	(10,249)	-	(6,445)
Amortization of tangible capital assets	2,077,750	1,774,873	1,779,751
Loss (gain) on disposal of tangible capital assets	22,435	-	36,833
Write-off of tangible capital assets	406,446	-	-
<b>Total Expenses</b>	<b>7,791,709</b>	<b>7,639,722</b>	<b>6,874,202</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>3,649,242</b>	<b>2,886,888</b>	<b>2,808,356</b>
Add: Proceeds from sale of assets	12,950	-	-
Add: Proceeds from long term debt	200,000	4,946,334	30,000
Less: Debt principle repayment	(312,966)	(258,356)	(286,386)
Less: Acquisition of tangible capital assets	(5,223,272)	(11,270,123)	(3,278,874)
<b>Increase (Decrease) in Financial Equity</b>	<b>(1,674,046)</b>	<b>(3,695,257)</b>	<b>(726,904)</b>
Transfer (to)/from reserves	(459,620)	1,920,384	(1,083,441)
Transfer (to)/from unfunded loss on asset	428,881	-	36,833
Transfer (to)/from unfunded amortization	2,077,750	1,774,873	1,779,751
Transfer (to)/from other funds	(371,106)	-	(1,585)
Interfund transfers	(1,859)	-	(4,654)
<b>Total Surplus (Deficit) for the year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Sunshine Coast Regional District

## Sewer Fund

### Summary Statement of Revenue, Expenses and Transfers (unaudited)

#### Schedule 12

For the Years Ended December 31, 2019 and 2018

	Actual 2019	Budget 2019	Actual 2018
<b>Revenue</b>			
Frontage and parcel taxes	\$ 84,150	\$ 84,354	\$ 82,700
Government transfers	92,311	92,310	643,110
User fees and service charges	269,626	260,034	211,963
Investment income	31,753	-	23,663
Contributed assets	154,629	-	661,222
Other revenue	4,722	-	-
<b>Total Revenue</b>	<b>637,191</b>	<b>436,698</b>	<b>1,622,658</b>
<b>Expenses</b>			
Administration	23,210	23,210	24,782
Wages and benefits	99,534	142,807	105,487
Operating	120,044	164,392	129,926
Debt charges - interest	5,487	5,862	-
Amortization of tangible capital assets	62,718	41,344	56,128
Loss (gain) on disposal of tangible capital assets	7,797	-	-
<b>Total Expenses</b>	<b>318,790</b>	<b>377,615</b>	<b>316,323</b>
<b>Annual Operating Surplus (Deficit)</b>	<b>318,401</b>	<b>59,083</b>	<b>1,306,335</b>
Add: Proceeds from long term debt	313,400	140,726	-
Less: Debt principle repayment	-	(4,223)	-
Less: Acquisition of tangible capital assets	(332,624)	(298,036)	(1,517,199)
<b>Increase (Decrease) Financial Equity</b>	<b>299,177</b>	<b>(102,450)</b>	<b>(210,864)</b>
Transfer (to)/from reserves	(163,689)	59,582	10,828
Transfer (to)/from unfunded amortization	62,718	41,344	56,128
Transfer to/ (from) unfunded loss on asset	7,797	-	-
Transfer to/(from) other funds	(210,925)	-	189,071
Surplus/(deficit) from prior year	1,524	1,524	(43,639)
<b>Total Surplus (Deficit) for the year</b>	<b>\$ (3,398)</b>	<b>\$ -</b>	<b>\$ 1,524</b>

# Sunshine Coast Regional District

General Capital Fund - Hillside Development Project

Summary Statement of Revenue, Expenses and Transfers (unaudited)

Schedule 13

For the Years Ended December 31, 2019 and 2018

	Actual 2019	Budget 2019	Actual 2018
<b>Expenses</b>			
Administration	\$ 13,537	\$ 13,537	\$ 8,683
Wages and benefits	5,533	14,126	5,799
Operating expenditures	52,349	128,840	38,728
<b>Total Development Costs</b>	<b>71,419</b>	<b>156,503</b>	<b>53,210</b>
<b>Less: Operating Revenue</b>			
Water leases	75,331	59,600	73,787
Investment income	20,306	-	-
	<b>95,637</b>	<b>59,600</b>	<b>73,787</b>
<b>Net development costs</b>	<b>24,218</b>	<b>(96,903)</b>	<b>20,577</b>
<b>Total Surplus (Deficit) for the year</b>	<b>\$ 24,218</b>	<b>\$ (96,903)</b>	<b>\$ 20,577</b>

# Sunshine Coast Regional District

## Statement of Changes in Reserve Fund Balances (unaudited)

### Schedule 14

For the Years Ended December 31, 2019 and 2018

Bylaw	Purpose	Balance, Beginning of Year	Investment Earnings	Contributions / Transfers	Balance, End of Year
<b>General Government</b>					
495/504	General Administration Capital	\$ 42,462	\$ 1,145	\$ -	\$ 43,607
648	General Administration Operating	454,754	11,689	22	466,465
496	Administration Building	251,565	6,253	(19,702)	238,116
648	Finance	364,168	9,804	141,619	515,591
648	Human Resources	183,883	4,982	33,251	222,116
504/648	Information Services	219,576	5,965	34,320	259,861
648	Area D Grant in Aid	3,173	86	-	3,259
648	Electoral Area Services	160,906	4,359	5,230	170,495
648	Corporate Sustainability	101,953	2,746	10,410	115,109
648	Regional Sustainability	52,925	1,426	12,493	66,844
	Area B Feasibility Studies	26,473	712	-	27,185
	Area D Feasibility Studies	26,473	712	-	27,185
649/677	Bylaw Enforcement	84,499	2,275	35,663	122,437
	Halfmoon Bay Smoke Control	1,542	42	1,086	2,670
650	Roberts Creek Smoke Control	11,757	316	801	12,874
489/497	Gibsons Fire Protection Capital	366,794	8,923	(22,767)	352,950
678	Gibsons Fire Protection Operating	39,677	1,070	21,269	62,016
490	Roberts Creek Fire Protection	537,055	14,989	76,202	628,246
491	Halfmoon Bay Fire Protection	421,764	11,751	52,845	486,360
601	Egmont Fire Protection	148,984	4,038	12,428	165,450
492	911 Telephone	566,110	15,824	116,007	697,941
493	SC Emergency Planning	130,003	3,500	(27,889)	105,614
651/680	Animal Control	158,803	4,276	8,354	171,433
529/652	Sunshine Coast Transit	52,672	1,418	158,998	213,088
486/607	Ports	491,610	14,666	243,168	749,444
563	Maintenance Facility	240,048	6,120	(27,129)	219,039
	Building Maintenance	-	-	59,403	59,403
653	Regional Solid Waste Operating	51,076	1,376	-	52,452
670	Zero Waste Operating	247,434	6,896	23,233	277,563
653	Landfills Operating	25,442	675	28,566	54,683
654	Refuse Collection Operating	164,498	4,398	83,187	252,083
515	Pender Harbour Health Clinic	49,987	1,373	5,000	56,360
655	Cemetery Operating	276,473	7,539	62,515	346,527
681	Regional Planning	70,298	1,893	7,582	79,773
656/657	Rural Planning	61,696	1,383	28,383	91,462
504/648	Property Information & Mapping	194,739	5,140	39,918	239,797
	House Numbering	106,180	2,776	5,015	113,971
495	Building Inspection	815,540	21,948	183,240	1,020,728
715	Hillside - Operating	757,254	20,306	30,815	808,375
590/609	Community Recreation Facilities	2,494,972	64,139	(192,407)	2,366,704
494/660	Pender Harbour Pool	217,763	5,865	35,628	259,256
609	Gibsons Library	40,068	1,343	61,305	102,716
533/662	Community Parks	723,132	19,446	(35,369)	707,209
683	Bicycle & Walking Paths	212,379	5,771	22,353	240,503
	Area A Bicycle & Walking Paths	74,117	1,995	7,974	84,086
	Regional Recreation Programs	1,570	42	(1,612)	-
	Dakota Ridge	218,746	5,889	54,685	279,320
<b>Total General Reserve Funds</b>		<b>11,942,993</b>	<b>319,280</b>	<b>1,376,093</b>	<b>13,638,366</b>

# Sunshine Coast Regional District

## Statement of Changes in Reserve Fund Balances

### Schedule 14

For the Years Ended December 31, 2019 and 2018

Bylaw	Purpose	Balance, Beginning of Year	Investment Earnings	Contributions / Transfers	Balance, End of Year
<b>Water Revenue</b>					
488	Regional Water Capital	5,099,001	129,695	502,131	<b>5,730,827</b>
	Regional Water Operating	2,879,696	77,223	151,996	<b>3,108,915</b>
498	Regional Water Land	17,443	470	-	<b>17,913</b>
589	North Pender Water Capital	407,931	8,066	(118,343)	<b>297,654</b>
	North Pender Water Operating	220,491	5,936	7,731	<b>234,158</b>
	South Pender Water Capital	735,930	15,603	(228,125)	<b>523,408</b>
	South Pender Water Operating	753,975	19,513	(112,277)	<b>661,211</b>
<b>Total Water Reserve Funds</b>		<b>10,114,467</b>	<b>256,506</b>	<b>203,113</b>	<b>10,574,086</b>
<b>Sewer Revenue</b>					
512/608	Greaves Road	10,181	275	1,112	<b>11,568</b>
512	Sunnyside	24,739	667	1,266	<b>26,672</b>
	Jolly Roger	52,519	1,412	(4,599)	<b>49,332</b>
512/608	Secret Cove	27,706	755	8,474	<b>36,935</b>
	Lee Bay	488,522	13,219	33,366	<b>535,107</b>
512	Square Bay	111,218	3,412	23,425	<b>138,055</b>
	Langdale	33,786	912	2,443	<b>37,141</b>
512/608	Canoe Road	3,324	91	314	<b>3,729</b>
608	Merrill Crescent	887	35	2,166	<b>3,088</b>
512/608	Curran Road	87,405	2,418	11,477	<b>101,300</b>
512/608	Roberts Creek Co-housing	34,406	936	14,051	<b>49,393</b>
608	Lily Lake Village	45,276	1,230	10,195	<b>56,701</b>
512/608	Woodcreek Park	183,329	4,976	16,372	<b>204,677</b>
668/669	Painted Boat	50,071	1,365	11,924	<b>63,360</b>
<b>Total Sewer Reserve Funds</b>		<b>1,153,369</b>	<b>31,703</b>	<b>131,986</b>	<b>1,317,058</b>
<b>Total Reserve Funds</b>		<b>\$ 23,210,829</b>	<b>\$ 607,489</b>	<b>\$ 1,711,192</b>	<b>\$ 25,529,510</b>

**Sunshine Coast Regional District  
2019  
Schedule of Guarantee and Indemnity Agreements**

**Financial Information Regulation Schedule 1 Section (5)**

This organization has not given any guarantees or indemnities under the Guarantees and Indemnities Regulation

**Sunshine Coast Regional District  
2019  
Schedule of Remuneration and Expenses**

**Financial Information Regulation Schedule 1 Section (6)**

**1. Elected Officials, and Members of the Board of Directors**

<b>NAME</b>	<b>POSITION</b>	<b>REMUNERATION</b>	<b>EXPENSES</b>
Beamish, William	DIRECTOR/ALTERNATE DIRECTOR	\$ 25,990	\$ 1,013
Bekei, Marianna	ALTERNATE DIRECTOR	\$ 1,396	\$ -
Berry, Camilla	ALTERNATE DIRECTOR	\$ 371	\$ 195
Croal, David	ALTERNATE DIRECTOR/DIRECTOR	\$ 5,793	\$ -
Grindon, Stephanie	ALTERNATE DIRECTOR	\$ 1,514	\$ 32
Hiltz, Mark	DIRECTOR	\$ 31,407	\$ 7,835
Howard, Timothy	ALTERNATE DIRECTOR	\$ 1,510	\$ -
Hulls, Linsey	ALTERNATE DIRECTOR	\$ 1,848	\$ -
SIGD Representatives	DIRECTOR/ALTERNATE DIRECTOR	\$ 15,033	\$ -
Lamb, Thomas	DIRECTOR	\$ 18,113	\$ 154
Lee, Leonard	DIRECTOR	\$ 30,818	\$ 13,020
Marteinson, Douglas	ALTERNATE DIRECTOR	\$ 1,403	\$ 32
McLean, Matthew	ALTERNATE DIRECTOR	\$ 438	\$ -
McMahon, Donna	DIRECTOR	\$ 36,237	\$ 8,451
Pratt, Lori	CHAIR	\$ 52,234	\$ 14,109
Rowe, Brenda	ALTERNATE DIRECTOR	\$ 3,991	\$ -
Siegers, Darnelda	VICE CHAIR	\$ 33,398	\$ -
Tize, Andreas	DIRECTOR	\$ 29,036	\$ 7,320
Toth, Alton	ALTERNATE DIRECTOR/DIRECTOR	\$ 7,982	\$ -
Accident Insurance:	Policy carried by Regional District on behalf of the Board of Directors		
Total elected officials, and members of the Board of Directors			
A.		\$298,512	\$52,160

**Sunshine Coast Regional District  
2019  
Schedule of Remuneration and Expenses**

**2. Employees**

NAME	POSITION	REMUNERATION	EXPENSES
Abbott, Codi	Utility Operations Superintendent	\$ 118,025	\$ 1,130
Allen, Andrew	Manager, Planning and Development	\$ 83,337	\$ 784
Boutilier, Kris	Senior Information Technology Coordinator	\$ 85,042	\$ 1,030
Cole, Debbie	Manager, Pender Harbour Aquatic and Fitness Centre	\$ 83,288	\$ 1,746
Cropp, Valerie	Manager, Purchasing and Risk Management	\$ 110,928	\$ 5,266
Dykstra, Gordon	Manager, Transit and Fleet	\$ 78,707	\$ 182
Eaton, James	Utility Technician II	\$ 90,136	\$ 864
Hall, Ian	GM, Planning and Community Development Services	\$ 144,686	\$ 1,552
Hemstalk, Dan	Utilities Coordinator	\$ 96,029	\$ 915
Hogg, Charles	Parks Operations Coordinator	\$ 77,989	\$ 557
Kennett, Brian	Senior Building Official	\$ 75,710	\$ 3,021
Kimm, Stuart	Utility Technician II	\$ 84,154	\$ 2,965
Kumar, Arun	Manager, Solid Waste Operations	\$ 91,597	\$ 8,786
Legault, Angie	Senior Manager, Administration and Legislative Services	\$ 146,502	\$ 1,534
Loveys, Janette	Chief Administrative Officer	\$ 72,854	\$ 4,689
Michael, Robert	Fire Chief, GDVFD	\$ 126,526	\$ 4,771
Misiurak, Stephen	Manager, Capital Projects	\$ 118,789	\$ 2,976
Nelson, David	Manager, Information Technology and GIS	\$ 121,244	\$ 445
Parker, Gerald	Senior Manager, Human Resources	\$ 139,327	\$ 4,875
Perreault, Tina	GM, Corporate Services	\$ 154,315	\$ 5,311
Preston, Karen	Manager, Recreation and Community Partnerships	\$ 103,196	\$ 1,931
Reid, Sherry	Corporate Officer	\$ 100,368	\$ 2,747
Rischanek, Gordon	Purchasing Officer	\$ 81,266	\$ 1,251
Robinson, Ken	Manager, Facility Services and Parks	\$ 110,350	\$ 2,706
Rosenboom, Remko	GM, Infrastructure Services	\$ 136,225	\$ 1,423
Sears, Steven	Transportation Superintendent	\$ 97,294	\$ 112
Siao, Yuli	Senior Planner	\$ 98,230	\$ 1,419
Skei, Tor	Building Official 1	\$ 76,445	\$ 944
Stoker, Lindsay	Human Resources Advisor	\$ 96,723	\$ 2,977
Totten, Dean	Facility Services Assistant Coordinator	\$ 76,858	\$ 1,118
Trent, Cheryl	GIS Administrator	\$ 79,852	\$ 1,644
Vanstrepen, Sean	Utility Technician II	\$ 87,668	\$ 1,263
Vanvelzen, Allen	Facility Services Coordinator	\$ 105,149	\$ 419
Viitanen, Bryce	Senior Systems Analyst	\$ 82,124	\$ 240
Walkey, Shane	Manager, Utility Services	\$ 114,587	\$ 338
Whittleton, Allen	Chief Building Official	\$ 104,609	\$ 2,818
Wing, Brad	Financial Analyst	\$ 76,368	\$ 2,500
<b>Consolidated total of employees with remuneration of \$75,000 or less</b>		<b>\$10,002,148</b>	<b>160,530</b>
<b>Total: Employees</b>		<b>\$13,728,647</b>	<b>\$239,779</b>

**Sunshine Coast Regional District  
2019  
Schedule of Remuneration and Expenses**

**3. Reconciliation**

<b>Total remuneration - elected officials, and members of the Board of Directors</b>	<b>A.</b>	<b>298,512</b>
<b>Total remuneration - employees</b>	<b>B.</b>	<b>13,728,647</b>
<b>Subtotal (Balanced to T4's, T4A's)</b>		<b>14,027,159</b>
<b>Reconciling Items:</b>		
2019 Wages, benefits and leave accruals	(1,002,139)	
2020 Wages, benefits and leave accruals	1,099,456	
Employer contributions for EI, CPP, MSP, MPP and non-taxable benefits	3,430,285	
WorkSafe BC premiums	305,764	
Wages capitalized as tangible capital assets	(297,669)	
Other adjustments such as post-employment benefits, WID amounts	(227,038)	
		<b>3,308,660</b>
<b>Subtotal after reconciling items</b>		<b>17,335,819</b>
<b>Total per Consolidated Financial Statements (Note 20 - Expense and Expenditure by Object)</b>		<b>17,335,819</b>
<b>Variance</b>		<b>-</b>

**Sunshine Coast Regional District  
2019  
Statement of Severance Agreements**

**Financial Information Regulation Schedule 1 Section 6(7)**

There were two (2) severance agreements under which payment commenced between the Sunshine Coast Regional District and its non-unionized employees during fiscal year 2019.

These agreements represent from 2 to 6 months compensation, including salary and benefits.

**Sunshine Coast Regional District  
2019  
Schedule of Payments To Suppliers of Goods and Services**

**Financial Information Regulation Schedule 1 Section (7)**

<b>1. Consolidated total paid to suppliers who received aggregate payments exceeding \$25,000 (Detail Follows):</b>	<b>\$ 23,971,666</b>
---	----------------------

<b>Supplier Name</b>	<b>Aggregate amount paid to supplier exceeding \$25,000</b>
Airspan Helicopters Ltd	34,187.12
All-Clear Traffic Control	46,578.15
Andrew Curtiss Contracting	25,008.39
AON Reed Stenhouse Inc	223,717.00
Associated Environmental Consultants Inc.	302,818.54
Associated Fire Safety Equipment	28,299.51
BA Blacktop Ltd - Sechelt	3,291,998.56
BC - Employer Health Tax	220,979.76
BC Ferry Services Inc	75,558.38
BC Housing	61,902.07
BC Hydro	662,590.14
BD Carruthers and Associates	27,302.73
BDO Dunwoody Llp	43,524.40
Bonniebrook Industries Ltd	76,963.52
Brenntag Canada Inc	40,290.92
C3 Mainline Inspections Inc.	31,305.78
Canadian Doormaster Electric Ltd	43,900.25
Canadian Mattress Recycling	57,952.65
Carla Parr-Pearson	28,434.00
City Transfer Inc	70,602.32
Clarke Commercial Lawn & Garden	51,143.98
Cleartech Industries Inc.	89,927.04
Coast Reporter	56,316.17
Coastal BC Property Maintenance Ltd	39,534.90
Columbia Fuels	186,345.45
Cornerstone Planning Group	59,105.53
Corporate Express Canada Inc	38,816.69
Crocker Equipment Co Ltd	25,369.78
Dams Ford Lincoln Sales Ltd	49,366.24
Dragons' Den Janitorial Ltd	105,740.81
Eastlink	82,238.65
ECOfluid Systems Inc	136,430.49
E-Comm	82,361.72
ESRI Canada	92,398.31
FortisBC-Natural Gas	101,302.85
Fred Surridge Ltd	184,076.75
Gibsons Building Supplies	74,366.41
Gibsons Disposal Ltd	457,649.92
Graham Farstad Associates Ltd	31,390.22
GRIPS	147,546.29
Guillevin International Co.	25,896.06
Hach Sales And Service Canada Lp	117,957.31
Herold Engineering Ltd	96,190.15
HLC Holdings Inc	60,000.00
Iconix Waterworks LP	177,228.22
In Situ Consulting	69,102.57
Indian Isle Construction (1982) Ltd	270,486.73
Insight Canada Inc	79,477.86
Insurance Corporation of British Columbia	111,358.00
Integrated Sustainability Consultants Ltd.	234,452.80
IRC Building Sciences Group	32,004.17
Island Communications Ltd	35,874.58
IT Express Direct Inc	67,378.50
Jerry's Janitorial Services	55,308.75
Johnson Health Technologies Canada Commercial Inc.	185,824.80
JS Refrigeration Engineering Inc	31,826.55
Justice Institute of BC	32,328.67
Keats Island Construction And Services Ltd	169,557.68

**Sunshine Coast Regional District  
2019  
Schedule of Payments To Suppliers of Goods and Services**

<b>Supplier Name</b>	<b>Aggregate amount paid to supplier exceeding \$25,000</b>
Mark Brown	164,348.42
Mark Zuidema Contracting	25,985.30
McCarthy Tetrault LLP	64,479.07
Medical Services Plan Billing	118,690.50
Mercury Transport Inc	107,597.70
Metro Vancouver Regional District	51,146.55
Michael or Donna Dunn	37,547.08
MT Disposal King Ltd.	40,666.66
Municipal Insurance Association of BC	82,060.55
Municipal Pension Plan	2,061,422.03
NB Contracting Ltd	157,106.30
Nelson Roofing & Sheet Metal Ltd	145,306.35
New West Gypsum Recycling (BC) Inc.	57,051.64
Noble British Columbia	26,184.93
Olson Electric Ltd	51,239.11
Onsite Engineering Ltd	149,101.68
Open Text Corporation	32,002.46
Pacific Blue Cross	1,208,213.53
Pacific Flow Control Ltd.	40,933.20
Pacific Industrial & Marine Ltd	43,139.25
Parkland Refining (BC) Ltd.	504,748.48
Peninsula Septic Tank Service Ltd.	38,557.05
Planetworks Consulting Corporation	28,053.05
Qtrade Advisor	32,299.61
Receiver General	32,164.54
Receiver General For Canada	3,776,962.90
Rocket Appliance	37,370.55
Salish Soils Inc.	558,892.58
SCP Distributors Inc. Canada	40,908.27
Sechelt Indian Band	52,221.05
Sechelt Insurance Ag (1987) Ltd	40,814.00
SHI Canada Ulc	140,838.54
Sicotte Bulldozing Ltd	493,871.62
Soundwerks Audio Video Systems Inc	36,461.11
South Coast Ford Sales	229,400.31
Stanton Hoeing Ltd	48,092.57
Star-Tek Industrial Services Ltd.	97,695.71
Summerhill Fine Homes Inc	537,630.17
Telus	50,736.33
Telus Mobility	47,090.91
Temp-Pro Refrigeration Ltd.	852,663.40
TGK Irrigation Ltd.	178,825.05
The Tempest Development Group Inc	25,039.09
Town of Gibsons	135,469.27
Tricom Building Maintenance Ltd	54,929.43
Unifor Local #466	105,954.97
Unifor National	71,997.89
Unit4 Business Software	68,456.41
Univar Canada Ltd	104,186.75
Vital Signs & Graphics	25,077.79
Waste Management of Canada Corporation	760,860.81
Waterhouse Environmental Services Corporation	180,370.53
Wharf Tire & Mechanical	35,219.75
Wolseley Canada Inc	29,090.37
Workers' Compensation Board	314,803.85
XCG Consultants Ltd	49,175.48
Xerox Canada Ltd	63,181.89
YMCA of Greater Vancouver	89,736.00
<b>Total aggregate amount paid to suppliers exceeding \$25,000</b>	<b>\$ 23,971,666</b>

**2. Consolidated total paid to suppliers who received aggregate payments of \$25,000 or less:      \$ 3,711,750**

**3. Total of payments to suppliers for grants and contributions exceeding \$25,000:**

Consolidated total of grants exceeding \$25,000	\$ 3,362,449
Consolidated total of contributions exceeding \$25,000	-
<b>Consolidated total of all grants and contributions exceeding \$25,000</b>	<b>\$ 3,362,449</b>

**Sunshine Coast Regional District  
2019  
Schedule of Payments To Suppliers of Goods and Services**

**4. Reconciliation:**

<b>Accounts Payable Year to Date Paid:</b>	<b>\$ 31,337,805</b>
Total of aggregate payments exceeding \$25,000 paid to suppliers	<b>23,971,666</b>
Consolidated total of payments of \$25,000 or less paid to suppliers	<b>3,711,750</b>
Consolidated total of all grants and contributions exceeding \$25,000	<b>3,362,449</b>
Total expenses paid to Directors (see detail on schedule of remuneration and expense)	<b>52,160</b>
Total expenses paid to Employees (see detail on schedule of remuneration and expense)	<b>239,779</b>
Balanced to Accounts Payable Year to Date Paid Report	<b>\$ 31,337,805</b>
Reconciling items*	<b>See Note Below</b>
Total per Statement of Revenue and Expenditure (Statement of Operations)	<b>40,683,292</b>
Variance*	<b>\$ (9,345,487)</b>

**\*Reconciliation/Variance Notes**

The Sunshine Coast Regional District attests to the accuracy of the figures presented. A reconciliation between the schedules to the Statement of Financial Information (the schedule showing payments made to vendors for the provision of goods or services) and the Consolidated Statement of Financial Activities (operational statement) is not possible, as the following transactions are not included on both statements:

- \*GST/HST rebate and input tax credits
- \*Bank charges and interest
- \*Transfers
- \*Work in progress
- \*Inventory
- \*Prepaid accounts
- \*Accruals

---

Tina Perreault  
Chief Financial Officer

**Sunshine Coast Regional District  
2019  
Statement of Financial Information Approval**

**Financial Information Regulation Schedule 1 Section (9)**

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules included in this Statement of Financial Information, produced under the Financial Information Act.

---

Tina Perreault  
Chief Financial Officer

---

Lori Pratt  
Chair

June 25, 2020

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Corporate and Administrative Service Committee – June 25, 2020

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

**SUBJECT:** 2020 BUDGET DEBRIEF AND 2021-2025 FINANCIAL PLANNING PROCESS

---

### RECOMMENDATION(S)

**THAT the report titled 2020 Budget Debrief and 2021-2025 Financial Planning Process be received;**

**AND THAT the draft process and timelines for the 2021-2025 Financial Planning Process be approved as presented;**

**AND FURTHER THAT the Board Calendar be amended to include Special Corporate and Administrative Services Committees November 5 and 6, 2020 for the purposes of 2021 Pre-Budget Meetings.**

---

### BACKGROUND

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

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

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

The COVID-19 pandemic continues to have several implications for the Sunshine Coast Regional District (SCRD) and the community as a whole. Many of these will result in significant financial implications for the 2020 year-end and upcoming 2021 Budget process which will need to be considered as part of the planning process.

The purpose of this report is to discuss the recent 2020 Budget process and outline improvements in preparation of the development and adoption of the 2021-2025 Financial Plan.

### DISCUSSION

#### 2020 Budget Process- De-Brief

One of the key objectives of the debrief is to discuss the budget process overall, review how the current process aligns with the Board's Strategic Plan and incorporate any recommended changes for the future.

Summary of prior year and some suggestions for improvements are outlined below, and items from the Committee can be added for discussion as part of the debrief process.

### New initiatives introduced for 2020

Changes introduced for the 2020 Budget were as follows:

1. a move toward adoption of a draft Financial Plan by December 31 of each year;
2. introduction and presentation of Service Plans;
3. revised rating criteria;
4. process for approval of Mandatory projects;
5. and the Budget Proposal Template.

Attached is a copy of the Staff report presented to the Committee outlining these items (Attachment A). These will be reviewed in the context of their desired outcome, effectiveness and consideration for the upcoming Budget below.

### Strategic Plan

The Board adopted its new Strategic Plan in the fall of 2019 which has five key focus areas (figure 1). Many of the proposals for 2020 were the result of implementation of the plan. Over 150 new projects were introduced and several new staff resources were approved to execute these initiatives.

Figure 1: 2019-2023 Sunshine Coast Regional District- Strategic Plan

## Five Strategic Focus Areas



The final round of Budget deliberations occurred February 10-11 with the 2020-2024 Financial Plan Bylaw first adopted at the March 12, 2020 Regular Board Meeting. Some of these projects and hiring's were deferred as part of the March 31, 2020 Budget amendments as a result of the Covid-19 pandemic. Utility Rates also went up significantly for rural area refuse collection (Area's B-F), wastewater facilities and water services as a result of service enhancements.

Therefore, the SCRD received a great deal of feedback from the community highlighting a greater need for Public Engagement and Communication, one of the Board's key Strategic Focus Areas. Therefore, for 2021 Budget, it is recommended that an enhanced engagement and communication plan be drafted for the Boards consideration. The Plan would consider how current project engagements, such as water, solid waste, and planning, would integrate into overall Budget implications.

As the situation continues to evolve as a result of the COVID-19 pandemic, the Plan will need to consider alternatives to social gatherings such as Open Houses or Events, which would often be one of the tools to engage with the community. For 2020, the Board approved several initiatives in support of Communication and Engagement such as the purchase and implementation of an online engagement platform, website redesign, audio and video streaming of meetings, and enhanced staff training for engagement. As there has been a delay in some of these projects as a result of the pandemic, staff are currently assessing capacity and drafting a Plan for the Committee's consideration, with a goal of presenting at either the July 23 or September 17, 2020 Corporate and Administrative Services Committees. Staff seek direction and input from the Committee on what they'd like to see or suggestions they may have in this regard.

### Timelines

For 2020, the SCRD moved to adoption of the Financial Plan Bylaw sooner than the statutory deadline of March 31. The Plan was to be adopted at the February 27 Board meeting and was later postponed to March 12 due to Community feedback as noted above.

Staff continue to provide regular updates to the Board and Community on the ongoing financial and operational implications as a result of the Covid-19 pandemic. We anticipate the impact will reach into the next year. Due to ongoing nature of the pandemic, staff are recommending the following draft timeline for the 202-2024 Financial Planning process.

Activity	2020			2021		
	July/October	November	December	January	February	March
<b>Pre-Planning</b>						
<b>Board Strategic Plan Review</b>	t.b.d.					
<b>Pre-Budget Overview</b>		5-6				
<b>Round 1</b>						
<ul style="list-style-type: none"> <li><b>Budget Stakeholders (Museums, Libraries, Community Schools. etc.)</b></li> <li><b>SCRD-2021 Budget Proposals</b></li> </ul>					1	

<b>SCRD: 2021 Budget Proposal</b>					2	
<b>Public Engagement</b>						
<b>Public Meetings</b>		X	X	X	X	X
<b>Public and Municipal Presentations</b>		X	X	X	23-26	X
<b>Round 2</b>						
<ul style="list-style-type: none"> <li>• Budget Stakeholders</li> <li>• SCRD-2021 Budget Proposals</li> <li>• Final 2020 Carry-forwards</li> <li>• 2020 Surplus/Deficit Report</li> </ul>						4-5
<b>Adoption of Financial Plan</b>						22

### Service Plans

As part of the Round 1 deliberations, several functions presented summary Service Plans. This was the first time this was done and they were well received by the Committee. The Service Plans provided context of the various services current and proposed work-plan in consideration prior to contemplating new initiatives for Budget. The recommendation is to continue the deployment of these Plans and present them as part of the Budget process. Staff have attached a copy of Service Plan for reference (Attachment B) and seek feedback and confirmation from the Committee if they would like to continue with Service Plan development?

### Rating Criteria and Mandatory Projects

For 2020, the Board wanted to see and approve Budget Proposals that were rated as Mandatory. These include items which are the result of imminent asset failure, regulatory compliance, or safety. Staff would like to confirm that the Committee would like to continue seeing these proposals versus including them in the Round 1 figures? Items for business continuity such as operational base budget increases are recommended to continue being presented as proposals as they relate to service level decisions.

### Improvements to the Website-Budget 2021

Some of the feedback received from the public was that it was a challenge to navigate the various reports and information on the corporate website which culminate to the final Budget. Recognizing that the Regional District Budget is complex and impacts each region differently, there is a need to try to simplify information whereas possible. Therefore, staff have identified a need to centralize the various reports, engagement opportunities, resources and guiding documents which lead to the approval of new fees and charges and taxation values. This will be achieved through the website re-design project for 2020 in time for the 2021-2025 Financial Planning process.

### Financial Sustainability Policy

One of the Boards other key guiding documents in preparation of the Budget is the *Financial Sustainability Policy* (Attachment C), which was first adopted in January 2011 and amended in 2016. The purpose of the Policy was to address challenges and build in strategies to maintaining stable taxation levels where possible.

In the course of conducting service reviews as part of the corporate asset management planning, staff identified that there lacked a Policy statement related to user fees paying for operations and parcel tax/frontage fees paying for future capital/debt items. As this is a financial 'best practice', it is recommended there is a clear rational, business case and policy presented for the Boards consideration. Staff are recommending the Policy come forward for review in the fall of 2021.

### Organizational and Intergovernmental Implications

At the May 23, 2020 Corporate and Administrative Services Committee, the 2020 Budget Project Status Report was presented. Of the 150 projects reported on the status of each project was as follows:

% Complete Summary		DEFINITION	
Not Started	49	32.7%	Work has not been started for project.
Started	43	28.7%	Work is in preliminary stages.
In Progress 25%	18	12.0%	Up to 25% progress
In Progress 50%	12	8.0%	Up to 50% progress
In Progress 75%	15	10.0%	Up to 75% progress
Completed	7	4.7%	100% Finished
Deferred	6	4.0%	Project was deferred by motion.
Cancelled	0	0.0%	The project listed as cancelled was determined as a) not required by Board or b) the project
TOTAL	150	100%	evolved into a new project and is referred to in status column (line number)

It will be important to continue to monitor the status of projects in preparation of the 2021 Budget, especially how the effects Covid-19 may have on the efficacy of the organization to complete projects within the anticipated timelines, as well as the capacity to take on too many more initiatives net year.

### *Financial Implications*

Based on the current items contemplated for improvement for 2021, the Communication and Engagement Plan may require additional resources and will be outlined in the future report.

Other financial considerations that staff will continue to apprise the Board of is the anticipated tax impacts heading into 2021. At the May 23, 2020 Corporate Variance Analysis to April 30, reported over a current estimated tax increase of over 6% heading into next year. This value will increase if operational deficits continue for functions such as Regional Solid Waste and Community Recreation where there are little to no operational reserves.

### *Timeline for next steps or estimated completion date*

As there are several steps required in development of the 2021-2025 Financial Plan, including (but not limited to) a review to the Board's 2019-2023 Strategic Plan, current state and budget goals/direction from the Board, and the approval of changes to fees and charges. The Board

can anticipate receiving multiple reports at the various Committees over the next several months.

## **STRATEGIC PLAN AND RELATED POLICIES**

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

## **CONCLUSION**

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

This budget debrief provides information on our learning through the 2020 budget process and it is recommended that the suggested changes as well as the draft timelines be approved in preparation for the 2021-2025 Financial Planning process.

The COVID-19 pandemic continues to have several implications for the SCRD and the community as a whole. Many of these will result in significant financial implications which will need to be monitored, and reported during the course of 2020 and considered as part of the 2021 Budget planning process.

## **Attachments**

Attachment A September 19, 2019- CAS Staff Report- 2020-2024 Financial Plan Process and Timetable

Attachment B: 2020 Service Plan Lite- 117 Information Technology

Attachment C Financial Sustainability Policy

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

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

---

### RECOMMENDATION(S)

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

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

---

### BACKGROUND

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

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

#### **Recommendation No. 7**     *2019 Budget Debrief*

THAT the report titled 2019 Budget Debrief be received;

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

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

### DISCUSSION

#### *Process and Timelines*

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

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

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

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

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

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

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

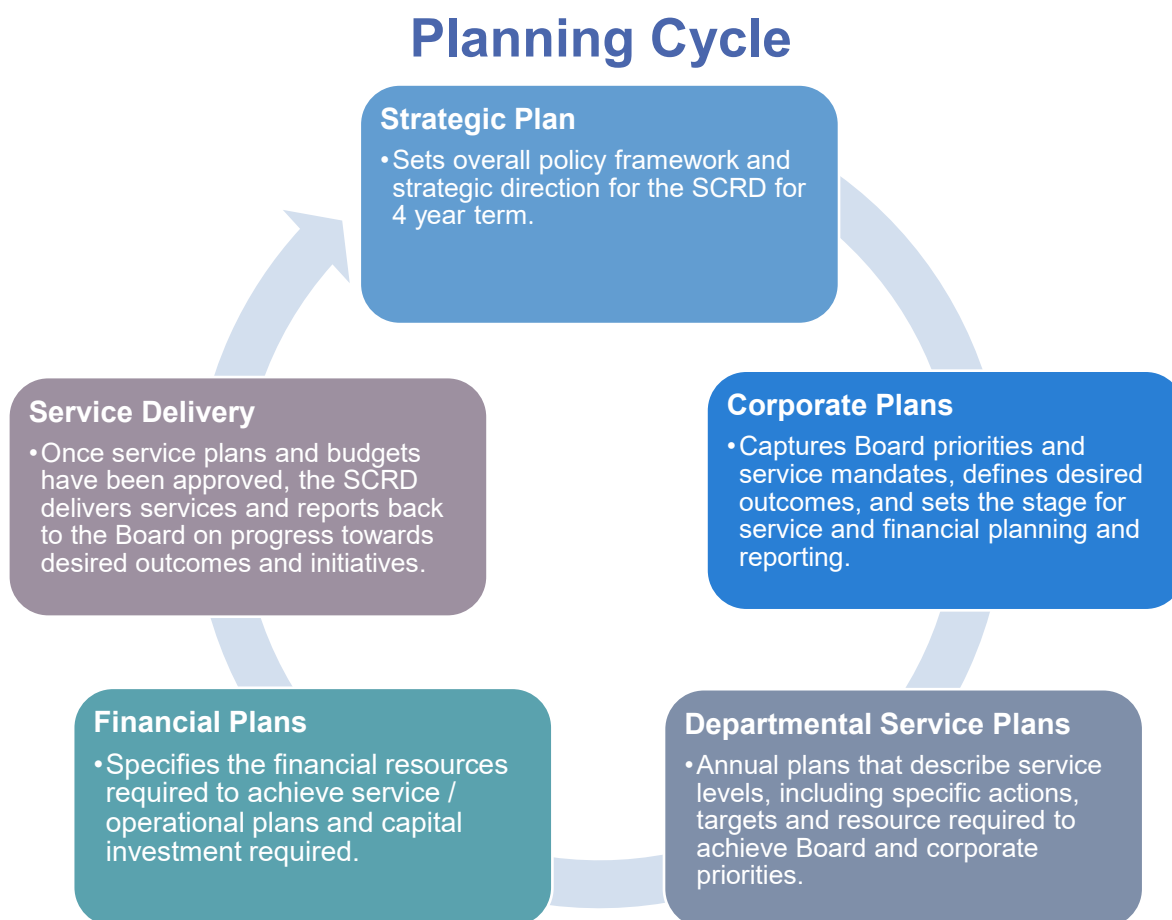
Alternatively, the Board could proceed with status quo process and timelines as outlined in the April 25, 2019 CAS - 2019 Budget Debrief report, which would have pre-budget deliberations in

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

### *Service Plans*

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

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



### *New Strategic Plan and Rating Criteria*

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

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



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

#### 2020 Budget Proposal Template Amendments

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

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

#### STRATEGIC PLAN AND RELATED POLICIES

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

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

## **CONCLUSION**

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

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

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

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

Attachments:

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

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO		Other	

### Service Summary

Division Summary:	Information Technology [117]	Manager:	David Nelson
Service Year:	2020	Function:	117
Department:	Corporate Services	Status:	

### Service Overview

Information Technology is a critical support service for the day-to-day operation of all SCRD departments and for providing information to the public and our partner agencies. The work of our SCRD staff is dependent on the good working condition of our Information Technology. We enable and support the District's core business systems including: Business World ERP (financials, Payroll, HR), Tempest (utility billing, permits and licensing, bylaw ticketing), Cityworks (asset and work management), Content Server (records management); ESRI GIS (geographic information systems); and desktop software such as MS Office and other productivity tools.

The Information Technology Services Section supports over 180 virtual and physical desktop computers, 24 laptops, 110 smartphones, 16 copier/printers, 10 major business systems, plus 180 internal telephones all connected over a wide area network servicing 17 facility sites on the lower Sunshine Coast.

### Budget Summary

<b>2019 Approved Net Budget</b>	\$ 847,121
<b>2019 Approved FTE Count</b>	5.7
<b>2020 Approved FTE Count</b>	5.7
<b>FTE Change</b>	<u>n/a</u>

### Outlook for Upcoming Year:

Information Technology Services Division will continue to provide:

- Technology Planning, Operations and Project Management services
- Business Systems services
- Infrastructure and Technical services
- Client and Device services

The Information Technology Services Division will continue to grow solid information governance structures. We facilitate the work planned by several Continuous Improvement (CI) teams that oversee our core suite of corporate business systems: Tempest, Agresso, Cityworks, Content Server, and ActiveNet.

Over 2019 IT moved beyond re-implementing basic functionality in our recently-completed Corporate Software replacement projects. The focus now is on maximizing value with these new systems by exploiting capabilities that can further enable business process efficiencies and constituent-facing digital services.

IT tracks an asset management register that includes updated inventories, condition assessments, and replacement lifecycles and costs for a portfolio of IT assets valued at over \$4M. IT will now focus more time and

resources towards technical maintenance, upgrades, and replacements of our foundational infrastructure assets: servers, storage devices, peripherals, telecommunication networks, operating and desktop systems, and security solutions. This focus will continue through 2020 as we catch up on critical infrastructure replacements now that the hump of business system replacements has wound down.

### Upcoming Year Priorities:

#### 2020 Key Projects and Action Plans

Project/Action Plan	Staff	Timeline	Status
<b>Information Technology</b>			
1. Business World – Implement Continuous Improvement a. Various projects	BV, ST	Q4	In Progress
2. Cityworks - Implement Continuous Improvement Plan a. Complete ESRI Cityworks admin training course b. Establish feedback of costs from Business World to Cityworks c. Trial Cityworks mobile app for Water Distribution technician	CT, ST, BV KB, BV CT, ST	Q1 Q2	In Progress Holding Upcoming
3. Water Meter Data Analytics and CRM a. Prepare Project Initiation Brief b. Costing for meter data warehouse with consumption analysis capabilities: Neptune 360 c. Costing for online consumption data portal for account holders d. Statement of work for CRM functionality	KB, BV	Q1 Q1 Q1 Q3	In Progress Upcoming Upcoming Upcoming
4. Scheduling Software Research project - Recreation a. Participate PIB, business case, and RFx (Phase 2)	BV, ST	Q1	Upcoming
5. Content Server - projects a. Assess opportunities to establish linking of attachments in business systems to Content Server records repository	KB	Q2	Upcoming
6. Internet and SCRD.ca - Refresh a. Complete selection of professional services to assess opportunities and upgrade strategy for SCRD Website and CMS b. Participate in preparation of RFP for selection and implementation of new SCRD.ca website	DN, BV DN, BV	Q1	In Progress
7. Telephony Hardware - Refresh a. Issue RFP for replacement of CS1000 phone system b. Update and approve Project Brief for upgrade implementation project	DN, BV, KB DN, KB, BV	Q2 Q3	Upcoming Upcoming
8. Telephony Wireless - Refresh a. Complete bulk refreshment of aging cell phone fleet	MB	Q1	In Progress
9. Mobile Device Management a. Obtain budget, procure, implement	DN, KB	Q3	Upcoming

## 2020 Service Plan Lite – 117 Information Technology

Project/Action Plan	Staff	Timeline	Status
b. Enable MDM for RCVFD SIM card			
10. Telecommunications connectivity - Refresh			
a. Complete installation of 18 Nortel switches with Dell switches	JB, KB	Q1	In Progress
11. Microsoft licensing - Upgrades			
a. WinServ 2016 as Win10 desktop clients - complete roll out	MB	Q1	In Progress
b. Upgrade Exchange Server 2013 to 2019 – Replace Apache front end server w new service	KB, ST	Q2	In Progress
c. MS Office 2019 deployment	KB, JB	Q1	In Progress
12. Hardware upgrades and replacements			
a. Procure and install storage upgrade/expansion for SAN at Field Road and Mason Road	KB, MB	Q4	Upcoming
13. Security Architecture projects			
a. Deliver CyberSecurity Workshop	MB	Q1	In Progress
b. Assess and upgrade/replace Malware software	MB	Q2	In Progress
14. MFP Copier Refresh			
a. MFP copiers – Implement PaperCut solution on all copiers	BV, MB	Q2	In Progress
15. Audio Visual – Upgrades			
a. Board Room video streaming to YouTube	KB	Q2	In Progress
16. Fire Services – Applications			
a. RCVFD – truck tablets for incident response	KB	Q2	In Progress
b. GDVFD – truck-mounted mobile dispatch device		Q3	Upcoming
c. All – Fire Operations Management system		Q4	Upcoming

### Proposed Initiatives for 2020:

One Budget Proposal for Information Technology for 2020 – Mobile Device Management (See Proposals for Information Technology).

## Sunshine Coast Regional District

### BOARD POLICY MANUAL

Section:	Finance	5
Subsection:		1700
Title:	Financial Sustainability	1

#### 1. PURPOSE

This policy was developed to support the move to financial sustainability for the Sunshine Coast Regional District.

Financial sustainability, along with a sustainability plan and collaborative leadership are integral components of the Strategic Plan. The Board has agreed to use these components as a lens to focus through when making decisions and implementing plans.

- 1.1. A proactive strategy is required that will lay the groundwork for the continuance of high-quality services while providing a legacy for future generations. It will position the Regional District to meet financial obligations and take advantage of opportunities that arise. It will also mean that residents and businesses can look forward to stable, equitable and affordable taxation in relation to the services provided.
- 1.2. The adoption of the Regional District's budget is one of the most critical functions undertaken by the Board to achieve its stated goals. Budgets and business plans shall be developed in a consistent and planned manner. Budgets shall take into consideration the impacts of initiatives on both the current and future years and the Regional District's ability to fund those initiatives.

#### 2. SCOPE

- 2.1. This Policy will apply to the development, management and delivery of all the Regional District's services and programs.

#### 3. DEFINITIONS

##### 3.1. Sustainability

Sustainability is a state in which the needs of the present generation are met without compromising the ability of future generations to meet their own needs (Source: Board-adopted definition).

##### 3.2. Financial Sustainability

Financial Sustainability is the degree to which a government can maintain its existing financial obligations both with respect to its service commitments to the public and financial commitments to creditors, employees and others without increasing the debt or tax burden relative to the economy in which it operates. (Source: Public Sector Accounting Board Statement of Recommended Practice; Indicators of Financial Condition; SORP 4; May 2009)

## **4. POLICY STATEMENTS**

### **4.1. Growth in Revenues**

The Sunshine Coast is a growing community and all indications are that this will continue. Growth brings in new revenues (both taxation and fees) which must be estimated using the best available data.

- 4.1.1. Policy: Conservative estimates of revenues related to growth will be included in the budget based on information provided by BC Assessment and the Planning and Development and Finance Divisions.

### **4.2. Fees and Charges**

Fees and charges are a significant portion of the Regional District's revenues. They must be reviewed on a regular basis to ensure they are set at the appropriate rate and to provide users with adequate notice of any changes.

- 4.2.1. Policy: The Regional District's self-financed programs are to be fully funded by user fees and/or parcel taxes including corporate overhead, equipment replacement, debt financing, transfers to reserves and capital expenditures.
- 4.2.2. Policy: Fees and charges will be reviewed annually and adjusted where appropriate. Reviews will include an analysis of the Regional District's costs of providing the service, as well as a comparison to other similar local governments.
- 4.2.3. Policy: An increase equal to inflation (Consumer Price Index) shall be applied as appropriate.
- 4.2.4. Policy: The users will be provided with no less than two months' notice of those changes, where possible.

### **4.3. Alternative Revenues**

The Regional District should strive to produce non-traditional revenues and diversify its tax base.

- 4.3.1. Policy: All departments will make every effort to access alternative funding sources. New sustainable funding sources can be used to reduce property tax or fee increases, increase service levels and/or provide new services.
- 4.3.2. Policy: The Regional District will apply for grant funding for projects only after consideration is given to the full lifecycle costs of the project. When considering grant funding, the Regional District will focus on projects that are already included in the Five-Year Financial Plan, the adopted long-term capital plans or the Strategic Plan.

#### **4.4. One-time Revenues**

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

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

- Reserves and/or Rate Stabilization in keeping with levels set by the Board;
- One-time expenditures; or
- Repayment of outstanding debt.

#### **4.5. Service Demands Created by a Growing Community**

Growth creates demands for service. It is important that the demands created by growth be recognized and efforts be made to maintain or improve existing standards.

4.5.1. Policy: Plans should provide details of the demands for service created by growth and should include options as to how the demands can be met and existing standards be maintained or improved.

#### **4.6. Cost of Existing Services**

The rising cost of existing services at existing service levels must be recognized.

4.6.1. Policy: Each year, an inflation factor will be applied to the operating budget as appropriate (Consumer Price Index, collective agreements).

4.6.2. Policy: Each budget cycle, the Board will consider the cost of existing services at existing service levels before considering enhancements.

#### **4.7. New Services and Major Enhancements**

The funding established under Policy Statement 4.6 allows the Regional District to provide the same level of service for the existing tax base. It is not designed to provide for new services or major enhancements to existing services.

4.7.1. Policy: New services or enhancements to existing services may be funded by a combination of:

- Reduction in the cost/scope of existing services. This may include a reallocation of resources from one area to another;
- Increase in other revenues;
- An increase in other revenue and/or taxes; and/or
- Ongoing future financial revenues can justify the new service and / or enhancement.

4.7.2. Policy: The process to establish a new service must include thorough and accurate financial planning to support the Board's decision in determining the viability of establishing a new service.

#### 4.8. Demand Management and Efficiencies

The Regional District does not have the resources to meet all the demands that are made for services. Demand must be managed to make sure that expectations reflect our fiscal reality.

Areas where efficiencies or service level changes may be possible will be identified and brought forward to the Board for consideration.

4.8.1. Policy: Plans will identify demand management strategies and should include options for service level changes and alternative service delivery models.

4.8.2. Policy: As a sound business practice, departments will strive to find and explore efficiencies throughout the Regional District's operations.

4.8.3. Policy: All departments will endeavour to develop partnerships, strategic alliances and shared project funding to assist in the reduction of expenditures to the Regional District.

#### 4.9. Service Reviews (Non-statutory)

A Service Review is a review of an organisation's services designed to identify potential service delivery improvements. A Service Review can be used to improve the organisation's efficiency and effectiveness and assist in addressing financial sustainability. Systematically reviewing its services allows the Regional District to potentially redesign its mix of services to achieve efficiency gains or generate additional income.

Options that may be explored under a Service Review System include such matters as:

- Changing outputs and levels of service
- Sharing services and resources
- Optimizing the use of existing assets
- Alternate delivery of services or activities
- Internal operational changes (e.g. processes, work practices and technology)
- Adding or modifying user fees or charges
- Consideration of how the service contributes to overall service equity

4.9.1. Policy: The Regional District will undertake regular reviews (internal and/or external) of its services to find ways to improve service delivery and maximize the benefit to the community while minimizing costs.

#### 4.10. Capital Maintenance and Replacement

The Regional District has substantial value invested in its capital assets. As the community grows, this investment increases. A plan must be implemented to keep the infrastructure in a proper state of repair to avoid costly failures.

4.10.1. Policy: The Regional District will establish and maintain an inventory of its capital assets. A maintenance/replacement plan will be developed utilizing best practices to keep existing assets in optimum condition. This program will be included in the Five-Year Financial Plan and the departmental long-term Capital Plans.

- 4.10.2. Policy: The Regional District will depreciate its assets over their useful lives, and a sustainable funding strategy will be developed.

#### **4.11. Capital Projects**

Capital projects and programs are funded from a variety of sources including taxation, grants, debt and reserves. Once the project or program is completed, its full on-going operation and maintenance costs need to be included in the operating budget, and future upgrade and/or replacement costs need to be included in the Capital Plan. These on-going and future costs must be clearly understood before a capital project is approved.

- 4.11.1. Policy: Each capital project or program submitted for consideration must clearly state its full initial cost, as well as future costs, including operating and upgrade/replacement costs. In addition, the source of sustainable funding for such costs has to be demonstrated.
- 4.11.2. Policy: When proposing capital projects, managers will consider the impact / draw on staff resources to undertake the project. Capital projects may require a change in the operating plan / priorities or additional resources to manage the project. Managers must ensure that staff resources are considered in the budget decisions related to capital projects.
- 4.11.3. Policy: Large-scale capital projects will be budgeted in at least two phases. The first phase is for planning and design, and subsequent phases are for construction and implementation with full life cycle project costs.

#### **4.12. Carry-forward Projects**

Some projects may not be completed in the year they are budgeted for. In such instances, funding is “carried forward” in recognition of the fact that the project is still required, and the Regional District must be in a position to complete the project. Nonetheless, there is a need to review carry-forward projects in light of other priorities that may have emerged.

- 4.12.1. Policy: Management will complete a detailed review of carry-forward projects in light of other priorities that may have emerged and include a report to the Board, prior to year end, with recommendations for including those projects in the following year’s budget.

#### **4.13. Debt Management**

The Regional District recognizes that, properly applied, debt can be an affordable and effective source of funding that complements the sustainability of an organization by matching costs to the appropriate tax payer in the year in which the benefit is received. The Regional District also recognizes that excessive debt reduces an organization’s flexibility and its ability to handle unforeseen challenges. Debt decisions shall balance quality of life and financial considerations.

- 4.13.1. Policy: Projects that are to be funded by debt should be submitted to the Board with a “business case”, including recommendations on how the debt will be serviced.

#### 4.14. Reserve Funds and Rate Stabilization

The Regional District strives to develop appropriate reserves with respect to Regional District capital assets, landfill closure and post closure costs, employee benefit obligations, and other significant future financial obligations. Reserves and Rate Stabilization Funds contribute to the financial stability of Regional District services.

- 4.14.1. Policy: The Regional District will review all services to identify the appropriate uses and level of reserves and /or rate stabilization funds recommended for each service. Strategies to build reserves will be developed and presented as part of the annual budget process.

### 5. RESPONSIBILITY

- 5.1. Directors - To be familiar with this policy and to utilize it as a lens to provide focus when making budget or service decisions.
- 5.2. Staff – To be familiar with this policy and to ensure that it is followed when developing budgets and service options.

### 6. POLICY REVIEW

- 6.1. The policy shall be reviewed annually by Administration. Any changes shall be recommended to the Board for approval.

Approval Date	January 13, 2011		015/11
	March 10, 2016		117/16 Rec. 7

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Corporate and Administrative Services Committee – June 25, 2020

**AUTHOR:** Sherry Reid, Corporate Officer

**SUBJECT:** **UNION OF BRITISH COLUMBIA MUNICIPALITIES (UBCM) RESOLUTIONS – CUMULATIVE EFFECTS OF LAND USE DECISIONS**

---

### RECOMMENDATION(S)

**THAT the report titled 2020 Union of British Columbia Municipalities (UBCM) Resolutions – Cumulative Effects of Land Use Decisions be received;**

**AND THAT the draft proposed resolution be approved or amended and forwarded to UBCM by June 30 for consideration at the 2020 UBCM Convention;**

**AND FURTHER THAT this recommendation be forwarded to the June 25, 2020 Regular Board meeting.**

---

### BACKGROUND

The following recommendation was adopted at the June 11, 2020 Board meeting:

235/20      **Recommendation No. 13**      *Union of British Columbia Municipalities Resolution*

THAT staff draft a resolution for submission to the Union of BC Municipalities (UBCM) 2020 Convention based on the April 9, 2020 British Columbia Timber Sales (BCTS) Operating Plan staff report and previous resolutions on this topic, highlighting the need for the Ministry of Forests, Lands, Natural Resource Operations and Rural Development, Ministry of Transportation and Infrastructure and other Ministries' continued consideration of cumulative effects of land use decisions especially in regards to drinking water protection and geotechnical hazards.

### DISCUSSION

Staff searched the UBCM database and found no previous resolutions specific to this topic. As such, staff have prepared a draft resolution on the topic of Cumulative Effects of Land Use Decisions based on the BCTS Operating Plan staff report of April 9, 2020 as follows:

WHEREAS communities of the Sunshine Coast are dependent on healthy, ecologically diverse, functioning ecosystems upstream from Official Community Plan areas for services such as drinking water, stormwater management, erosion control, pollinator protection for food systems, infrastructure / asset management and climate resilience;

AND WHEREAS provincial ministries often consider applications to make private or industrial use of provincial public land independently of each other and do not have or apply sufficient regulatory frameworks for ensuring long term ecological resilience such as integrated multidisciplinary land use planning or cumulative effects analysis before authorizing applications for use:

THEREFORE BE IT RESOLVED that the Ministry of Forests, Lands, Natural Resource Operations and Rural Development be urged to develop and implement integrated, multidisciplinary / multi-ministry land use planning and cumulative effects analysis tools to be applied to long term planning at the watershed scale and to individual applications to make private use of provincial public lands, with the goal of restoring and mitigating further damage to ecological resilience and protecting public infrastructure assets for the long term.

*Timeline for next steps or estimated completion date*

UBCM Resolutions must be finalized and adopted no later than the June 25, 2020 Board meeting in order to meet UBCM's June 30 submission deadline.

**STRATEGIC PLAN AND RELATED POLICIES**

Submission of resolutions to UBCM is in alignment with SCRD's strategic focus areas for Advocacy, and Regional Collaboration and Partnership.

**CONCLUSION**

Staff recommend the Committee amend or approve the proposed resolution which will be forwarded to UBCM for consideration at the 2020 UBCM Convention.

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Corporate and Administrative Services Committee – June 25, 2020

**AUTHOR:** Kyle Doyle, Manager, Asset Management

**SUBJECT:** WASTEWATER FEASIBILITY STUDY – INFRASTRUCTURE PLANNING GRANT PROGRAM (IPGP) RESULTS

---

### RECOMMENDATION(S)

**THAT the report titled Wastewater Feasibility Study – Infrastructure Planning Grant Program (IPGP) Results be received;**

**AND THAT Wastewater Treatment Plants Asset Management Plans- Feasibility Studies be approved as follows:**

- Greaves Road [381]- \$9,517- \$1,250 funded by IPGP and \$8,267 through Operating Reserves;
- Merrill Crescent [390]- \$5,178- \$1,250 funded by IPGP and \$3,928 through Operating Reserves;

**AND THAT the 2020-2024 Financial Plan be amended accordingly;**

**AND FURTHER THAT grant applications for the four remaining Wastewater Feasibility Studies (Langdale, Sunnyside, Jolly Roger, and Secret Cove) be submitted.**

---

### BACKGROUND

At the February 27, 2020 Sunshine Coast Regional District (SCRD) Board meeting, a resolution 065/20 was passed, partial excerpt below:

**Recommendation No. 39**      *Wastewater Treatment Services [381-395] – 2020 R2 Budget Proposals*

**AND THAT the following budget proposal be deferred pending receipt of grant:**

- Budget Proposal 2 – [381-395] Wastewater Treatment Plants Asset Management Plans – Feasibility Studies funded from Operating Reserves (contingent on receipt of grants), as follows:
  - [381] Greaves Road Wastewater Treatment Plant \$1,250 (SCRD Contribution);
  - [383] Sunnyside Road Wastewater Treatment Plant \$1,250 (SCRD Contribution);
  - [384] Jolly Roger Wastewater Treatment Plant \$2,500 (SCRD Contribution);
  - [385] Secret Cove Wastewater Treatment Plant \$2,500 (SCRD Contribution);
  - [388] Langdale Wastewater Treatment Plant \$2,500 (SCRD Contribution);
  - [390] Merrill Crescent Wastewater Treatment Plant \$1,250 (SCRD Contribution);

Subsequently applications were submitted for six wastewater service areas to subsidize the cost of completing feasibility studies. The applications sought \$6,250-7,500 of funding for each of the six wastewater local service areas (\$42,500 total) which is the maximum funding available to the SCRD under the grant program for this activity. The grants finance 100% of the first \$5,000 of cost and 50% of the remaining cost to a maximum contribution of \$10,000.

The purpose of this report is to provide an update of the grant applications and include next steps.

## **DISCUSSION**

Of the six Infrastructure Planning Grant Program (IPGP) applications, two were approved and four were not approved but remain eligible to be re-entered into the summer intake (award in Fall 2020). Grants were approved for Greaves Road and Merrill Crescent wastewater services.

Feasibility studies are necessary to provide guidance to the SCRD with respect to determining the capital expenditures necessary to continue providing services. These grants enable the SCRD to mitigate the financial impact on residents while planning for the future. The urgency of receiving the information provided by a feasibility study is based on the performance and condition of the existing infrastructure.

A staff report detailing recent developments for the Langdale service area was presented to the June 18<sup>th</sup>, 2020, Infrastructure Committee Meeting. It is understood that the results of a professional feasibility study are needed more urgently now. Staff will proceed with grant application, however, project is not contingent upon award of grant.

The three other service areas (Sunnyside, Jolly Roger, Secret Cove) are not in as immediate need for a feasibility study and currently the economic benefit of potentially receiving an IPGP grant outweighs the need to complete the feasibility study immediately.

As per the guide published for the IPGP grant program, costs incurred after the application date are eligible to be claimed even if they occur before grants are awarded.

### *Financial Implications*

A final cost for the feasibility study will be realized after the contracts are tendered with a maximum budget value of \$7,500 for the two service areas that have been approved for grant funding. Table 1 summarizes the financial implications.

*Table 1: Financial Implications*

<b>Location</b>	<b>Approval</b>	<b>Operating Reserves (April 2020)</b>	<b>Contribution Commitment</b>	<b>Remaining Reserves</b>
Greaves Road	✓	\$ 9,516.65	\$ 1,250.00	\$ 8,266.65
Merril Crescent	✓	\$ 5,177.11	\$ 1,250.00	\$ 3,927.11
Jolly Roger	x	\$ 12,231.89	\$ 2,500.00	\$ 9,731.89
Secret Cove	x	\$ 28,925.05	\$ 2,500.00	\$ 26,425.05
Sunnyside	x	\$ 11,925.48	\$ 1,250.00	\$ 10,675.48
Langdale	x	\$ 33,668.97	\$ 2,500.00	\$ 31,168.97

If the decision is made to move forward with a feasibility study for Langdale prior to receipt of grant funding it is expected that a budget of \$10,000 would be sufficient. These costs would be funded from Operating Reserves. Any staff time associated with the administration of these projects would be funded from Operating Reserves.

*Timeline for next steps or estimated completion date*

The provinces commitment to funding expires on March 31, 2022. Grants that were not approved have been automatically submitted for the summer intake. Therefore, Langdale, Sunnyside, Secret Cove and Jolly Roger will be included in this intake. Award notices are expected Fall 2020 and staff will report back on status and recommended next steps once received.

**STRATEGIC PLAN AND RELATED POLICIES**

These grant applications align with the Boards Strategic Focus Area of Infrastructure Planning.

This grant application is also consistent with the SCRD Financial Sustainability Plan, seeking alternative funding for SCRD projects.

**CONCLUSION**

In February 2020, Staff applied to the IPGP for six Wastewater Treatment Plants Asset Management Plans – Feasibility Studies. Both Greaves Rd and Merrill Crescent wastewater service areas have received provincial grant funding and approval to proceed with the projects and subsequent funding is required.

Langdale wastewater service did not receive grant funding and is in need of a feasibility study in the near term. Grant applications for the four service areas that did not receive grants have been re-submitted into the July 2020 intake.

Reviewed by:			
Manager	X – S. Walkey	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 – June 25, 2020

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

**SUBJECT:** SECHELT LANDFILL GROUND DISTURBANCE – FINANCIAL UPDATE

---

**RECOMMENDATION(S)**

**THAT the report titled Sechelt Landfill Ground Disturbance – Financial Update be received;**

**AND THAT the Remediation Measures for Sechelt Landfill Drop-Off Area project budget be increased by \$237,605 and this increase be funded from [352] Landfill Operating Reserves - \$84,000 and 2021 Taxation - \$153,605;**

**AND THAT the 2020-2024 Financial Plan be amended accordingly;**

**AND FURTHER THAT this recommendation be forwarded to the June 25, 2020 Board Meeting.**

---

**BACKGROUND**

On February 3 and February 5, 2020 staff identified sinkholes at two different locations at the Sechelt Landfill. These were located at the upper loading area and in the exit lane respectively. These two sinkholes were in addition to one identified underneath the share shed in 2019.

The Board approved a budget to assess the situation and develop and implement remediation measures:

038/20      **Recommendation No. 30**      *Regional Solid Waste [350] – 2020 R2 Budget Proposal (Part 2)*

The Corporate and Administrative Services Committee recommended that the report titled 2020 R2 Budget Proposal for [350] Regional Solid Waste – Part 2 be received;

**AND THAT the following budget proposal be approved and incorporated into the 2020 Budget:**

- Budget Proposal 10 – Remediation Measures for Sechelt Landfill Drop-Off Area, \$200,000 funded through Taxation.

At the June 18, 2020 Infrastructure Services Committee meeting staff presented an [update on the technical assessments and the development of remediation options to date](#).

Given the significant cost estimates to remediate the entire current drop-off area, staff are currently exploring different options to reduce the scope of the remediation efforts and thus the overall project costs. These options include:

- Remediate a reduced area and adjust operations such that it could be continued until the closure of the landfill. This could include making long-term arrangements for the use of low-rise containers and trucks and may require additional permanent staffing resources.
- Remediate a reduced area and develop a new raised drop-off area for 40-yards bins similar to the area used until earlier this year.
- Remediate a reduced area and develop infrastructure that would have a function post landfill closure, such as a facility for the transfer of solid waste to a new solid waste disposal facility.

The purpose of this report is to provide a financial update on this project and to seek approval for additional project funding.

## DISCUSSION

### *Expenditures to date*

Since reopening on February 11, 2020 the drop-off area at the Sechelt Landfill has operated at a significantly reduced footprint of approximately 35% of the original footprint. This has been achieved by using smaller low-rise bins for ease of access by the public, resulting in increased truck service for more frequent emptying of the bins and adding additional staff. Additionally, several one-time expenditures to set-up this temporary drop-off area were required. Other costs include those for consultants to support the Sunshine Coast Regional District (SCRD) with the technical assessments and the determination of remediation options.

These costs are being funded out of the approved project budget of \$200,000. The table below presents an overview of the expenditures until June 15, 2020.

Detail	Amount
Additional trucking	\$106,940
Bin rental (low-rise bins)	7,050
Additional staff time	24,015
One-time cost for operational setup	19,043
Consulting	24,557
<b>Total Cost</b>	<b>\$181,605</b>

### *Timeline and next steps*

As outlined in the June 18, 2020 staff report, several decisions on the desired setup of the remediated drop-off area will need to be made before the final design and cost estimates can be developed and implemented.

It is expected that it will take approximately six months until this entire project is completed and the remediated drop-off area is fully operational.

In order to operate the drop-off area in its current setup during this period additional operational costs of approximately \$20,000 per month will be incurred for additional trucking and bin rental.

The following table outlines the proposed timeline and estimated costs for the project phases between June 15 and December 31, 2020.

<b>Project Phase</b>	<b>Timeline</b>	<b>Estimated Cost</b>
Conceptual designs and cost estimates for three drop-off area options	June-July	\$40,000
Board direction on drop-off area option to be developed	July Committee meeting	-
Development of remediation plan and final drop-off area design plan, including detailed cost estimates	August/September	\$30,000
Confirmation by Board of final remediation plan, final drop-off area design plan and funding	September Committee meeting	-
Procurement processes and contract award	October/November	\$6,000
Actual remediation and construction and commissioning of new-drop-off area	December	TBD
Ongoing operational costs to continue drop-off area in its current setup	Until December 31	\$180,000

### *Financial Implications*

Given the expenditures to date as presented above the remaining project budget is \$18,395.

The budget required to complete the entire project depends of the remediation and construction costs for the preferred drop-off area design option. Not accounting for these remediation and construction costs, the total costs of the remainder of the project are currently estimated at \$256,000.

Given the remaining project budget of \$18,395, the budget shortfall is \$237,605.

The current balance of the [352] Landfill Operational Reserve is \$84,000. Staff are recommending to use these funds in support of this project. This will result in a remaining project budget shortfall of \$153,605.

Staff are recommending to fund this remaining project budget shortfall with taxation to be collected in 2021.

Staff have not been able to identify any grants where this project would meet the eligibility criteria.

As indicated previously, the actual remediation and construction costs depend on the selected design option for the remediated drop-off area. The funding options for these costs will be presented with the final remediation and constructions plan, which is currently anticipated to be at a September 2020 Committee meeting.

## STRATEGIC PLAN

N/A

## CONCLUSION

The 2020-2024 Financial Plan included a budget of \$200,000 for the Remediation Measures for Sechelt Landfill Drop-Off Area project. To date the project expenditures amount to \$181,605.

The anticipated cost for the completion of this project is \$256,000. Staff are recommending to fund the project shortfall from [352] Landfill Operating Reserves - \$84,000 and 2021 Taxation - \$153,605.

The actual remediation and construction costs depend on the selected design option for the remediated drop-off area. The funding options for these costs will be presented with the final remediation and constructions plan, which is currently anticipated to be at a September 2020 Committee meeting.

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