



SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

**Thursday, November 5 and 6, 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

2. Chief Administrative Officer and General Manager, Corporate Services / Chief Financial Officer
Regarding Pre-Budget Overview *VERBAL*

REPORTS

3. Community Partners and Stakeholders 2021 Budget Requests
General Manager, Corporate Services / Chief Financial Officer
(Voting- Various Depending on Function) Annex A
Pages 1-3
4. Attachments: pp. 4-158
 - #1 – Sechelt Public Library
 - #2 – Gibsons and District Public Library
 - #3 – Roberts Creek Community Library
 - #4 – Pender Harbour Reading Centre
 - #5 – Pender Harbour Health Centre
 - #6 – Sechelt Community Archives
 - #7 – Sunshine Coast Museum and Archives
 - #8 – Skookumchuck Museum / Egmont Heritage Centre
 - #9 – Sunshine Coast Community Services Society

#10 – Halfmoon Bay – Chatelech Community School Association

#11 – Sechelt Community Schools Society

#12 – Pender Harbour Community School Society

#13 – Roberts Creek Community School Society

#14 – Gibsons Community School

#15 – Sunshine Coast Tourism

#16 – Pender Harbour Chamber of Commerce

#17 – Coast Cultural Alliance

#18 – Gibsons and District Chamber of Commerce

5. 2021 – 2025 Financial Plan Outlook Annex B
General Manager, Corporate Services / Chief Financial Officer pp. 159-165
(Voting – All Directors)
6. Annual Support Service Allocation Policy Review Annex C
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7. Status of Operating and Capital Reserves as at September 30, 2020 Annex D
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(Voting – All Directors)
8. 2020 Project Carry-Forward Requests Annex E
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(Voting – All Directors)
9. 2020 Budget Deferrals and 2021 Proposed Initiatives Annex F
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10. Attachment:
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COMMUNICATIONS

NEW BUSINESS

IN CAMERA

ADJOURNMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – November 5, 2020

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

SUBJECT: COMMUNITY PARTNERS AND STAKEHOLDERS 2021 BUDGET REQUESTS

RECOMMENDATION(S)

THAT the report titled **Community Partners and Stakeholders 2021 Budget Requests** be received;

AND THAT the Committee provide direction with respect to the 2021 funding requests for each of the partners and stakeholders.

BACKGROUND

In 2017 a process of addressing requests from our Community Partners and Stakeholders was developed, providing Community Partners and Stakeholders an opportunity to present information at pre-budget and verbally speak to their requests at Round 1 (R1) budget. The purpose of having Community Partners and Stakeholders provide information at pre-budget is to assist staff and the Board in reviewing budget numbers prior to R1.

If the Board requires further detail at the Pre-Budget receipt of submissions, a recommendation should be made and staff will work with community groups in advance of the R1 Budget meetings in February 2020.

DISCUSSION

Included in the agenda are the preliminary 2021 budget requests from the Sunshine Coast Regional District's (SCRD) Community Partners and Stakeholders. Staff prepared a summary which incorporates the current funding requests, past funding as well as the functions that fund participants (Attachment A). The package is for receipt as part of pre-budget so the Committee can have a better understanding of the requests coming forward prior to R1 Budget deliberations.

Financial Implications

Preliminary requests from all SCRD Community Partners and Stakeholders for SCRD support is approximately \$32,469 over 2020. The amount for the Sechelt Public Library has not been inserted, as funding partners and staff continue to work on the draft funding agreement with a goal of presenting prior to year-end.

A special project request from the Pender Harbour Health Centre (PHHC) is for a further \$20,000 for a carpet replacement project. Noting that this project scope was amended last year for \$20,000 approved in 2019 from a carpet replacement to a van shelter (this has not been

completed and invoiced by PHHC at this time), the details are included in the PHHC correspondence.

Staff requested a summary of the effect of the COVID-19 Pandemic on 2020 business and forecast for 2021. It is noted that several organizations have requested an increase in funding for 2021.

STRATEGIC PLAN AND RELATED POLICIES

The requests from Community Partners and Stakeholders align with the Boards Strategic Focus Area of Working Together.

CONCLUSION

In 2017 a process of addressing requests from our Community Partners and Stakeholders was developed, providing Community Partners and Stakeholders an opportunity to present information at pre-budget and verbally speak to their requests at R1 Budget.

This package of 2021 Budget requests is for receipt as part of pre-budget so the Committee can have a better understanding of the requests coming forward prior to R1 Budget deliberations and request further information from Community Partners and Stakeholders at R1 where required.

Attachments:

Attachment A - Summary of Budget Requests from Community Partners and Stakeholders

Attachments #1-18 – Individual Community Partners and Stakeholders 2020 Budget Submissions

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

**Summary of Budget Requests from Community Partners
and Stakeholders**

	Functions	Area Participants	2020	SCRD 2020	2021	SCRD 2021	Change over 2020*	% change	Special Project
Sechelt Public Library	643, 645, 646	A, B, & D	\$828,720	\$277,170	\$861,869	TBD	TBD	TBD	
Gibsons and District Public Library	640,646	ToG, D, E & F		\$648,841		\$668,901	\$20,060	3.092%	
Roberts Creek Community Library	646	D		\$14,300		\$14,900	\$600	4.196%	
Pender Harbour Reading Centre	643	A		\$2,000		\$2,000	\$0	0.000%	
Pender Harbour Health Centre	410	A		\$142,040		\$150,040	\$8,000	5.632%	\$20,000
Sechelt Archives	648	Regional-All		\$9,548		\$18,300	\$8,752	91.663%	
Sunshine Coast Museum and Archives	648	Regional-All		\$89,316		\$91,100	\$1,784	1.997%	
Skookumchuck Museum / Egmont Heritage Centre	648	Regional-All		\$35,000		\$35,000	\$0	0.000%	
Sunshine Coast Community Services Society: Youth Outreach	121-129	A, B, D, E, F	\$81,000	\$40,803	\$83,429	\$42,028	\$1,225	3.003%	
Halfmoon Bay-Chatelech Community School Association: Restorative Justice	125	A, B, D, E, F, ToG,DoS		\$10,000		\$10,000	\$0	0.000%	
Halfmoon Bay-Chatelech Community School Association: Restorative Justice	670	A, B, D, E, F, ToG,DoS		\$2,700		\$2,700	\$0	0.000%	
Sechelt Community Schools Society: Youth Programs	670	Regional (except F-islands)		\$10,000		\$10,000	\$0	0.000%	
Sechelt Community Schools Society: Youth Centre	670	Regional (except F-islands)		\$35,000		\$16,827	(\$18,173)	-51.923%	
Pender Harbour Community School Society: Youth Programs	670	Regional (except F-islands)		\$10,000		\$15,000	\$5,000	50.000%	
Pender Harbour Community School Society: Recreation Programs	670	Regional (except F-islands)		\$32,000		\$32,880	\$880	2.750%	
Pender Harbour Community School Society: Recreation Programs	121	Area A Grant-in-Aid		\$8,000		\$8,220	\$220	2.750%	
Roberts Creek Community School Society: Youth Programs	670	Regional (except F-islands)		\$10,000		\$10,000	\$0	0.000%	
Gibsons Area Community Schools	670	Regional (except F-islands)		\$10,000		\$10,000	\$0	0.000%	
Sunshine Coast Tourism	531-535	Rural Area Ec-Dev	\$81,000	\$20,000	\$82,000	\$20,000	\$0	0.000%	
Pender Harbour Chamber of Commerce	531	Area A Ec-Dev		\$18,650		\$19,150	\$500	2.681%	
Coast Cultural Alliance	531-535	Rural Area Ec-Dev		\$7,200		\$7,500	\$300	4.167%	
Gibsons and District Chamber of Commerce	531-535	(Typically E&F)		\$7,700		\$7,700	\$0	0.000%	
TOTAL			\$1,440,268	\$1,192,246	\$1,192,246	\$32,469.12	2%		

*Total Does not yet include Sechelt Portion

*SCRD Portion of Funding Only



Sechelt Public Library

**Presentation for
SCRD Special Corporate and Administrative
Services Committee Meeting**

November 5, 2020

SUMMARY of the EFFECTS of COVID 19 on 2020 BUSINESS and FORECAST for 2021

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EXECUTIVE SUMMARY

On March 17, 2020 at 6pm the Sechelt Library closed its doors to the public due to health and safety considerations relating to COVID 19. We had delayed our official closure by one day to allow patrons to pick up items one last time prior to a closure duration no-one could predict. Almost 2000 items were checked out that day – the largest number ever. It was an emotional day for staff and patrons.

Today is October 15, 2020. What has occurred during the last few months none of us could have predicted. No two libraries faced the same challenges in the same manner at the same time. A detailed “Library Report” highlighting Sechelt Library activities, finances, marketing and projects was produced each month for the Board and can be found on our website in full. This summary will take information from those Library Reports and highlight the effects of COVID 19 on our staff, our patrons, our library services, our programs, our physical library and our finances.

EFFECTS OF COVID-19 MARCH TO OCTOBER

March 2020

Close Library Doors to the public March 17th, 2020

Sanitize and wipe down everything in the library including furniture, shelving, toys, games and all computer equipment.

Negotiate a new COVID 19 Union Contract for staff focusing on health, safety and finances. Well-being, both physically and mentally, is crucial. Staff are also now free to do jobs outside of their normal positions to ensure the whole of the library and its patrons are looked after as best possible. Every staff member is either working from the library (with strict regulations) or from home.

Provide a direct point of contact for patrons by being in the library Monday to Friday 9-5 to answer phone calls and emails. Patrons look to us to answer every question imaginable. We are inundated with calls every day and patrons are very grateful to have someone to speak with.

Continually update website content to ensure patrons always have up to date and accurate information on COVID 19 information locally and around the world, community information and WIFI availability at the library.

Website cleanup initiated. 100s of hours can and will now be spent on improving the look, content and information in the website - which is drastically needed.

Improve availability and access to online options as demand for online services now skyrockets.

Participate in the Sunshine Coast Crisis Management Team in area of Communications.

Take the opportunity to commence a complete revamp of the old archives room for new purposes that suit the library and its needs.

April 2020

Continue to focus on website content, development and tech assistance as demand for online services increases continually. We now also focus on technology assistance for patrons wanting online access to our numerous resources including on online books, audiobooks, newspapers, magazines, courses, language training and more. ZOOM training for patrons is now very in demand as well. Tech assistance is offered online and via phone all day every day. The website is redesigned to optimize the visual content and access online service we can offer.

Offer genealogy appointments with our in-house genealogy tutor via phone to patrons.

Initiate an ongoing marketing campaign to highlight library services patrons can still access from home or via phone from staff at the library.

Rethink social media campaign to ensure patrons still feel informed and connected during this ongoing COVID crisis.

Additional funds are moved into increasing the availability of online books for our patrons and for servicing the growing number of specific patron requests.

Analyze and assess the physical library layout, challenges and safety concerns. Over the course of the next few months we will project manage over 40 major changes within the library.

May 2020

Discover severe wood rot under all the windows while assessing the possibility of raising the floor in the children's area. Being closed would have given us the opportunity to undergo this renovation but there are larger issues involved now with the building.

Continued work on physical Library improvements.

Continue to work on website improvements which will enhance the experience of the patrons

Require COVID test to be performed on sick staff member. Three more would follow in the next months.

Develop Official Re-Opening Plan for Phase 1 as per WorkSafe BC requirements.

Develop Official Staff Safety Protocols as per WorkSafe BC requirements.

Takeout Service details now being finalized. Many aspects must be considered for the actual service we want to offer to patrons, re-opening of the book drops and return of books, quarantine, safety protocols, physical process of handling returns in a safe manner, COVID cleaning protocols, staffing, staff safety, masks, sanitizers, location for quarantine materials, signage, Takeout bags, marketing material for bags and marketing items for children's Takeout bags.

June 2020

Library Takeout Service commences and is incredibly well received by patrons. Two service are offered with one (the "Surprise Me") specializing in creating a surprise collection of books for patrons based on a questionnaire we created. This service, with high demands on staff time, would come to be

very popular and staff loved putting them together for patrons young and old. Quarantine item piles are enormous and we can barely accommodate the quarantine piles in our library foyer and Takeout Packages safely. We would eventually get permission from the District to use the Community Room on an ongoing basis for quarantine items.

Exam Invigilation re-commences once more and we actually bring exam writers into the Community Room to accommodate. We feel this is an important role for the library to play.

Photocopy, fax and scan for patrons. Essential for those who need and cannot access any other resources for this in Sechelt. Even government offices closed.

Completely reorganize staff area to best accommodate social distancing while in staff work area.

Continue to work on physical library improvements.

Install Personal Protective Equipment (glass) at reference/circulation desks and at tech assistance table in preparation for next phase.

Apply for grants and federal wage subsidy as we want to be as fiscally responsible as possible.

Province commences Summer Reading Club in its new COVID adjusted online format. We make COVID friendly and nicely marketed bags to house all the Summer Reading Club materials.

Commence working on the next phases of re-opening and how we can best serve the patrons while keeping everyone safe. Re-opening considerations are being balanced with timing of actual and anticipated renovations within the library.



Figure 1 Quarantine Piles on June 2



Figure 2 Takeout Bags with their "I Love Sechelt Library" pins

July and August 2020

“Takeout +” service is now in progress, which is technically now the third phase in our 4 phase re-opening plan. Takeout + offers as many options as we can offer safely to our patrons without having in-library browsing such as: public computer usage, newspaper reading outdoors, technology appointments in person (through glass), exam invigilation, genealogy appointments, programs for adults (outdoors).

Continue to transform the interior of the library with special projects to enhance the patron experience, increase reading areas, improve marketing and branding, increase circulation, increase efficiency in our limited square footage and ensure staff are able to work safely.

Create new marketing materials for Takeout bags continually and put much thought into the promotion of items and services in the library.

Complete over 5000 patron interactions at the “Takeout Desk” in June, July and August (61 days of Takeout service pickups, patron requests and questions). In the back staff area we had received up to 45 calls per day / per person.

Start filling Takeout bag numbers # 4000-4500 with pickup of latest batch of bags at Claytons.

Apply for and receive \$5k COVID 19 grant from the Sunshine Coast COVID 19 Emergency Relief Program.

Receive grant from Hospital Auxiliary but have to decline due to inability (due COVID) to perform grant intent. Will reapply in 2021.

Commence slow return of Interlibrary loan books that we have held since March 17. Not all libraries can accept returns due to staffing and or complete closure.

Commence a “lost books” retrieval project and physically telephone or email every patron. Personal contact with each patron revealed unique and interesting situations created due to COVID.

September 2020

Complete over 40 construction and improvement projects in the library prior to re-opening including electrical, carpentry, redesign, relocation and a major renovation and reconstruction project to add additional workspace for staff. Current staff work area does not even come close to accommodating all staff – even in a non-COVID way. The original staff area, built in 1996, was meant to accommodate only 5 people and now we have 11 staff and 4 casuals and enormous amounts of programming supplies that need to be stored as well.

Physically transforming our library from a Takeout Service (with lobby full of Takeout Bags) to being able to safely re-open for browsing. Protocols change to be able to open without having to quarantine items leaving the library during browsing. Quarantining still taking place on all incoming items.

Address required staffing levels to perform two new functions required due to COVID and to perform over one hour of cleaning protocols at the end of each day. Mask-wearing in the library is now required while in the public library area so staff alternate positions as wearing a mask for long periods of time is difficult.

Supply Totem Lodge, Shorncliffe and 2south at Sechelt Hospital with a collection of quarantined materials for their guests.

Re-open for in-library browsing Sep 15, 2020 and continue to offer “Surprise Me” Takeout Service as well. We have also made accommodations for student studying areas outside the library, newspaper reading areas outside the library and family public computer usage outside the library.

Commence the wearing of masks in the library’s public space at all times now. All day. Not easy. This is how we can allow in library browsing and have patrons be able to take out items on the same day. Everything staff does in the library, (check-in, shelve, pull orders, clean, deal with patrons, restock, etc) must now be done with staff wearing a mask. Patrons are also required to wear a mask and sanitize prior to entry. Patrons very supportive and appreciative of our tight mask policy. We also offer masks to those who do not have them.

Open public washrooms in the building foyer. Re-opening necessitated the re-opening and daily cleaning (by paid cleaning contractors) of the public washrooms controlled by the District of Sechelt.

Province opens Interlibrary Loans which has been unavailable to all BC patrons since March 17th.

Re-Open Pender Harbour Reading Center Delivery Service and we continue to offer our “Surprise Me” Takeout packages to Pender Harbour Area patrons as well. We have been in constant communications with their team throughout the pandemic.

Revise the already massive cleaning schedule and put it in place to accommodate library being open to patrons. This cleaning protocol takes approximately 45-50 minutes each day with some cleaning protocol necessary mid-day as well.



Figure 3 Construction on new staff extension - one of over 40 projects completed prior to re-opening



Figure 4 Advertising for our 'Welcome back to In-Library Browsing Sep 15th'

Sechelt Libraries End of Day Weekly Cleaning Checklist						
Date						
Lobby and Outside	Mon	Tues	Wed	Thur	Fri	Sat
Exit door handles						
Table surfaces						
Book truck*						
Library	Mon	Tues	Wed	Thur	Fri	Sat
Staff takeout service table*						
Communal keyboards and mice*						
Desk surfaces						
Portable Phone(s)*						
Check-in desk phone*						
Photocopier						
Library Interior	Mon	Tues	Wed	Thur	Fri	Sat
Checkout desk						
Wipe chairs						
Self checks						
Reference desk						
OPAC Computers						
OPAC 1						
OPAC 2						
Public computers after each use						
Magazine 1						
Magazine 2						
Magazine 3						
Scan 1						
Internet 1						
Internet 2						
Internet 3						
Internet 4						
Teen laptop						
Staff Workroom	Mon	Tues	Wed	Thur	Fri	Sat
Bathroom door handles						
Bathroom sink tap						
Toilet flush						
Back door handles - inside and out						
Supply closet door handles						
Photocopier						
Kitchen	Mon	Tues	Wed	Thur	Fri	Sat
Kitchen table						
Kitchen counters						
Sink tap						
Fridge and freezer handles						
Coffee machine and kettle						
Cabinet handles						
Garbage can lid						
Staff Initial						

**Shared areas in library must be cleaned after each use or user in addition to end of day.*

Note: Staff are responsible for sanitizing their own workstations and phones once per day.



Figure 5 Library staff visit to the Pender Harbour Reading Center with Pender Harbour Library Board Chair, Karen Dyck

October 2020

In-library browsing continues as well as in person technology assistance (3 days per week), genealogy tutoring (2 days per week), public computer usage, faxing, scanning, photocopying, exam invigilation and programming.

COSTS – TO DATE AND INTO 2021

Personal Protective Equipment

Spending (items other than staffing or construction) to end of September, specifically due to COVID, is at \$5000 and includes masks, gloves, sanitizers, takeout bags, glass and cleaning materials. We estimate COVID related costs for these items for the next 6 months (ending March 31, 2021) will be an additional \$2000.

Staffing

Re-opening under COVID health and safety conditions has necessitated 1-2 new positions to keep the library safe for all patrons with the addition of self-check assistance (just for 1 month) and a greeting desk at the entrance of the library. This greeting position services as a first point of contact for the many questions we receive in person, sometimes not even related to the library, mask and sanitizer ensuring and occupancy tracking. Cleaning protocols also equate to many hours a week of additional staff hours as well. In addition, we cannot safely use volunteers at this time due to a number of reasons including social

distancing, which would be impossible with additional staff in such tight quarters. The volunteer hours in 2019 equated to a full-time position. So, additional staffing from our COVID protocol trained small group of casuals and additional hours for our part time staff have been required to safely re-open the library and continue to be open to the public. The staff are very stretched. As our hours are extended, likely at the beginning of November, our staffing costs will continue to increase and be in addition to operating under “normal conditions”.

Adequate work areas for Staff

The requirement of constructing additional staff area will be approximately \$10k and will be paid for through encumbered funds.

Future

As no-one can predict the long-term implications of COVID or timing, there will likely be additional spending required.

PROGRAMMING - CURRENT and INTO 2021

Zoom Fatigue

The use of “Zoom” as a form of communication can be incredible useful and we, throughout the summer, assisted over 100 patrons in learning Zoom to connect to their families and do classes such as yoga via Zoom. But this communication style is not for everyone. The assumption that everyone even has a computer is not an accurate one. Some who could, do not use Zoom solely because they don’t want their faces or homes showing up on screen. Zoom fatigue also sets in.

Human Connection and an Outdoor Tent

Libraries have always been a gathering place, a favored outing for some and a place to physically connect with others. Knowing that patrons were desperately wanting some form of human connection, we decided to “test” a couple of in-person classes outdoors in the summer. Advertising was word of mouth - to start - as we could not risk collecting a crowd and setting bad example in the community. We had “Fun Ukulele” outdoors under the tent the District of Sechelt had set up – socially distanced with hoops and pre-set chair locations. We also set up “Knitting and Crochet” outdoors. Both could be managed in a safe manner and they were enjoyed by all who attended.

Cold Weather

As the weather has now changed, we currently host the “Fun Ukulele” and “Knitting and Crochet” programs indoors in the Community Room. Who doesn’t like hearing Ukulele playing as they browse?! In October we started hosting the “Sechelt Family History Group” which meets in the library after hours.

Challenges

In person programming is very difficult if safety protocols are to be kept in place and crowds are not to be gathered. It also requires adequate physical location to host. We are fortunate to have had a lawn outside and a large Community Room (shared with the District of Sechelt) to currently use.

Programming into Fall 2020 and 2021

Assumptions going forward:

1. that COVID 19 will still be a health risk in our community
2. that we will not have to revert back to Takeout Service only
3. that our staff stay healthy and safe
4. that programs that are FREE at the library will be attractive to all patrons
5. that activities will not require much crucial speaking (like languages) due mask wearing
6. that social isolation will still be prevalent in the community and safe human connections welcome
7. that programs will involve more solo activities done in a group rather than one on one
8. that programs can be hosted in our Library's "Room of Requirement" (formerly known as the Sechelt Community Archives) or in the Community Room

In Person Programs we are working towards:

Ukulele (continued)
 Crochet and Knitting (continued)
 Knitting Projects for the Less Fortunate
 Card Making Class
 Memory Café
 Chair Yoga
 Tai Chi
 Zoom Lessons in very small groups
 Book Club in small group
 Children's Storytime
 Children's Drawing or Art Class
 Children's Card Making
 Children's Movie Event
 Children's Story Walks

CONCLUSION

Besides managing a library, these last few months have also been about managing change and managing crisis. Every day, every week and every month has brought about massive change – by choice and by necessity. A crisis can bring out the best in the system and the best in the people – and it can also show the flaws in the system and weakness in the people. The system overall has performed well but any flaws we have seen we are continually working towards improving and changing. As the Interim Director, I have seen the best of people and have been privileged to lead such an incredible staff through these last few months. Their belief is strong that the patrons deserve everything the library and its staff can provide them. The staff have worked through stressful situations and have been resilient and adaptable.

Our Board has also been very supportive and also encouraged us to operate in a manner that fully supports safety for staff and patrons alike.

We would like to acknowledge the District of Sechelt and many of its staff's contributions towards helping the Sechelt Library be the best it can be through COVID 19. Their attitude, cooperation and partnership has contributed to many positive outcomes.

Thank-you as always, to our main contributory local funders, the District of Sechelt, the Sunshine Coast Regional District and the Sechelt Indian Government District for their recognition and contribution towards making the operation of the Sechelt Public Library possible. The community also thanks you.

Leianne Emery
Interim Director, Sechelt Public Library

Attached to this Report you will find:

1. September 2020 Financial Statements - Budget vs Actual
2. Budget Request for 2021 - 2025 (as per the 2019 budget request used in the Funding Agreement currently being negotiated)

Sechelt Public Library, 2021 to 2025 Budget		2021 Budget			2022 Budget			2023 Budget			2024 Budget			2025 Budget		
	2020	Amount	\$ Chg	% Chg/2020	Amount	\$ Chg	% Chg/2021	Amount	\$ Chg	% Chg/2022	Amount	\$ Chg	% Chg/2023	Amount	\$ Chg	% Chg/2024
REVENUE																
District of Sechelt	\$ 536,758	\$ 558,228	\$ 21,470	4.0%	\$ 580,557	\$ 22,329	4.0%	\$ 603,780	\$ 23,222	4.0%	\$ 627,931	\$ 24,151	4.0%	\$ 653,048	\$ 25,117	4.0%
Sunshine Coast Regional District	277,170	288,257	11,087	4.0%	299,787	11,530	4.0%	311,779	11,991	4.0%	324,250	12,471	4.0%	337,220	12,970	4.0%
Sechelt Indian Government District	14,792	15,384	592	4.0%	15,999	615	4.0%	16,639	640	4.0%	17,305	666	4.0%	17,997	692	4.0%
Total Local Government Support	\$ 828,720	\$ 861,869	\$ 33,149	4.0%	\$ 893,488	\$ 34,365	4.0%	\$ 920,293	\$ 26,805	4.0%	\$ 957,104	\$ 36,812	4.0%	\$ 995,388	\$ 38,284	4.0%
Provincial and Federal Grants																
PLS - Operating	\$ 49,426	\$ 50,415	\$ 989	2.0%	\$ 51,423	\$ 1,008	2.0%	\$ 52,451	\$ 1,028	2.0%	\$ 53,500	\$ 1,049	2.0%	\$ 54,570	\$ 1,070	2.0%
PLS - Resource Sharing	9,946	10,145	199	2.0%	10,348	203	2.0%	10,555	207	2.0%	10,766	211	2.0%	10,981	215	2.0%
PLS - Literacy & Equity	8,135	8,297	163	2.0%	8,463	166	2.0%	8,632	169	2.0%	8,805	173	2.0%	8,981	176	2.0%
PLS - One Card	11,220	11,444	224	2.0%	11,673	229	2.0%	11,907	233	2.0%	12,145	238	2.0%	12,388	243	2.0%
Summer Employment Grant, Federal	1,835	1,872	37	2.0%	1,909	37	2.0%	1,947	38	2.0%	1,986	39	2.0%	2,026	40	2.0%
Total Provincial and Federal Grants	\$ 80,562	\$ 82,173	\$ 1,611	2.0%	\$ 83,816	\$ 1,643	2.0%	\$ 85,493	\$ 1,676	2.0%	\$ 87,203	\$ 1,710	2.0%	\$ 88,947	\$ 1,744	2.0%
Donations and Other Grants																
Other Grants	\$ 2,040	\$ 2,081	\$ 41	2.0%	\$ 2,122	\$ 42	2.0%	\$ 2,165	\$ 42	2.0%	\$ 2,208	\$ 43	2.0%	\$ 2,252	\$ 44	2.0%
Donations	10,200	10,404	204	2.0%	10,612	208	2.0%	10,824	212	2.0%	11,041	216	2.0%	11,262	221	2.0%
Total Donations and Other Grants	\$ 12,240	\$ 12,485	\$ 245	2.0%	\$ 12,734	\$ 250	2.0%	\$ 12,989	\$ 255	2.0%	\$ 13,249	\$ 260	2.0%	\$ 13,514	\$ 265	2.0%
Library Revenue																
Printing - Copies/FAX	\$ 7,650	\$ 7,803	\$ 153	2.0%	\$ 7,959	\$ 156	2.0%	\$ 8,118	\$ 159	2.0%	\$ 8,281	\$ 162	2.0%	\$ 8,446	\$ 166	2.0%
Fines	1,020	1,040	20	2.0%	1,061	21	2.0%	1,082	21	2.0%	1,104	22	2.0%	1,126	22	2.0%
Book Sales/Lost Books	2,040	2,081	41	2.0%	2,122	42	2.0%	2,165	42	2.0%	2,208	43	2.0%	2,252	44	2.0%
Interest	510	520	10	2.0%	531	10	2.0%	541	11	2.0%	552	11	2.0%	563	11	2.0%
Archives Administration	1,377	1,405	28	2.0%	1,433	28	2.0%	1,461	29	2.0%	1,491	29	2.0%	1,520	30	2.0%
Miscellaneous Revenue	510	520	10	2.0%	531	10	2.0%	541	11	2.0%	552	11	2.0%	563	11	2.0%
Total Library Revenue	\$ 13,107	\$ 13,369	\$ 262	2.0%	\$ 13,637	\$ 267	2.0%	\$ 13,909	\$ 273	2.0%	\$ 14,187	\$ 278	2.0%	\$ 14,471	\$ 284	2.0%
TOTAL OPERATING REVENUE	\$ 934,629	\$ 969,896	\$ 35,267	3.8%	\$ 1,003,675	\$ 36,525	3.8%	\$ 1,032,684	\$ 29,008	2.9%	\$ 1,071,743	\$ 39,060	3.8%	\$ 1,112,320	\$ 40,577	3.8%
EXPENSES																
Human Resources & Staff Development																
Staff and Supervisor Salaries	\$ 581,988	\$ 603,372	\$ 21,384	3.7%	\$ 625,184	\$ 21,812	3.6%	\$ 637,688	\$ 12,504	2.0%	\$ 650,441	\$ 12,754	2.0%	\$ 663,450	\$ 13,009	2.0%
Benefits	130,129	132,732	2,603	2.0%	135,386	2,655	2.0%	138,094	2,708	2.0%	140,856	2,762	2.0%	143,673	2,817	2.0%
Total Staff and Supervisor Salaries	\$ 712,117	\$ 736,104	\$ 23,987	3.4%	\$ 760,570	\$ 24,467	3.3%	\$ 775,782	\$ 15,211	2.0%	\$ 791,297	\$ 15,516	2.0%	\$ 807,123	\$ 15,826	2.0%
Staff & Volunteer Expenses	1,530	1,561	31	2.0%	1,592	31	2.0%	1,624	32	2.0%	1,656	32	2.0%	1,689	33	2.0%
Staff Development	4,080	4,162	82	2.0%	4,245	83	2.0%	4,330	85	2.0%	4,416	87	2.0%	4,505	88	2.0%
Board Expenses	2,550	2,601	51	2.0%	2,653	52	2.0%	6,000	3,347	126.2%	2,706	3,294	2.0%	6,053	(3,347)	2.0%
Recruitment Costs	3,000	-	-	0.0%	3,000			3,000			3,000			3,000		
Union Expenses	1,530	1,561	31	2.0%	1,592	31	2.0%	1,624	32	2.0%	1,656	32	2.0%	1,689	33	2.0%
Total Staff & Volunteer Expenses	\$ 12,690	\$ 9,884	\$ 194	2.0%	\$ 13,081	\$ 262	2.0%	\$ 16,577	\$ 262	2.0%	\$ 13,435	\$ 332	2.0%	\$ 16,936	\$ 269	2.0%
Total Human Resources & Staff Develop	\$ 724,807	\$ 745,987	\$ 24,180	3.3%	\$ 773,652	\$ 24,728	3.3%	\$ 792,359	\$ 15,473	2.0%	\$ 804,732	\$ 15,847	2.0%	\$ 824,059	\$ 16,095	2.0%
Materials																
Books	\$ 57,000	\$ 58,140	\$ 1,140	2.0%	\$ 59,303	\$ 1,163	2.0%	\$ 60,489	\$ 1,186	2.0%	\$ 61,699	\$ 1,210	2.0%	\$ 62,933	\$ 1,234	2.0%
Magazines & Newspapers	6,120	6,242	122	2.0%	6,367	125	2.0%	6,495	127	2.0%	6,624	130	2.0%	6,757	132	2.0%
Audio	3,060	3,121	61	2.0%	3,184	62	2.0%	3,247	64	2.0%	3,312	65	2.0%	3,378	66	2.0%

Sechelt Public Library, 2021 to 2025 Budget		2021 Budget			2022 Budget			2023 Budget			2024 Budget			2025 Budget		
	2020	Amount	\$ Chg	% Chg/2020	Amount	\$ Chg	% Chg/2021	Amount	\$ Chg	% Chg/2022	Amount	\$ Chg	% Chg/2023	Amount	\$ Chg	% Chg/2024
Video	10,200	10,404	204	2.0%	10,612	208	2.0%	10,824	212	2.0%	11,041	216	2.0%	11,262	221	2.0%
Video Games Collection	2,040	2,081	41	2.0%	2,122	42	2.0%	2,165	42	2.0%	2,208	43	2.0%	2,252	44	2.0%
On-Line Resources	23,460	23,929	469	2.0%	24,408	479	2.0%	24,896	488	2.0%	25,394	498	2.0%	25,902	508	2.0%
eBooks	10,200	10,404	204	2.0%	10,612	208	2.0%	10,824	212	2.0%	11,041	216	2.0%	11,262	221	2.0%
InterLINK	2,898	2,810	(88)	-3.0%	2,653	(157)	-5.6%	2,548	(105)	-4.0%	2,548	-	0.0%	2,548	-	0.0%
Inter Library Delivery	3,264	3,329	65	2.0%	3,396	67	2.0%	3,464	68	2.0%	3,533	69	2.0%	3,604	71	2.0%
Total Materials	\$ 118,242	\$ 120,461	\$ 2,219	1.9%	\$ 122,657	\$ 2,196	1.8%	\$ 124,952	\$ 2,295	1.9%	\$ 127,400	\$ 2,448	2.0%	\$ 129,897	\$ 2,497	2.0%
Building																
Janitorial	\$ 10,200	\$ 10,404	\$ 204	2.0%	\$ 10,612	\$ 208	2.0%	\$ 10,824	\$ 212	2.0%	\$ 11,041	\$ 216	2.0%	\$ 11,262	\$ 221	2.0%
Insurance	5,304	5,410	106	2.0%	5,518	108	2.0%	5,629	110	2.0%	5,741	113	2.0%	5,856	115	2.0%
Utilities	15,300	15,606	306	2.0%	15,918	312	2.0%	16,236	318	2.0%	16,561	325	2.0%	16,892	331	2.0%
In-library Maintenance - supplies etc.	1,250	1,563	313	25.0%	1,953	391	25.0%	2,441	488	25.0%	3,052	610	25.0%	3,815	763	25.0%
Total Building	\$ 32,054	\$ 32,983	\$ 929	2.9%	\$ 34,002	\$ 1,019	3.1%	\$ 35,131	\$ 1,129	3.3%	\$ 36,395	\$ 1,264	3.6%	\$ 37,825	\$ 1,430	3.9%
Computer and Information Technology Services																
Contract services (SITKA)	\$ 4,896	\$ 4,994	\$ 98	2.0%	\$ 5,094	\$ 100	2.0%	\$ 5,196	\$ 102	2.0%	\$ 5,300	\$ 104	2.0%	\$ 5,406	\$ 106	2.0%
Internet	3,060	3,121	61	2.0%	3,184	62	2.0%	3,247	64	2.0%	3,312	65	2.0%	3,378	66	2.0%
Software	3,060	3,121	61	2.0%	3,184	62	2.0%	3,247	64	2.0%	3,312	65	2.0%	3,378	66	2.0%
I.T. Support	1,020	1,040	20	2.0%	1,061	21	2.0%	1,082	21	2.0%	1,104	22	2.0%	1,126	22	2.0%
Computer Equipment Under \$500	510	520	10	2.0%	531	10	2.0%	541	11	2.0%	552	11	2.0%	563	11	2.0%
Total Computer and IT Services	\$ 12,546	\$ 12,797	\$ 251	2.0%	\$ 13,053	\$ 256	2.0%	\$ 13,314	\$ 261	2.0%	\$ 13,580	\$ 266	2.0%	\$ 13,852	\$ 272	2.0%
Office, Communications & Other Services																
Accounting and Legal	\$ 2,754	\$ 2,809	\$ 55	2.0%	\$ 2,865	\$ 56	2.0%	\$ 2,923	\$ 57	2.0%	\$ 2,981	\$ 58	2.0%	\$ 3,041	\$ 60	2.0%
Bank Fees	184	187	4	2.0%	191	4	2.0%	195	4	2.0%	199	4	2.0%	203	4	2.0%
Consultants	-	-	-	0.0%	5,000	-	0.0%	5,000	-	0.0%	5,000	-	0.0%	5,000	-	0.0%
Furniture	-	5,000	-	0.0%	5,000	-	0.0%	10,000	-	0.0%	10,000	-	0.0%	10,000	-	0.0%
Telephone & Fax	1,632	1,665	33	2.0%	1,698	33	2.0%	1,732	34	2.0%	1,767	35	2.0%	1,802	35	2.0%
Bookkeeping & Payroll	1,020	1,040	20	2.0%	1,061	21	2.0%	1,082	21	2.0%	1,104	22	2.0%	1,126	22	2.0%
Photocopier	7,650	7,803	153	2.0%	7,959	156	2.0%	8,118	159	2.0%	8,281	162	2.0%	8,446	166	2.0%
Fines & Dues	1,224	1,248	24	2.0%	1,273	25	2.0%	1,299	25	2.0%	1,325	26	2.0%	1,351	26	2.0%
Freight and Miscellaneous	1,020	1,040	20	2.0%	1,061	21	2.0%	1,082	21	2.0%	1,104	22	2.0%	1,126	22	2.0%
Office and Processing Supplies	15,300	15,606	306	2.0%	15,918	312	2.0%	16,236	318	2.0%	16,561	325	2.0%	16,892	331	2.0%
Public Relations	5,100	5,202	102	2.0%	5,306	104	2.0%	5,412	106	2.0%	5,520	108	2.0%	5,631	110	2.0%
Programming	6,018	6,138	120	2.0%	6,261	123	2.0%	6,386	125	2.0%	6,514	128	2.0%	6,644	130	2.0%
PR Grant Projects	2,040	2,081	41	2.0%	2,122	42	2.0%	2,165	42	2.0%	2,208	43	2.0%	2,252	44	2.0%
Postage	3,366	3,433	67	2.0%	3,502	69	2.0%	3,572	70	2.0%	3,643	71	2.0%	3,716	73	2.0%
Total Office, Comms & Other Serv	\$ 47,308	\$ 53,254	\$ 946	2.0%	\$ 59,219	\$ 965	1.8%	\$ 65,203	\$ 984	1.7%	\$ 66,207	\$ 1,004	1.5%	\$ 67,231	\$ 1,024	1.5%
TOTAL OPERATING EXPENSES	\$ 934,957	\$ 965,482	\$ 30,525	3.3%	\$ 1,002,582	\$ 37,100	3.8%	\$ 1,030,959	\$ 28,377	2.8%	\$ 1,048,314	\$ 17,356	1.7%	\$ 1,072,864	\$ 24,550	2.3%

SECHELT PUBLIC LIBRARY

COMPARATIVE - BUDGET TO ACTUAL

SEPTEMBER 2020

	BUDGET 2020	SEP	%	2020 YTD	%
REVENUE					
LOCAL GOVERNMENT FUNDING					
SCRD-Area A	48,803	-	0%	36,465	75%
SCRD-Area B	140,583	-	0%	105,040	75%
SCRD-Area D	87,784	-	0%	65,561	75%
SCRD-SIGD	14,792	-	0%	-	0%
District of Sechelt- Operating	536,758	-	0%	429,406	80%
TOTAL LOCAL GOVERNMENT FUNDING	828,720	-	0%	636,472	77%
PROVINCIAL & FEDERAL GRANT					
Public LS Branch-Operating	49,426	-	0%	48,457	98%
Public LS Branch Resource Sharing	9,946	-	0%	9,751	98%
PLS - Literacy & Equity	8,135	-	0%	7,975	98%
PLS - One Card	11,220	-	0%	11,000	98%
Summer Employment Grant	1,835	-	0%	-	0%
TOTAL PROVINCIAL & FEDERAL GRANT	80,562	-	0%	77,183	96%
DONATIONS AND OTHER GRANTS					
Other Grants	2,040	-	0%	1,130	55%
Donations	10,200	86	1%	126	1%
Archives Administration Fees	1,377	338	25%	1,013	74%
TOTAL PROJECT REVENUE	13,617	423	3%	2,268	17%
LIBRARY REVENUE					
Printing/Copies/FAX	7,650	434	6%	3,280	43%
Fines/ILL Fees	1,020	13	1%	138	13%
Paid Lost Books	2,040	106	5%	342	17%
Interest	510	-	0%	-	0%
Miscellaneous Revenue	510	17	3%	3,415	670%
TOTAL LIBRARY REVENUE	11,730	571	5%	7,174	61%
TOTAL REVENUE	934,629	994	0%	723,097	77%
EXPENSES					
HUMAN RESOURCES AND STAFF DEVELOPMENT					
Salaries	581,988	35,798	6%	353,932	61%
C.P.P. Expense	29,681	1,792	6%	16,850	57%
E.I. Expense	13,211	839	6%	7,874	60%
WCB Expense	1,222	-	0%	-	0%
Medical Services Plan	5,952	-	0%	-	0%
Extended Health Coverage	33,796	5,137	15%	15,934	47%
Pension Expense	46,267	1,905	4%	20,656	45%
Staff and Volunteer Expenses	1,530	91	6%	1,479	97%
Staff Development	4,080	-	0%	25	1%
Board Expenses	2,550	171	7%	531	21%
Recruitment Costs	3,000	-	0%	582	19%
Union Expenses	1,530	-	0%	-	0%
TOTAL PERSONNEL	724,807	45,733	6%	417,863	58%

SECHELT PUBLIC LIBRARY

COMPARATIVE - BUDGET TO ACTUAL

SEPTEMBER 2020

	BUDGET 2020	SEP	%	2020 YTD	%
MATERIALS					
Books	57,000	2,474	4%	32,145	56%
Magazines & Newspapers	6,120	63	1%	5,651	92%
Audio	3,060	92	3%	1,274	42%
Video	10,200	549	5%	2,810	28%
Video Games Collection	2,040	391	19%	1,167	57%
On-line Resources	23,460	-	0%	12,701	54%
eBooks	10,200	-	0%	4,610	45%
InterLINK	2,898	-	0%	2,590	89%
Inter Library Delivery	3,264	592	18%	1,493	46%
TOTAL MATERIALS	118,242	4,161	4%	64,441	54%
BUILDING					
Janitorial	10,200	1,627	16%	4,040	40%
Insurance	5,304	178	3%	4,390	83%
Utilities	15,300	2,070	14%	7,584	50%
Maintenance - In-Library	1,250	288	23%	925	74%
TOTAL BUILDING	32,054	4,163	13%	16,939	53%
COMPUTER & IT SERVICES					
Internet	3,060	179	6%	1,561	51%
Software	3,060	990	32%	143	5%
Contract Services - SITKA	4,896	-	0%	4,934	101%
I.T. Support	1,020	65	6%	1,169	115%
Computer equipment	510	40	8%	1,464	287%
TOTAL COMPUTER & IT SERVICES	12,546	1,274	10%	9,270	74%
OFFICE, COMMUNICATION & OTHER SERVICES					
Accounting & Legal	2,754	-	0%	1,900	69%
Bank fees	184	5	0%	92	50%
Special Projects	0	-	0%	1,241	0%
Telephone & Fax	1,632	151	9%	1,472	90%
Bookkeeping & Payroll	1,020	88	9%	960	94%
Photocopier	7,650	1,570	21%	6,281	82%
Fees and Dues	1,224	-	0%	1,164	95%
Miscellaneous	1,020	-	0%	54	5%
Office & Processing Supplies	15,300	894	6%	13,571	89%
Public Relations	5,100	370	7%	3,519	69%
Programming	6,018	72	1%	1,650	27%
PR Grant Projects	2,040	-	0%	-	0%
Postage/Freight	3,366	29	1%	1,162	35%
TOTAL OFFICE & COMMUNICATION	47,308	3,180	7%	33,065	70%
TOTAL EXPENSE	934,957	58,510	6%	541,578	58%
TOTAL REVENUE	934,629	994	0%	723,097	77%
TOTAL EXPENSES	934,957	58,510	6%	541,578	58%
NET SURPLUS/DEFICIT	-328	(57,516)		181,519	

470 South Fletcher Road, Box 109
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T: 604.886.2130 / gibsons.bclibraries.coop

October 12, 2020

Tina Perreault, Chief Financial Officer
Sunshine Coast Regional District
1975 Field Road Sechelt, BC V0N 3A1

RE: Gibsons & District Public Library Association 2021 Budget Submission

Dear Tina,

Please find enclosed the Gibsons & District Public Library (GDPL) Annual 2021 Budget and the 2021 to 2023 proposed financial plan and accompanying documents. On behalf of the GDPL Association, this submission is presented for your consideration and support.

Due to the pandemic, our Library building was closed to the public from March 16th to when we began takeout service on May 19th. During this time, we quickly pivoted and focused our efforts on bringing patrons a range of digital resources to meet their educational, entertainment and intellectual needs. Online library card registration was implemented immediately to ensure everyone could have library access while at home. Our physical acquisitions budget was re-allocated to the purchase of e-books and e-audiobooks, as well as the database Kanopy and Niche Academy. Kanopy is a juried streaming service offering the Great Courses, documentaries and independent films with a focus on BIPOC content; and Niche Academy provides online video tutorials on how to use all our databases as well as basic computer, social media, zoom skills and more. Patrons were able to contact us by email or on our library cell phone for daily support, and for making requests for specific books.

While providing Takeout Service, we developed a comprehensive COVID safety plan, installed Plexiglas for our circulation counter, purchased PPE and sanitizing stations, and developed signage intended to be welcoming and to promote physical distancing. Our staff team worked in collaboration with the Association of BC Public Library Directors and Vancouver Coastal Health to prepare to open the library safely as soon as was possible. Examples of safety measures taken are the 72 hour quarantining of all materials, and the hourly cleaning of all common touch surfaces.

Our doors re-opened on July 6th and patrons were able to browse our shelves, pick up their holds, and access public computers, Wi-Fi, and digital printing.

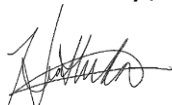
Looking ahead to 2021, we will continue to ensure our digital collection is the best it can be as so many patrons have moved to this platform. We have acquired the video editing technology to make high quality online programs such as story-times, and will continue to offer dynamic library programming via Zoom including Conversational Japanese and French, Book Clubs, Film Nights, Tween and Teen Book Clubs, and Open Microphone Nights. Working in partnership with SD46, we will continue to support students, parents and teachers with our library resources. Our Child and Youth Librarian Pippa Rogers is developing STEAM kits (Science, Technology, Engineering, Arts, Mathematics) for families to be able to facilitate fun learning at home.

With the support of our funders, the Library Foundation, a dedicated library board, staff and volunteers, GDPL will continue to connect our community to the world of culture, information and ideas, and improve quality of life. With the ongoing support of the Sunshine Coast Regional District, in 2021, we will continue providing the valuable Library services that are so cherished by our community.

The Gibsons & District Public Library Board would like to be notified and present at the upcoming budget talks to answer any questions that the Regional Board may have.

We request that all the Budget Notes, Library Highlights, Annual Report, and Strategic Plan accompany the Budget figures to the Area Directors for budget information and discussion. If you require further information or if you have any questions please do not hesitate to contact me at 604-886-2130.

Sincerely,



Heather Evans-Cullen, Library Director

Enclosure:

2021 Annual Budget

2021 to 2023 Projected Budget

January to September GDPL 2020 Highlights

2019 Annual Report

2019 to 2022 GDPL Strategic Plan

2021 Annual Budget for the Gibsons District Public Library

Gibsons and District Public Library	2018 Budget	2019 Budget	2020 Budget	2021 Budget	Change Amount	% Change
2021 Budget						
Description						
Public Support Tax Requisition	\$595,309	\$610,309	\$648,841	\$668,901	\$20,060	3.0%
Grants	\$67,000	\$66,166	\$66,166	\$66,166	\$0	0.0%
Library Revenue	\$21,000	\$22,200	\$22,200	\$17,200	-\$5,000	-22.0%
TOTAL REVENUE	\$683,309	\$698,675	\$737,207	\$752,267	\$15,060	2.0%
OPERATING EXPENSES	2018	2019	2020	2021	Change Amount	% Change
Materials & Services	\$94,773	\$95,037	\$96,037	\$99,037	\$3,000	3.1%
Programming	\$12,000	\$15,700	\$16,200	\$15,200	-\$1,000	-6.0%
Office	\$24,000	\$24,500	\$24,800	\$25,400	\$600	2.4%
Equipment & Maintenance	\$4,400	\$3,900	\$4,000	\$4,000	\$0	0.0%
Facility	\$48,900	\$49,850	\$47,850	\$47,850	\$0	0.0%
Personnel	\$484,536	\$499,894	\$543,626	\$556,086	\$12,460	2.2%
Development	\$4,200	\$4,694	\$4,694	\$4,694	\$0	0.0%
Other Expenses	\$5,500	\$0	\$0	\$0	\$0	0.0%
CAPITAL ASSET PURCHASES	\$5,000	\$5,100	\$0	\$0	\$0	0.0%
Total Operating	\$683,309	\$698,675	\$737,207	\$752,267	\$15,060	2.0%

SPEAKING NOTES TO THE 2021 BUDGET

"A library in the middle of a community is a cross between an emergency exit, a life-raft and a festival. They are cathedrals of the mind; hospitals of the soul; theme parks of the imagination. On a cold rainy island, they are the only sheltered public spaces where you are not a consumer, but a citizen instead." - Caitlin Moran

During this intensely challenging year, the Gibsons and District Public Library pivoted quickly after needing to close our doors on March 16 due to COVID. We shifted to providing increased digital resources and phone and email support to our patrons. The excellent streaming database Kanopy was quickly acquired to offer our community a juried & diverse selection of documentaries, films, children's content and the Great Courses. Niche Academy was also purchased to offer tech support and video tutorials on a range of computer use and database use topics.

Throughout this challenging pandemic, GDPL has continued to improve quality of life by generating personal, community and economic development. We continue to be one of the only free noncommercial public spaces that's open to everyone, regardless of age, gender, race or socio-economic standing.

Our Library is as much an economic service as anything else. To have an economy that functions, you need people who are healthy, able to contribute and who have the skills and resources to participate. We exist in physical space as well as virtual, assisting patrons with life basics such as finding employment, starting a business and teaching their kids to read.

As life gets more difficult for people who have become unemployed or homeless, equal access to library resources is taking on a more profound meaning. Historically, library use increases in a recession or an economic downturn: when people are struggling financially they discover all the free supports, services, and resources libraries have to offer. This was certainly true for us as hundreds of new patrons were registered during the lockdown.

Our annual budgets asks are diligently developed with a mindfulness to fiscal restraint and responsibility. We realize there is a lot of financial pressure on the SCRD in the wake of the pandemic, and are presenting an extremely tight and conservative budget request even as our Library incurs additional COVID related expenses and price increases.

Highlights of 2020

As the January to September data snapshot in your agenda package shows:

1. Our library has an extremely robust and loyal patronage with 67% of our service population having active Library cards
2. During the pandemic we moved to an online registration for library cards to remove any barrier to membership- 264 new registrations from our March 16 closing date to the start of takeout service May 11.
3. During our closure we focused on e-book and e-audiobook acquisitions- adding hundreds of titles, and added Niche Academy and Kanopy to our database collection along with enabling home access to existing databases such as Ancestry.ca.
4. After 8 weeks of takeout service, we opened our doors for people to enjoy browsing and in person holds pick up, and to have access to our public computers, printing, scanning and reference services.
5. During the first weeks of reopening, borrowing more than tripled over takeout service. Circulation is at 77% pre-Covid levels as of Sept. 15th, use of our e-book and e-audiobook platform increased 40% and database sessions increased 48.5%.
6. We are working in partnership with SD46 and homeschooling families to support children's learning at home. We are currently putting together STEAM kits (Science, Technology, Engineering, Arts and Mathematics/ Music) to facilitate fun learning at home.
7. Wi-Fi use has more than tripled over last year- a 262% increase which demonstrated the extreme need for connectivity during the pandemic. Our Wi-Fi is available 24/7 and was kept on during our closure.

Our mission at the Gibsons and District Public Library is to connect our community to the world of culture, knowledge and ideas. Our 4 Strategic Goals are to Build Community, Encourage and Enable Lifelong Learning, Invigorate People and Culture and Create Welcoming Spaces and Resources. We have worked very hard to not only meet these goals in 2020 but to thrive under the pressure and challenge of the pandemic. These align with the SCRD's Strategic objectives and we are confident that our funders receive an excellent return on their investment in our library.

Closing

I often refer to the library as “the great equalizer” as it ensures equal access to all and effectively helps to level the playing field for the most vulnerable members of our community. The library embraces its dual role in being the ambassador and gateway to the digital world while equally providing opportunities for people to enjoy respite from it.

The SCRD’s support for our community’s public libraries has never been more important. Our digital infrastructure ensures that everyone has public access to online connectivity; its welcoming and vibrant physical & online space serves as a sanctuary and gathering place; and the diverse range of resources and services the library offers dramatically increases the quality of life for our community giving individuals the tools they need to move forward.

Gibsons and District Public Library	2020 Budget	Actuals to Sep. 30, 2020	2021 Budget	Chg.	% Chg	2022	2023	2020 Notes	
REVENUE									
Description									
Public Support Tax Requisition									
SCRD -	\$648,841	\$486, 631	\$668,901	\$20,060	3.0%	\$684,699	\$698,393.00		
Total Tax Requisition	\$648,841	\$486,631	\$668,901	\$20,060	3.0%	\$684,699	\$698,393		
Grants									
Libraries Branch: operating & resource sharing grants	\$41,017	\$41,764	\$41,017	\$0	0.0%	\$42,000	\$42,000		
Libraries Branch: one card & equity grants	\$19,149	\$19,149	\$19,149	\$0	0.0%	\$19,000	\$19,000		
Other grants	\$6,000	\$17,234	\$6,000	\$0	0.0%	\$6,000	\$6,000		
Subtotal, Grants	\$66,166	\$78,147	\$66,166	\$0	0.0%	\$67,000	\$67,000		
Library Revenue									
Fundraising & Donations	\$7,200	\$3,448	\$7,200	\$0	0.0%	\$6,000	\$6,000	We will receive a \$5,000 donation from the Gibsons Public Library Foundation for STEAM Kits	
Fees & charges	\$15,000	\$4,717	\$10,000	-\$5,000	-33.0%	\$15,000	\$15,000	Library fines have been eliminated during the pandemic due to our need to quarantine all items for 72 hours, and in response to the challenges patrons are feeling during the pandemic.	
Subtotal, Library Revenue	\$22,200	\$8,165	\$17,200	-\$5,000	-22.0%	\$21,000	\$21,000		
Previous Year's Operating Surplus						\$0	\$0		
Total Library Generated Revenue	\$88,366	\$86,312	\$83,366	-\$5,000	-5.6%	\$88,000	\$88,000		
TOTAL REVENUE	\$737,207	\$572,943	\$752,267	\$15,060	2.0%	\$772,699	\$786,393		
OPERATING EXPENSES	Budget 2020	Actuals to Sep. 30, 2020	2021	Chg.	% Chg	2022	2023		
Materials & Services									
Materials/databases	\$84,237	\$58,148	\$87,237	\$3,000	3.6%	\$87,237	\$88,237	The demand for a diverse range of databases has increased dramatically and we have added Kanopy and Niche Academy to our collection to help bridge the digital divide and bring our community the very best resources	
Public Internet	\$1,200	\$537	\$1,200	\$0	0.0%	\$1,200	\$1,650		
Courier to Sechelt	\$1,600	\$525	\$1,600	\$0	0.0%	\$1,600	\$1,600		
Inter-library loans	\$1,500	\$893	\$1,500	\$0	0.0%	\$1,500	\$1,450		
Integrated library system and RFID	\$7,500	\$3,611	\$7,500	\$0	0.0%	\$7,500	\$7,500	Annual costs are incurred in November.	
Total Materials & Services	\$96,037	\$63,714	\$99,037	\$3,000	3.1%	\$99,037	\$100,437		
Programming									
Programming	\$9,500	\$5,484	\$8,500	\$1,000	-10.0%	\$10,500	\$10,500	We have reduced our programming budget due to the decrease in live events. Our robust online programming necessitates spending in many new areas including technology, zoom accounts, marketing. Etc.	
InterLINK	\$4,200	\$3,073	\$4,200	\$0	0.0%	\$4,200	\$4,200	Our Interlink expenses are incurred in October	
Volunteer & Staff appreciation	\$2,500	\$1,238	\$2,500	\$0	0.0%	\$2,500	\$2,500		
Total Programming	\$16,200	\$9,795	\$15,200	-\$1,000	-6.2%	\$17,200	\$17,200		
Office									

Total Operating	\$737,207	\$541,272	\$752,267	\$14,460	1.9%	\$772,699	\$786,393		
Less Library Revenue/Grants	\$88,366	\$86,312	\$83,366	-\$5,000	5.6%	\$88,000	\$88,000		
CAPITAL EXPENDITURES	\$0		\$0	\$0	0.0%	\$0	\$0		
TOTAL TAX REQUISITION	\$648,841	\$486,631	\$668,901	\$20,060	3.0%	\$684,699	\$698,393		
TOTAL EXPENSE	\$737,207	\$541,272	\$752,267	\$15,060	2.0%	\$772,699	\$786,393		

Highlights of the Gibsons & District Public Library in 2020

1 **67%** of the Gibsons and area population has an active (used in the last 3 years) GDPL Library card (**8044 GDPL patrons**).



2 **264** new library card registrations during our closure from March 16 to the start of our takeout service May 11.



3 **During our closure we added hundreds of titles** to our e-book & e-audiobook collections; we acquired Niche Academy to offer video tutorials on computer skills, Zoom & database use & Kanopy—an excellent free streaming service that offers independent documentaries, the Great Courses and Kanopy kids all with diverse BIPOC and LGBTQ2 content.



4 July 6 was our **grand reopening** and the return of in-library holds pick up, browsing access to the entire collection, 3 public computers, 2 laptops, digital printing, scanning service and continued takeout service.



5 During the first weeks of reopening:
i. Borrowing of physical materials:



- has more than **tripled** over takeout service (5,411 overall circulation during 7 weeks of takeout and 17,619 during first 7 weeks of being open)
- Circulation is at **77%** of pre-COVID levels

ii. Digital resources

- Use of our digital e-book and e-audiobook platform is **40% higher** for Jan-July 31, 2020 (18,415) than it was in Jan -July 31, 2019 (13,163) and now accounts for **22%** of total borrowing
- Total Database sessions have **increased by 48.5 %**, Jan-July 2019 = 20,674 compared to Jan-July, 2020 at 30,704.

6 We are working in partnership with SD46 and the homeschooling community to offer **STEAM kits to families** for enhanced learning, and are providing e-book & e-audiobook access to students.



7 Wifi use has more than tripled this summer over last year—a **262% increase** which demonstrates the extreme need for connectivity during the pandemic. GDPL left our WIFI on 24/7 even during our closure.



Roberts Creek Community Library

Budget 2021

	Budget 2021	Actual Jan-Sep 2020	Budget 2020
REVENUE			
Book sales & Fundraising	1,800	426	3,000
Donations	700	407	1,200
Room rent	600	175	225
Lost books repayment	150	53	150
SCRD - Grant	14,900	10,725	14,300
Interest income	130	149	200
TOTAL REVENUE	18,280	11,936	19,075
EXPENSES			
Books	6,500	3,044	7,200
Cleaning	1,440	480	1,440
Internet	1,103	827	1,105
Office, R&M	500	181	520
Rent	7,872	5,856	7,680
Supplies	60	172	60
Supplies - Library	120		120
Supplies - Processing	200	767	500
Telephone	485	365	450
Library fixtures		93	
TOTAL EXPENSE	18,280	11,786	19,075
NET	(0)	149	(0)

COVID issues

the Library was closed for 3 months & has now reopened with reduced hours (14 hrs/week, compared to 22 hrs/week prior to COVID).

As a result, revenue from donations & book sales was 0 during closure & less than normal since. Our annual book sale fundraiser had to be cancelled.

We hope to increase our hours, but are limited since many of the volunteers are higher risk and unable to do shifts. We expect this will continue in 2021

We have reduced our 2021 book budget by 10% (close to 95% of last year's books were bought locally). Rent has increased \$192/yr since the RCCA now has to charge GST. Most other expenses are fixed.

For these reasons we request a small increase for 2021.

CONTACT:

Kathleen Hudson, Treasurer kmhudson@telus.net 604-885-8800



Box 278
Madeira Park, BC
V0N 2H1
604-883-2744

Plan for Reopening the Pender Harbour Reading Centre After Closure During the Corona Pandemic

On Saturday, March 14 at 2 PM, the Pender Harbour Reading Centre closed to the public due to the Covid-19 pandemic in order to protect the health and safety of our volunteer workforce and our library members. Since that time, most “back office” activities such as the ordering, receiving, processing of books and maintenance of the catalogue continued to take place with care taken for volunteers to keep appropriate social distancing where necessary, hand washing, and extra cleaning of key surfaces. Mostly volunteers were working alone to maintain routine but important functions.

As other BC libraries, large and small, look towards opening with various models of service, the Pender Harbour Reading Centre has developed the following plan for our community library service congruent with our mission:

Effective July 2 2020, the Reading Centre will offer library service 5 or 6 days a week, from 11 am to 2 pm (the pre-Covid19 schedule) depending on the availability of volunteers, as well as a “take-out service” for those who are unable to come to the Reading Centre.

Services to be Offered

- One member at a time will be allowed to browse and take books out of the Reading Centre
- Members can request specific titles that are in our collection as identified by our online LibraryThing catalogue (available [here](#).) Titles which are available will be checked out for 3 weeks. New books will be limited to 2 titles at a time. The members will be given a specific date and time to pick up their books on the next opening day after their requests are ready.
- Members can fill out a book request form and volunteers will fill a bag with up to 6 books according to what genres they have requested. New books will be limited to 2 titles. The members will be given a specific date and time to pick up their books on the next opening day after their requests are ready.

- Expert selectors will prepare selected “grab bags” of specific genres (according to their expertise) on request; these will be available for pick up by appointment.
- Reading Centre materials taken out before the Covid-19 closure may be returned in a plastic bag clearly marked with the member’s name and the date they were packed into the bag. Members are encouraged to return these via the front door rather than the book drop so the Reading Centre can identify the borrower. No fines will be charged for books held over the closure period.
- Sechelt Public Library will offer similar “Take-Out” services to those discussed above to anyone who has a Sechelt Public Library Card and any resident of Area A can obtain a card by calling 604-885-3260. However Sechelt Public Library materials cannot be returned to the Pender Harbour Reading Centre and there is currently no delivery service in place between Sechelt Public Library and the Reading Centre at this time. For more information about how Sechelt Public Library will offer their “Take-out service” please see <https://sechelt.bc.libraries.coop/discover/28807-2/>
- Digital Services are also available from Sechelt Public Library to anyone with a Sechelt Public Library card

Social distancing measures

- Signage including promoting social distancing
- Floor marking
- Rearrange furniture
- Limiting visitors to one member at a time
- Reviewed opening hours, depending on availability of volunteers
- No use of facilities such as the computer, easy chair, and washroom
- Limit face-to-face interaction of members and volunteers by revising circulation procedures

○

Safety precautions

- All volunteers have been contacted to assess their willingness to volunteer and their requirements for doing so.
- Volunteers and members who are ill should not be attending at the Reading Centre.
- Cleaning at the beginning of each shift will focus on priority areas including switch plates, door knobs, and other high touch areas
- Quarantine returned items for 72 hours

- Availability of masks, gloves, wipes and sanitizer for staff and public use
- Install screens where social distancing measure are less effective
- Ask people who are unwell not to attend the Reading Centre
- Members will check-out their own materials to enhance the distancing from volunteer staff
- All volunteers and members will be asked to wear masks while there are members in the Reading Centre. This is non-negotiable
- Ventilation will be enhanced by encouraging the use of the screen door, only, and opening the bathroom window

Borrowing Process:

- On entering the Reading Centre, the member will be asked to sign a dated log, indicating their name and phone number. They will let the volunteer know their name, as well.
- If they are returning books, they will be asked to place them in a bin with other books returned the same day. The books should be in a bag clearly marked with their name
- The volunteer will pull their book pocket and card on the “sign-out table” and the member will fill out the cards with their name and date stamp the book and card, under the supervision of the volunteer
- When the member is finished and leaves, and before admitting the next member, the volunteer will count the books borrowed and file the member envelope

Returned Books Process

- If a member is returning books, they will be asked to place them in a bin with other books returned the same day. The books should be in a bag clearly marked with their name
- At the end of the shift, the returned books will be clearly marked with the date they were returned and a “shelve after” date
- All returned books will be quarantined for 72 hours from date of return. On the 4th day after their return, the book cards are pulled and retrieved and the books are reshelfed.
- Books returned in the book chute will be deemed to have been returned on the date they are found and put in the bin.

Marketing the Reopening

- Newsletters to Reading Centre members
- Posters around Madeira Park
- Posting on Community Facebook pages
- Media releases to The Harbour Spiel, Coast Cable, Coast Reporter, the Local, and CKAY fm

Feedback and Monitoring

- Feedback will constantly be sought from the volunteers and members
- The Reading Centre Board will monitor information available from [Worksafe BC](#), the [BC Centre for Disease control](#), the [BC Public Libraries Branch](#), and [REopening Archives, Libraries, and Museums \(REALM\) Project](#), and [Webjunction](#)

PENDER HARBOUR READING CENTRE
Budget request 2021

	BUDGET	ACTUAL
	2021	2020
INCOME		
Memberships	\$950.00	\$650.00
Overdue Books	\$150.00	\$22.15
Book Sales	\$200.00	\$95.00
Donations	\$1,000.00	\$91.70
Grants - SCRD	\$2,000.00	\$2,000.00
Grants - Other	\$480.00	\$0.00
Interest	\$1,000.00	\$1,091.88
Other Income	\$0.00	\$0.00
Total Income	\$5,780.00	\$3,950.73
EXPENSES		
Accounting	\$350.00	\$350.00
Advertising	\$100.00	\$93.09
Service Charges	\$20.00	\$19.20
Book Purchases	\$4,000.00	\$3,770.66
Insurance	\$1,800.00	\$1,747.00
Office Supplies	\$250.00	\$443.08
Rent	\$5.00	\$5.00
Repairs & Maint.	\$300.00	\$356.69
Telephone & Internet	\$1,300.00	\$1,167.26
Utilities	\$2,000.00	\$1,346.95
Gst Expense	\$300.00	\$329.94
Total Expenses	\$10,425.00	\$9,628.87
TOTAL DEFICIT	-\$4,645.00	-\$5,678.14



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October 14, 2020

Tina Perrault
Treasurer
Sunshine Coast Regional District
1975 Field Road.
Sechelt, BC
V0N 3A1

Dear Tina:

Attached please find our budget submission for the 2021 fiscal year. We have provided:

1. A summary of the effect of COVID-19 on 2020 business and forecast for 2021
2. Current 2020 financial position (budget vs actuals) – including Attachment A
3. 2021 draft budget plans (2021 – 2025 proposed financial plan) – see Attachment B
4. Capital project funding update and request – including Attachment C
5. An overview of the services and programs that will be delivered in 2021.

1. Effect of COVID-19 on business

Covid 19 has had a profound effect on services and finances of the health centre.

Increased expenses: While many programs were closed for months, the nursing clinic, providing ambulatory, urgent, home care and lab services continued to operate and support the community. This was unique on the Sunshine Coast since physician offices closed (and offered virtual care only). The only other in-person health services available were at the hospital. There was more pressure on our services from people who needed to have in-person attention from a health care provider **resulting in a 14% increase in our ambulatory care services**. Even more significantly, our **home care nurses provided 42% more hours of service (unfunded) than last year**. One of the other reasons for this was that many families have brought their loved ones home from long-term care. This means that we have some very complex patients in the community who need frequent and high - level nursing care, as well as families who need coaching and education on care giving. **Our laboratory services now have a two week wait list** because of the length of time needed for infection control of the lab space between appointments.

We have experienced a substantial increase in medical supplies because of the need for personal protective equipment and disinfection of equipment. Janitorial costs have also increased because of the need for greater frequency and intensity of cleaning in the building. Through some small emergency grants, we have been able to recoup some of these costs.

Financial losses: We have experienced losses of revenue from:

- a significant drop in donations, in particular from the Health Care Auxiliary whose donations will be less than one third of their normal amount and whose donations provide close to 1/10th of the operating budget
- tenants who are closing their services here because they are providing virtual care and no longer need an office (physicians)
- tenants who had to close during the first part of the pandemic and have not been able to cover the rent during closure

2. Current 2020 financial position – and see Attachment A

Operational funding

Fiscal 2021-2022 will be a year with a request for an increase for this year and the next year. We had completed year three, of the three- year catch-up program we presented to the SCRD board in 2016. We are tracking quite well to that program. For 2020-2021 we received a base grant of \$142,040, an \$8,000 increase. That is very much appreciated. For 2020-2021 we are managing all discretionary expenses and delaying expenditures wherever possible. We expect that our expenses will be **\$148,846** against our submitted 2019-2020 budget of **\$150,464**. This is a favorable variance of **\$1,618** to planned budget and will result in a deficit of **(\$6,806)** after applying our operating grant. We continue to seek ways to reduce costs in all areas, but have experienced overruns in 1) Insurance 1,853; 2) Janitorial and Office has increased \$933 and \$1,100 respectively mainly due to COVID 19; 3) Utilities is continuing to increase \$1,905. Grounds maintenance has been favorable by \$995 and repair & maintenance costs have been favorable by \$4,174 through deferment and delay where possible. We are projecting overall operational expenses for 2020-2021 at **\$148,846** which reflects efforts to contain/reduce operating costs and is consistent with our five year plan.

In grant funding for 2021-2022 we are requesting an increase of **\$8,000** from **\$142,040** to **\$150,040**. And for 2022-2023 we are requesting another increase of \$5,000. This is in line with our two-year-catch up plan. A baseline of **\$155,040** will enable PHHC to hold the gap between operational expenses versus grant funding and result in a projected deficit of only **(\$2,176)**. See five-year operational funding projection, attachment (B)

3. 2021 Draft Budget Plans (2021-2025) – see Attachment B

4. Capital Projects Update and Request – and see Attachment C

1. **Update - Garage for wheelchair accessible van** – we have just ordered the garage for the van (which was funded in the amount of \$20,000 last year by the SCRD). The production and delivery of the van was delayed due to the effects of the pandemic. We received the van a few weeks ago and have a metal garage building on order.
2. **Update – Capital Planning:** our current strategic plan includes refurbishing the physician wing of the health centre, while we put plans for a new building temporarily on hold. The reason for this is that the Ministry of Health is not currently committing to new capital and operational funding requests, in light of the pandemic. The current physician wing has been vacated by the Sechelt Medical Associate physicians. This gives us an opportunity to redesign the space and upgrade it with necessary infrastructure such as centralized heating and ventilation. With the need for greater infection control we will need to significantly upgrade this area of the building as it has no air flow. We will also be

able to create more space for other community programming. We will be initiating a capital fundraising campaign for this in the next year.

3. **Request** - Last year we deferred a request to replace the carpeting in the main lobby because funding was needed for the van shelter. We would like to renew our capital request to replace the carpeting in our lobby, hallways and reception area with vinyl plank flooring that is easy to clean. The carpeting is very difficult to clean and nursing staff have been concerned because of the additional requirements for infection control with COVID 19. This has become an urgent issue for the health centre. **Based on an older quote, we are estimating the cost at \$20,000.00, but will submit a current quote as soon as possible.**

5. Current services

The services available at the Health Centre have not changed, with the exception that we are now offering more social work service through an additional grant from the Ministry of Health. The physician clinic is going through transition, and we are in final stages of negotiation with a physician and a nurse who will be moving to Pender Harbour to create a physician practice at the health centre. We have the following:

Nursing services

- Ambulatory care
- Urgent care
- Lab services (venepuncture)
- Home care nursing (outreach)
- Public Health nurse – one day every two weeks
- Nurse practitioner - Women's wellness and youth clinics .2 FTE

Allied, specialized RN and community programming including:

- Dietician .2 FTE
- Diabetes RN .2 FTE
- LPN – Adult Day Program .2 FTE
- Chronic Disease Management RN .2 FTE
- Social Worker .5 FTE
- Community program coordinator .2 FTE
- Mental health counsellor and psychiatrist once every two weeks (from VCH)

Community programming includes the Harbourside Friendship group, Adult Day Program, Caregiver Support Group, Community garden, Wheelchair accessible van (currently being operationalized). The facility is also used for community support groups such as 12 step groups, community education workshops, etc.

Fee for service professionals including:

- Physicians
- Dental clinic
- Foot care nurse
- Chiropractor
- Registered Massage Therapists

We are also in discussion with an occupational therapist who also wishes to provide service at the clinic starting in December of this year.

We are entering the first year of our two year catch up plan to reduce our annual operational deficit and we have made good progress against targets, however our operations have been adversely affected by the pandemic, as discussed above. We are still are realizing a sizable operational deficit and have not been able to reduce that because of current economic factors. The deficit negatively impacts our ability to cover needed training, medical equipment and preventative health care program costs. The Health Centre funds these initiatives through fund raising and community support. We are very appreciative of any additional support that can be offered by the SCRD for our capital and operating budget.

Sincerely,



Susann Richter
COO Pender Harbour Health Centre

CC Leonard Lee
SCRD Director,
Area "A" - Pender Harbour/Egmont

Pender Harbour & District Health Centre**CURRENT FISCAL YEAR 2020-21**

	SCRD BUDGET 2020-21	PHHC ACTUAL YEAR TO DATE Sep 30 2020	PROJECTED YEAR END TO 3/31/21	DIFFERENCE	SCRD BUDGET 2021-22
Administration Cost	\$ 26,339	\$ 13,170	\$ 26,339	\$ -	\$ 26,734
Advertising & Promotion	5,814	2,734	5,641	-173	5,814
Garbage & Hazardous Waste Disposal	2,492	1,565	2,811	319	2,811
Professional Fees	7,188	6,632	7,188	0	7,500
Grounds Maintenance	5,369	1,690	4,375	-995	5,369
Insurance	7,880	5,793	9,733	1,853	9,733
Janitor Contract & Expenses	25,927	13,896	26,860	933	26,860
Office & Small Asset Purchases	7,912	5,056	9,012	1,100	7,912
Postage	684	103	445	-239	684
Repair & Maintenance	28,439	8,546	24,265	-4,174	28,439
Phone/Fax/Internet	7,030	2,109	5,624	-1,406	5,624
Utilities	16,093	9,951	17,998	1,905	17,998
Vehicle- Wheelchair Assessable	5,000	1,641	4,141	-859	5,000
GST	4,297	2,266	4,415	118	4,415
TOTAL BUDGET	\$ 150,464	\$ 75,152	\$ 148,846	-\$ 1,618	\$ 154,892
COMMITTED GRANT	\$ 142,040		\$ 142,040		\$ 150,040 Request
PLANNED DEFICIT	\$ 8,424		\$ 6,806		\$ 4,853

Pender Harbour & District Health Centre**PROPOSAL FOR THE 2021 -22 FISCAL YEAR**

Administration Cost	\$ 26,734
Advertising & Promotion	5,814
Garbage & Hazardous Waste Disposal	2,811
Professional Fees	7,500
Grounds Maintenance	5,369
Insurance	9,733
Janitor Contract & Expenses	26,860
Office & Small Asset Purchases	7,912
Postage	684
Repair & Maintenance	28,439
Phone/Fax/Internet	5,624
Utilities	17,998
Vehicle -Handicapped	5,000
GST	4,415
TOTAL	\$ 154,892

REQUESTED GRANT: \$ 150,040

Anticipated Deficit: -\$ 4,853

Pender Harbour & District Health Centre**FIVE YEAR OPERATIONAL FUNDING PROJECTION**

	2020-21 Current Year	2021-22	2022-23	2023-24	2024-25
Administration Cost	26,339	26,734	27,135	27,542	27,955
Advertising & Promotion	5,814	5,814	5,901	5,990	6,080
Garbage & Hazardous Waste Disposal	2,492	2,811	2,853	2,896	2,939
Professional Fees	7,188	7,500	7,613	7,727	7,843
Grounds Maintenance	5,369	5,369	5,450	5,531	5,614
Insurance	7,880	9,733	9,879	10,027	10,178
Janitor Contract & Expenses	25,927	26,860	27,263	27,672	28,087
Office & Small Asset Purchases	7,912	7,912	8,031	8,151	8,273
Postage	684	684	694	705	715
Repair & Maintenance	28,439	28,439	28,866	29,299	29,738
Phone/Fax/Internet	7,030	5,624	5,708	5,794	5,881
Utilities	16,093	17,998	18,268	18,542	18,820
Vehicle-Wheel Chair Assessable	5,000	5,000	5,075	5,151	5,228
GST	4,297	4,415	4,481	4,548	4,617
OPERATING BUDGET	150,463	154,893	157,216	159,575	161,968
Budget figures are based on 1.5% increase/year from the 2021-2022 projected totals (Attachment A)					
INCREASE REQUESTED	8,000	8,000	5,000	1.5%	1.5%
SCRD GRANT	142,040	150,040	155,040	157,366	159,726
DEFICIT	8,422	4,853	2,176	2,209	2,242

Pender Harbour & District Health Centre

HISTORICAL OPERATIONAL FUNDING

	Bylaw Grant	Actual Costs	Deficits
2002 - 2007	80,000/year		
2008 - 2010	95,000/year		
2010-2011	\$ 97,533	\$ 120,228	\$ 22,695
2011-2012	103,149	131,681	28,532
2012-2013	103,312	134,054	30,742
2013-2014	105,874	131,583	25,709
2014-2015	107,125	128,259	21,134
2015-2016	108,844	132,789	23,945
2016-2017	110,040	134,887	24,847
2017-2018	118,040	139,109	21,068
2018-2019	126,040	143,976	17,936
2019-2020	134,040	147,786	13,746
2020-2021	142,040	148,846	6,806
2021-2022			
	projected		
TOTALS	\$ 1,256,038	\$ 1,493,197	\$ 237,160

HISTORICAL CAPITAL PROJECT FUNDING

		Total Cost	SCRD Support	PHHC Cost
Nurses' emergency call system		\$ 13,900		\$ 13,900
BC Hydro PowerSmart upgrade		11,754	3,500	8,254
24/7 generator		95,689	20,000	75,689
Sprinkler system		56,727	16,727	40,000
HVAC upgrade, 2015-16		14,476	14,476	0
HVAC upgrade, 2014-15		3,530		3,530
HVAC upgrade, 2013-14		6,342		6,342
HVAC upgrade, 2012-13		4,256		4,256
Community garden 2015		4,742		4,742
New furnace	2016	8,897		8,897
Physio office	2017	5,277		5,277
Bear Fence	2017	2,256		2,256
New Furnace	2018	6,420		6,420
Parking	2018	8,324		8,324
Flooring *	2018	0	0	0
Computer	2018	1,678		1,678
Medical Equip	2018	10,715		10,715
Medical Equip	2019	13,945		13,945
Computer	2019	9,252		
Vehicle - Handicapped	2020	65,000		65,000
Vehicle - Secure Storage	2020	20,000	20,000	0.00
Flooring *	2021	20,000	20,000	0.00
TOTALS		\$ 383,179	\$ 94,703	\$ 279,224

* Note : The flooring project has not started and changed (with an increase of \$8,000) to

SECHULT COMMUNITY ARCHIVES

INTERIM REPORT FOR 2020

In February 2020, the Sechelt Community Archives was relocated to a leased space in Trail Bay Centre. This move was completed at the request of the Sechelt Public Library and expenses were paid for by the District of Sechelt. Prior to the move, the Community Archives had been using furniture, computer equipment, phone service, internet and payroll services provided by the Sechelt Public Library. As these expenses will no longer be covered by the Library, the cost increase has been noted in the attached budgets.

- Effect of COVID-19 on 2020 Archives operations 2020:
 1. Volunteer help has been suspended since March 15, 2020
 2. No visitors have been permitted in the Archives
 3. Local students were unable to access the Archives for information for an annual scholarship
 4. The Archives were closed for four months, March-June, 2020
 5. We received fewer requests by e-mail and telephone
 6. Donations (fewer than normal) were accepted and quarantined for the relevant period before being processed
 7. The heritage component of the 2020 Sechelt Arts Festival has had to be changed
 8. Only one display for Heritage Week in February in the library and one display for the Sunshine Coast Museum and Archives were held. No Canada Day participation was possible but it is hoped a display will be set up for the Sechelt Arts Festival in October.
- Forecasted effect of COVID-19 on Archives operations 2021:
 - All of the above, except hopefully item 4, will occur if Covid-19 continues at the present rate.
- Current 2020 financial position (budget versus actuals): See attached.
- 2021 draft budget plans: See attached.
- Summary of programmes and services to be offered in 2021:
 1. The Archives will continue to accept donations of relevant documents etc.
 2. These documents etc. will be quarantined as necessary before being processed.
 3. Research will be conducted by the archivist or researcher (if the Archives are open to visitors by then).
 4. If volunteers are allowed back into the Archives they will resume working on their projects.
 5. Displays will be presented in the Sechelt Public Library for Archives and Heritage Weeks if the library staff permit them.
 6. The Sechelt Community Archives will take part in Canada Day and The Sunshine Coast Museum and Archives Antique Road Show if these events take place.
 7. Historical articles will continue to be submitted to the Coast Reporter.
 8. Information for the 2021 Sechelt Arts Festival will be provided.

Submitted by,

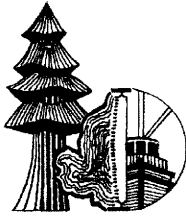
Archivist Ann Watson, MA, Dip. Ed., Dip. Public History

Sechelt Community Archives
2020 Financial Position and 2021 Budget

	2020	Jan - Sept 2020	2021	2022	2023	2024	2025	
	BUDGET	ACTUALS	ANNUAL BUDGET	PROPOSED PLAN	PROPOSED PLAN	PROPOSED PLAN	PROPOSED PLAN	NOTES
REVENUES								
Local Government (SCRD)	\$ 9,548.00	\$ 7,161.00	\$ 18,000.00	\$ 17,750.00	\$ 18,105.00	\$ 18,467.10	\$ 18,836.44	*Assumes a 2% cost of living increase each year
Local Government (District of Sechelt)	\$ -	\$ 6,863.56	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	The District of Sechelt covers the cost of the Archives phone service
Grant (COVID-19 Relief Fund)	\$ -	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	This was a one-time grant provided by Heritage Canada
Bequests	\$ -	\$ 5,886.72	\$ -	\$ -	\$ -	\$ -	\$ -	This was a one-time contribution from an estate
Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL REVENUES	\$ 9,548.00	\$ 21,911.28	\$ 18,300.00	\$ 18,050.00	\$ 18,405.00	\$ 18,767.10	\$ 19,136.44	
IN-KIND INCOME								
Volunteer labour (est. value at \$15/hr)	\$ 3,330.00	\$ 750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	Due to COVID, volunteers were only able to work Jan & Feb 2020
Website & internet (District of Sechelt)	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	The District of Sechelt hosts, maintains and updates the Archives website and covers the cost of internet service
Materials (donated furnishings for new location)	\$ -	\$ 4,185.00	\$ -	\$ -	\$ -	\$ -	\$ -	One-time donation of furnishings for the new Archives location
TOTAL IN-KIND REVENUE	\$ 4,830.00	\$ 6,435.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	
EXPENSES								
Administrative Fees	\$ 1,350.00	\$ 1,013.00	\$ -	\$ -	\$ -	\$ -	\$ -	As of 2021, the Sechelt Library will no longer administer payroll for the Archives
Human Resources	\$ 7,500.00	\$ 6,627.00	\$ 8,700.00	\$ 8,874.00	\$ 9,051.48	\$ 9,232.51	\$ 9,417.16	*Assumes a 2% cost of living increase each year
Supplies	\$ 250.00	\$ -	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	
Fees	\$ 120.00	\$ 72.00	\$ 172.00	\$ 172.00	\$ 172.00	\$ 172.00	\$ 172.00	\$72/yr. membership to Archives Assoc. of BC + \$100/yr. membership to Heritage BC
UV Filters for windows of new location	\$ -	\$ 737.23	\$ -	\$ -	\$ -	\$ -	\$ -	
Contracted services - appraiser	\$ -	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -	
Computer equipment	\$ -	\$ 1,483.46	\$ -	\$ -	\$ -	\$ -	\$ -	Computers being used by Archives belonged to the Sechelt Library, new equipment was require when they relocated
Moving costs	\$ -	\$ 1,218.00	\$ -	\$ -	\$ -	\$ -	\$ -	In Feb 2020 the Archives relocated to a leased space in Trail Bay Centre
Phone	\$ -	\$ 175.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	
Lease & utilities	\$ -	\$ 4,433.33	\$ 7,600.00	\$ 7,600.00	\$ 8,600.00	\$ 8,600.00	\$ 8,600.00	Lease agreement is \$7,600/yr. for first 3 years, \$8,600/yr. thereafter
TOTAL EXPENSES	\$ 9,220.00	\$ 16,059.02	\$ 18,000.00	\$ 17,196.00	\$ 18,373.48	\$ 18,554.51	\$ 18,739.16	
IN-KIND EXPENSES								
Volunteer labour (est. value at \$15/hr)	\$ 3,330.00	\$ 750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	
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TOTAL REVENUE LESS EXPENSES	\$ 328.00	\$ 5,852.26	\$ 300.00	\$ 854.00	\$ 31.52	\$ 212.59	\$ 397.28	

Sechelt Community Archives
2020 Financial Position and 2021 Budget

	2020	Jan - Sept 2020	2021	2022	2023	2024	2025	
	BUDGET	ACTUALS	ANNUAL BUDGET	PROPOSED PLAN	PROPOSED PLAN	PROPOSED PLAN	PROPOSED PLAN	NOTES
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Bequests	\$ -	\$ 5,886.72	\$ -	\$ -	\$ -	\$ -	\$ -	This was a one-time contribution from an estate
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TOTAL REVENUES	\$ 9,548.00	\$ 21,911.28	\$ 18,300.00	\$ 18,050.00	\$ 18,405.00	\$ 18,767.10	\$ 19,136.44	
IN-KIND INCOME								
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EXPENSES								
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Human Resources	\$ 7,500.00	\$ 6,627.00	\$ 8,700.00	\$ 8,874.00	\$ 9,051.48	\$ 9,232.51	\$ 9,417.16	*Assumes a 2% cost of living increase each year
Supplies	\$ 250.00	\$ -	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	
Fees	\$ 120.00	\$ 72.00	\$ 172.00	\$ 172.00	\$ 172.00	\$ 172.00	\$ 172.00	\$72/yr. membership to Archives Assoc. of BC + \$100/yr. membership to Heritage BC
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Contracted services - appraiser	\$ -	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -	
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TOTAL IN-KIND EXPENSES	\$ 4,830.00	\$ 6,435.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	
TOTAL REVENUE LESS EXPENSES	\$ 328.00	\$ 5,852.26	\$ 300.00	\$ 854.00	\$ 31.52	\$ 212.59	\$ 397.28	



Sunshine Coast
Museum
& Archives

716 Winn Road, P.O. Box 766
Gibsons BC V0N 1V0
Phone/Fax (604)886-8232
scm_a@dccnet.com
www.sunshinecoastmuseum.ca

Effect of COVID-19 on Operations and Summary of 2021 Museum Programs and Services

At the Sunshine Coast Museum & Archives, COVID-19 has presented serious challenges to our operations, but has also provided a unique opportunity for creative adaptation in order to continue to thrive serving our community. On March 17 as the pandemic intensified, we made the tough decision to close to the public until further notice. During the closure, we pivoted our resources to focus on 3 priority issues: continuation of core research/outreach services, the creation of an online educational portal called *Museum at Home*, and the rapid-response collecting of archives related to COVID-19. We also conducted collections maintenance work that cannot be completed during opening hours - an unexpected benefit! As the province moved into Phase II of reopening, we developed meticulous safety policies and Museum infrastructure to ensure an eventual safe re-opening. This included the installation of plexiglass barriers, hand sanitizer stations and colourful visitor signage. Once we felt confident the Museum was safe for all staff, volunteers, and visitors, we reopened to the public on July 2 with an 8-person visitor capacity.

Our 3.5 month closure has had a profound effect on our admission, programming and giftshop revenues. During this time, we were forced to cancel events, educational programming and SD #46 class visits, including the week-long Museum School. Once reopen, visitation in July and August has shown a 72% decrease from 2019, equating to a 63% loss of expected admission donations. In a similar fashion, our year-to-date revenues in net giftshop sales and rental/museum services have suffered from the closure and a decrease in visitation. Recently, we decided to cancel our upcoming annual *Halloween Block Party* which is our most popular community event of the year.

As our 2021 forecast shows a certain amount of uncertainty due to COVID-19, we will continue to be open to the public with a limited winter schedule (Wednesday-Saturday), while focussing our work on collections management, new exhibit development and improvements to the Museum building (HVAC retrofit). Of note, we will continue working with tems swiya Museum on hosting their residential school exhibit in 2021; we also plan to continue adding content to *Museum at Home* to encourage community members access local history online in a digital format. We are currently operating with limited staffing levels, but anticipate moving back to a regular staffing schedule in 2021. Looking ahead, we will continue to monitor the pandemic and return to regular museum programming (events, tours, workshops) once the COVID-19 pandemic begins to slow in British Columbia.

THANK YOU to all Staff and Directors of the Sunshine Coast Regional District for all of your hard work during these challenging times. Your professionalism and leadership is appreciated!

Sunshine Coast Museum & Archives is situated on the traditional, unceded, and ancestral territory of the Squamish and Sechelt Nations





Sunshine Coast
Museum
& Archives

716 Winn Road, P.O. Box 766
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Phone/Fax (604)886-8232
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www.sunshinecoastmuseum.ca

In accordance with your request we have also attached the following:

1. The Financial Operating results for the year to September 30, 2020; the 2020 Annual Budget; and the Actual results to September 30 as a percentage of the 2020 Annual Budget.
2. The 2021 draft budget plans (2021-2025 proposed financial plan) with basic assumptions noted.

If further information or explanation is required please contact the undersigned.

The Sunshine Coast Museum & Archives is respectfully requesting a 2% increase in the SCRD contribution for our museum operations to better preserve and protect the important history of the Sunshine Coast.

Yours truly

A handwritten signature in black ink, appearing to read 'T. Olsen'.

Thor Olsen

Treasurer, Sunshine Coast Museum and Archives

SUNSHINE COAST MUSEUM & ARCHIVES SOCIETY

2020 OPERATING RESULTS - Actual YTD September 30, 2020, Annual Budget and % of Annual Budget

		YTD	2020	
		Sept 30 2020	Annual	% of
		Actual	Budget	Annual Budget
REVENUE:				
SCRD Grant		\$ 66,987	\$ 89,316	75.00%
Grants incl. Federal CSJ & GST		\$ 3,342	\$ 6,100	54.79%
Other Charities, Donations, & Gifts		\$ 5,523	\$ 11,677	47.30%
Events, Fundraising, & Memberships		\$ 3,171	\$ 10,928	29.02%
Gift Shop Revenues & Museum Services		\$ 2,316	\$ 7,600	30.47%
Interest Earned on Reserves and PST commission		\$ 1,006	\$ 963	104.47%
TOTAL REVENUE		\$ 82,345	\$ 126,584	65.05%
EXPENSES:				
Salaries, Wages and Benefits		\$ 50,645	\$ 89,243	56.75% ¹
Telephone and Utilities		\$ 4,932	\$ 8,187	60.24%
Insurance		\$ 2,428	\$ 3,762	64.54%
Fundraising		\$ 763	\$ 821	92.94%
Accounting and Bookkeeping		\$ 4,739	\$ 6,843	69.25%
Outreach and Programs		\$ 1,136	\$ 3,768	30.15%
Contract and Professional Services		\$ 1,100	\$ 2,964	37.11%
Computer and Website		\$ 1,921	\$ 2,008	95.67%
Exhibits and Displays		\$ 671	\$ 2,000	33.55%
Office expense and Maintenance		\$ 1,042	\$ 1,384	75.29%
Supplies		\$ 1,980	\$ 2,375	83.37%
Cost of Goods Sold		\$ 581	\$ 1,250	46.48%
Dues, Fees, Memberships, Permits		\$ 728	\$ 984	73.98%
Banking charges		\$ 15	\$ 445	3.37%
Education and Training		\$ 110	\$ 350	31.43%
Repairs and Maintenance		\$ 128	\$ 100	128.00%
Storage(off-site)		\$ -	\$ 50	0.00%
GST Net Expense		\$ 246	\$ -	
TOTAL EXPENSES		\$ 73,165	\$ 126,534	57.82%
TOTAL REVENUES LESS EXPENSES		\$ 9,180	\$ 50	
Notes:	1. Salary and wages below budget as our curatorial assistant took a 3 month leave of absence starting in April in order to look after her school-aged daughter.			

SUNSHINE COAST MUSEUM & ARCHIVES SOCIETY									
2021 Budget and 2021-2025 Proposed Financial Plan									
	2021-2025 proposed Financial Plan								
	2021								
	Budget	2022	2023	2024	2025				
REVENUE:									
SCRD Funding Request	\$ 91,100	\$ 92,922	\$ 94,780	\$ 96,676	\$ 98,610	The 2021 SCRD request assumes a 2% increase.			
Federal Canada Student Jobs Grant	\$ 4,800	\$ 5,152	\$ 5,255	\$ 5,360	\$ 5,467	Based on minimum wage expectation			
Donations, & Gifts	\$ 11,600	\$ 14,840	\$ 15,837	\$ 16,154	\$ 16,477	Anticipates a return to 2019 level in 2022.			
Events, Fundraising, & Memberships	\$ 8,700	\$ 11,500	\$ 11,730	\$ 11,965	\$ 12,204	Anticipates a return to 2019 level in 2022.			
Gift Shop Revenues & Museum Services	\$ 6,000	\$ 7,700	\$ 8,085	\$ 8,247	\$ 8,412	Expected increase in visitors as people become more			
Interest Earned on Reserve Term Deposits	\$ 1,753	\$ 1,547	\$ 750	\$ 750	\$ 750	comfortable with precautions taken			
TOTAL REVENUE	\$ 123,953	\$ 133,661	\$ 136,437	\$ 139,151	\$ 141,919				
EXPENSES:									
Salaries, Wages and Benefits	\$ 85,400	\$ 92,875	\$ 94,733	\$ 96,627	\$ 98,560	Curatorial assistant to be hired March 1, 2021.			
Telephone and Utilities	\$ 6,600	\$ 6,732	\$ 6,867	\$ 7,004	\$ 7,144				
Insurance	\$ 3,600	\$ 3,672	\$ 3,745	\$ 3,820	\$ 3,897				
Fundraising	\$ 6,100	\$ 7,000	\$ 7,140	\$ 7,283	\$ 7,428	Antiques Roadshow fundraiser cancelled for 2021;			
Accounting and Bookkeeping	\$ 6,400	\$ 6,528	\$ 6,659	\$ 6,792	\$ 6,928	but Purdy's Chocolates fundraiser to continue			
Outreach and Programs	\$ 1,400	\$ 1,428	\$ 1,457	\$ 1,486	\$ 1,515				
Elevator, fire and security	\$ 2,600	\$ 2,652	\$ 2,705	\$ 2,759	\$ 2,814				
Computer and Website	\$ 2,100	\$ 2,142	\$ 2,185	\$ 2,229	\$ 2,273				
Exhibits and Displays	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165				
Courier delivery and freight	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325				
Office expense and Supplies	\$ 1,200	\$ 1,224	\$ 1,248	\$ 1,273	\$ 1,299				
Supplies	\$ 1,820	\$ 1,856	\$ 1,894	\$ 1,931	\$ 1,970				
Cost of goods sold	\$ 1,660	\$ 2,464	\$ 2,587	\$ 2,639	\$ 2,692				
Dues, Fees, Memberships, Permits	\$ 850	\$ 867	\$ 884	\$ 902	\$ 920				
Bank Charges	\$ 170	\$ 173	\$ 177	\$ 180	\$ 184				
Education and Training	\$ 400	\$ 408	\$ 416	\$ 424	\$ 433				
Repairs and Maintenance	\$ 600	\$ 612	\$ 624	\$ 637	\$ 649				
Storage(off-site)	\$ 400	\$ 408	\$ 416	\$ 424	\$ 433				
Travel and Accomodation	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325				
TOTAL EXPENSES	\$ 123,900	\$ 133,694	\$ 136,442	\$ 139,171	\$ 141,954				
TOTAL REVENUES LESS EXPENSES	\$ 53	-\$ 33	-\$ 4	-\$ 19	-\$ 35				
Note: A 2% cost of living increase has been anticipated for 2021 forward unless otherwise noted.									

Skookumchuck Heritage Society

Revenue	Budget 2020	Actual 2020	Budget 2021
<small>projected to end Dec 2019</small>			
Operating Grant SCRD	35,000.00	34,300.62	35,000.00
Other Grants - 2020 COVID-19 Related	500.00	10,000.00	0.00
Admission & Other Donations	7,500.00	5,644.85	7,500.00
Gift Shop Sales & Commissions	12,500.00	10,811.68	12,500.00
Memberships (most members = lifetime)	60.00	55.00	75.00
Summer Student Grant	0.00	3,336.00	0.00
Xplornet Refund	0.00	338.56	0.00
Interest	0.10	0.06	0.10
Total Revenue	<u>55,560.10</u>	<u>54,486.77</u>	<u>55,075.10</u>
Expense			
<i>Utilities:</i>			
BC Hydro	2,200.00	2,293.18	2,500.00
Telephone	900.00	468.80	500.00
Internet & Website	600.00	627.20	700.00
Security & Alarm Monitoring	700.00	327.12	400.00
SCRD Water	400.00	306.50	400.00
	<u>4,800.00</u>	<u>4,022.80</u>	<u>4,500.00</u>
<i>Maintenance & Repairs:</i>			
Cleaning & Washroom Supplies	350.00	275.00	350.00
Bldg Maintenance & Grounds Keep	1,500.00	627.23	1,500.00
	<u>1,850.00</u>	<u>902.23</u>	<u>1,850.00</u>
<i>Staffing:</i>			
Wages & Remittances	33,000.00	31,222.01	31,500.00
University & High School Students	3,500.00	3,255.48	3,000.00
Worksafe BC	120.00	89.22	100.00
	<u>36,620.00</u>	<u>34,566.71</u>	<u>34,600.00</u>
<i>Office Overhead:</i>			
Accounting & Legal	0.00	0.00	0.00
Tourism Development	0.00	0.00	0.00
Advertising & Promotion	500.00	207.38	300.00
Insurance on Bldg & Liability	3,000.00	3,270.00	3,500.00
Office Supplies	500.00	0.00	500.00
Gift Store Inventory & Supplies	6,500.00	5,734.76	5,500.00
Display Supplies, Archives Legacy	700.00	2,000.00	700.00
Fundraising Expenses	100.00	0.00	100.00
Dues & Fees	100.00	60.00	100.00
First Data & Square Up Card Costs	200.00	182.41	200.00
Back Step Repairs	0.00	700.00	250.00

COVID-19 Expenses	0.00	5,121.67	2,500.00
Expansion / Acquisitions	0.00	0.00	0.00
	<u>11,600.00</u>	<u>12,154.55</u>	<u>13,650.00</u>
Total Expenses	54,870.00	51,646.29	54,600.00

Skoolumchuck Heritage Society
COVID-19 REPORT

During the 2020 pandemic the Egmont Heritage Centre was fortunate to be able to offer a low-touch visitor experience with enough room and layout to achieve more than adequate physical distancing and sanitation. COVID-19 had a significant effect on the Skookumchuck Heritage Society in the area of traffic patterns (visitors were fewer overall but regional attendance was up), reductions in type and frequency of services offered (no coffee or baked goods this year), and, most glaringly, the increased physical and mental demands made on our employees and volunteers as visitors strove to escape their COVID-19 affected lives.

Further to the above concerns our manager found herself, this year, in a COVID-19 high risk group. Consequently, most of her time and work was (and is currently) accomplished remotely from her home. This sad development meant that extra staff was required at the centre almost from the very start of our 2020 open season. Thankfully one very generous and capable board member showed up and worked tirelessly to ensure the disruption to our visitors and community partners / local customers was minimal. Maureen Juffs not only designed and oversaw the implementation of our COVID-19 policies and procedures, she took on the role of educator (to our student and youth summer staff) and interim on-site supervisor/manager. She supervised the reconstruction of our emergency exit ramp and railings and monitored customers and other visitors for adherence to our new normal demands. The Skookumchuck Heritage Society owes her a huge debt of gratitude understanding that without her the Egmont Heritage Centre would likely have either not opened or would have opened such reduced hours with minimal services as to have been nearly ineffective in its social and educational mandates. Thank you Maureen.

We expect, in the coming year, to spend some additional funds (beyond the \$5,100.00+ spent in 2020) on finalizing the COVID-19 policies and procedures that were implemented this year. We are hoping to accomplish this before our Easter 2021 opening, refining our skills and filling in any holes we discover now that we can take a beat and reflect. The cost of COVID-19 2021 should be par or less than 2020, considering that much of the thinking and testing of procedures has been completed to our reasonable satisfaction.

Of course we have no idea what the future holds but we are hoping that 2022 will relieve us of much of this expense as the world comes to grips with COVID-19 and is able to offer vaccines and treatments to the general population (fingers and toes crossed).

Skookumchuck Heritage Society
Egmont Heritage Centre

Skookumchuck Heritage Society
FIVE YEAR PLAN

As you are likely aware the Skookumchuck Heritage Society resides in the small fishing village of Egmont. Life here doesn't change much from year to year. The cycle is between quiet time (the rainy season - October to May) and busy time (June to September). The Skookumchuck Narrows Provincial Park is our biggest draw during the busy season and often provides the heritage centre with most of its visitors, users and customers. That said, moving forward, the summer months will be the time we are most concerned with for our budget and activity projections.

Each year between now and 2025 we plan on an income & expense increase of about 2% per annum. 2021 & 2022 however may likely prove to be negatively impacted in the area of income by the pandemic and the proposed logging currently being planned for our area of the Sechelt Peninsula. Of course we have no way of knowing how our organization will be affected by either of these events but we can confidently say that there will be some impact as Egmont road is incorporated in the deforestation plans and, of course, COVID-19 knows no boundaries.

For the purposes of this report we are planning business as usual as stated in the opening paragraph. Perhaps an increase in sales for our gift store will occur if international travel re-opens and we see that portion of our visitorship return and the impact of logging minimized by thoughtful implementation from our government and other supervising bodies.

The principal services offered at the centre: heritage and natural history museum (entertainment – so much appreciated by 2020 attendees!); visitor information; gift shop/snacks; parking; and, washrooms proved vital during a time when like-facilities (public washrooms and shelters in particular) were closed. We can't thank the SCR D enough for helping us to continue to offer people clean hands, a safe place to park and a respite from the current social impositions.

Skookumchuck Heritage Society
Egmont Heritage Centre

Sunshine Coast Community Services: Youth Outreach Worker Program

Sunshine Coast Youth Outreach (SCYO) is a program that aims to connect youth aged 13-23 with local resources in our community and promotes increased safety while decreasing risk. Employing a harm reduction model, with a focus on a non-judgmental attitude, safety, sustainability, inclusion, advocacy, and partnerships with existing agencies and resources, SCYO workers educate and inform youth about existing resources and supports available to them locally. Youth connect with outreach workers concerning various topics including, but not limited to, drug and alcohol concerns, mental wellness, parent-teen conflicts, housing, food insecurity and sexual health issues.

SCYO team members have formed valuable connections and developed a positive reputation within the community. Prior to the current pandemic, staff connected with youth at Elphinstone Secondary School, Chatelech Secondary School, Pender Harbour Secondary School and the Sunshine Coast Alternate Schools. They also attended two elementary schools weekly - Kinnikinnick and Gibsons Elementary – through the Stop and Talk program for grade 6 and 7. Outreach workers also met with youth in the community on regular Friday night outreach shifts.

Covid Impact: Since the start of the COVID 19 pandemic, the program has seen a shift in the needs of youth and this has led to a more diverse approach in the way services are provided. The youth outreach program continues to focus on maintaining a visible and consistent presence for youth in our community. While the numbers of youth that youth workers have connected with in the community at large has been reduced during the initial isolation stages of covid, the connections and relationships with youth have shifted and deepened along with the increased need for support. Over this time many youth found themselves in challenging situations either through risky home environments, family disagreements, impact of drugs and alcohol, impact of financial stress and impact of isolation from peers and community. The impact of the loss of youth focused community groups and activities and the loss of ‘traditional’ youth gathering spaces such as malls, businesses and schools as well as access to neighbourhood safe homes of peers has become apparent to all services working with youth. These recognized impacts have affected all youth and is all the more concerning for those that are already vulnerable and at risk. See Covid update for more details.

Friday Night Outreach Accomplishments of 2020 (Jan-Oct)

YOWP workers had contact with approximately 256 youth in the following age categories:

- 10% preteen
- 54% 13-15yrs
- 40% 16-19yrs

- 06% 20-23yrs

Workers identifies 77% of these youth as being 'at risk' or underserved

- 33% for safety (vulnerable to sexual exploitation, bullying, peer and relationship issues being unsupervised and isolated, etc.)
- 44% for mental health and substance use
- 23% for food and housing

Youth Outreach Pop-Ups

In the past year Youth Outreach has been evolving in the way it is providing services. The Youth Outreach Team was looking for ways to reach youth in a more meaningful way by using Pop-Up events. Once a month the team would set up a tent, chairs and a propane fire pit and invite youth to come get a drink and some food. Resources were made available for youth and Workers were available to chat and provide resources. The first PopUp was very successful and approximately 20 youth attended. Very quickly it was decided to offer PopUps every other week - one in Gibsons and one in Sechelt. One was also held at the Sechelt Nation Wellness Center. Before the pandemic up to 30 youth were attending PopUps and plans were to take it to Pender Harbour as well. PopUps allowed for Workers and youth to get to know each other in a more meaningful way, and in a setting that youth choose.

Covid Impact: When the pandemic began all PopUps were cancelled. Youth Workers are currently writing protocols to create a safe procedure for having PopUps and plan to start them in October. Connections with individual youth that had already been established as a result of Pop Ups were maintained through social media and one to one contact as each was permitted following covid protocols. See Covid update for more details.

Stop and Talk

Stop and Talk is a program focussed on building connections with grade 6 and 7 students before they transition to high school. This drop in was facilitated by a Youth Outreach Worker and either Janet Mulligan (Sechelt Nation, Indigenous Child and Youth Mental Health and Wellness Liason) or Frances Ardron (VCH - Youth Mental Health Substance Use Counsellor). During lunch, workers would facilitate a weekly drop in group where students were able to ask questions and discuss the answers as a group. Leading up to the

group students are able to submit questions anonymously using a drop box in the school library. After the group, workers would stay in case students wanted to talk one to one. Over time, students built trust with workers and no longer used the anonymous question box, and asked openly. Students asked about physical, mental and sexual health, puberty, dating, drugs and alcohol, conflict with family/family, social media, gender, self-harm and suicide. Before COVID 19 anywhere from 5 to 20 youth would attend Stop and Talk. This program gave youth the opportunity to discuss their concerns and connect them with appropriate community supports when needed.

Covid Impact: Direct face to face work with the Nation staff stopped as a result of their closed doors policy for covid safety. School were shut down and youth contact was maintained either contact through phone, facetime and other virtual platforms, facebook, Instagram and other social media while youth were at home. As protocols shifted face to face contact in the community was resumed whenever possible following covid safety protocols. See covid update for more details.

When students started school from home, Kinnikinnick Elementary counsellor Melissa Bell supported Janet Mulligan and Lisa Weitendorf to run the drop-in program virtually. From April until August, students were able to attend the program using Zoom as part of their schooling and support from home. During this time, between 2 and 6 students attended Stop and Talk weekly.

Currently, workers are writing procedures and communicating with schools in order to safely offer Stop and Talk in the 2020/2021 school year.

Access to Resources

The Youth Outreach Workers involvement in the community has resulted in connecting youth with employment resources, food security, housing services and more. Workers referred youth to the Youth in Transition Program, Drug and Alcohol counseling, PEACE Program, YMCA Teen Mindfulness groups, Trans and LGBTQ2+ drop-ins, Mental Health Services, Youth Health Clinics, Rain City Shelter and Housing, food banks in both Sechelt and Gibsons. A number of youth were also referred to programs online such as bouncebackbc.ca, foundry.ca and agedout.com as well as off-coast Youth Services.

Covid impact: Many of these agencies and clinics developed covid related on- line supports for youth were referred as needed particularly around the impact of isolation and mental health.

Communication with youth beyond outreach hours

Youth Outreach continues to use a widely advertised phone number which functions as a confidential helpline and informational resource for local youth. This number is on posters, stickers, Facebook,

Instagram, as well as flyers handed out in schools and given out to youth by other social services professionals such as Vancouver Coastal Health and the Ministry of Children and Family Development. Youth are invited to call or text this number if they are having any issues in their lives, or if seeking help for a friend. This phone has a detailed message outlining emergency numbers, including the Kids Helpline (1-888-688-6868) and the Crisis Center (1-800-SUICIDE). All callers that leave a message or send a text receive a call back.

Youth Outreach has a presence online via Facebook and Instagram; two popular social media platforms for both youth and adults in our community. The Sunshine Coast Youth Outreach Facebook page provides a useful forum to communicate with the community at large, to share resources and pertinent news articles and information. The Facebook page currently has 316 followers, with posts reaching over 600 Facebook users. The SCYO Instagram account has over 215 followers – local youth, youth advocates and service providers. This platform continues to be an effective way to publicise resources, events, outreach activities, and safe spaces for youth in our community. Instagram chat continues to be the most common avenue that youth are using to reach out to staff at this time.

Covid Impact: these platforms continued to be utilized during the first months of covid pandemic impact and continue to be an important and relevant source of contact for youth on the Coast. See covid update for more details.

Presence at Community Events

Covid impact: Unfortunately, due to the ongoing pandemic the community events that we have supported in past years did not happen. We did provide some content for Pride on the Porch which was a zoom event to replace Sunday in the Park with Pride.

We have been a consistent presence at the Trans Drop-In which quickly developed a strong group through zoom.

Moving forward, Youth Outreach workers will now be facilitating the monthly Trans Drop-In and LGBTQ2+ Drop-In on zoom and face to face when permissible following covid protocols.

Connection with Youth Committees

The Team Lead and a youth worker are responsible for attending monthly meetings of the Youth Action and Awareness Committee. During these meetings many local community members and professionals who work with youth meet to discuss issues and give updates on their programs. The outreach worker provides a Youth Outreach report including items such as schools visits, statistics, location and hangout spots among youth, specific youth events and situations such as trends with youth experimenting with drugs and

alcohol. The Lead provides any updates to the programming and other youth programs at Sunshine Coast Community Services.

Covid impact: During the pandemic these meetings were canceled and have recently started up again through zoom.

The Team Lead and a Youth Outreach worker also attend and participate in the Sunshine Coast Child and Youth Mental Health and Substance Use Local Action Team. Along with this team, Sunshine Coast Community Services, Sechelt Nation, SD46 and the Division of Practice, Youth Outreach contributed to the application for Foundry. The Sunshine Coast was not granted Foundry however, it has given the youth workers and the rest of the agencies involved some direction to move forward. Youth Outreach Workers will be focusing on youth engagement.

Covid impact: During the pandemic the Youth Action and Awareness Community did not meet. These meetings have resumed in June and Youth Outreach workers continue to attend the zoom meeting, The Sunshine Coast Child and Youth Mental Health and Substance Use Local Action Team began to meet bi weekly through zoom to address the needs of youth during this challenging time.

Covid Update: Programming Changes during Covid19

In March 2020 Youth Outreach began immediately to offer services virtually due to the ongoing pandemic restrictions and protocols. This was essential as schools were closed and Youth Outreach Workers stopped doing community outreach face to face. Additional focus on social media helped maintain connections with youth. Workers expanded their profiles on line posting 4 times a week to let youth know they could connect and to share resources and strategies for dealing with isolation. Engagement incentives for youth were created by workers so that the postings involved interactive contests with the goals of increasing community connection and included incentives to participate and making the process more fun for youth. Prizes such as pizza giveaways on Instagram were well responded to by youth with the winners receiving pizza and a drink delivered to their home.

Throughout the initial months of covid pandemic impact youth workers immediate focus was on meeting the needs of at risk and isolated youth including the delivery of food for youth in need through collaboration with the food bank and by providing other identified essentials including hygiene kits. This proved to be a successful way to maintain youth contact and engagement through drop offs and outdoor check-in's. To combat isolation and the accompanying mental health challenges youth experienced during this time, the youth outreach team compiled and delivered home activity kits, supplying the educational information and support for youth who were isolated. Kits included healthy activities to improve mental

health and wellbeing so that youth could engage in art and journaling as well as other in home activities and projects. Support in accessing safe places to live and to gather for youth at risk in their homes and or community along with help to secure other essential services continued to be delivered by staff primarily through on line, phone and or 'safe' face to face encounters.

Other youth outreach projects, 'The Trans Drop In' and 'Stop and Talk,' moved to an online platform maintaining a regular but smaller group of active participants over this time.

One of the outcomes that the staff have identified as a result of changing communication formats due to covid restrictions on larger group face to face engagement, is that staff were able to focus on building relationships with individual youth. A benefit that has been identified by the youth outreach team is that ongoing relationships between youth and their workers have deepened as a result of youth's increased need for support over this time period of covid restrictions and protocols.

Moving Forward

The Youth Outreach Program has seen many changes over the past year moving from regular Friday nights out in the coast community to activities that are more diverse and meaningful to youth. Pop Ups will start up again as well as regular Friday night outreach along the Coast from Gibsons, Roberts Creek to Sechelt and surrounding areas. School lunch hour visits are on hold in Gibsons and Sechelt at this time and that has allowed Youth Workers to do more direct, one-to-one work with youth. Currently workers are in active regular communication with schools to establish paths to service that are both safe and accessible for youth.

'Stop and Talk' has been well received by youth and will be expanded to create a safe place for youth to connect, ask questions and learn about resources. Youth Workers will continue to lead the monthly Trans Drop In. Face to face groups are resuming when possible but are smaller due to safety restrictions and are not seen as a replacement for on line platform meetings so that accessibility to services for youth has expanded with more developed and experienced alternative group platforms available as an adjunct to direct face to face contact.

Pender Harbour Outreach youth program in the Pender community works in close collaboration with the community schools and food bank has continued to support youth in that community through food and essentials drop offs including hygiene and activity kits. This has expanded over summer and fall months with the youth worker attending small gatherings on a regular basis through out the community providing access to supports and community connections and maintaining active connection with youth as permitted under covid protocols. Phone check in, texts and virtual platform contacts are also utilized whenever possible. Due to the smaller size of the schools in Pender the youth worker has been able to be at the school since it reopened in the Fall during lunch hours and this continues to be a successful place to connect with youth in need.

Name of Organization	Sunshine Coast Community Service Society
Date Created:	02-Oct-20
Revision Date:	
Budget Planning Year:	2021
Year to Date:	January to August 2020

2020	8 mth acutals to	2019		% Variance	Financial Planning					
Budget	Aug-20	Budget	Variance	2020	2021	2022	2023	2024	2025	NOTES:

REVENUE:

Local Government Request																				
SCRD (Budget Proposal)	\$	40,804.00	\$	27,202.67	\$	38,712.00	\$	2,092.00	5%	\$	42,028.12	\$	43,288.96	\$	44,587.63	\$	45,925.26	\$	47,303.02	Confirmed to end of 2022
District of Sechelt (confirmed)	\$	26,287.00	\$	17,524.67	\$	25,521.00	\$	766.00	3%	\$	27,075.00	\$	27,887.00	\$	28,723.61	\$	29,585.32	\$	30,472.88	
Town of Gibsons (proposed)	\$	13,909.00	\$	9,272.67	\$	13,047.00	\$	862.00	6%	\$	14,326.27	\$	14,756.06	\$	15,198.74	\$	15,654.70	\$	16,124.34	
Total Request	\$	81,000.00	\$	54,000.00	\$	77,280.00	\$	3,720.00	5%	\$	83,429.39	\$	85,932.02	\$	88,509.98	\$	91,165.28	\$	93,900.24	For 2021 to 2025, we are asking for a 3% increase for COLA's.
TOTAL REVENUE	\$	81,000.00	\$	54,000.00	\$	77,280.00	\$	3,720.00	5%	\$	83,429.39	\$	85,932.02	\$	88,509.98	\$	91,165.28	\$	93,900.24	

2020	Acutals to	2019		% Variance	Financial Planning					
Budget	Aug-20	Budget	Variance	2020	2021	2022	2023	2024	2025	

EXPENSES:

Materials and Supplies

Program Supplies	\$	2,355.00	\$	5,715.66	\$	2,000.00	\$	355.00	15%	\$	2,425.65	\$	2,498.42	\$	2,573.37	\$	2,650.57	\$	2,730.09
Publicity & Advertising	\$	310.00	\$	131.84	\$	300.00	\$	10.00	3%	\$	319.30	\$	328.88	\$	338.75	\$	348.91	\$	359.37
Sub Total	\$	2,665.00	\$	5,847.50	\$	2,300.00	\$	365.00	14%	\$	2,744.95	\$	2,827.30	\$	2,912.12	\$	2,999.48	\$	3,089.47

Office / Equipment

Office Expenses	\$	135.00	\$	912.09	\$	125.00	\$	10.00	7%	\$	139.05	\$	143.22	\$	147.52	\$	151.94	\$	156.50
Cellular	\$	1,520.00	\$	2,413.06	\$	1,510.00	\$	10.00	1%	\$	1,565.60	\$	1,612.57	\$	1,660.95	\$	1,710.77	\$	1,762.10
Computer mtncn/service/support	\$	960.00	\$	640.00	\$	960.00	\$	-	0%	\$	988.80	\$	1,018.46	\$	1,049.02	\$	1,080.49	\$	1,112.90
Sub Total	\$	2,615.00	\$	3,965.15	\$	2,595.00	\$	20.00	1%	\$	2,693.45	\$	2,774.25	\$	2,857.48	\$	2,943.21	\$	3,031.50

Facility / Utilities

Rent	\$	2,010.00	\$	1,363.43	\$	2,745.00	\$	735.00	-37%	\$	2,070.30	\$	2,132.41	\$	2,196.38	\$	2,262.27	\$	2,330.14
Insurance	\$	150.00	\$	100.00	\$	150.00	\$	-	0%	\$	154.50	\$	159.14	\$	163.91	\$	168.83	\$	173.89
Telephone/Fax/Internet	\$	725.00	\$	483.33	\$	720.00	\$	5.00	1%	\$	746.75	\$	769.15	\$	792.23	\$	815.99	\$	840.47
Sub Total	\$	2,885.00	\$	1,946.76	\$	3,615.00	\$	730.00	-25%	\$	2,971.55	\$	3,060.70	\$	3,152.52	\$	3,247.09	\$	3,344.51

Personnel

Supervision	\$	3,227.00	\$	1,945.84	\$	3,026.00	\$	201.00	6%	\$	3,323.81	\$	3,423.52	\$	3,526.23	\$	3,632.02	\$	3,740.98
Direct Service Salaries & Benefits	\$	51,051.00	\$	35,137.47	\$	47,815.00	\$	3,236.00	6%	\$	52,582.53	\$	54,160.01	\$	55,784.81	\$	57,458.35	\$	59,182.10
Sub Total	\$	54,278.00	\$	37,083.31	\$	50,841.00	\$	3,437.00	6%	\$	55,906.34	\$	57,583.53	\$	59,311.04	\$	61,090.37	\$	62,923.08

Other Expenses

Travel	\$	7,607.00	\$	2,403.35	\$	7,500.00	\$	107.00	1%	\$	7,835.21	\$	8,070.27	\$	8,312.37	\$	8,561.75	\$	8,818.60
Audit	\$	300.00	\$	200.00	\$	300.00	\$	-	0%	\$	309.00	\$	318.27	\$	327.82	\$	337.65	\$	347.78
Dues & Subscriptions	\$	105.00	\$	90.00	\$	105.00	\$	-	0%	\$	108.15	\$	111.39	\$	114.74	\$	118.18	\$	121.72
Admin Fee (12%)	\$	9,720.00	\$	6,480.00	\$	9,274.00	\$	446.00	5%	\$	10,011.60	\$	10,311.95	\$	10,621.31	\$	10,939.95	\$	11,268.14
Sub Total	\$	17,732.00	\$	9,173.35	\$	17,179.00	\$	553.00	3%	\$	18,263.96	\$	18,811.88	\$	19,376.24	\$	19,957.52	\$	20,556.25

Training / Development

Staff Development	\$	825.00	\$	750.00	\$	75.00	9%	\$	849.14	\$	874.36	\$	900.59	\$	927.61	\$	955.44
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	2020	8 mth acutals to	2019		% Variance	Financial Planning					
	Budget	Aug-20	Budget	Variance	2020	2021	2022	2023	2024	2025	NOTES:
Sub Total	\$ 825.00	\$ -	\$ 750.00	\$ 75.00	9%	\$ 849.14	\$ 874.36	\$ 900.59	\$ 927.61	\$ 955.44	
TOTAL EXPENSES	\$ 81,000.00	\$ 58,016.07	\$ 77,280.00	\$ 3,720.00	5%	\$ 83,429.39	\$ 85,932.02	\$ 88,509.98	\$ 91,165.28	\$ 93,900.24	
	2020	Acutals to	2019		% Variance	Financial Planning					
	Budget	Aug-20	Budget	Variance	2020	2021	2022	2023	2024	2025	
CAPITAL REQUIREMENT											
Purchases:											3-4 year replacement plan included in computer mtnce/service/support line
Laptops and other technology	\$ -	\$ -	\$ -	\$ -	#DIV/0!						
Subtotal Purchased	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL COMMITTED EXPENDITURES	\$ 81,000.00	\$ 58,016.07	\$ 77,280.00	\$ 3,720.00	5%	\$ 83,429.39	\$ 85,932.02	\$ 88,509.98	\$ 91,165.28	\$ 93,900.24	
LESS PROPOSED EXPENDITURES	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	
LESS ORGANIZATION REVENUE	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL TAX REQUISITION	\$ 81,000.00	\$ 58,016.07	\$ 77,280.00	\$ 3,720.00	5%	\$ 83,429.39	\$ 85,932.02	\$ 88,509.98	\$ 91,165.28	\$ 93,900.24	



**HALFMOON BAY - CHATELECH
COMMUNITY SCHOOL ASSOCIATION**

Halfmoon Bay-Chatelech Community School Association

**8086 Northwood Road
Halfmoon Bay, BC
V0N 1Y1**

**Sunshine Coast Regional District
Special Corporate and Administrative Services Committee 1975 Field Rd.
Sechelt, BC
V0N 3A1**

October 15, 2020

Summary of Programs and Services

Once again, we thank you on behalf of our Association for your continued support of our Community Schools and specifically Tween Nights and Restorative Practises. The social-emotional, financial and practical supports to families Sunshine Coast Community Schools provide has never been more important as during this time of community wide trauma. Navigating the Covid pandemic has given us all a renewed appreciation for the responsiveness of Community Schools and the relationships and resourcefulness we have worked hard to establish over our 28-year history. Our Association provides programming in four main areas, Chatelech Secondary, Halfmoon Bay Elementary, Early Years (Family Resource Program with SD#46) and Restorative Practises. Our programs are funded by CommunityLINK, SD#46, the United Way, Sunshine Coast Regional Economic Development Organization, and yourselves. We will begin with an overview of programs, followed by an outline of Tween Night, Restorative Practises, and our financial position and projected budget.

Through CommunityLINK and more recently United Way funds our Association provides a Community School Coordinator in both Halfmoon Bay Community Elementary and Chatelech Secondary.

Programs offered and or supported at Halfmoon Bay include bi-monthly Tween Nights, Kicks for Kids, Student Leadership, Primary Literacy Club, Homework Club, Volunteer Readers, Fishing Club, Breakfast Program, Yearbook Club, Lunchtime Clubs, Family Book Club, support of school and community events, as well as the Fruit and Veggie Program. Area Director Lori Pratt is a welcome visitor to our Student Leadership group, we appreciate and value her input to community issues, students take pride in being informed and working toward being part of an engaged community.

Funding from the Sunshine Coast Regional Economic Development Organization provides staff time for the Halfmoon Bay Information and Business Referral program (previously the Halfmoon Bay Information and Referral Centre). This program maintains a business list for Halfmoon Bay shared through the Community School website and printed brochures, outreach to our local businesses, and welcome packages to new residents. Business and entrepreneur events have traditionally been an integral part of this program.

At Chatelech Secondary our programs include Breakfast and Hungry Kids Lunch Program, Fruit and Veggie Program, Make It (an afterschool program for students grades 7 to 12 offering experience in wood working, metal and automotive), Grade 7 Transition events, support of Shine On students in school activities ensuring an inclusive school environment, support of the Mentors in Violence Prevention Program, and other school events.

During Covid our coordinators meet weekly on Zoom with other coordinators to assess needs and share ideas for keeping kids connected and ensuring families received whatever practical supports were needed such as gift cards for food. They worked closely with school staff to assess needs and to support transition events with Covid precautions in place.

Through funds from SD#46 Family Resource Program our association provides a part time Family Navigator for Early Years (zero to five). This position offers support to families one on one, through Strongstart, parenting classes, workshops, and in schools during Kindergarten transition.

During the spring all programs (Strongstart, Parenting, and Parent Support Groups) were offered through Zoom. As with our two school coordinators our family navigator worked with community schools to provide food, toys and other essential items to families. Through the summer an outdoor drop in based in local trails was offered and family support continued by phone, email and driveway visits. This fall, Strongstart has begun outside, parent classes continue on Zoom.

Our coordinators have worked hard and successfully adapted to the changes required to meet the needs of our community during the community wide trauma of the pandemic. We drew together to solve problems and be available to meet the increasing need for supports families required. This fall we are re-creating our programs to ensure we are safe, your funds are well spent, and programs continue to be responsive to needs of the community.

Below are summaries and financial reporting on the programs funded by the SCRD, followed by our Association's financial statement and proposed budget for this year.

Summary – Halfmoon Bay Tween Night

For the last 4 consecutive years, funding from the SCRD for our Halfmoon Bay Tween Night program has made a huge impact on our Halfmoon Bay youth. We have been able to run this program with 2 safe adults providing structured and unstructured activities as well as healthy snacks and meals to Grade 5-7 students. This program gives our youth a safe place to be after school hours providing fun activities such as movie nights, dance parties, crafting, sports and so much more. Unfortunately, we had to cease programming in March of 2020 in the face of Covid-19. As we move through the different phases of the pandemic and our new normal, we are seeing new opportunities to evolve our Tween Night programming to meet the ever-changing needs of our students and community. We are confident that your funding will be valuable in the reconstruction of this program as changes have to be made to keep everyone safe, which takes more time and resources. Students will need to attend in their school cohort groups when meeting in person, we will have to follow strict cleaning and sanitizing protocols, all instructors will need to adhere to physical distancing and wear a mask at all times during the program. Food service, which is such a vital component of this program, will need to be carefully thought out and strict protocols will have to be in place.

One thing that hasn't changed is our need to support and connect with our youth. Now more than ever they need to be engaged with their peers and supportive adults and have access to healthy food. Like all of us, our youth are craving the social connections that they used to have and although it may look a little different, providing a structured program makes such an impact. We are grateful for the opportunity to reinvent our program to make it work in this new normal. We see our new model running twice a month, one at the school and outside as much as possible, and the second an online model where youth can zoom into the program for some interactive fun. For the online model we will put a box together for each student with the materials necessary for an activity we do all together, if we are cooking all the ingredients we need will be provided or if we are crafting there will be crafting supplies, etc. The kit will also include a healthy snack/meal that we can share "together".

Below is a reporting of funds used and remaining as well as our request for 2021/22

Halfmoon Bay Tween Night Funding 2019/2020: Grant received: \$2,700

		Proposed	Actual	Remaining
Grant Received	\$2,700			
Deferred from 2018/19	\$409			
Expenses		\$1,828	\$1,410	\$418
Staff wages		\$1,200	\$512	\$688
Administration		\$81	\$81	
Total		\$3,109	\$2,003	\$1,106

We respectfully request your continued funding for Tween Night for the coming year in the amount of \$2,700. As in the past, funds will be split between program materials, food and staff wages with a small portion (\$81) allotted to administration.

As with everything, we will start slow and the program will evolve and grow as we go.

Thank you for all your support and consideration.

Sincerely,

Wendy White
HMB Community School Coordinator
Halfmoon Bay – Chatelech Community School Association

Summary - Restorative Practices

I will begin with a brief history of the work done over the past 15 years made possible by your generous and continued support. Restorative Practises was introduced to our school district with trainings by Diane Gosen and other restitution trainers between 2005 and 2010. Restitution is a relationship-based way of supporting positive school culture that includes an opportunity for students to correct their mistakes in a non- punitive way and come through the experience strengthened. We began our partnership with the Restorative Justice Program of the Sunshine Coast at this time and held several trainings for school staff in Restorative Justice Circles. School wide training was held at Pender Secondary with the International Institute of Restorative Practises. After being introduced to Dr. Evelyn Zellerer through strategic planning with the Restorative Justice Program we began a long-standing relationship with her involving two joint grant applications and several district and school wide trainings in Peace Circle's. Circles are used in classrooms to build community, create group values and guidelines, practice empathy, and understand other's perspectives. Over 100 district staff are trained in circle process.

In 2015 our community was introduced to Positive Discipline, a restorative parenting approach that is trauma informed and supports strong child-parent relationships. Classes were introduced through SD#46's Early Learning Program. Hundreds of parents have been trained over the past 5 years. Since that time Positive Discipline in the classroom has been introduced to many schools creating a common language and approach between school and home.

This year we welcomed Kate Kerr (Director of Inclusion Services), Kirsten Deasey (Principal of Innovation and Learning), and Sarah Joseph (Positive Discipline Trainer) to share thoughts about how to move forward with Restorative Practises and how it fit with other School District social-emotional supports. We felt it was time to go deeper with schools and focus on integration with systemic supports embedded over time. We looked for schools who were willing to commit to a 3-year Positive Discipline implementation plan.

Last fall Langdale Elementary accepted our invitation and training began in January. When Covid hit and school buildings were closed our focus shifted from staff training to supporting parents. Staff were adjusting to teaching online and coping with the massive changes in supporting students. Parents were experiencing many stresses with children at home full time. This seemed like the perfect opportunity to focus on social-emotional supports for parents. Through planning with Langdale's Principal Duncan Knight, Sarah Joseph provided classes to a group of parents on a weekly basis. Our goal was to introduce positive discipline to parents and to create a sense of community for families. The program ran through the spring and two families from the group continued through the summer.

In addition to working with Langdale Elementary we used funds to adapt Positive Discipline Parenting to Zoom. We partnered with the Early Learning team and were able to offer the already scheduled Early Years parenting classes with no interruption of service.

Our team offered Positive Discipline workshops to District staff and through District funding parenting classes were offered on Zoom for Elementary and School age families. Classes continue this fall with good registration. This September we offered a "Teaching Through Challenging Times" workshop for Langdale staff using circle process to share perspectives and create a school plan for wellness.

Our partnership with Restorative Justice Program of the Sunshine Coast continues. We are presently beginning a pilot project adding the skills of a family navigator to the team of volunteers supporting youth referred to the program by RCMP. The project will focus on maintaining relationships at school and parent coaching.

Below is a reporting of funds used and remaining, as well as our request for 2021/22.

Restorative Practices Funding 2019/21

Grant received August 2019 - \$10,000

		Proposed	Actual	Remaining
Grant	\$10,000			
Expenses				
Training/Parent Supports		\$5,400.00	\$2,572.00	
Staff wages		\$4,600.00	\$3,958.00	
		\$10,000.00	\$6,530.00	\$3,470.00

As you can see, we have had many adjustments and adaptations to our plans for use of funds this year, and also many exciting opportunities. We have appreciated the focus on supporting parents and staff wellness and will continue this focus through the fall and winter. We are prepared and ready for school wide training as we adjust to this next phase of the pandemic.

We respectfully request your continued funding in the amount of \$10,000.00 for Restorative Practises for the coming year. As in the past funds will be split between resources, training and coordinator time with a small portion (\$300) allotted to administration.

Respectfully Submitted,

Sue Lamb
Restorative Practises Coordinator
Halfmoon Bay – Chatelech Community School Association

Halfmoon Bay - Chatelech Community School Association
July 1, 2020 - June 30, 2021 Budget

INCOME	Budget Amounts
GST Rebate	\$ 150.00
Interest Income	1,500.00
Grant -Restorative Practices (SCRD)	10,000.00
Grant - Restorative Practices (SCRD) - Deferred	3,469.90
Grant - Family Resource Program (SD46)	23,000.00
Grant - Tween Night (SCRD)	2,700.00
Grant - Tween Night (SCRD) - Deferred	1,261.73
Grant - SD#46 Community Link - CHAT	20,585.00
Grant - SD#46 Community Link - HMB	20,585.00
Grant - SD#46 Community Link CHAT- Deferred	6,634.62
Grant - SD#46 Community Link HMB -Deferred	369.06
Grant - United Way Regular	7,500.00
Grant - HMB Information & Business Referral (SCREDO)	4,500.00
Admin Funds - Family Resource Program Deferred (Apr-Jun 2019)	375.56
Total Income	\$ 102,630.87

EXPENSES	
Amortization	\$ 250.00
Dues and Fees - funded from savings	200.00
Insurance	600.00
Volunteer Recognition & Honorariums	450.00
Development and Training	450.00
Restorative Practices Project Expense	5,100.00
Restorative Practices - Wages & Benefits	4,600.00
Wages & Benefits - Family Resource Program	24,469.90
Tween Night Program Expenses	2,680.73
Tween Night -Wages & Benefits	1,200.00
Community Link Exp - Chat Site Team Exp	9,384.62
Community Link Exp - HMB Site Team Exp	3,469.06
Community Link -Wages & Benefits *includes Kinderspark	33,735.00
Website Design	350.00
United Way Regular -Wages & Benefits	7,500.00
Wages & Benefits - HMB Info & Business Referral	3,500.00
HMB Info & Business Referral Program Expense	1,000.00
Advertising and Promotion	100.00
Accounting and Legal	1,390.00
Office	600.00
Computer Upgrades - funded from savings	2,200.00
Wages & Benefits - Administrative & Payroll Duties	1,800.00
WCB	200.00
Total Expenses	\$ 105,229.31
NET INCOME (LOSS)	-\$ 2,598.44

SUMMARY OF DEFICIT

Computer Upgrades *funded from savings account	-\$ 2,200.00
Dues & Fees *funded from savings account	- 200.00
Amortization *non cash transaction	- 250.00
Excess GST Rebate & Admin Funds unallocated	51.56
Total Deficit	69 - \$ 2,598.44

Halfmoon Bay-Chatelech Community School

Profit & Loss Statement

July 1, 2020 - September 30, 2020

Income	YTD ACTUAL \$				Annual Budget
Interest Income	\$	9.66	\$		1,500.00
GST Rebate		-			150.00
Restorative Practices (SCRD) - Current		10,000.00			10,000.00
Restorative Practices (SCRD) - Deferred Funds		3,469.90			3,469.90
Tween Night , HMB (SCRD) - Current		2,700.00			2,700.00
Tween Night, HMB (SCRD) - Deferred Funds		1,261.73			1,261.73
SD#46 Community Link Grant		4,117.00			41,170.00
SD#46 Community Link Grant- Deferred		7,003.68			7,003.68
United Way Grant - Regular		-			7,500.00
Family Resource Program Grant (SD46)		5,250.00			21,000.00
Family Resource Program Admin Fees		1,500.00			1,500.00
Family Resource Program Admin Fees -Deferred		875.56			875.56
HMB Info & Business Referral Grant (SCREDO)		-			4,500.00
Total Income	\$	36,187.53	\$		102,630.87

Expenses

Advertising and Promotion	\$	-	\$	100.00
Accounting and Legal		-		1,390.00
Amortization (non-cash item)		-		250.00
Dues and Fees		60.00		200.00
Office		195.00		600.00
Insurance		610.00		600.00
Development & Training		99.75		450.00
Volunteer Recognition & Honorariums		-		450.00
Wages & Benefits - Administration		180.79		1,800.00
WCB		-		200.00
HMB Info & Business Referral -Program Expenses		-		1,000.00
Wages & Benefits - HMB Info & Business Referral		71.14		3,500.00
Wages & Benefits - United Way		711.83		7,500.00
Wages & Benefits - Family Resource Program		4,056.49		24,469.90
Computer Repairs & Upgrades		34.70		2,200.00
Website Design		-		350.00
Restorative Practices -Program Expenses		400.00		5,100.00
Restorative Practices -Wages & Benefits		403.74		4,600.00
Tween Night - Program Expenses		-		2,680.73
Tween Night - Wages & Benefits		12.38		1,200.00
Chatelech Site Team Expense		415.05		9,384.62
Halfmoon Bay Site Team Expense		287.80		3,469.06
Community School Coordinators - Wages & Benefits		2,870.35		33,735.00
Total Expenses	\$	10,409.02	\$	105,229.31

Net Profit (Loss)

70 \$

25,778.51 \$ - 2,598.44



October 16, 2020

Sunshine Coast Regional District
1975 Field Rd, Sechelt, BC V0N 3A1

Attention: Ms. Tina Perrault, SCRD Board of Directors

Re: Sechelt Community Schools Sechelt Youth Centre Request for Funding

Dear Ms. Perrault, and Directors of the Board,

Please find attached documentation to support our request for continued funding for 2021 in the amount of \$16,827.00 for the Sechelt Youth Centre.

When COVID-19 hit in 2020, the Sechelt Youth Centre closed, and has remained closed through to November 2020, due to concerns around safety and mixing of Tweens and Youth from different schools or programs.

Due to the early closure, we ended with a surplus of \$11,577.00, and this year's plan for safe reopening and a truncated program season will leave us with a projected surplus of \$6596.00. Our projected combined surplus at the end of June 2021 is estimated to be \$18,173.00

We are hoping to return to more regular programming in the fall of 2021, and therefore request the \$16,827.00, which combined with the surplus will bring us back to our usual funding level of \$35,000.00.

For this year, to adapt to the current COVID reality our plan is to limit the mixing of Tweens and Youth from different schools or programs to protect the cohorts that schools have created. We will therefore offer specific days to each of the Sechelt area elementary and secondary programs to prevent 'cross contamination' and reduce participant numbers to ensure safety.

COVID-19 Health protocols that have been implemented in our summer daycamp and licensed after school care programs will be adapted and implemented to ensure participants and staff are safe.

Drop in programming will not be viable, and so our plan for this year is to offer one day per week to each school with one youth worker, and one specialist onsite to deliver a 4 week session focusing on a specific interest (art, music, coding, cooking etc.). Although free, participants will be asked to sign up for these sessions so that we can track and limit participation. If interest exceeds capacity, we will use a lottery system and ensure that those who did not get selected can participate in the next one.

The Youth Centre will reopen in the second week of November to invite participants in to begin planning, and specialized sessions will begin in January and run monthly through to the beginning of June.

Please find attached our supporting documentation:

- 2019-20 Program Budget Actual Sechelt Youth Centre
- 2020-21 Program Budget Projected vs Actual
- 2022-24 Program Budget Projected
- 2019-20 SYC Description of Programs and Services

Thank you for your consideration of our request, and for continuing to support our youth and families.

Sincerely,



Ted Chisholm
Sechelt Community Schools Coordinator
E-mail: secheltcommunityschools@gmail.com
Phone: 604 989-5365

\$35,000 SECHELT YOUTH CENTRE BUDGET 2021-22

Sechelt Community Schools Society

Projected Revenues & Expenses for the year ending June 30, 2022

	Projected	Actual	Variance
Revenues			
<i>Sunshine Coast Regional District</i>	16827		
SCRD Surplus 2020-21 Carry Forward	18173		
Direct Access	5500		
Total Income	<u>40500</u>		
Expenses			
<i>Wages and MERCS</i>	25700		
<i>Wages and MERCS supervision and payroll</i>	3000		
<i>Program Materials</i>	500		
Program Materials - Direct Access	4000		
Insurance	800		
Facility Costs			
Rent	5000		
Rent Direct - Access	1500		
Total Expenses	<u>40500</u>		
Surplus (Deficit)	0		

Description:

Wages include:

Direct Service: 2 staff to supervise youth centre programming Monday to Friday afternoons from 2:30 to 6pm, for Tweens and Youth aged 10 to 17.

Planning Time: 6 hours per week for Youth Worker and Specialist, monthly staff meeting time for 2 staff

SCS Administration time: coordinator and payroll time relating to program (hiring, staff meetings, protocol development and training, reporting, grant writing, payroll)

Program Materials - budgeted minimum amount for food, program supplies

Direct Access: DA grant funds specifically designated for rent, food, program supplies

\$35,000 SECHELT YOUTH CENTRE BUDGET 2023-24

Sechelt Community Schools Society

Projected Revenues & Expenses for the years ending June 30,
2023-24

	Projected	Actual	Variance
Revenues			
<i>Sunshine Coast Regional District</i>	35000		
Other			
Direct Access Gaming	5500		
Total Income	<u>40500</u>		
Expenses			
<i>Wages and MERCS</i>	25700		
<i>Wages and MERCS supervision and payroll</i>	3000		
<i>Program Materials</i>	500		
Program Materials - Direct Access	4000		
Insurance	800		
Facility Costs			
Rent	5000		
Rent - Direct Access	1500		
Total Expenses	<u>40500</u>		
Surplus (Deficit)	0		

Description:

Wages include:

Direct Service: 2 staff to supervise youth drop in programming on Wednesday and Friday afternoons from 3pm to 6pm, and Tweens drop in programming on Thursdays 2:30pm to 5pm. Youth Drop-In is free, and open to participants aged 13 to 18.

Planning Time: Six hours for the Youth Centre Supervisor, monthly staff meeting time for 2 staff in addition to YC Supervisor

SCS Administration time: coordinator and payroll time relating to program (hiring, staff meetings, reporting, grant writing, payroll)

Program Materials - budgeted minimum amount for food, program supplies

Direct Access: grant specifically for rent, food, sports and art supplies, jewellery making equipment, and equipment repair and replacement, in consultation with participants

\$35,000 SECHLT YOUTH CENTRE BUDGET 2020-21

Sechelt Community Schools Society

Projected Revenues & Expenses for the year ending June 30, 2021

	Projected	Actual (to Oct 16)	Variance	Actual Jun 30	Variance
Revenues					
<i>Sunshine Coast Regional District</i>	35000	35000	100%		
Other					
Total Income	35000	35000	100%		
Expenses					
<i>Wages and MERCS</i>	15204		0%		
<i>Wages and MERCS supervision and payroll</i>	3500		0%		
<i>Program Materials</i>	2400		0%		
Program Materials - Direct Access					
Insurance	800		0%		
Facility Costs					
Rent	6500	1,640	25%		
Total Expenses	28404	1640	6%		
Surplus (Deficit)	6596	33360			

Description:

Wages include:

Direct Service: 1 staff to supervise youth centre programming Wednesday to Friday afternoons from 2:30 to 6pm, for Tweens and Youth aged 10 to 17.

1 specialist instructor (music, art, cooking, sport, computer programming etc.) to offer specialized

Planning Time: 6 hours per week for Youth Worker and Specialist, monthly staff meeting time for 2 staff

SCS Administration time: coordinator and payroll time relating to program (hiring, staff meetings, protocol development and training, reporting, grant writing, registration, payroll)

Program Materials - budgeted minimum amount for food, program supplies

Direct Access: DA grant funds normally designated for youth centre programming will be diverted to supporting vulnerable families through other SCS programs.



October 16, 2020

Sunshine Coast Regional District
1975 Field Rd, Sechelt, BC V0N 3A1

Attention: Ms. Tina Perrault, SCRD Board of Directors

Re: Sechelt Community Schools Grant in Aid Request for Funding

Dear Ms. Perrault, and Directors of the Board,

Please find attached documentation to support our request for continued Grant in Aid funding for 2021 in the amount of \$10,000.00 to support activities at the Sechelt Youth Centre.

This funding is an integral part of SYC operations and contributes to the wages and MERC's of the Youth Workers who offer free after school programming to Tweens and Youth Monday to Friday, 2:30pm to 6pm, and was fully utilized for 2019-20.

To save paper, I have combined the description of activities for both Tweens and Youth, and modifications to the 2020-21 year in the Funding Request for Sechelt Youth Centre.

Please find attached our supporting documentation:

- 2019-20 Program Budget Actual Grant in Aid
- 2020-24 Program Budget Projected vs Actual

Thank you for your consideration of our request, and for continuing to support our youth and families.

Sincerely,

A handwritten signature in black ink, appearing to read "Ted Chisholm", with a long horizontal line extending to the right.

Ted Chisholm
Sechelt Community Schools Coordinator
E-mail: secheltcommunityschools@gmail.com
Phone: 604 989-5365

\$10,000 GRANT IN AID BUDGET 2021-24

Sechelt Community Schools Society

Projected Revenues & Expenses for the year ending June 30, 2021-24

	Projected	Actual (to Oct 16)	Variance
Revenues			
Sunshine Coast Regional District	10000	10000	100%
Total Income	10000	10000	100%
Expenses			
Wages and MERCS	10000	0	0%
Total Expenses	10000	0	0%
<hr/>			
Surplus (Deficit)	0.00	10,000	

Description:

The Grant In Aid is used to fund a free Tween Drop In program at the SYC on Mondays **and Tuesdays** from 2:30pm to 5:30 pm for pre-teens and teens aged 10 to 17.

Wages contribute to 2 staff working for 4 hours, and planning time weekly for the Youth Worker

There is no expected change to this funding going forward.

\$10,000 GRANT IN AID BUDGET 2019-20

Sechelt Community Schools Society

Projected Revenues & Expenses for the year ending June 30, 2020

	Projected	Actual (to Nov 13)	Variance	Actual Jun 30	Variance
Revenues					
Sunshine Coast Regional District	10000	10000	100%	10000	100%
Total Income	10000	10000	100%	10000	100%
Expenses					
Wages and MERCS	10000	2462	25%	10000	100%
Total Expenses	10000	2,462	25%	10000	100%
Surplus (Deficit)					
	0.00	7,538			0.00

Description:

The Grant In Aid is used to fund a free Tween Drop In program at the SYC on Mondays **and Tuesdays** from 2:30pm to 5:30 pm for pre-teens and teens aged 10 to 17.

Wages cover 2 staff working for 4 hours, and planning time weekly for the Youth Worker

There is no expected change to this funding going forward.

Pender Harbour Community School Society



Date: October 15, 2020

To: SCRD Special Corporate and Administrative Services Committee

From: Francine Clohosey, PHCS Manager

Area A: COMMUNITY RECREATION PROGRAM

2021 R1 Budget Proposal \$41,100

The Community Recreation Program provides a full range of recreational, educational, and social programs for all residents of Pender Harbour/Area A. Responding to community needs and interests, we plan, research, develop and implement recreational, social and education programs and activities. Working with other organizations and community groups, we offer and support a wide variety of programs for various ages and interest groups.

Impact of COVID-19 on our program

As reported in our 2nd Quarter Report (submitted July 2, 2020), so much of our efforts for the year were knee-capped by Covid-19. When the pandemic was declared in March, we suspended all programming and began to re-imagine the future. We quickly saw the need to drop all expectations and offer support to the community in whatever way was possible and needed.

We deepened our connections to youth and families, especially those in need. We were involved in the Pender Harbour Covid-19 Task Force and attended weekly meetings. We assisted our local Food Bank in streamlining and promoting use of their services and offered additional support as necessary. We worked with our regional partners to more effectively deal with the unexpected and increasing needs of food security, mental health, unemployment, social isolation, and other supports.

We also focused on fundraising and between April and September yielded **\$28,800** for direct community support for Pender Harbour:

- Pender Harbour Rotary – \$2,000 to support vulnerable youth
- SC Community Foundation – \$3,600 for hot meals mobile service
- Vancouver Sun Children's Fund – \$10,000 for food & essential supplies @ MPES & PHSS
- UWLM Local Love Food Hub - \$2,000 for food & essential supplies
- Second Harvest FoodRescue Program – \$5,000 for C-19 support work
- PC Children's Charity – \$2,000 for nutrition programs
- SC Community Foundation – \$4,200 HLC building repairs (via PHCIF)

Adapting to the new reality

Initially, as we tried to re-imagine delivery models for our programs, there were logistical complications to consider. Of course, physical distancing remains a huge issue. We no longer have access to facilities (SCRD, SD46 facilities were closed to user groups). Also, with no running water in our own facility, use of the Harbour Learning Centre has restricted us to operational activities only (no public use). This was further complicated when there were no public washrooms available in Madeira Park.

We are discovering new ways to adapt our programs. Converting to online delivery is already happening in an experimental way. A 'virtual' breakfast club; use of Facebook and social media to share important community information; creating an online digital photo gallery of historical images from past community events (photos of May Day & Egmont Days courtesy of Harbour Spiel) ~ are a few examples.

Since many of our courses have a hands-on component and do not convert well to online, we are discussing options with our instructors to blend or redesigned programs to fit both online and in-person supported learning.

More meaningful adaptations will need to take place in order to move more programs and activities online. And some will not translate to online and so our in-person programs will need to continue to abide by Covid-19 protocols and guidelines.

Forecasting for 2021

We are adapting our programs and responding to the needs of our community. We re-opened the Harbour Learning Centre in early September and have modified our meeting space to allow for safe distancing requirements. We will run courses and congregate outside whenever possible, require pre-registration, reduce the number of participants, and encourage 'bubbles' to sign up together. We anticipate that folks will benefit from more customized and personalized experiences.

In 2021, we plan to start the year off with the Pender Harbour Literacy Crawl ~ a scavenger hunt will keep people active, but apart. Virtual cooking classes will expand our skills and keep us socially connected. We plan to provide technology tutoring to those who are not comfortable with switching to online programs. Our programs for children will also go ahead, closely following C-19 protocols. We plan to host a forum for our local non-profits and we are working out the details.

We will offer in-person (or blended) training programs such as FoodSafe, Emergency First Aid, AED training, CFSC, Conservation & Outdoor Recreation, Babysitter & Stay Safe Certification, and Narcan & Opioid info sessions.

We will continue to work closely with the “Pender Harbour Community Recreation Team” ~ consisting of PHCS (Francine & Paola), PHAFC/SCRD Rec staff (Gwen & Adrienne), PH Seniors Initiative (Marlene) and PH Health Centre (Kym) ~ who meet monthly to collaborate and share skills.

Ongoing quarterly reports will demonstrate deliverables.

In 2021, we estimate 300 participants taking part in 3,000 hours of activities.

Financial considerations for budget

Our program revenues completely ceased in March. We anticipate a significant reduction in program revenues into 2021. The shortfall will be managed by streamlining our programs and reducing program cost (less facilitator wages for example) as well as an ongoing fundraising.

As of mid-October, we are beginning to experiment with offering in-person courses to small groups. We have yet to figure out how to recuperate costs for the virtual programs that we are developing, but it is our intention to run at cost-recovery as much as possible.

In this next year, we will need to maintain staffing levels as we customize and adapt our programs and services and move some to online platforms. We anticipate there will be fewer offerings, however they will require more staff time to develop as we accommodate these unusual circumstances. There may also be a resistance in the community which we need to consider. And, as we adjust to new technologies, our staff will need additional skills training.

In the past, we have not included other revenues or gone after other grants to specifically support this program ~ that will be reflected in future budgets.

Over the years, we have fallen behind in our remuneration for staff and it has become even more apparent the value and importance of their work in our rural community. A cost of living increase (based on 2.75%) will begin to correct this and enable us to increase wages slightly in 2021.

Funding levels have remained at \$40,000 since the inception of the program in 2006.

We ask that the Sunshine Coast Regional District kindly consider increasing investment in the Pender Harbour Community Recreation Program to **\$41,100 for 2021**.

Pender Harbour Community Recreation Program 2020 Income & Expenses

January 1 to October 15, 2020 ~ with 2020 budget

	Actuals to date Jan 1-Oct 15, 2020	2020 Budget
INCOME:		
SCRD Recreation Grant	40,000.00	40,000.00
Program revenues	3,600.00	12,000.00
Total Income	43,600.00	52,000.00
EXPENSES:		
People costs		
REC Coordination	15,021.00	21,700.00
REC Facilitation	9,458.00	15,500.00
Total people costs	24,479.00	37,200.00
Program & Admin costs		
Program Materials & Supplies	1,027.00	3,325.00
Program Venue Rentals	972.00	1,700.00
Accounting/financial	1,152.00	1,500.00
Advertising / promotion	3,647.00	3,300.00
Insurance	1,594.00	1,700.00
Membership & ProD	110.00	525
Office supplies & postage	134.00	650
Telephone & internet	600.00	600
Technical & maintenance	407.00	575
Travel / mileage	525.00	500
WCB expense	389.00	425
Total program & admin costs	10,557.00	14,800.00
Total Expenses	35,036.00	52,000.00
<i>Budget remaining for Oct-Dec 2020</i>	8,564.00	

Pender Harbour Community Recreation Program

2021 Budget Projection ~ with 2020 Budget for reference purposes

	2021 BUDGET		2020 Budget
INCOME:			
SCRD Recreation Grant*	41,100.00	A	40,000.00
Program revenues	5,000.00	B	12,000.00
Other grants	4,000.00	C	
Total Income	50,100.00		52,000.00
EXPENSES:			
People costs			
REC Coordination	22,800.00	D	21,700.00
REC Facilitation	12,000.00	E	15,500.00
Total people costs	34,800.00		37,200.00
Program & Admin costs			
Program Materials & Supplies	2,600.00		3,325.00
Program Venue Rentals	1,500.00		1,700.00
Accounting/financial	1,500.00		1,500.00
Advertising / promotion	3,500.00		3,300.00
Insurance	1,600.00		1,700.00
Membership & ProD	400.00		525
Office supplies & postage	500.00		650
ProD / skills development	1,000.00	F	
Telephone & internet	750.00		600
Technical & maintenance	700.00		575
Travel / mileage	800.00		500
WCB expense	450.00		425
Total program & admin costs	15,300.00		14,800.00
Total Expenses	50,100.00		52,000.00

RATIONAL:

*A: Cost of Living increase based on 2.75%

B: Reduced registration fees anticipated

C: Other grants to be sourced targeted for this program

D: Small increase in staff wages

E: Fewer facilitators

F: Technology training for staff

Pender Harbour Community School Society



Date: October 15, 2020

To: SCRD Special Corporate & Administrative Services Committee

From: Francine Clohosey, Pender Harbour Community School

Re: **Pender Harbour Youth Program**

2021 R1 Budget Proposal: \$15,000

The Pender Harbour Youth Program assists youth who are struggling with social, behavioural or mental health challenges. With two area of focus ~ restitution & drop-In activities ~ we work directly with these individuals to provide support based on their needs.

Our drop-in activities give youth opportunities for social interaction and physical activity such as sports nights, movie & pizza nights, supervision at dances, picnics in the park, and trips to the lake. We provide supervision and guidance to youth and community members involved in the formal Restitution Program which is run in conjunction with RCMP and BC Youth Justice Service Restitution Program. Informal restitution support is also provided through resources and referrals, education, and one-to-one guidance. We work in conjunction with social service agencies (such as VCMH, Sechelt Indian Band Youth Services, MCFD, and PH Health Clinic) to provide wrap-around support. We provide one-on-one support and referrals to youth year-round.

Impact of COVID-19 on our program

As the pandemic hit and support from social service agencies and non-profit groups slowed to deal with the ever changing C-19 landscape, we stepped up to meet the increasing gap in services and the increasing needs of youth (as appropriate and within our limited mandate and expertise). There were less services available as the need increased resulting in fewer resources for youth – it was a very stressful few months for everyone.

The Restitution program had to quickly adapt; even though physical interactions were no longer possible, we were still able to carry on with the program virtually. Physical distancing requirements meant communicating via Zoom or Facetime. Some youth were initially reluctant to attend virtual or physically-distanced activities but are now seeing the benefits of staying connected and developing positive relationships with other participants.

Among our youth, we saw increased stress and anxiety, lost summer employment, higher risk behaviours, increased food needs, and an increase in the amount and severity of mental health challenges.

We no longer had access to most facilities (SCRD, SD46 facilities closed to user groups) so our indoor youth sports nights have been suspended. Our own facility, the Harbour Learning Centre, has become a key operations centre, with limited capacity.

Adapting to the new reality

We are modifying the ways we interact with and the activities we provide for youth. We are customizing support for individual youth versus small groups; learning and implementing new technologies; working with regional partners to leverage more resources; securing funding to support food and essential supplies for youth and families; and learning to connect in different ways.

We have been working closely with our local Food Bank to establish new systems and to increase community awareness and acceptance of the services they provided by encouraging youth and families to utilize their service. We arranged for 5 youth to volunteer at the Food Bank from March till end of May.

When schools closed in March, we had to figure out new ways to provide nutritional supports to youth who relied on the food programs we offered at the high school. We worked with the local food bank and the healthy meals program and were able to develop a mobile food program for youth. We support 9 to 12 Pender youth with groceries on a weekly basis and we also provide 5 youth with healthy pre-cooked meals twice a week.

We were diligent to ensure that our youth had access to specialized programs being offered over the summer. For example, we worked closely with SCCSS to get 4 Pender youth into the Summer Youth Camp, designed for those with developmental and mental health issues.

We have worked with other non-profits to offer adapted programs that promote safe social and physical activities, such as virtual running groups, online yoga classes, and outdoor sports. Also, thanks to community donations, over the summer we provided supplies of board games, books, frisbees, floaties to about 30 youth and provided an iPad for one.

Forecasting for 2021

Some youth are experiencing increased anxiety as they await a “return to normal”; it is important to continue to provide them with safe social interactions, physical activities and nutritional support, especially those at higher risk. We will continue to do so, virtually or otherwise, and innovate as we go along.

With the help and skill of the youth we work with we hope to develop a safe virtual platform that can be used for the youth to interact with each other playing board games, developing virtual book clubs, virtual art classes etc. ~ creating a space to interact outside of school and away from social media. We also have plans to offer a Mindfulness and Wellness program that can be delivered virtually as well as in-person (if we have the space to practice physical distancing.)

During the initial months of the pandemic, the Harbour Learning Centre was utilized as a storage and distribution spot for safely coordinating with youth and families who experienced a significant increase in the need for food and essential supplies. It became

clear that the building needs to be upgraded to support more storage, larger meeting space, and must be outfitted with running water (currently has no kitchen or washroom). We are in the process of researching options that will enable us to safely run and expand our programs and services in the future.

In 2020, we will have supported 26 individuals and provided 330 hours of overall support.

In 2021, we anticipate the numbers will increase to 30 youth, many of whom are now experiencing more significant mental health and life challenges. Overall support hours are expected to increase to 425 plus hours.

Financial Request Rationale

During the initial stages of the pandemic, we secured a number of emergency grants that enabled the Youth Program to fill the gap resulting from increased need. We must now plan for a more sustainable program as we move forward.

This experience has shed a spotlight on a need that goes beyond the current C-19 crisis. Youth need our support, maybe more than we had realized in the past. We need to bring more resources to address our young people's ever-increasing challenges ~ the top five being: mental health, addictions, transportation, housing and food insecurity.

The pandemic has made it apparent that supports for youth in our community has not been adequately provided to support the Youth Program. Our objective is to work towards preparedness in subsequent years. However, we have uncovered a fundamental gap that we need to address now.

We have fallen behind in our remuneration for staff. It has become even more apparent the value and importance of their work in our rural community. We need to bring wages up, increase the number of hours and supports to order to address the heightened requirements of this vulnerable segment of our community.

Customizing for individual activities and services and moving to online platforms will result in increased staffing time as well as anticipated increased program costs.

Also, our administration costs until now have been absorbed by other revenue and programs and need to be reflected as true costs for this program.

In the past, we have not targeted grants to specifically support this program ~ that will be reflected in future budgets. We also anticipate that the shift resulting from the pandemic will take many years to resolve.

Funding levels have remained at \$10,000 since **2008** and throughout this time we have been working at full capacity on a tight budget. It was an oversight to not have requested an increase in financial support and we wish to correct that now.

We ask that the Sunshine Coast Regional District kindly consider increasing investment in the Pender Harbour Youth Program to **\$15,000** for 2021.

Pender Harbour Youth Program

2020 Income & Expenses

January 1 to October 15, 2020 ~ with 2020 budget

	Actuals to date		2020 BUDGET
INCOME			
Sunshine Coast Regional District	10,000.00		10,000.00
Estimated value of additional grants that directly supported this program in 2020		6,500.00	
Total income	\$10,000.00	6,500.00	10,000.00
EXPENSES			
Youth Program Contractor	5,936.00		8,700.00
Program materials	658.00		500.00
Travel/mileage	675.00		800.00
Youth Program Contractor		3,000.00	
Administration		1,000.00	
Program materials		2,500.00	
Total expenses to date	7,269.00	6,500.00	10,000.00
Remaining for Oct 15 to Dec 20	2,731.00	0.00	

Pender Harbour Youth Program

2021 Budget Projection

INCOME	
Sunshine Coast Regional District	15,000.00
Additional grants	8,000.00
Total income	23,000.00
EXPENSES	
Youth Program Contractor	12,500.00
Program materials	2,500.00
Food & essential supplies	3,500.00
Travel/mileage	2,000.00
Administration	2,500.00
Total expenses	23,000.00



October 16, 2020

Sunshine Coast Regional District
1975 Field Road
Sechelt, British Columbia
Canada V0N 3A1

Attention: Tina Perreault, General Manager, Corporate Services / CFO

Dear Ms. Perreault:

Re: 2021 Sunshine Coast Regional District Budget – COVID-19 effects on operations

Thank you so much for the SCRD's continued support of the Roberts Creek Community School Program - *Nights Alive*. In these precarious times, our youth very much need a safe and well-supported place to enjoy healthy activities with their peers.

Although the COVID-19 pandemic has impacted the delivery of our Society's programs, we are pleased to be finding safe ways to continue to meet the evolving needs of our communities and students. Our financial position at present is stable, as we feel prepared and able to implement the programs and services that our funding is dependent upon. In response to the many complex School District negotiations and considerations that define our Society's operational realities this year, getting programs off the ground has been a cumbersome process resulting in late start dates for most programs. While in the past access to school buildings has been seamless, this year school access is a much more complex process - involving layers of time-consuming administrative approvals and safety protocols. With custodial hours shifted to provide extra cleaning during the school day, we face two choices: to work within the existing custodial schedules or to pay for additional custodial support. In order to avoid extra costs, we are considering shifting the *Nights Alive* program to a different day of the week and/or earlier in the day.

With the safety of our community and students as our highest priority, Roberts Creek Community School is committed to following all Ministry and School District COVID Directives. Given the current Stage 2 of our provincial educational COVID plan, Roberts Creek Elementary School Principal Christa Rive is eager to have *Nights Alive* up and running. Our intention is to offer programming to a singular learning cohort (bubble of 60 students as per Ministry Directives) on a given evening, with a bi-weekly rotation to accommodate our two grade 6/7 learning cohorts. Adhering to this strategy will not require children to wear masks indoors but will demand that our program staff (who are not within the cohort) physically distance or wear masks when they are unable to physically distance. Any food that is consumed will follow Ministry and School District recommendations and sanitization protocols will follow District standards and Ministry Directives.

Roberts Creek Community School
General Delivery, Roberts Creek, BC V0N 2W0
rccs@dccnet.com



When schools shut down in March of 2020, *Nights Alive* shifted to an online platform. While this provided some much-needed social interaction for youth, the group and staff were grateful to return to a safe outdoor format for the final weeks of program. We are positioned to again pivot and deliver programming online should conditions shift, but understand the value of in-person connections and as such will seek to deliver safe in-person programming as possible. We are confident that we can continue to deliver *Nights Alive* Programming in 2021, given the critical and deeply valued financial support of the Sunshine Coast Regional District. Please feel free to contact me if you have any questions.

Sincerely,

Sheila Wilson, Coordinator (604-989-8060)
Roberts Creek Community School

RCCS Budget 2020-2021	Other Programs	Nights Alive SCR D	2020-2021 Total RCCS Society
Revenue			
SCR D funding - NA		\$ 10,000	\$ 10,000
Accessible Garden Funds - Received	\$ 15,000		15,000
Community LINK	40,050	600	40,650
United Way of the Lower Mainland	18,000		18,000
ASSAI Funding	15,400		15,400
Total Revenues	\$88,450	\$10,600	\$99,050
Expenses			
Accounting & Legal (Professional fees)	2,500		2,500
Advertising & Promotion	100	200	300
Automotive & travel	500		500
Insurance Liability/directors	-		
Insurance	2,400		2,400
Bank charges & Interest	150		150
Garden materials, supplies	15,000		15,000
Licenses & Fees	300		300
Material & Office Supplies	1,000		1,000
Printing expense	150	50	200
Program Expenses & Equipment rental	1,400	900	2,300
Rent (School/SD 46)	-		-
Repairs & Maintenance	500	100	600
Telephone & communications.	1,000	200	1,200
Training & Development	600	400	1,000
Kinderspark program x 2	1,600		1,600
Sub contractors - Nights Alive	-	8,000	8,000
Sub contractor - Office	-		-
Sub-Contractor - after school program	-		
Salary- Woodin (includes taxes, CPWBC)	23,000		23,000
Coordinator (includes taxes, CPP, EI, WBC)	38,250	750	39,000
Total Expenses	\$88,450	\$10,600	\$99,050
Surplus/Deficit	\$0	\$0	\$0



Description of the Nights Alive Program that will be provided for 2021:

- Teen/tween drop-in program one night per week, 5:00 – 8:00 pm while COVID conditions permit.
- The program will be held in the Roberts Creek Community School Gym while we remain in Stage 2 as per Ministry educational directives. Should we shift to Stage 3, program will be adapted to run outdoors as possible and virtually as necessary.
- The target age range 11 – 14, with delivery limited to existing school COVID student cohorts.
- No attendance fees will be charged.
- Depending on group size, two - four staff will always be on duty and staff will follow Ministry COVID directives.
- Activities provided this year will appeal to a wide range of interests and may include:
 - Music & Coffee Houses
 - Cooperative Games
 - Organized Sports
 - Beach Gatherings
 - Art Activities
 - Special Guests
- Youth will participate in the program design.
- There will be free, nutritious food available which follows COVID safety protocols.
- Policies and procedures for the program are in place.
- Staff will be offered training opportunities.
- At least one First Aid-trained staff member will always be present.
- An incident record book is kept on site.
- The Sunshine Coast Youth Outreach team regularly visits the program.
- Staff work closely with community school coordinators, school staff and administration to support students as needed.

Benefits of the program:

- Program provides an emotionally and physically safe space for youth to regularly socialize and participate in activities.
- Staff members are excellent role models who build strong relationships with youth.
- Nights Alive Coordinator has vast experience organizing programming and working with youth, including youth at risk.
- The program leverages the work of the Sunshine Coast Youth Outreach Team – it is a venue where Outreach Workers can connect with vulnerable youth who benefit from support.

Name of Organization	Roberts Creek Community School Society
Date Created:	01-Oct-20
Revision Date:	
Budget Planning Year:	2021 (July 1 2020-June 30 2021)
Year to Date:	June 30 2020

Budget	Actuals to	2019/20		% Variance	Financial Planning					
2021	Jun-20	Budget	Variance	Budget	2022	2023	2024	2025	2026	NOTES:

REVENUE:

Local Government Request										
SCRD	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	10,500.00
Budget Proposal (if required)				\$						
-				\$						
-				\$						
-				\$						
Total Request	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	10,500.00

Grants										
-				\$						
-				\$						
Sub Total Grants	\$	-	\$	-	\$	-	\$	-	\$	-

Other Revenue																			
Roberts Creek Community School	\$	600.00		\$	1,248.00	-\$	648.00	-108%	\$	700.00	\$	904.00	\$	1,112.08	\$	1,324.32	\$	1,040.81	
ASSAI - Ministry of Tourism, Arts & Culture			\$	200.00		\$	-												
-						\$	-												
Sub Total Other	\$	600.00	\$	200.00	\$	1,248.00	-\$	648.00	-108%	\$	700.00	\$	904.00	\$	1,112.08	\$	1,324.32	\$	1,040.81

Previous Year (Deficit) / Surplus																			
Total Revenue - Organization Generated	\$	600.00	\$	200.00	\$	1,248.00	-\$	648.00	-108%	\$	700.00	\$	904.00	\$	1,112.08	\$	1,324.32	\$	1,040.81
TOTAL REVENUE	\$	10,600.00	\$	10,200.00	\$	11,248.00	-\$	648.00	-6%	\$	10,700.00	\$	10,904.00	\$	11,112.08	\$	11,324.32	\$	11,540.81

2021	Acutals to	2019/20		% Variance	Financial Planning					
Budget	Jun-20	Budget	Variance	2021	2022	2023	2024	2025	2026	

EXPENSES:

Materials and Supplies																			
Equipment - Program Expenses & rentals	\$	400.00	\$	250.00	\$	400.00	\$	-	0%	\$	408.00	\$	416.16	\$	424.48	\$	432.97	\$	441.63
Snacks - Program Expenses & rental	\$	500.00	\$	350.00	\$	300.00	\$	200.00	40%	\$	510.00	\$	520.20	\$	530.60	\$	541.22	\$	552.04
-						\$		-											
Sub Total	\$	900.00	\$	600.00	\$	700.00	\$	200.00	22%	\$	918.00	\$	936.36	\$	955.09	\$	974.19	\$	993.67

Office / Equipment																				
Advertising & promotion	\$	200.00	\$	200.00	\$	300.00	-\$	100.00	-50%	\$	204.00	\$	208.08	\$	212.24	\$	216.49	\$	220.82	
Administration	\$	750.00	\$	1,100.00	\$	750.00	\$	-	0%	\$	765.00	\$	780.30	\$	795.91	\$	811.82	\$	828.06	
Printing	\$	50.00	\$	50.00	\$	50.00	\$	-	0%	\$	51.00	\$	52.02	\$	53.06	\$	54.12	\$	55.20	
Telephone, Internet, Communication	\$	200.00	\$	200.00			\$	200.00												
Sub Total	\$	1,200.00	\$	1,550.00	\$	1,100.00	\$	100.00	8%	\$	1,020.00	\$	1,040.40	\$	1,061.21	\$	1,082.43	\$	1,104.08	

Facilty / Utilities																			
Repairs & maintenance	\$	100.00	\$	100.00	\$	80.00	\$	20.00	20%	\$	102.00	\$	104.04	\$	106.12	\$	108.24	\$	110.41
Sub Total	\$	100.00	\$	100.00	\$	80.00	\$	20.00	20%	\$	102.00	\$	104.04	\$	106.12	\$	108.24	\$	110.41

Personnel																			
Mangement & supervision	\$	1,500.00	\$	2,250.00	\$	2,068.00	-\$	568.00	-38%	\$	1,530.00	\$	1,560.60	\$	1,591.81	\$	1,623.65	\$	1,656.12
Staff wages	\$	6,500.00	\$	5,100.00	\$	7,000.00	-\$	500.00	-8%	\$	6,630.00	\$	6,762.60	\$	6,897.85	\$	7,035.81	\$	7,176.53
Sub Total	\$	8,000.00	\$	7,350.00	\$	9,068.00	-\$	1,068.00	-13%	\$	8,160.00	\$	8,323.20	\$	8,489.66	\$	8,659.46	\$	8,832.65

Other Expenses														
-														
Sub Total	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

Training / Development																			
Staff training	\$	400.00	\$	400.00	\$	300.00	\$	100.00	25%	\$	500.00	\$	500.00	\$	500.00	\$	500.00	\$	500.00
High Five Training Manuals			\$	200.00			\$	-											
Sub Total	\$	400.00	\$	600.00	\$	300.00	\$	100.00	25%	\$	500.00	\$	500.00	\$	500.00	\$	500.00	\$	500.00

TOTAL EXPENSES	\$	10,600.00	\$	10,200.00	\$	11,248.00	-\$	648.00	-6%	\$	10,700.00	\$	10,904.00	\$	11,112.08	\$	11,324.32	\$	11,540.81
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	Budget	Acutals to	2019/20		% Variance		Financial Planning						
	Budget	Jun-20	Budget	Variance	Budget	2022	2023	2024	2025	2026			

CAPITAL REQUIREMENT

Purchases:																	
-								\$	-	#DIV/0!							
-								\$	-	#DIV/0!							
Subtotal Purchased	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$	-	\$	-	\$	-	\$	-
Proposed Exenditures:																	
-								\$	-	#DIV/0!							
-								\$	-	#DIV/0!							
Sub Total Proposed	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$	-	\$	-	\$	-	\$	-
TOTAL CAPITAL	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$	-	\$	-	\$	-	\$	-

TOTAL COMMITTED EXPENDITURES	\$	10,600.00	\$	10,200.00	\$	11,248.00	\$	648.00	-6%	\$	10,700.00	\$	10,904.00	\$	11,112.08	\$	11,324.32	\$	11,540.81
LESS PROPOSED EXPENDITURES	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$	-	\$	-	\$	-	\$	-	\$	-
LESS ORGANIZATION REVENUE	\$	600.00	\$	200.00	\$	1,248.00	-\$	648.00	-108%	\$	700.00	\$	904.00	\$	1,112.08	\$	1,324.32	\$	1,040.81
TOTAL TAX REQUISITION	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	-	0%	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	10,500.00



Gibsons Area Community Schools
Box 548-783 School Road
Gibsons BC, V0N 1V0
(604) 886-2621

To whom it may concern:

Oct 22, 2020

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

You will find in our budget vs actuals for last year that many of these programs had actuals lower than what was budgeted due to the pandemic. However, our Kidz Club/Coastal kids program was used heavily during the lockdown as we were one of two facilities providing care for essential service workers of school aged children. This posed an increase use of budgets as our hours expanded to the whole day and each attendee was to have their own materials for use, we were requested to not share any items, therefore we purchased for each individual the same products for their own personal use during activities indoors and outside.

The following are programs we are and hope to get up and running as Covid 19 protocols are lifted.

Kidz Club – Licensed after school care runs Mon-Fri as well as professional development days, spring break camps and summer camp. We are licensed to accommodate up to 20 children, however current protocols we are accommodating up to 15.

Just Tweens – Provides a safe, nonjudgmental, electronic free area for tweens to gather Friday evenings 6-9. With Covid we are hoping to continue this program with registration being limited to certain cohorts within the schools.



Gibsons Area Community Schools
Box 548-783 School Road
Gibsons BC, V0N 1V0
(604) 886-2621

Homework Club – We have found particularly this year that homework club is a very needed program. We have set the instructor up with a computer and currently he is assisting youth to grade 12 via zoom.

Garden Club – This weekly group continued to meet over the Covid period. With outside being a suggested area, our gardener and the students meet weekly with social distancing and masks being used. They cultivated and used the produce for both themselves and the local food banks.

At the time of this report we have yet to commence the Cool School program in the shop area of Elphinstone Secondary School or the Langdale Family Fun Nights. The hopes of the Gibsons Area Community Schools is to have these running for the new year.

Sincerely

Sue Wilson

Coordinator

Gibsons Area Community Schools

Gibsonscomschool.sue@gmail.com

Community Partner, Canadian Tire Jumpstart Charities

2020 Budget for Youth Programs

Gibsons & Langdale primarily but all schools invited

Just Tweens	Budget	Actual
Staff	\$3,000.00	\$1,290.03
Facility Rental	\$16.00	\$15.75
Food	\$800.00	\$492.20
Supplies (art)	\$130.00	\$46.38
Admin	\$350.00	\$350.00
Total	\$4,296.00	\$2,194.36

Elphinstone Secondary primarily

Elphi Cool School	Budget	Actual
Materials	\$2,000.00	\$2,027.48
Facility Rental	\$16.00	\$15.75
Admin	\$350.00	\$350.00
Total	\$2,366.00	\$2,393.23

Gibsons & Langdale primarily but all schools invited

Kidz club (yr. round)	Budget	Actual
Staff	\$53,000.00	\$71,886.76
Facility Rental	\$600.00	\$565.75
Food	\$2,500.00	\$2,540.39
Supplies	\$2,000.00	\$2,203.30
Admin	\$1,050.00	\$1,050.00
Total	\$59,150.00	\$78,246.20

Langdale Elementary primarily

Family Fun Nights	Budget	Actual
Staff	\$800.00	\$652.08
Facility Rental	\$16.00	\$15.75
Supplies	\$300.00	\$135.93
Admin	\$350.00	\$350.00
Total	\$1,466.00	\$1,153.76

Elphinstone Secondary

Elphi Homework Club	Budget	Actual
Staff	\$8,250.00	\$6,811.56
Facility Rental	\$16.00	\$15.75
Admin	\$350.00	\$350.00
Total	\$8,616.00	\$7,177.31

Gibsons Elementary primarily

Garden Club	Budget	Actual
Supplies	\$1,000.00	\$1,134.74
Admin	\$100.00	\$100.00
Total	\$1,100.00	\$1,234.74

<i>Budgeted</i>	<i>Ttl. Actual</i>
<i>\$76,994.00</i>	<i>\$92,399.60</i>
Difference	<u>- \$15,405.60</u>

Finacial plan 2021-2025 (future budget)

JUST TWEENS

INCOME

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

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

EXPENSES

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

Total Exp.	\$4,296.00
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COOL SCHOOL

INCOME

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

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

EXPENSES

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

Total Exp.	\$2,866.00
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FAMILY FUN NIGHTS

INCOME

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

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

EXPENSES

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

Total Exp.	\$1,191.00
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HOMEWORK CLUB

INCOME

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

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

EXPENSES

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

Total Exp.	\$9,366.00
-------------------	------------

KIDZ CLUB (SPRING/SUMMER CAMP)

INCOME

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

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

EXPENSES

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

Total Exp.	\$66,365.00
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GARDEN CLUB

INCOME

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

Total Income	\$1,350.00
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EXPENSES

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

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

October 16, 2020

Attention: Tina Perreault
Sunshine Coast Regional District
General Manager, Corporate Services / Chief Financial Officer
1975 Field Road, Sechelt BC
VON 3A1

Dear Ms. Perreault and SCRD Board,

RE: 2021 Annual Funding Request - Destination Marketing Services

I write this letter to formally request funding for 2021 to support Sunshine Coast Tourism in the amount of \$20,000 for destination marketing services. Since this is a shared resource across the entire Sunshine Coast, we will also be approaching the District of Sechelt, the Town of Gibsons, the Sechelt Indian Government District, as well as City of Powell River, qathet Regional District and Tla'amin Nation. The total request for funding from the 7 local governments on the Sunshine Coast will be \$82,000.

Sunshine Coast Tourism was formed in 2008 and is a 50/50 public private partnership between all of our local governments and the region's growing tourism industry. The 2% Municipal Regional District Tax (MRDT), implemented on August 1, 2016, is the final funding piece provided by visiting consumers that will allow us to be sustainable and ultimately successful as an organization.

Over the years, we have greatly appreciated the SCRD's ongoing investment in Sunshine Coast Tourism. We look forward to our continued partnership with you and the other local governments to help achieve our shared mandate to promote the Sunshine Coast and grow the visitor economy for the benefit of all of our communities.

Thank you for your time and consideration.

Sincerely,
Paul Kamon - Executive Director



Sunshine Coast Tourism
E: paul@sunshinecoastcanada.com T: 604-618-1963



SUNSHINE COAST TOURISM

STRATEGIC PLAN 2020-2024

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Big Picture Overview

The Sunshine Coast is a premier BC destination; the expression “Sunshine Coast” reflects a powerful and attractive tourism brand for the region. Building on the successful collaboration between the Sunshine Coast and qathet Regional Districts, the Sunshine Coast Tourism Strategic Plan 2020-2024 will continue to advance the destination development and tourism aspirations of the region.

Our Mission

Sunshine Coast Tourism’s mission is to build a strong tourism economy on the Sunshine Coast consistent with the values of its residents.

Our Vision

We are a unified Sunshine Coast, working together to increase the social, cultural, and economic benefits from our year-round visitor economy. With vibrant coastal communities amid exceptional outdoor adventures, we attract respectful visitors who like to discover and understand more about our laid-back lifestyle and the wild, natural places that nourish us.

OUR VALUES

A sense of curiosity
– intellectually and emotionally.

Respect for all – a desire
for all to co-exist here.

A love for where we
work and play.

Respect for the land and
its history – ecologically
conscious and strive
toward sustainability.



Our Strategy

Our team works diligently to create destination brand awareness through inspiring and engaging marketing campaigns that motivate visitors to plan their trip to the Sunshine Coast. We support the traveller experience with our network of visitor centres and also engage all levels of government to advocate and support sustainable destination development and infrastructure projects that enhance both our communities and the overall visitor experience.

Our Funding

The primary funding source for Sunshine Coast Tourism is via the two percent Municipal and Regional District Tax (MRDT). Other funding sources include local governments, contract fees for management of visitor centres, Destination BC co-op funding and federal summer job grants.

Our Governance

An 11 person volunteer industry-led advisory board of directors governs Sunshine Coast Tourism. A team of 4 full-time staff and 3 part-time specialized contractors manages day-to-day operations.

A hiker with a backpack stands on a rocky mountain peak, looking out over a vast mountain range. The scene is bathed in the warm light of a low sun, creating long shadows and highlighting the textures of the rocks and the distant peaks. The hiker is positioned on the left side of the frame, facing away from the viewer towards the horizon.

Destination BC and Sunshine Coast Tourism have long enjoyed a close partnership since the inception of our Co-operative Marketing Program five years ago. Industry collaboration is a strong pillar of the Co-operative Marketing Program and Sunshine Coast Tourism has embodied this through project participation and support in numerous sectors including mountain biking, ocean boating, fishing, and farmer's markets. They were instrumental in pioneering the BC Ale Trail, and leading the project through to the success that many craft brewers across the province are seeing today. Destination BC is extremely grateful to the team for their support in our program and of the Super, Natural British Columbia® brand, and we look forward to continued success, together, in the future."

~ KIM HOOD, MANAGER OF
DESTINATION BC COOPERATIVE
MARKETING PROGRAM

Message from the President

Sunshine Coast Tourism, J.L. (Jack) Barr

I would like to start by recognizing the tremendous period of growth and success the Sunshine Coast has seen since 2016. The increased funding, primarily through the MRDT, combined with ongoing support from our valued industry partners and the dedicated work of our staff has enabled us to accomplish more than we ever have before.

We are also fortunate to be generously endowed with the natural attributes, cultural experiences and world-class hospitality that together make us a preferred tourism destination by local and international travellers alike.

Unfortunately, the world looks quite different now, as we all navigate a global pandemic. The impacts on our families, communities, businesses – and of course the debilitating repercussions for our industry sector – are yet to be fully comprehended.

The road ahead will undoubtedly challenge us, as the COVID-19 crisis squarely hits tourism like few other industries. With the worldwide economy suffering, industry leaders are bracing for a long road to recovery and some stiff competition as all destinations move to rebuild in local markets first.

Nevertheless, in our part of the world we have a great deal to be grateful for, including our incredible value proposition, our collaborative approach to common objectives, and a solid local market of dedicated tourists that is likely to grow in the near term. Working together, we are well positioned to contribute to economic recovery in our region and help to restore the productivity and optimism that characterizes British Columbia.

Now more than ever, a strong and unified strategy, supported by renewed funding, will not only help to drive market recovery on the Coast – it will ensure that we thrive and sustain our business landscape like never before.

Sincerely,
J.L. (Jack) Barr



Message from the Executive Director

Sunshine Coast Tourism, Paul Kamon

When I first joined the Sunshine Coast Tourism team in 2011, we were just beginning to feel the worst effects of the global financial crisis after riding the euphoric wave of the 2010 Winter Olympics. Investment in the tourism sector quickly dried up; service cuts and annual fare increases from BC Ferries dampened growth in the market, and the prospect of introducing the Municipal Regional District Tax (MRDT) to fund destination marketing for the region was met with tenuous support. Over time, with new operators seeking growth opportunities for their businesses, sentiment shifted toward the MRDT and the Sunshine Coast successfully entered the program in August of 2016.

Since that time, tourism has made a remarkable turnaround on the Sunshine Coast. With awareness of the region as a premier travel destination increasing with our enhanced marketing efforts, BC Ferries ridership in the region also grew to its highest levels in over 20 years. Room revenues rose by over 31% from 2015-2019, with annual growth averaging over 6% year over year. And most importantly, growth was occurring even faster (12%) in the shoulder-season months (October-April). The goal of becoming a year-round tourism destination was taking hold.


By early spring of 2020, all signs were pointing toward another record season of tourism business on the Sunshine Coast.

Then the COVID-19 global pandemic took over and changed everything. But within this incredibly challenging and chaotic time, we were also presented with a unique opportunity for introspection. This time allowed us to refocus and better understand our communities' growing concerns of "over tourism" and unchecked development. It also allowed us time to better articulate our core message of safe, responsible and respectful travel to both our visitors and host businesses as we are all guests on the traditional lands of our four Coast Salish nations: Tla'amin, Klahoose, shíshálh, Squamish.

With this renewed sense of purpose, along with a commitment for deeper engagement with our communities, stakeholders, and Indigenous partners, I look forward to navigating safely through this pandemic to work with you to build a truly sustainable and more equitable tourism industry for the Sunshine Coast.

Paul Kamon,
Executive Director



A woman is walking through a dense vineyard, surrounded by rows of grapevines. The scene is filled with vibrant green leaves and sunlight filtering through the canopy. The woman is wearing a blue top and a light-colored jacket, and she is looking towards the camera. The vineyard is well-maintained, with clear rows of vines stretching into the distance.

"The BC Ale Trail provides visitors and British Columbians the opportunity to explore BC's rich "beer-centric" culture through the BC breweries. The BC Ale Trail's founding team included Paul Kamon, Executive Director of Sunshine Coast Tourism. Paul's tourism background and guidance were integral in forming partnerships with Destination Marketing Organizations. Using the Sunshine Coast Ale Trail as the template for expansion has provided the framework we needed to roll the program out. The BC Ale Trail now works with over 40 DMOs on 19 Ale Trails around the province."

~ KEN BEATTIE, EXECUTIVE DIRECTOR OF BC CRAFT BREWERS GUILD

Key Achievements

The following are key achievements made through the 2015-2019 strategic planning cycle:

1. Completion of a **10 Year Sunshine Coast Destination Development Strategy**; currently in Year 3 of implementation.
2. **Improved seasonal dispersion**. Over the last three years room revenues on the Sunshine Coast exhibited a higher increase in the shoulder and low season (October-April) than the peak season – 12% v 6%.
3. **Increase** in organic growth **of user generated content** as a result of the 210,383+ uses of **#SunshineCoastBC**.
4. Built and **launched a new website** with a dynamic booking engine that in 2019 provided 198,250 referral clicks to stakeholders.
5. On average **hosted 45+ media and social influencers** from around the world that resulted in a record 1,000+ travel articles about the region generating **over 500+ million impressions** in high value publications and broadcast outlets, annually.
6. Signed contracts to manage the **Visitor Information Centre** for the Town of **Gibsons** and the District of **Sechelt**. Developed and began implementation of the “Sunshine Coast Regional Visitor Services Strategy” to help guide and facilitate **deeper collaboration amongst the communities**.



Performance Measures

The following are key performance measures related to tourism in the Sunshine Coast.

- **31% increase in room revenues** for lodging with 4+ rooms between 2015 and 2019.
- **107% increase in web users** between 2017 and 2019 with a 91% increase in page views for **sunshinecoastcanada.com**.
- A social audience that numbered **24.8k Instagram** followers, **12,168 Facebook** followers and **5,488 twitter** followers at the end of 2019.
- **A strong Net Promoter Score** of 63.8 among BC residents and **65.4 among Alberta residents** who would consider the Sunshine Coast as a destination for an overnight visit. This is similar to past Net Promoter Scores for the province.
- **A strong Tourism Sentiment Index score** of 52 (54% promoters; only 2% detractors) that is in the high range for the Sunshine Coast's competitive set (small coastal and outdoor oriented communities).

* Destination BC changed its performance metric from a Net Promoter Score to being ranked #1 within its competitive set in its target markets. While closely aligned to NPS it is not the same. Past NPS scores for BC ranged from 58 to 68; similar to that achieved by the Sunshine Coast.





"SCT does more than manage tourism marketing for the Coast. They are stakeholders in our community. The work they do improves our local economy but it also builds community pride. Our local governments have strong relationships with SCT problem solving issues, strategizing improvements, and celebrating many successes - together."

~ DARNELDA SIEGERS, MAYOR,
DISTRICT OF SECHelt

COVID-19 Impacts

The impact of COVID-19 on tourism business was immediate and the long term implications of the crisis are still unknown. Current future thinking as summarized by Maya Lange, VP Global Marketing on a recent Destination BC update indicated the following shifts in traveller attitudes and trends which will have an impact on travel in general and the Sunshine Coast specifically.

TRAVELLER ATTITUDES/TRENDS	IMPLICATIONS FOR THE SUNSHINE COAST
<p>Rising prices, reduced incomes, desire to be alone/ within a tight bubble.</p> <ul style="list-style-type: none">■ Increased prices due to additional cleaning costs, and the need for social distancing will result in reduced volumes and higher costs per person.■ Lower employment and income levels for many, reducing the base of people able to afford travel.■ Travellers looking for places they can be on their own, away from others (increased desire for private villas/islands at the high end and private homes/condos, over traditional hotels; countryside over cities). Travel trending towards longer stays.	<p>Travel has become a luxury item.</p> <ul style="list-style-type: none">■ If only the rich can afford long distance travel and they are looking for a more private and exclusive experience, what does this suggest for the Sunshine Coast? Should the focus, for the first few years, be exclusively on local/regional travellers? Does there need to be a change in the types of experiences being provided?■ What opportunities are there for visitors to fly in and if this type of access grows, what will these customers be looking for in terms of experiences?

TRAVELLER ATTITUDES/TRENDS	IMPLICATIONS FOR THE SUNSHINE COAST
<p>Changes to the experience and past expectations of the experience.</p> <ul style="list-style-type: none"> ■ Tourism operators are having to cut back on added value items they had been providing and that customers had come to expect (i.e., closed pools, spas). ■ Travellers are being managed more (staggered arrival times); restrictions on where and when they can visit – off the beaten trail experiences may gain greater use. ■ Shift in resident views of travellers – residents are taking back their cities and do not want to see the same numbers and type of travellers – preference for those who will stay longer and act more like a resident than a fly through tourist. 	<p>Diminished value proposition.</p> <ul style="list-style-type: none"> ■ Operators need to develop a new understanding of hospitality and create more opportunities to get off the beaten path in ways that do not feel managed. ■ Destination development and growth will need to be well managed to address and balance the views of residents, visitors and place.
<p>Increased use of and comfort with digital platforms.</p> <ul style="list-style-type: none"> ■ Companies and people have become much more tech savvy – according to a McKinsey article the last three months have seen 10-years’ growth in the speed at which e-commerce has replaced physical channels. ■ People are on-line learning about places they want to visit. ■ An increase in the use of social media, especially Instagram. 	<p>Supersonic Digitization.</p> <ul style="list-style-type: none"> ■ Individual operators will need to be tech savvy and provide the ability to book and schedule on-line. Potentially opening an opportunity for SCT to provide more than referrals and manage visitor bookings/scheduling for smaller operators. ■ Travellers are likely to have a better understanding of what the experience is that they are coming to. Operators will have to be careful to accurately reflect their experiences. Re-prioritizing of digital spend towards media that provide highly targeted digital ads and align with the current and potential visitor profile.

Sunshine Coast Specific COVID-19 Impacts

- 50% decline in passenger traffic and a 36% decline in vehicle traffic in the first six months of 2020 compared to the previous year for the main Horseshoe Bay to Langdale ferry route. This decline is anticipated to hold through Q3 and potentially through Q4.
 - Given that traffic on this route is the primary way to access the area and had been relatively constant for the previous five years with average annual increases a little over 1%, the reduction in ferry sailings and capacity has had a substantive impact on tourism in the area. Furthermore, without a return to previous sailing frequencies and capacities, the Sunshine Coast is unlikely to see the number of travellers return to pre-COVID-19 levels. Additionally, those that do come may be looking for different experiences.
- A decline of 63% in year over year lodging revenues for the first five months of 2020. However, conversations with industry suggest the decline has eased.
- Tourism Sentiment Index score of +29 is a decline but remains positive.
- As of August 1st there was a 15% increase in uses of #sunshinecoastbc and a 20% increase in Instagram followers.
- Decrease of approx 60% in July-August visitor traffic at the Powell River, Gibsons and Sechelt Visitor Information Centres over the same period last year.



Potential Future Scenarios

COVID-19 has resulted in significant and substantive impacts on people's desire to travel. The immediate impacts can be seen from the current estimates of room revenues for the Sunshine Coast where it is estimated we will finish the year 52% lower than 2019. While this is not as far behind as after the first five months it is still a significant and substantial loss.

Further, given access to the area is highly dependent on BC Ferries future, rebound scenarios are centred on how quickly BC Ferries resumes sailings and increases capacity levels. Lodging revenues and therefore the MRDT funding are aligned with BC Ferries traffic volumes. Consumer awareness of the area and visitor attitudes and behaviours, while important, play a secondary role at this time.



	Scenario 1 - Slow Return		Scenario 2 - Medium Return		Scenario 3 - Fast Return	
Year	Room Revenue	% Change	Room Revenue	% Change	Room Revenue	% Change
2019	\$20,318,458	14%	\$20,318,458	14%	\$20,318,458	14%
2020	\$10,702,002	-47%	\$10,702,002	-47%	\$10,702,002	-47%
2021	\$12,687,630	19%	\$13,451,074	26%	\$15,041,215	41%
2022	\$15,040,193	19%	\$16,656,464	24%	\$20,724,827	38%
2023	\$17,827,259	19%	\$20,623,234	24%	\$22,797,309	10%
2024	\$21,131,196	19%	\$21,654,396	5%	\$25,077,040	10%

ASSUMPTIONS	Scenario 1 - Slow Return	Scenario 2 - Medium Return	Scenario 3 - Fast Return
Ferry Traffic	Return to pre-COVID-19 volume by 2024	Return to pre-COVID-19 volume by 2023	Return to pre-COVID-19 volume by 2022
Increase in Room Rate	1%/year beginning in 2021	1.5%/year beginning in 2021	2%/year beginning in 2021
Awareness & Sentiment	Continues to grow, primarily organically	Continues to grow, organically and through active marketing	Continues to grow, primarily organically
Attitude on Outdoors	Continued desire for outdoor activities	Continued desire for outdoor activities	Continued desire for outdoor activities
Attitudes on Travel	Easing of restrictions and people want to travel	Easing of restrictions but little desire to travel beyond region	Desire to travel beyond region



Four Strategic Pillars

Sunshine Coast Tourism has identified four goals for continued success:

- 1. Continue building awareness and regional brand equity.
- 2. Increase our Net Promoter Score to be in the top 5 in BC.
- 3. Continue to score in the Tourism Sentiment Index’s high category for our competitive set (small waterfront communities)
- 4. Drive room revenues up 25% by 2024 to \$25 million (a 60% increase from anticipated revenues for 2020).

While goals were initially determined prior to the onset of COVID-19, only the fourth goal, relating to increased room revenues has been adjusted to reflect our new realities (was originally set as an increase of 15% to 23 million).

Four strategic pillars to achieve our goals have been identified to provide a lens and framework for the 2020-2024 strategy and business plan:

ONE	Strength Through Alignment
TWO	Data Driven Decision Making (Data Intelligence)
THREE	Holistic and Sustainable Management of Tourism Growth (Sustainability / Tourism Growth Management)
FOUR	Organizational Excellence

Strength Through Alignment

Why it's important

Funds are limited; by focusing our resources in the areas that are likely to have the most positive results we are assured of a higher return on our marketing investment.

Key Strategies

1. Leverage the power of partnerships by aligning efforts with Destination BC and other tourism partners that have a similar target focus.

Consumer Focus

- Primarily – Learners, specifically the Authentic Experiencers and Cultural Explorers.
- Additionally, at certain times of the year – Free Spirits and Gentle Explorers.

Attitude/Behavioural Focus

- Interest in the Canadian wilderness – nature and the outdoors.
- Outdoor activities, especially marine touring, mountain biking, cycling, hiking, snowshoeing and paddle sports.
- Health and wellness, including forest bathing, meditation retreats and spas, etc.
- Culinary interests, especially food and beverage trails, farmers markets and festivals.

Market Focus (post COVID-19)

- Local – BC (Lower Mainland).
- Regional – Alberta (Calgary & Edmonton) and Washington state (Seattle).
- International – Western Europe, especially Germany, the Netherlands, Switzerland and the UK.

2. Tie marketing and media relations efforts to at least one of the Sunshine Coast's unique selling propositions (USPs):
 - A string of rural, ocean-side communities.
 - Outdoor Adventure.
 - Arts, Culture & Heritage.

PILLAR ONE



3. Address the need for geographic dispersion to less busy areas, especially during the summer months and seasonal dispersion to the quieter off-peak (October-April) months. Given COVID-19 impacts put a renewed focus on off-season visitation.

Outcomes:

1. Effective marketing spend – the ability to increase marketing spend by receiving additional dollars from Destination BC's Cooperative Marketing Program.
2. A more geographically dispersed visitor base across the region.
3. A higher share of visitors and an increase in visitation to the region October to April.
4. A higher share of target customers move completely through the path to purchase – from inspiration and awareness, through to active planning and booking.

Sunshine Coast Target Visitor Segments

Research has shown that values provide a better understanding of travellers and the experiences they desire than traditional demographics. As a result we use the Explorer Quotient framework developed by Destination Canada to describe our target visitors, who are:

Authentic Experiencers & Cultural Explorers: Independent travellers with a desire to get off the beaten path, be in nature, learn about an area's history and culture and interact with locals in an authentic way, meaning they align well with our experience offering and values.

Free Spirits: Seek fun and will be interested in the more social, hedonistic and thrill-seeking experiences we provide.

Gentle Explorers: Seek travel experiences that are easy and provide the comforts of home; many of them return year after year to relax in familiar surroundings.

A Data-Smart Destination

Why it's important

Data driven decision-making addresses the continued move to ensure all decisions are the result of analysis and insights. New technologies provide access to visitor information and big data as input to intelligent strategic decision-making. Investing in becoming a “data-smart destination” will help Sunshine Coast Tourism showcase the true value of tourism in the local economy and provide valuable information across government agencies.

Key Strategies

1. Leverage opportunities provided through Destination BC’s marketing hub.
2. Leverage continued investments in data-driven marketing and analysis technologies to generate and manage leads and referrals to tourism partners.
3. Focus on channels and tools that provide the ability to measure performance as close to real time as possible, and that will build a better understanding of our visitors.

Outcomes:

1. Marketing resources are determined based on real data.
2. Marketing spend is based on Return on Investment (ROI).
3. Marketing team understands how to collect and apply learnings to marketing decision-making.

Tourism Sentiment Index Live

Tourism Sentiment Index Live (TSI) is a powerful tool that analyzes data from more than 500,000 online sources, peer-to-peer communication platforms, including all major social networks and review sites.

TSI will allow Sunshine Coast Tourism to measure what people really feel and what they find most worthy to share about our destination in real time. Having the ability to gauge sentiment changes through an online dashboard that is updated daily means our digital marketing is able to address and capitalize on shifts in consumer and community sentiment in close to real time.

PILLAR THREE

Sustainable Tourism Growth Management

Why it's important

If the changes seen as a result of COVID-19 have identified anything, it is that the tenets of sustainability are critical to ensuring tourism is a strong, vibrant component of the economy. This is not about a short-term fix, rather an on-going commitment to a strategy that will be incorporated into all aspects of our business and future plans.

It is everyone's role to ensure tourism is developed and managed carefully, in a sustainable way that meets the vision for the destination based on capacity levels that residents and the area's infrastructure are willing and able to support. It is key that we protect the natural and cultural resources that attract visitors to our region.

Key Strategies

1. Manage tourism growth on the Sunshine Coast in a manner that ensures positive visitor experiences are balanced with community capacity and protection of natural places, and aligned with philosophies of Indigenous stewardship of the land.
2. Facilitate the development of programming and experiences that result in a more geographically dispersed visitor base during the peak summer period (to less busy areas) and an increase in visitation to the region during the quieter fall through spring period.
3. Work with the provincial government and industry partners to influence BC Ferries to increase the frequency and volume of sailings from the Lower Mainland to Langdale.
4. Align with provincial and local governments for infrastructure projects and to access additional grant funding in developing a sense of place for the region.
5. Use the Visitor Centres as physical and digital hubs that can address the needs of a sustainably managed tourism industry through visitor communications before, during and after their trip.



PILLAR THREE

Outcomes:

1. A better tourism experience for the visitor.
2. A more resilient tourism sector.
3. A resident and business community that better understands the benefits of tourism and is aligned with the future plans for the industry in the area.
4. Increased / easier access to the area.
5. A visitor base that is aware of and interested in taking a sustainable and more environmentally and culturally sensitive approach to visiting the Sunshine Coast.
6. A better community experience for residents and visitors based on providing a strong sense of place.
7. Stronger working relationship with the local Indigenous peoples.

Indigenous Tourism

The Sunshine Coast region lies within the traditional territories of four Coast Salish Nations (Tla'amin, Klahoose, shíshálh, Squamish).

Indigenous tourism is one of the fastest growing market segments in Canada and the opportunity on the Sunshine Coast, with its close proximity to 3 major urban centres (Vancouver, Victoria, Seattle), is significant and important to the future economy.

From the shíshálh nation's exceptional tems swiya Museum, the Tla'amin expansion of the Lund Resort at Klah ah men, and the Klahoose nation's recent purchase of Homfray Lodge overlooking Desolation Sound, Indigenous tourism on the Sunshine Coast is on the rise.



PILLAR FOUR

Organizational Excellence

Why it's important

Without the right people and systems in place, success is unlikely. Further, we want to ensure we provide a culture that promotes learning and data-based decision making so that our staff feel confident and empowered to make the real-time decisions required to ensure the right information is getting to the right visitors at the right time.

Key Strategies

1. Foster a staff culture of curiosity, learning and responsibility for decision-making.
2. Empower all staff to engage with visitors and assist them with their travel decisions.
3. Empower all staff to engage with the industry and make appropriate decisions.
4. Move from a member based to a more inclusive stakeholder based organization.

Outcomes:

1. A highly engaged staff.
2. Enhance reputation and increase visitation to the visitor information centres.
3. High levels of trust between staff and the industry.
4. Able to consider and address the larger tourism industry in addition to focusing on individual member concerns.



PILLAR FOUR



Sunshine Coast Visitor Services

The Sunshine Coast's visitor services teams work together as ambassadors for the region to help shape a remarkable visitor experience that makes our guests want to come back, and to recommend the Sunshine Coast as a great place to visit.

The following six goals were identified in the Visitor Services Strategy for the Sunshine Coast:

1. Achieve a unified Sunshine Coast visitor services team.
2. Drive longer stays throughout the entire Sunshine Coast.
3. Increase the number of visitors that come back for a repeat visit.
4. Lead BC as the friendliest place to visit.
5. Increase the number of people who would recommend the Sunshine Coast as a place to visit.
6. Support the development of a year round visitor economy.

Scorecard

Strategic Pillar	Key Strategy / Desired Outcome	Year 1 (2020-2021) Target	Year 5 (2024-2025) Target
Strength in Alignment	1. Leverage the power of partnerships.	Maintain participation in co-op programs at 2019 levels.	Raise co-op program to 50% beyond 2019 level.
	2. Tie marketing and media relations efforts to at least one of the SCT's USPs.	80% of efforts address 2 of the USPs.	100% of efforts address 2 of the USPs.
	3. Address geographic dispersion.	Quieter areas capture 20% of summer visits.	Quieter areas capture 35% of summer visits.
	4. Address seasonal dispersion.	Low season captures 20% of visits.	Low season captures 35% of visits.
A Data Smart Destination	1. Able to track and make marketing spend decisions based on Return on Investment (ROI).	50% of marketing spend is based on data and ROI.	75% of marketing spend is based on data and ROI.
	2. Visitor Centre staff adopt current technology in communicating with visitors.	50% of staff use current technology.	100% of staff use current technology.
Sustainable Tourism Growth Management	1. Improved visitor sentiment scores.	Score of +30.	Score of +40.
	2. Increase frequency and volume of BC Ferries sailings on Route 3.	Peak schedule back to 2019 levels.	Second vessel operating on Route 3.
	3. Increase in grant funding.	Sustain 2019 levels (excluding Fed Grants).	Double 2019 levels.
Organizational Excellence	1. Increase registered stakeholders.	10% increase.	25% increase.


Budget

The following budget is based on a potential future using Scenario 2, which showed a return to pre-COVID-19 ferry traffic and base lodging revenues (i.e., before adding an increase to room rates) by 2023. For purposes of comparison it presents 2019 along with Year 1 (2020) and Year 5 (2024) of the plan.

SCT Fiscal, May-April	2019-2020	2020-2021	2024-2025
Revenues			
Stakeholder Investment	56,909	12,000	53,000
Local Governments	82,000	82,000	82,000
Grants (Federal, Provincial)	22,790	87,088	12,000
Destination BC (Matched Funds)	157,500	250,890	175,750
Consumer Investment (MRDT@2%)*	399,765	142,750	450,000
Visitor Services	132,600	131,600	138,180
Other Projects	16,950	34,350	20,000
TOTAL REVENUES	\$868,514	\$740,678	\$930,930
Expenses			
Project Expenses (DBC Coop)	290,000	278,838	375,000
Other Marketing	45,350	35,200	47,618
Visitor Services	152,600	150,600	160,230
Development	17,000	31,988	50,000
Board & Committee	9,300	8,500	11,000
Payroll/HR	203,719	151,923	200,000
Office/Admin	54,929	53,629	57,082
Contingency	12,535	30,000	30,000
TOTAL EXPENSES	\$785,433	\$740,678	\$930,930
Gain/Loss	\$83,081	\$0	\$0

*MRDT revenues collected from online accommodation platforms (OAP) such as Airbnb is not included in these figures. OAP funds are restricted MRDT funds with criteria allowing for affordable housing projects from local governments and at the time of writing this report, the OAP distribution guidelines had not been finalized.



A scenic view of a forest with a waterfall and a wooden bridge. The waterfall is on the left, cascading over rocks. A wooden bridge with railings spans the river, leading towards the waterfall. The forest is lush with green ferns and trees. The sky is overcast.

"Sunshine Coast Tourism has been a big supporter of many marketing initiatives with the Mountain Bike Tourism Association to showcase the region's diverse mountain biking opportunities that have been created with passion by local riders and trail builders. With it's easy ferry access from the Lower Mainland and Vancouver Island, the Sunshine Coast has become an increasingly popular destination for mountain bikers from around the province and beyond."

~ MARTIN LITTLEJOHN, EXECUTIVE DIRECTOR OF MOUNTAIN BIKE TOURISM ASSOCIATION



SCT Staff



Paul Kamon
Executive Director



Annie Wise
Marketing Director



Wendy Wright
*SCT Administration
and Gibsons Visitor
Centre Manager*



**Andrea
Wickham Foxwell**
*Media/Stakeholder Relations
Specialist (contractor)*



**Sheena
Macdonald**
*Sechelt Visitor
Centre Manager*

SCT 2020 Board of Directors

Executive

- **J.L. (Jack) Barr, *President*** – Beach Gardens/Town Centre Hotel, *Large Accommodation, North*
- **Christine Hollmann, *Vice President*** – Terracentric Coastal Adventures, *Member at Large, North*
- **Theressa Logan, *Secretary*** – Sunshine Coast Air, *Recreation*
- **Heather Newman, *Treasurer*** – Pointhouse Suites on Sergeant Bay, *Large Accommodation, South*

Directors

- **John Hermesen** – Footprint Nature Explorations, *Member at Large, North*
- **Chris Greenfield** – 101 Brewhouse + Distillery, *Member at Large, South*
- **Jamie Mani** – Alpha Adventures, *Member at Large, South*
- **Linda Williams** – Coast Cultural Alliance, *Arts, Culture, & Heritage*
- **Chris Tait** – Klahoose Resort/Klahoose Coastal Adventures, *Large Accommodation, North*
- **Shangxuan Ma** – Gibsons Garden Hotel, *Large Accommodation, South*
- **Gary Bearchell** – Alfie the A-Frame, *Small Accommodation & Campground*



Contact

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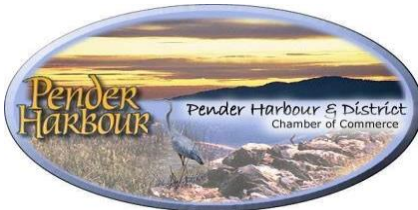
Box 1883, Gibsons BC V0N 1V0

SUNSHINECOASTCANADA.COM



Sunshine Coast
TOURISM





PENDER HARBOUR & DISTRICT CHAMBER OF COMMERCE

P.O. BOX 265 MADEIRA PARK B.C.V0N 2H0

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Pender Harbour & District Chamber of Commerce Report

October 21, 2020

Purpose

The following report will provide details on current programs, proposed changes to some of these programs and financial details on each.

Executive Summary

This report is based on the Pender Harbour & District Chamber of Commerce interim financial results to date in 2020 and our 2021 proposed budget which are all based on a Chamber fiscal year ending December 31.

All of our discretionary programs are funded by a combination of SCRD Grants, Chamber fundraising events, membership dues and related member billed services including sign board rentals and racking fees. Our board treasurer provides administrative support, paid manager dedicated to specific programs, community volunteer labor and board members carry out all of our annual objectives.

The following reports indicate that four existing programs are ongoing and were supported by 2020 SCRD grants totaling **\$18,650**. Our 2021 plan anticipates SCRD grants for these programs amounting to **\$19,150**. Ongoing programs are Visitor Information Booths (VIB), Visitor Information Center washrooms (VIC washrooms), Tourism Sanitation Services, and Economic Development. Other popular chamber activities which greatly encourage community spirit are "Light up the Harbour" and the "Christmas in Pender Harbour" month, have all been effected by the CoVid-19 pandemic.

In 2020, due in part to the changes everyone has had to embrace during these trying times, we expect to finish our year with a surplus. For 2021 we will continue to budget for a reasonable surplus to cushion against unforeseen expenses and hopefully work towards a stronger financial position and a healthier state so we can efficiently manage our cash flow requirements through the entire season. Some uncertainties do exist however which do make it difficult to forecast everything accurately.

Our membership continues to be static and local businesses appreciate the chamber's services and community presence.

The following data is taken from our financial records compared to our 2021 plan complete with narratives for each of our funding requests.

The SCRD grants received and proposed are:

	Actual <u>2019</u>	YTD. <u>2020</u>	Proposed <u>2021</u>
Tourism Sanitation Services	\$ 2,550	\$ 2,650	\$ 2,650
VIC washrooms	\$ 5,150	\$ 5,500	\$ 6,000
VIB	\$ 8,000	\$ 8,000	\$ 8,000
Economic Development	\$ 2,500	\$ 2,500	\$ 2,500
Total of above Programs	\$17,750	\$18,650	\$19,150

DETAILS ON PROGRAM REQUESTS:

Tourism Sanitation Services (PortableToilets) program:

In 2010 our Chamber entered into an agreement with the SCRD to sponsor the washroom facilities at Millennium Park and Hospital Bay by assuming administrative responsibilities including preparing yearly funding requests.

By 2014 improvements to our Madeira Park Visitor Information Booth washrooms and the Harbour Association opening and closing hours of their Madeira Park washrooms allowed us to remove the Portable Washrooms at Millennium Park.

This grant request for 2020 will allow for one year around plus one summer months only Portable Washrooms at Hospital Bay. We expect a nominal increase in the service price.

2021 Budget for Tourism Sanitation Services (Portable Toilets in Hospital Bay):

	Actual 2019	YTD 2020	Proposed 2021
SCRD Grant	\$2,650	\$2,650	\$2,650
Total Revenue	\$2,650	\$2,650	\$2,650
Portable toilets	\$2,247	\$2,184	\$2,300
Admin for this	403	\$ 466	\$ 350
Total Expenses	\$2,650	\$2,650	\$2,650

Portable Toilets are considered to be temporary and should be replaced by permanent washroom facilities as soon as practical.

The Garden Bay/Hospital Bay location was originally planned to be replaced by a permanent Harbour Authority sponsored facility constructed at the current location of the Portable Toilets by 2016/17. The death of a principal in one of the neighboring businesses and the sale of a second neighboring business has delayed the completion of this project. The difficulty in securing a low cost septic treatment connection remains, however negotiations are continuing with a solution still possible. This has been time consuming.

Visitor Information Center Washrooms (VIC washrooms)

Our Visitor Information Center (VIC) is one building housing our main Visitor Information Booth (VIB) and associated Visitor Information Center washrooms (VIB washrooms). Our VIC washrooms are located in downtown Madeira Park. The Chamber is responsible for the operation and overall management of the VIC washrooms.

In 2014 we upgraded this facility which allowed us to have consistent open and closing times, extend our hours during the summer months and ultimately respond to Local Merchant requests for even longer openings each day. Automated locks were installed which improved security and easy of management.

Ongoing operations are financed by a combination of volunteer management, contract labor, and grants from the SCRD and voluntary contributions from merchants in the immediate area. CoVid-19 necessitated the closure of these washrooms for several months this year. The washrooms at the Harbour Authority became the service point for visitors and locals who relied on washroom access. Then in September when those closed, our VIB washrooms reopened with new protocols in place. The impact on cleaning budget is currently unknown, however we do anticipate an increase in costs. The mens toilet area repairs are in progress as planned last cycle. We can also hope for better contributions from merchants this coming year.

2021 Budget for VIC Washrooms:

	Actual 2019	YTD 2020	Proposed 2021
SCRD Grant	\$5,150	\$5,500	\$6,000
Local Merchants Donations	\$1,815	\$ 00	\$2,000
Total Revenue	\$6,965	\$5,500	\$8,000

Utilities	\$1,300	\$1,300	\$1,300
Repairs & maint.	\$ 255	\$1,290	\$1,000
Washroom cleaning	\$3,300	\$3,605	\$7,000
Washroom Supplies	\$1,800	\$ 36	\$2,200
Total Expenses	\$6,655	\$6,231	\$11,500

Long term plans

We have upgraded our VIC washrooms to provide secure year round public facilities in downtown Madeira Park. We are proposing to continue this operation for the foreseeable future. These facilities are heavily used and appreciated by the general public and merchants alike. The Chamber can insure their working condition as there are no alternative plans in place to provide public accessible washrooms.

Visitor Information Booths

Visitor Information services are provided at our main location, which is a building housing our Visitor Information Booth (VIB) and associated Visitor Information Center washrooms (VIC washrooms), located in downtown Madeira Park. The Chamber is responsible for the staffing, operation and overall management of the VIB.

In 2017 we upgraded the secondary location to better draw the attention of Highway traffic and service their inquiries. Our Ambassadors welcomed visitors to our area and responded to inquiries in person at both booths, by phone, by e-mail, and by reference to our web site. We also provided printed information at several rack sites. In 2017 we were approved for 2 students under the Federal student employment grant for the second straight year. Some staffing challenges prevented us from taking full benefit of the grant, but it all helped to allow us to adequately staff these 2 locations.

We believe that our staff and volunteer Ambassadors are the face of our community and should be enthusiastic, welcoming, and engaging with all visitors and members of our community. We made a concerted effort in 2018 to hire

professional staff and prepare them for their task at hand. We felt we were well prepared for the 2019 season and were planning to repeat and build on that success in 2019. Unfortunately we encountered staffing issues and made the decision to step back to 1 location in 2019. In spite of Jobs Canada Student funding being available to us, securing committed seasonal help was difficult as labor supply and demand issues plague our area of the coast. To some extent labour issues are a general challenge for many of our businesses up and down the coast.

Ongoing operations of our main location are financed by a combination of grants from the SCRD and Chamber funding and voluntary contributions from merchants in the immediate area. Never the less, tourism continues to increase in our region and our VIB manager maintains good records to support the reality that Pender Harbour & Area is a destination for many and of great interest to travels from BC, other parts of Canada & Washington and International visitors of all kinds.

Then CoVid-19 struck us all and plans were adjusted to accommodate this new reality we found our selves amongst. The info booth could not be opened. But still the visitors came; this year larger that normal numbers of BC residents come to stay and explore our area.

To adjust to this years' demand we decided to put our phones on call forward to our VIB manager. We spent time adjusting our website to improve its' appeal and effectiveness. So you might say we became more virtual in our operations.

Our manager also colaborated with fellow tourism facilities along the coast and received directions from Tourism BC. Then, as plans were eventually developed and adjusted to suit we became ready to open in late August. Suffice to say we are ready for next year.

Our youth employed (approved by Summer Jobs Program) had his job description rewritten appropriately so as to serve our community in a way which was needed during this difficult time. A customer delivery service in partnership with 3 local businesses became an alternate use of this resource. Thanks is due to the creative thinking of our manager and others involved.

2021 Budget for Visitor Information Booth (VIB):

	Actual 2019	YTD 2020	Proposed 2021
SCRD Grant	\$ 8,000	\$ 8,000	\$ 8,000
Chamber funding	\$ 6,000	\$ 6,000	\$ 6,000
Total Revenue	\$14,000	\$ 14,000	\$ 14,000

Info center Supplies	\$ 193	\$ 00	\$ 500
Phone and Internet	\$ 2,436	\$ 1,786	\$ 2,800
Summer Help	\$13,684	\$12,481	\$ 15,200
Employment Grant	\$ (5,056)	\$ (4,552)	\$ (6,000)
Total Expenses	\$12,257	\$ 9,715	\$ 12,500

Historically we have reported the number of group inquiries each of which could have been a single visitor making a single inquiry, a single visitor making multiple inquiries or a group of visitors making multiple inquiries. However, in 2016 we began recording the actual number of visitors to the booth that asked one or more questions. We continued using both methods of reporting to more accurately reflect the amount of information provided.

Listed below are the inquiry stats for the previous years.

<u>Year</u>	<u># groups</u>	<u># of Inquiries</u>
2014	1362	2315
2015	1439	2461
2016	2450	5094
2017	2594	5246
2018	4563	6803
2019	4500	6800
2020	n/a	n/a

For 2021 our plan is to operate the main information booth in town with a minimum of two paid staff, to re-apply for the student grant, and to put out the call for volunteer staff, as this will allow us to better service visitor enquiries from both land and water. There is always more which we'd like to accomplish.

Long term plans

As is evident in the numbers indicated above, our visitor inquiry numbers continues the trend set from previous years. This appears consistent with the coast in general as more and more travelers include the Sunshine Coast in their itineraries. We anticipate that 2021 will see a settling of the circumstances which made this past year challenging. We wish to be well prepared to share as much information as we can to as many visitors as possible throughout the season. To accomplish this we plan on being open on weekends from Victoria Day until school is out the last week of June. Thereafter, throughout the summer be open for 7-8 hours per day, requiring a bare minimum of 2 paid staff members. Of course only 1 staff in the centre at a time (per CoVid protocol).

Historically we have closed the booth after the September long weekend leaving us with limited information available to tourists in September; so we are reviewing the need for weekend service thereafter.

We are willing to continue our operation of the VIB for many years to come and our vision is to eventually transition to become part of a larger visitor information system or network. We continue to feel strongly about the need to upgrade our Information Centre and provide an attractive rest area for travelers – drivers, boaters, cyclists, and campers. We anticipate a considerable increase in tourist traffic in future years and wish to be well prepared. We are continuing to explore more visitor friendly resources for our area, including further development of our website, and having our Ambassadors and information available at local festivals and events, as we work towards raising the level of awareness with respect to all that Pender Harbour has to offer.

Economic Development

In 2014 we embarked on an Economic Development Project which we continued throughout 2018 and 2019. In support of this discretionary project we received various grants including \$ 2,500 in 2019.

Our Economic Development activities for 2019 have included providing volunteer labor to perform various activities such as assisting PODS, providing material for trade shows, accumulating content for our social media, managing many of the activities for Pender Harbour Days, leading the signage development initiative, participating in mini park development, working on cemetery restoration projects, participating with other chambers on the Business Excellence Awards and active participation on SCREDO projects. We have also paid for materials to take to trade shows, a portion of the trade show booths, a small monthly honorarium to provide fresh material regularly on our social media sites, maintaining and adding to the sites and modifying our web content to provide updated material and pictures to several publications including Ahoy BC and North West Boat Travel.

For 2020 we requested and received a further grant of \$2,500 so continued to fund the activities started in 2016 and detailed above. We also provided the same or more volunteer labor to supplement these activities as well as engaging in additional activities which will focus on bringing economic activity to the coast. We believe that one of the ways to draw attention to our area is to show them what their lifestyle could look like, being able to blend work and outdoor recreation together on a daily basis. (CoVid-19 seems to have pushed that movement as we experienced many examples of city folks escaping to do just that.) We will continue to add to our electronic media resources through our website and social media. Media assets (photos, video and writers) are required

to build a stock of tools to carry out this initiative. Extra effort was invested to refresh our website this year.

2021 Budget for Economic Development

	Actual 2019	YTD 2020	Proposed 2021
SCRD Grant	\$ 2,500	\$ 2,500	\$ 2,500
Chamber funding max	\$ 4,000	\$ 4,000	\$ 4,000
Total Revenue	\$ 6,500	\$ 6,500	\$ 6,500
Marketing	\$2,628	\$ 840	\$ 1,600
Social Media management	\$2,400	\$2,400	\$ 2,500
Website improv & data collection	\$1,363	\$1,400	\$ 1,500
Total Expenses	\$6,527	\$6,391	\$ 5,600

Long term plans

Our economic development plan is designed to complement and support a coast-wide marketing campaign, Regional Economic Development Office and signage and branding. We will also continue to work with service clubs and voluntary groups to promote the festivals and events that make us a destination for visitors.

We are working with Sunshine Coast Tourism (Tourist attraction and retention) and SCREDO (business attraction and retention) and working to update our systems and processes to provide a seamless interface to their systems and on-line information as they are made available to us a year or two from now.

Our chamber has a presence on the SCREDO board and directors are actively participating in the business round up project and associated system update work. SCREDO has focused on data collection and creation of a database that will hold and report on the data collected. This has made some of our administrative functions easier and at the same time foster a closer working relationship with our members. We are also adding functionality and data to our systems that will enable us to add a general business attraction and support functionality to our existing on-line tools, which are now largely focused on tourist attraction and tourist related businesses.

Sunshine Coast Tourism is expected to greatly enhance our tourist attraction and retention capability, both with increased marketing activities and system functionality. We are looking forward to improvements in our on-line content and associated marketing messages. One of our business owners has joined the board of Sunshine Coast Tourism and expressed a desire to ensure we achieve

maximum benefit from an integrated approach to the work our Chamber and Sunshine Coast Tourism is doing.

Name of Organization	PENDER HARBOUR & DISTRICT CHAMBER OF COMMERCE
Date Created:	Nov 10,2018
Revision Date:	
Budget Planning Year:	2019
Year to Date:	Sep-18

2019	Acutals to	2018		% Variance	Financial Planning					
Budget	Sep-18	Budget	Variance	2019	2019	2020	2021	2022	2023	NOTES:

REVENUE:

Local Government Request										
SCRD- Economic Dev	\$	2,500.00	\$	2,500.00	\$	2,500.00	\$	-	0%	
SCRD- Sanitation Services	\$	2,550.00	\$	2,500.00	\$	2,500.00	\$	50.00	2%	
SCRD-Visitor Centre Washroom	\$	5,150.00	\$	4,750.00	\$	4,750.00	\$	400.00	8%	
SCRD-Visitor Information Booth	\$	8,000.00	\$	8,000.00	\$	8,000.00	\$	-	0%	
-					\$	-				
Total Request	\$	18,200.00	\$	17,750.00	\$	17,750.00	\$	450.00	2%	\$ - \$ - \$ - \$ - \$ -

Grants										
-Employment Grant, VIB	\$	8,300.00	\$	8,299.00	\$	7,000.00	\$	1,300.00	16%	
-					\$	-				
Sub Total Grants	\$	8,300.00	\$	8,299.00	\$	7,000.00	\$	1,300.00	16%	\$ - \$ - \$ - \$ - \$ -

Other Revenue										
-					\$	-				
-Chamber General Revenue	\$	24,722.00	\$	34,525.00	\$	25,236.00	-\$	514.00	-2%	
-					\$	-				
Sub Total Other	\$	24,722.00	\$	34,525.00	\$	25,236.00	-\$	514.00	-2%	\$ - \$ - \$ - \$ - \$ -

Previous Year (Deficit) / Surplus										
Total Revenue - Organization Generated	\$	33,022.00	\$	42,824.00	\$	32,236.00	\$	786.00	2%	\$ - \$ - \$ - \$ - \$ -
TOTAL REVENUE	\$	51,222.00	\$	60,574.00	\$	49,986.00	\$	1,236.00	2%	\$ - \$ - \$ - \$ - \$ -

2019	Acutals to	2018		% Variance	Financial Planning					
Budget	Sep-18	Budget	Variance	2019	2019	2020	2021	2022	2023	

EXPENSES:

Materials and Supplies										
- Trade Shows & Marketing	\$	2,500.00	\$	2,627.00	\$	2,500.00	\$	-	0%	
- Social Media & Website	\$	2,500.00	\$	2,400.00	\$	2,500.00	\$	-	0%	
- visual Assets & Data Collection	\$	1,500.00	\$	1,500.00	\$	1,500.00	\$	-	0%	
-					\$	-				
Sub Total	\$	6,500.00	\$	6,527.00	\$	6,500.00	\$	-	0%	\$ - \$ - \$ - \$ - \$ -

Office / Equipment										
- Admin for VIB	\$	300.00	\$	313.00	\$	300.00	\$	-	0%	
- Admin for Sanitation services	\$	100.00	\$	190.00	\$	100.00	\$	-	0%	
-					\$	-				
-					\$	-				
Sub Total	\$	400.00	\$	503.00	\$	400.00	\$	-	0%	\$ - \$ - \$ - \$ - \$ -

Facility / Utilities										
- Sanitation Supply	\$	2,350.00	\$	2,310.00	\$	2,290.00	\$	60.00	3%	

- Washroom Supplies	\$	1,800.00	\$	1,821.00	\$	1,600.00	\$	200.00	11%								
- Rental/share of costs	\$	1,300.00	\$	1,300.00	\$	1,300.00	\$	-	0%								
- Maintenance, VIC	\$	2,000.00	\$	1,207.00	\$	1,500.00	\$	500.00	25%								
- Phone/Internet	\$	2,800.00	\$	2,600.00	\$	2,500.00	\$	300.00	11%								
-							\$	-									
Sub Total	\$	10,250.00	\$	9,238.00	\$	9,190.00	\$	1,060.00	10%	\$	-	\$	-	\$	-	\$	-

Personnel																	
- Washroom Janitorial	\$	3,900.00	\$	3,650.00	\$	3,900.00	\$	-	0%								
- Summer help - VIB	\$	18,000.00	\$	17,865.00	\$	17,000.00	\$	1,000.00	6%								
-							\$	-									
-							\$	-									
Sub Total	\$	21,900.00	\$	21,515.00	\$	20,900.00	\$	1,000.00	5%	\$	-	\$	-	\$	-	\$	-

Other Expenses																	
- Chamber General Operating	\$	10,490.00	\$	16,695.00	\$	9,580.00	\$	910.00	9%								
-							\$	-									
-							\$	-									
-							\$	-									
Sub Total	\$	10,490.00	\$	16,695.00	\$	9,580.00	\$	910.00	9%	\$	-	\$	-	\$	-	\$	-

Training / Development																	
-							\$	-	#DIV/0!								
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Sub Total	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$	-	\$	-	\$	-	\$	-

TOTAL EXPENSES	\$	49,540.00	\$	54,478.00	\$	46,570.00	\$	2,970.00	6%	\$	-	\$	-	\$	-	\$	-
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	2019 Budget	Acutals to Sep-18	2018 Budget	Variance	% Variance 2019	2019	Financial Planning				2020	2021	2022	2023
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CAPITAL REQUIREMENT

Purchases:																	
-							\$	-	#DIV/0!								
-							\$	-	#DIV/0!								
Subtotal Purchased	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$	-	\$	-	\$	-	\$	-
Proposed Exenditures:																	
-							\$	-	#DIV/0!								
-							\$	-	#DIV/0!								
Sub Total Proposed	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$	-	\$	-	\$	-	\$	-
TOTAL CAPITAL	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$	-	\$	-	\$	-	\$	-

TOTAL COMMITTED EXPENDITURES	\$	49,540.00	\$	54,478.00	\$	46,570.00	\$	2,970.00	6%	\$	-	\$	-	\$	-	\$	-
LESS PROPOSED EXPENDITURES	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$	-	\$	-	\$	-	\$	-
LESS ORGANIZATION REVENUE	\$	33,022.00	\$	42,824.00	\$	32,236.00	\$	786.00	2%	\$	-	\$	-	\$	-	\$	-
TOTAL TAX REQUISITION	\$	16,518.00	\$	11,654.00	\$	14,334.00	\$	2,184.00	13%	\$	-	\$	-	\$	-	\$	-

Name of Organization	PENDER HARBOUR & DISTRICT CHAMBER OF COMMERCE
Date Created:	Wednesday, October 21, 2020
Revision Date:	
Budget Planning Year:	2021
Year to Date:	Dec-20

	2021	Actuals to	2020		% Variance	Financial Planning					NOTES:
	Budget	Oct-20	Budget	Variance	2021	2021	2022	2023	2024	2025	

REVENUE:

Local Government Request											
SCRD- Economic Dev	\$	2,500.00	\$	2,500.00	\$	2,500.00	\$	-	0%		
SCRD- Sanitation Services	\$	2,650.00	\$	2,650.00	\$	2,650.00	\$	-	0%		
SCRD-Visitor Centre Washroom	\$	6,000.00	\$	5,500.00	\$	5,500.00	\$	500.00	8%		
SCRD-Visitor Information Booth	\$	8,000.00	\$	8,000.00	\$	8,000.00	\$	-	0%		
-					\$	-					
Total Request	\$	19,150.00	\$	18,650.00	\$	18,650.00	\$	500.00	3%	\$ -	\$ -

Grants											
-Employment Grant, VIB	\$	6,000.00	\$	4,552.00	\$	6,000.00	\$	-	0%		
-					\$	-					
Sub Total Grants	\$	6,000.00	\$	4,552.00	\$	6,000.00	\$	-	0%	\$ -	\$ -

Other Revenue											
-					\$	-					
-Chamber General Revenue	\$	21,500.00	\$	18,989.00	\$	20,820.00	\$	680.00	3%		
-					\$	-					
Sub Total Other	\$	21,500.00	\$	18,989.00	\$	20,820.00	\$	680.00	3%	\$ -	\$ -

Previous Year (Deficit) / Surplus											
Total Revenue - Organization Generated	\$	27,500.00	\$	23,541.00	\$	26,820.00	\$	680.00	2%	\$ -	\$ -
TOTAL REVENUE	\$	46,650.00	\$	42,191.00	\$	45,470.00	\$	1,180.00	3%	\$ -	\$ -

	2021	Actuals to	2020		% Variance	Financial Planning				
	Budget	Oct-20	Budget	Variance	2021	2021	2022	2023	2024	2025

EXPENSES:

Materials and Supplies											
- Trade Shows & Marketing	\$	1,600.00	\$	974.00	\$	2,500.00	\$	900.00	-56%		
- Social Media & Website	\$	2,500.00	\$	2,400.00	\$	2,500.00	\$	-	0%		
- visual Assets & Data Collection	\$	1,500.00	\$	1,400.00	\$	1,500.00	\$	-	0%		
-					\$	-					
Sub Total	\$	5,600.00	\$	4,774.00	\$	6,500.00	\$	900.00	-16%	\$ -	\$ -

Office / Equipment											
- Admin for VIB	\$	500.00	\$	313.00	\$	300.00	\$	200.00	40%		
- Admin for Sanitation services	\$	350.00	\$	466.00	\$	350.00	\$	-	0%		

-				\$	-					
-				\$	-					
Sub Total	\$	850.00	\$	779.00	\$	650.00	\$	200.00	24%	\$ - \$ - \$ - \$ - \$ -
Facility / Utilities										
- Sanitation Supply	\$	2,300.00	\$	2,184.00	\$	2,300.00	\$	-	0%	
- Washroom Supplies	\$	2,200.00	\$	36.00	\$	1,800.00	\$	400.00	18%	
- Rental/share of costs	\$	1,300.00	\$	1,300.00	\$	1,300.00	\$	-	0%	
- Maintenance, VIC	\$	1,000.00	\$	1,290.00	\$	2,000.00	-\$	1,000.00	-100%	
- Phone/Internet	\$	2,800.00	\$	1,786.00	\$	2,800.00	\$	-	0%	
-				\$	-					
Sub Total	\$	9,600.00	\$	6,596.00	\$	10,200.00	-\$	600.00	-6%	\$ - \$ - \$ - \$ - \$ -
Personnel										
- Washroom Janitorial	\$	7,000.00	\$	3,605.00	\$	3,900.00	\$	3,100.00	44%	
- Summer help - VIB	\$	15,200.00	\$	12,461.00	\$	15,700.00	-\$	500.00	-3%	
-				\$	-					
-				\$	-					
Sub Total	\$	22,200.00	\$	16,066.00	\$	19,600.00	\$	2,600.00	12%	\$ - \$ - \$ - \$ - \$ -
Other Expenses										
- Chamber General Operating	\$	7,525.00	\$	6,320.00	\$	5,125.00	\$	2,400.00	32%	
-							\$	-		
-							\$	-		
-							\$	-		
Sub Total	\$	7,525.00	\$	6,320.00	\$	5,125.00	\$	2,400.00	32%	\$ - \$ - \$ - \$ - \$ -
Training / Development										
-							\$	-	#DIV/0!	
-							\$	-	#DIV/0!	
-							\$	-	#DIV/0!	
-							\$	-	#DIV/0!	
Sub Total	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$ - \$ - \$ - \$ - \$ -
TOTAL EXPENSES										
	\$	45,775.00	\$	34,535.00	\$	42,075.00	\$	3,700.00	8%	\$ - \$ - \$ - \$ - \$ -

	2021 Budget	Acutals to Oct-20	2020 Budget	Variance	% Variance 2021	Financial Planning				
						2021	2022	2023	2024	2025
CAPITAL REQUIREMENT										
Purchases:										
-					\$	-	#DIV/0!			
-					\$	-	#DIV/0!			
Subtotal Purchased	\$	-	\$	-	\$	-	#DIV/0!	\$ -	\$ -	\$ - \$ - \$ -
Proposed Exenditures:										
-					\$	-	#DIV/0!			

-					\$	-	#DIV/0!							
Sub Total Proposed	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -

TOTAL COMMITTED EXPENDITURES	\$	45,775.00	\$	34,535.00	\$	42,075.00	\$	3,700.00	8%	\$ -	\$ -	\$ -	\$ -	\$ -
LESS PROPOSED EXPENDITURES	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -
LESS ORGANIZATION REVENUE	\$	27,500.00	\$	23,541.00	\$	26,820.00	\$	680.00	2%	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL TAX REQUISITION	\$	18,275.00	\$	10,994.00	\$	15,255.00	\$	3,020.00	17%	\$ -	\$ -	\$ -	\$ -	\$ -

Pender Harbour & District Chamber of Commerce
Budget vs. Actuals: Chamber Budget - 2020 - FY20 P&L
January - December 2020

	2021	Totals for 2020	
	Budget Planned	Actual	Budget
Income			
Brochure Racking Fees - current	900	1,100.00	950.00
Chamber Group Insurance Plan Comm	1,200	604.26	260.00
Community Fundraising	-		1,000.00
Interest/Dividend Income	-	3.12	10.00
Marquee Tent Rental	300		300.00
Membership Dues - Current	8,600	9,835.00	8,600.00
Sandwich Board Fees	-	375.00	100.00
SCRD - Economic Development Funding	2,500	2,500.00	2,500.00
SCRD Sanitation Grant	2,650	2,650.00	2,650.00
Grants - Other	2,500	1,000.00	
SCREDO Revenue	-		500.00
Sign Maintenance - Current	6,000	6,072.00	6,700.00
Visitor Information Center			
Grant Income - Employment	6,000	4,552.00	6,000.00
Grant Income - VIB Ambassadors	8,000	8,000.00	8,000.00
Grant Income - W/R Maintenance	6,000	5,500.00	5,500.00
Guides & Maps			400.00
Washroom Subsidy	2,000	0.00	2,000.00
Total Income	46,650	\$ 42,191.38	\$ 45,470.00
Expenses			
Advertising & Promotion	1000	484.16	1,200.00
Bad Debts		2,000.00	
Bank Service Charges	600	3.00	600.00
Computer and Internet Expenses	700	569.28	700.00
Contract Labour	1500	217.00	500.00
Dues and Subscriptions	1200	1,201.20	750.00
Insurance Expense	600	575.00	600.00
Marketing Expense	1600	840.00	2,600.00
Meeting Expense	250		500.00
Office Supplies	350	94.50	350.00
Payroll Expenses			
Employer share of deductions	1200	751.38	1,200.00
Wages	14000	11,710.57	14,500.00
Total Payroll Expenses		\$ 12,461.95	\$ 15,700.00
Travel Reimbursements	400	305.00	
SCRD - Economic Dev Initiatives	1500	1,400.00	1,500.00
SCRD Portable Toilet Expenses	2300	2,184.00	2,300.00
Sign Maintenance	800	605.10	1,000.00
Trail Booklets Expense/Recovery	400		400.00
Visitor Information Centre			
Cleaning	7000	3,605.00	3,900.00
Maintenance of VIC & Washrooms	1000	1,289.29	500.00
Office Supplies	500		500.00
Repairs & Maintenance	0	630.00	
Sign Expense	0	534.69	
Telephone Expense	2800	1,786.25	2,800.00
Utilities	1300	1,300.00	1,300.00
Washroom Supplies	2200	36.37	1,800.00
Total Visitor Information Centre		\$ 9,181.60	\$ 10,800.00
Website & Social Media	2500	2,400.00	2,500.00
Worksafe BC	75	14.01	75.00
Total Expenses	45775	\$ 34,535.80	\$ 42,075.00
Net Income	\$ 875	\$ 7,655.58	\$ 3,395.00

Pender Harbour & District Chamber of Commerce

BALANCE SHEET

As of December 31, 2020

	TOTAL	
	AS OF DEC 31, 2020	AS OF DEC 31, 2019 (PY)
Assets		
Current Assets		
Cash and Cash Equivalent		
Class B Equity Shares	73.95	72.52
Class C Equity Shares	62.59	62.59
Operating account	11,474.49	9,629.63
Term Deposit-SCCU	0.00	0.00
Tourism Chequing Account	0.00	0.00
Tourism Class B Equity Shares	0.00	0.00
Tourism Class C Equity Shares	0.00	0.00
Total Tourism Chequing Account	0.00	0.00
Undeposited Funds	0.00	0.00
Total Cash and Cash Equivalent	\$11,611.03	\$9,764.74
Accounts Receivable (A/R)		
Accounts Receivable	1.00	1.00
Total Accounts Receivable (A/R)	\$1.00	\$1.00
Growth Zone A/R	16,221.57	16,895.00
Cash - Gateway Funds	-3,638.05	-3,310.43
E-Transfer collections	-935.00	-670.00
Growth Zone - manual deposit clearing	-6,665.01	-12,075.00
Total Growth Zone A/R	4,983.51	839.57
Other Assets	5,552.00	
Total Current Assets	\$22,147.54	\$10,605.31
Total Assets	\$22,147.54	\$10,605.31

	TOTAL	
	AS OF DEC 31, 2020	AS OF DEC 31, 2019 (PY)
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable (A/P)		
Accounts Payable	0.00	0.00
Total Accounts Payable (A/P)	\$0.00	\$0.00
Accounts Payable-other	9,004.10	5,329.10
Dock Management Acct Funding	0.00	0.00
GST/HST Payable	0.00	0.00
Payroll Liabilities	0.00	0.00
Federal Taxes	-917.58	-1,090.73
Vacation Pay	38.50	
Total Payroll Liabilities	-879.08	-1,090.73
Receiver General Suspense	0.00	0.00
SCREDO Accounts	0.00	0.00
Allocated Expenses	0.00	-5,394.95
SCREDO Funding	0.00	5,394.95
Total SCREDO Accounts	0.00	0.00
Unearned Revenue	0.00	0.00
Total Current Liabilities	\$8,125.02	\$4,238.37
Total Liabilities	\$8,125.02	\$4,238.37
Equity		
Opening Bal Equity	0.00	0.00
Retained Earnings	6,366.94	4,124.98
Profit for the year	7,655.58	2,241.96
Total Equity	\$14,022.52	\$6,366.94
Total Liabilities and Equity	\$22,147.54	\$10,605.31

Pender Harbour & District Chamber of Commerce

PROFIT AND LOSS

January - December 2020

	TOTAL	
	JAN - DEC 2020	JAN - DEC 2019 (PY)
INCOME		
Brochure Racking Fees - current	1,100.00	900.00
Chamber Group Insurance Plan Comm	604.26	293.23
Interest/Dividend Income	3.12	6.25
Marquee Tent Rental		300.00
Membership Dues - Current	9,835.00	7,600.00
Sandwich Board Fees	375.00	
SCRD - Economic Development Funding	2,500.00	2,500.00
SCRD Sanitation Grant	2,650.00	2,550.00
SCREDO Revenue		500.00
Service Grants - Other	1,000.00	
Sign Maintenance - Current	6,072.00	6,675.00
Visitor Information Center		
Grant Income - Employment	4,552.00	5,740.00
Grant Income - VIB Ambassadors	8,000.00	8,000.00
Grant Income - W/R Maintenance	5,500.00	5,150.00
Washroom Subsidy		1,815.00
Total Visitor Information Center	18,052.00	20,705.00
Total Income	\$42,191.38	\$42,029.48
GROSS PROFIT	\$42,191.38	\$42,029.48
EXPENSES		
Advertising & Promotion	484.16	582.75
Bad Debts	2,000.00	95.00
Bank Service Charges	3.00	350.27
Computer and Internet Expenses	569.28	684.29
Contract Labour	217.00	820.00
Dues and Subscriptions	1,201.20	764.40
Insurance Expense	575.00	575.00
Marketing Expense	840.00	2,627.50
Office Supplies	94.50	247.30
Payroll Expenses	12,461.95	13,683.70
PH Days Donations		500.00
Reimbursements	305.00	0.00
SCRD - Community Engagement		1,440.27
SCRD - Economic Dev Initiatives	1,400.00	2,444.79
SCRD Portable Toilet Expenses	2,184.00	2,247.00
Sign Maintenance	605.10	144.38
Visitor Information Centre		
Cleaning	3,605.00	3,650.00
Maintenance of VIC & Washrooms	1,289.29	
Office Supplies		395.04
Repairs & Maintenance	630.00	326.89
Sign Expense	534.69	
Telephone Expense	1,786.25	2,691.62
Utilities	1,300.00	1,300.00
Washroom Supplies	36.37	1,800.00

Pender Harbour & District Chamber of Commerce

PROFIT AND LOSS

January - December 2020

	TOTAL	
	JAN - DEC 2020	JAN - DEC 2019 (PY)
Total Visitor Information Centre	9,181.60	10,163.55
Website & Social Media	2,400.00	2,400.00
Worksafe BC	14.01	17.32
Total Expenses	\$34,535.80	\$39,787.52
PROFIT	\$7,655.58	\$2,241.96

Pender Harbour & District Chamber of Commerce

PROFIT AND LOSS BY CLASS

January - December 2020

	ECONOMIC DEVELOPMENT	GENERAL ACTIVITIES	SANITATION SERVICES - VIB	SANITATION SERVICES-TOURISM	VISITOR INFORMATION BOOTH	TOTAL
INCOME						
Brochure Racking Fees - current		1,100.00				\$1,100.00
Chamber Group Insurance Plan Comm		604.26				\$604.26
Interest/Dividend Income		3.12				\$3.12
Membership Dues - Current		9,835.00				\$9,835.00
Sandwich Board Fees		375.00				\$375.00
SCRD - Economic Development Funding	2,500.00					\$2,500.00
SCRD Sanitation Grant				2,650.00		\$2,650.00
Service Grants - Other		1,000.00				\$1,000.00
Sign Maintenance - Current		6,072.00				\$6,072.00
Visitor Information Center						\$0.00
Grant Income - Employment					4,552.00	\$4,552.00
Grant Income - VIB Ambassadors					8,000.00	\$8,000.00
Grant Income - W/R Maintenance			5,500.00			\$5,500.00
Total Visitor Information Center			5,500.00		12,552.00	\$18,052.00
Total Income	\$2,500.00	\$18,989.38	\$5,500.00	\$2,650.00	\$12,552.00	\$42,191.38
GROSS PROFIT	\$2,500.00	\$18,989.38	\$5,500.00	\$2,650.00	\$12,552.00	\$42,191.38
EXPENSES						
Advertising & Promotion	134.40	349.76				\$484.16
Bad Debts		2,000.00				\$2,000.00
Bank Service Charges		3.00				\$3.00
Computer and Internet Expenses		569.28				\$569.28
Contract Labour		217.00				\$217.00
Dues and Subscriptions		1,201.20				\$1,201.20
Insurance Expense		575.00				\$575.00
Marketing Expense	840.00					\$840.00
Office Supplies		94.50				\$94.50
Payroll Expenses						\$0.00
Taxes					751.38	\$751.38
Wages					11,710.57	\$11,710.57
Total Payroll Expenses					12,461.95	\$12,461.95
Reimbursements					305.00	\$305.00

Pender Harbour & District Chamber of Commerce

PROFIT AND LOSS BY CLASS

January - December 2020

	ECONOMIC DEVELOPMENT	GENERAL ACTIVITIES	SANITATION SERVICES - VIB	SANITATION SERVICES-TOURISM	VISITOR INFORMATION BOOTH	TOTAL
SCRD - Economic Dev Initiatives	1,400.00					\$1,400.00
SCRD Portable Toilet Expenses				2,184.00		\$2,184.00
Sign Maintenance		347.50			257.60	\$605.10
Visitor Information Centre						\$0.00
Cleaning			3,605.00			\$3,605.00
Maintenance of VIC & Washrooms			345.66		943.63	\$1,289.29
Repairs & Maintenance					630.00	\$630.00
Sign Expense					534.69	\$534.69
Telephone Expense					1,786.25	\$1,786.25
Utilities					1,300.00	\$1,300.00
Washroom Supplies			36.37			\$36.37
Total Visitor Information Centre			3,987.03		5,194.57	\$9,181.60
Website & Social Media	2,400.00					\$2,400.00
Worksafe BC					14.01	\$14.01
Total Expenses	\$4,774.40	\$5,357.24	\$3,987.03	\$2,184.00	\$18,233.13	\$34,535.80
PROFIT	\$ -2,274.40	\$13,632.14	\$1,512.97	\$466.00	\$ -5,681.13	\$7,655.58



Coast Cultural Alliance
4638 Sunshine Coast Highway
Sechelt BC V0N 3A2
phone: 604.886.9556
artsinfo@suncoastarts.com
www.suncoastarts.com

October 16, 2020

Tina Perrault
General Manager Corporate Services
Chief Financial Officer
Sunshine Coast Regional District

To Tina Perrault:

Re: 2021 Sunshine Coast Regional District Budget

The Coast Cultural Alliance appreciates the opportunity to present our 2021 budget request for your consideration. After undertaking a strategic plan to maintain the health and growth of our successful organization this year we are requesting core funding in the amount of \$7500.00.

Please find attached:

- Impact of Covid-19 on 2020 business and forecast for 2021
- Current 2020 Financial Position (Budget versus Actuals)
- 2021 Draft Budget Plans
- A Summary of Programs and Services to be offered in 2021

The 'Re-Imagined' Sunshine Coast Art Crawl is happening in two weeks, from Oct 23-25, 2020. We will file year-end statements when completed.

We would like to thank the SCRD for its ongoing generous support of our programs and services. Please let me know if you require further information for the November 5th meeting.

With kind regards,

A handwritten signature in dark ink, appearing to read 'L Williams', with a stylized flourish at the end.

Linda Williams
Director, Coast Cultural Alliance
604.740.5825 home office

* **IMPACT OF COVID-19 on 2020 business and forecast for 2021**

Our Vision – “The Coast Cultural Alliance is a network of arts, cultural and heritage groups and individuals working to enhance the economic vitality of the Sunshine Coast through cultural sector development and cultural tourism.”

CCA programs include:

- yearly - **Purple Banner Studio & Gallery Guide**
- monthly - **Arts & Culture Calendar**
- annual - **Sunshine Coast Art Crawl**
- monthly - **Artesia Coffeehouse Concerts**, with poetry and live music performances
- weekly - event, workshop, opportunities **e-newsletter** circulated to 1900+subscribers
- 24/7 - **interactive website**, compatible on all mobile devices and includes: Artist Gallery Member Listings, interactive Event Calendar including workshops and artist opportunities, Purple Banner Self-Guided Tour and Art Crawl Tour. Members have the ability to log in to their own account and make their own changes including 10 images and 3 personal videos.

Covid-19 has impacted our operations immensely, as well as the broader arts community.

The printed and online version of the 2020-2021 **Purple Banner Studio & Gallery Guide** has been produced and distributed. We extended the program by six weeks to account for a delayed start-up awaiting health guidelines. We reduced the number of printed brochures to 10,000. The guide provides a 'call ahead' option for physical visits to adhere to provincial health requirements.

The printed **Arts and Culture Calendar** is no longer being printed and may be on hold throughout 2021. However, the online calendar and weekly e-newsletter is very active, currently attracting per week: 1700+ for the e-newsletter; 4,500 views and over 1,100 users on the website. Web activity will increase by 70% during the Art Crawl. The savings in cost of paper and postage has been needed for the extra administration time taken to produce the digital version.

We were challenged to re-imagine the **Sunshine Coast Art Crawl** without face-to-face interactions between visitors and artists, without the tactile experience of viewing and touching artworks. After consulting the membership and past participants, a decision was made to mount a hybrid program in compliance with provincial health guidelines. Artists were given the option to participate in three different ways: 11 artist venues registered for a virtual only presence, 6 artist venues registered for visits by appointment in advance and 81 artists who have separate/independent gallery space elected to have drop-in visitors. Every artist is listed virtually on the CCA site which ensures that the event can take place even with last minute restrictions. Artists have made every effort to follow all the necessary Covid precautions, even providing covered areas for any line-ups with appropriate social distancing markers.

With the development of our new website in 2019 we were able to create the opportunity for artists to enhance their digital footprint. We produced a series of free instructional videos for artists to aid their virtual presentations:

- Tips & Tricks for how to photograph artwork with cell phone and camera
- How to make, edit and upload a video with cell phone or camera
- How to create an engaging presence on Youtube/Vimeo video, Instagram and Facebook
- How to successfully add images and videos to their CCA Art Crawl web listings

- Plus we held an interactive Zoom workshop on how to host virtual chats

We are pleased to have 98 venues join the Crawl this year, including 22 new venues. Nevertheless, we saw a decline in the total number of artists participating, in effect, generating lower income. In 2019 we showcased 186 venues hosting 350 artists; this year the total number of artists (160) was less than half that number. While there were fewer venues, there was more work and costs involved in researching and developing digital content. This year, we also expect a decline in attendance. This event typically draws over 45,000 studio visits, bringing significant economic benefits to the community.

We are very proud that during this uncertain year of Covid-19, we have managed to produce all but the Artesia Coffeehouse Concerts and the printed version of the Arts and Culture Calendar.

***CURRENT 2020 FINANCIAL POSITION (budget versus actuals (attached)**

We have shown the original 2020 budget, the revised budget imposed by Covid-19, and 3rd quarter actuals to September 30, 2020. Our biggest event, the Arts and Cultural Crawl will take place October 23-25, 2020. Therefore, many bills and some income is still outstanding and will appear in our year-end statement filed no later than January 11, 2021. We anticipate we will have a small surplus at the end of this fiscal year.

***2021 DRAFT BUDGET PLANS** (2021-2025 proposed financial plan) show the requested finance resources from the SCRD within the Revenue Section: (attached)

We are requesting a modest increase of \$300 from last year's grant totalling \$7,500 for 2021. We recognize the SCRD has limited resources, and we appreciated the increase to the 2020 budget to help us adjust to the "new normal". We will be soliciting core funding from other granting agencies as well. Please find the 2021 draft budget plan attached. We are happy to provide detailed project budgets if necessary.

***SUMMARY OF PROGRAMS AND SERVICES TO BE OFFERED IN 2021**

Last year the CCA undertook a strategic plan to create a core funding model with professional paid staff, rather than relying on and exhausting volunteer efforts. Our history of 22 years, the growth and value of our projects and the products and connections we provide to the community have been well recorded. To manage the increasing scale of operations and budget, and to ensure the ongoing success of our programs, it is necessary to hire permanent staffing. In 2021, we are aiming to contract for 30 hours/week, increasing to 35 hours/week in 2022, and reaching our target goal of full-time employment at 40 hours/week in 2023. We believe this graduated approach will give us time to plan effectively and to realize our goal of 70% self-earned revenues. Public funding currently accounts for only 30% of our budget. Instead of applying for project funding, we are requesting core funding for our growing enterprise.

In 2021 we intend to mount all our current programs listed above, with the exception of the printed Arts and Culture Calendar brochure and the monthly Artesia Coffeehouse Concerts, while expanding our digital outreach. Our assumption is that we will be continuing to deal with the uncertainty of Covid-19 until a vaccine is developed. Given our shared experience this year, we believe that we are in an excellent position to adapt as Covid restrictions change and opportunities emerge.

We will undertake a campaign for Board recruitment as several Directors will be leaving this year for personal and health reasons. We are grateful to these long-term volunteers who have been leading the organization for over a decade. We're confident we can reach out to our artist members and business affiliations for continued support.

COAST CULTURAL ALLIANCE 2021 DRAFT BUDGET

	2021 Budget	% 2021 Budget
Revenue		
Art Crawl	\$28,000.00	43.75%
A&C Calendar (digital version)	\$4,000.00	6.25%
Purple Banner Guide	\$12,000.00	18.75%
Membership	\$17,500.00	27.34%
Sponsorship	\$2,500.00	3.91%
Total Revenue	\$64,000.00	100.00%
Expenses		
Art Crawl	\$28,000.00	43.75%
A&C Calendar including online	\$4,000.00	6.25%
Purple Banner Guide	\$12,000.00	18.75%
Bookkeeping	\$1,500.00	2.34%
Contractual Expenses	\$9,000.00	14.06%
Credit Card Charges	\$900.00	1.41%
Website Maintenance/Design	\$2,000.00	3.13%
Web Hosting and URL	\$2,000.00	3.13%
Advertising	\$1,500.00	2.34%
Professional Fees	\$500.00	0.78%
Dues/Memberships	\$600.00	0.94%
Meeting Expenses	\$300.00	0.47%
Insurance	\$1,000.00	1.56%
Office Supplies	\$500.00	0.78%
Postage and Courier	\$50.00	0.08%
Telephone	\$100.00	0.16%
Bank Charges	\$50.00	0.08%
Total Expenses	\$64,000.00	100.00%
*2020 List of grants included in projects		
Grant - SCRD	\$7,500.00	11.72%
Grant - DOS	\$7,800.00	12.19%
Grant - TOG	\$2,000.00	3.13%
Grant - PRAC	\$500.00	0.78%
Grant - SIB	\$1,100.00	1.72%
Total Grants	\$18,900.00	29.53%

COAST CULTURAL ALLIANCE 2020 BUDGET VS ACTUALS TO SEPTEMBER 30TH

	2020 Budget	2020 Covid	20 Actual to Sep 30	Notes
Revenue				
Art Crawl	27,800.00	23,100.00	\$22,165.00	
A&C Calendar	8,950.00	6,950.00	\$6,280.00	
Purple Banner Guide	12,000.00	11,000.00	\$11,277.00	
Membership	16,000.00	15,000.00	\$12,220.00	
Sponsorship	2,500.00	2,500.00	\$0.00	SCCU pending
Total Revenue	67,250.00	58,550.00	\$51,942.00	
Expenses				
Art Crawl	40,050.00	27,400.00	\$14,599.54	
A&C Calendar including online	12,450.00	4,625.00	\$1,740.16	
Purple Banner Guide	11,500.00	9,000.00	\$8,296.72	
Bookkeeping	1,000.00	1,000.00	\$173.34	
Contractual Expenses	4,800.00	6,000.00	\$4,500.00	
Credit Card Charges	950.00	850.00	\$709.57	
Website Maintenance/Design	1,500.00	2,000.00	\$2,205.00	
Web Hosting and URL	600.00	2,900.00	\$1,405.82	
Advertising	200.00	150.00	\$103.95	
Professional Fees			\$882.00	
Dues/Memberships	700.00	600.00	\$577.55	
Meeting Expenses	450.00	250.00	\$250.00	
Insurance	910.00	910.00	\$0.00	
Office Supplies	400.00	300.00	\$79.14	
Postage and Courier	75.00	40.00	\$141.11	
Telephone	112.00	95.00	\$53.34	
Bank Charges	10.00	10.00	\$18.40	
Total Expenses	75,707.00	56,130.00	\$35,735.64	
*2020 List of grants included in projects				
Grant - SCRD	7,200.00	7,200.00	\$7,200.00	
Grant - DOS	3,500.00	3,500.00	\$3,500.00	
Grant - TOG	1,800.00	1,800.00	\$1,800.00	
Grant - PRAC	600.00	500.00	\$0.00	2020 grant pending
Grant - SIB	1,000.00	1,100.00	\$1,100.00	
Total Grants	14,100.00	14,100.00	\$13,600.00	



October 21, 2020

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

Dear Ms. Perreault:

Re: Gibsons & District Chamber of Commerce BC Ferry Travel Ambassador Program and
Visitor Information Park Visitor Information Park Summer Kiosk Funding Request 2021

The following funding request is for the anticipated return to “new normal” in 2021 Visitor, Traveler & Tourism activity. We will promote and create awareness about the entire Sunshine Coast to forecasted 19,000+ visitors who will engage with our BC Ferries Travel Ambassadors and our Visitor Services Kiosk at the Visitor Information Park (on Stewart Rd) during the busy Tourism Season, May to September.

To say the least the year 2020 has been unprecedented with impact of Covid-19 on our abilities to support our business community and the travelers, visitors and ultimately the tourists. As the severe restrictions of travel within our community, province and country began to be relaxed, the challenges of restricted BC Ferry Capacity severely impacted the volume of visitors. Those who did travel here (safely), we were able to demonstrate a warm Sunshine Coast welcome. As we all know and understand the Sunshine Coast being “right next door” to the mainland provides a convenient, safe and unique opportunity for people to get away from the challenges of congested urban life. So much so that we are now seeing many new residents.

We, the Gibsons & District Chamber of Commerce was able to open our Visitor Information Park Kiosk (top of Stewart Rd. bypass) in June to again; as the Gateway to the Sunshine Coast, provide a warm greeting, information, directions, daily news, schedules and locations for many people who were returning visitors and many who were first timers to the Sunshine Coast. While there was continued apprehension of people travelling, reduced ferry schedule; we were in a position to provide a service to over 1,100 people who stopped, engaged, used the facilities, viewed the Coastal Maps of all the communities on both North and South Sunshine Coast, plus get themselves oriented.

Our 2020 Travel Ambassador program was put in hiatus as both BC Ferries with their stay in vehicles directive and the reluctance of our Volunteer Travel Ambassador Seniors, there was not a need for the on-board information services.



In addition to the conventional in person engagement and the evolving digital world accelerating at a greater pace, we still provided targeted communication and support collateral (Tourism Magazine, Gibsons Walking Map, local businesses pamphlets and promo material) for all Sunshine Coast businesses.

With the 2020 and 2021 being a “Recovery” focus, our efforts expanded into providing more digital support to all businesses with up to date communications, additional web directory listings, links details about what businesses are open, and how they are operating. This is for the entire Coast, whether a Chamber member or not. Primarily we use our *Chamber News* (700+ business subscribers), our Gibsons Chamber Facebook with over 1,000 followers and other Social media to keep local businesses informed and connected.

Please note we just launched DER3 program (Digital Economy Recovery – Restart Recover Reimagine) from Innovation Island Technology whom we have partnered with to provide the much need technical support for our Coast businesses to compete more effectively in the accelerated digital world. This No Cost Consultation program supports our local business community with expert evaluation, consultation, recommendations and plans on how they can invest in their own business to be more competitive, serve our visitors, meet customer expectations, profitable and provide a lasting Sunshine Coast experience.

As our priority focus is on Gibsons and District (including Area D, E and F of SCRD) our activities compliments the current services that is undertaken by Sunshine Coast Tourism Association and their Visitor Services Centres.

We continue to participate in virtual presentations that provided information and guidelines about the numerous government (all levels) and industry support programs, tools, financial aid, and Health Officer directives. Currently we are in planning stages of how we can create a safe environment where we can restart our Networking and Training programs that bring businesses together to do what they do best. Engage, learn from each other and support opportunities.

In 2020, our program, while altered we will continue to connect with our Visitor Services, our business support activity.

Financial Summary	2019 Actual	2020 Actual	2021 Budget Request
Visitor Services – Gibsons/Area D, E& F (Visitor Information Park Kiosk, Wayfinding Map Info and Rest Stop)	\$6,100	\$6,100	\$5,000
BC Ferries Travel Ambassador Program	\$1,600	\$1,600	\$2,700
Total Allocation & New Request	\$7,700	\$7,700	\$7,700



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

Also, for your reference, enclosed is a Budget Summary of our Tourism Services activities for the past two years and the Request Proposal for 2021 funding.

Getting back to normal will open the doors for over 1 million visitors who will step on to our shores between the months May and September. They will be seeking information, advise, directions, and even accommodation bookings. Not all visitors go to the Gibsons Visitor Centre in the Landing, not easily visible. We can supplement the inquiries of visitors and ensure their experience is a memorable one.

Of the over 19,000+ visitors we usually engage, close to 5,000 will be stopping at the Visitor Information Park.

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

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

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

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

Best Regards,

A handwritten signature in blue ink that reads "Chris".

Chris Nicholls
Executive Director

A handwritten signature in black ink that reads "Deb Mowbray".

Deb Mowbray
President

Gibsons Chamber of Commerce					
Tourism Services / Economic Recovery	2019	December	DRAFT	2020	DRAFT
	Budget	2019 Actual	2020 Budget	Net Forecast	2021 Budget
Sources of Cash / Revenue					
Additional Grants CAN Summer Jobs (2 staff-Act. 1)	7,500.00	8,428.00	9,376.00	4,500.00	10,000.00
Magazine/Map Distribution - Vital Signs - Glacier Media	6,500.00	2,710.00	2,500.00	500.00	1,000.00
SCRD - T/A Admin Fee	1,600.00	1,600.00	2,500.00	2,500.00	2,500.00
SCRD - VIP Admin Fee	6,100.00	6,100.00	5,200.00	5,200.00	5,200.00
Town of Gibsons - Tourism/Economic Recovery	5,000.00	0	5,000.00	-	-
Total Sources (Total Cash In)	26,700.00	18,838.00	23,700.00	12,700.00	18,700.00
	2019	December	DRAFT	2020	DRAFT
	Budget	2019 Actual	2020 Budget	Net Forecast	2021 Budget
Administrative Expenses					
Office Admin & Digital Economic Recovery Project.	11,280.00	7,978.80	7,480.00	2,300.00	5,000.00
Copier & Copies	2,500.00	2,684.16	2,400.00	1,100.00	300.00
Insurance Commercial Liability	1,000.00	1,000.00	1,000.00	1,000.00	1,100.00
Mobile VIC / KIOSK Location	1,300.00	1,395.59	1,200.00	2,000.00	2,000.00
Staff Recognition	200.00	248.97	300.00	100.00	200.00
VIP Maintenance	2,500.00	2,201.32	1,800.00	1,700.00	2,700.00
Visitor Services Kiosk Staff	7,500.00	8,428.00	8,425.00	5,120.00	10,000.00
Volunteer Recognition	1,200.00	1,158.47	1,500.00	100.00	150.00
Total Administration Expenses	27,480.00	25,095.31	24,105.00	13,420.00	21,450.00
Tourism and Economic Recovery Net					- 2,750.00
Notes: Revenues					
2020 Canada Summer Jobs request for 2 positions reduced to 1					
2021 Canada Summer Jobs request for 2 positions					
Magazine & Advertising map Distribution reduced by growth of Digital					
Notes: Expense					
Added Admin to support Training and Digital Recovery program for businesses					
Elimination of Copier Lease					
VIP Maintenance - Includes structure refinishing after 10 years.					

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – November 5-6, 2020

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

SUBJECT: 2021-2025 FINANCIAL PLAN OUTLOOK

RECOMMENDATION(S)

THAT the report titled 2021-2025 Financial Plan Outlook be received for information.

BACKGROUND

Sections 374 and 375 of the *Local Government Act* requires Regional Districts to complete a five-year Financial Plan and institute a public participation process to explain the plan. The process for development of the Sunshine Coast Regional District's (SCRD) Financial Plan was presented at the June 25, 2020 Corporate and Administrative Services Committee (2020 Budget Debrief and 2021-2025 Financial Planning Process – [Agenda Link](#)).

The purpose of this report is to present preliminary budgetary information on factors which may affect the upcoming Financial Plan such as; external and internal considerations, taxation, user rates, staff resourcing as well as items identified in the SCRD Boards 2019-2023 Strategic Plan. This information does not contain any impacts of assessment changes as the information is not available from BC Assessment until January 1, 2021 and will be presented as part of the Round 1 Budget deliberations.

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

DISCUSSION

Covid-19 Financial Considerations

The COVID-19 pandemic has resulted in several new challenges, impacts, and risks for the both the local community and the SCRD. It can be expected that these impacts will continue into 2021, inevitably resulting in operational and economic implications for several months to come. Another difficulty is forecasting what these implications might have as the situation continues to change, including the recent 'second wave' being declared by Dr. Bonnie Henry in BC.

The impacts of Covid-19 have been factored in the external and internal scan below.

External Scan

Although the Canadian and Provincial economy showed positive gains toward recovery from pre-pandemic in Q3 2020, several challenges still lie ahead. The recent surge in cases may result in shutdowns to sections of the economy once again, which will likely impact any positive gains made toward the economic recovery. Housing activity and extraordinary government supports were key components to the broader recovery thus far.

The Province of BC will receive funds from the Federal Government as part of the 'Safe Restart Agreement'. Part of this agreement will help local governments and transit. Per the Re-start Agreement, *"B.C.'s funding share-totaling approximately \$809.7 million for municipal and transit services - will offset measures implemented or currently being developed to support B.C.'s local governments and public transportation service providers"*. Specifics on how, when and how much the local government will receive is still unknown and is hopefully forthcoming now that the BC election has concluded.

At the end of September 2020, the labour market in BC recovered 75% of the jobs lost during the pandemic, with unemployment rates for the Province at 7.5% and Vancouver being at 9.5%. Job losses are projected to remain about the same into 2021 (Source: Stats Can-Labour Force Survey).

Gross Domestic Product (GDP) is projected to decline by 5.3% in BC for 2020 with some small projected gains in 2021. There continues to be instability in business investment in BC and the hospitality industry still remains in an unpredictable state which is a large contributor to GDP for the Province.

The Vancouver Consumer Price Indices (CPI) at the end of September 2020, 12-month average percent change is up 1.0% over 2019, with the Canadian average also up 1.0% ([Source: BC Stats/Statistics Canada - September 2020](#)). CPI could continue to show a pattern of decline through the end of 2020. Although CPI is one external economic indicator, generally local government spending does not align with consumer goods, therefore, other considerations such as fuel, labour, construction, energy, and commodities are segments which are most relevant.

Housing sales activity has increased, especially on the Sunshine Coast, but new housing starts have declined in recent months. This is likely due to the considerable increases in many of the construction sectors cost of materials. This increase has been reflected in recent bids and tenders for SCRD projects.

Short term borrowing interest rates have decreased over the past year with the daily floating rate decreasing from 2.57% in January 2020 to the current rate of 1.23%. Long term borrowing indices range from 1.47% for 10 year term to 2.25% for 20 year terms. It is likely rates may increase for 2021 as they are historically low. Staff will monitor and update the budgeted interest payments to reflect current rates prior to budget adoption. Based on current trends, budgeted interest payments in 2021 for current short term borrowing will decrease slightly in the 2021-2025 Financial Plan, however, the SCRD is budgeted to take on a significant amount of new long-term and short term financing for new projects approved in 2020 (Church Road Well [370], Water Metering [370], new fire trucks [210], and Sechelt Landfill site remediation [350]).

Interest earned on investments year-to-date for SCRD funds range from .60% for short term placements up to 5.68% for longer term bonds.

BC Assessment releases preliminary non-market change to the assessment base in mid-November. This figure is mainly attributable to growth but does include other items such as changes in use/zoning or change in exemption status. Updated non-market change values for 2020 assessment roll impacting 2021 budget will be presented at Round 1.

SCRD Current Situation

The amended financial plan adopted on March 31, 2020 incorporated a number of deferrals and one-time funding transfers from operating reserves to mitigate the tax increase approved through the original financial plan that was adopted on March 12, 2020. The total reduction for tax mitigation was \$1.65M. These reductions are factored back into the 2021 preliminary budget and as such, have a significant impact on the projected tax increase in 2021.

The projected increase is being mitigated by \$557,000 in one-time taxation funding in 2020 for projects and prior year deficits which now fall off in 2021.

As a result of the 'Safe Restart' stimulus fund details not being released to date, the SCRD has not yet received its Annual Operating Agreement (AOA) from BC Transit (BCT) which is typically presented in October of each year, prior to the SCRD's pre-budgeting process. It is expected that the stimulus funds will be incorporated into the new AOA from BCT which is anticipated for December 2020. At the October 22, 2020 Regular Board Meeting, it was recommended that staff work with BC Transit to continue the current conventional transit schedule based on approximately 80% of the originally budgeted amount of service hours until mid-May 2021. The impacts of both of these items will be factored into the Round 1 Budget.

Following July 2020 Board direction, recreation restart has proceeded in a slow, steady and safe way, with service levels increasing as capacity and demand allow. For Community Recreation [615], the revenue and cost projections to operate the facilities are still too early to predict. The phased re-opening of 3 of the 4 facilities continues and the service levels being offered were also changed due to COVID-19. For the preliminary 2021 Budget, figures reflect a planning assumption of a return to pre-COVID service levels (specifically: operating GDAF and seasonal ice at SCA), as well as for Pender Harbour Pool starting in January 2021. Having that said, staff continue to working through these budgets to understand the forecasted revenue and expense needs, especially as the situation with COVID-19 continues to escalate.

As part of the Community Recreation Facilities re-start and projected deficit for 2020 year-end, the Board asked staff to review the Community Recreation Capital Funding Plan with the implications of a potential one-time reduction. Staff presented options at the September 17, 2020 CAS meeting and the Community Recreation Facilities Capital Funding Update report was referred to a future Committee as part of the 2021 Budget deliberations for further consideration, including additional information on the implications to transitioning capital renewal funding to parcel taxes versus property taxation (ad valorem). It was also recommended that staff undertake a recreation user fee review with consideration to a potential reduction of supply of facility capacity and provide recovery options for a user share of COVID-19 related costs.

Considerations regarding wage and benefits have been factored into the 2021 Budget. If the renewal of the Collective Agreement between the SCRD and Unifor is completed, these figures will be updated in the upcoming Budget figures.

In addition, there are items which were previously approved by the Board which will impact the 2021-2025 Financial Plan as summarized below:

- The full year impact of new hires in 2020 and additional capital funding for Information Technology (IT) Hardware are included in the support services budget and allocated to services based on the support services allocation policy. In addition, one-time tax mitigation funding drawn from operating reserves in 2020 is not included in the 2021 budget. As a result, funding from taxation for support services increases by approximately \$299,000 in the preliminary budget.
- Contract increases for ongoing services totaling \$113,000 have been included in the preliminary base budget. These include renewed contracts for green waste, software maintenance, landscaping and recreation facility plant maintenance.
- An inflationary increase to recreation capital plan funding of 2% would normally be included in the financial plan based on prior Board direction. Given the current uncertainty with respect to user fee revenue, this increase has been excluded from the preliminary budget in 2021 but can be reinstated at any time prior to budget adoption. Total annual recreation capital plan funding is currently budgeted at \$754,800.
- In 2017, the Board approved an annual increase of \$125,000 to the landfill closure reserve contribution, funded from taxation, over a four year period beginning in 2018. The budgeted contribution in 2021 is \$800,000. No further increases are planned at this time; however, a review of the closure reserve balance and updated cost estimates stemming from the interim closure work in 2021 may necessitate further increases to ensure sufficient funding is available for final closure.
- Debt servicing costs funded from taxation in the preliminary budget increase by approximately \$209,000 mainly as a result of planned borrowing for the Sechelt Landfill Ground Remediation and Drop-off Area Construction and for fire truck replacements in Gibsons and Halfmoon Bay. Assumptions with respect to the timing of debt issuance will be updated leading into Round 1 and will likely result in a reduced tax impact in 2021.

The following table summarizes the preliminary overall Ad Valorem Tax for 2021 (increase over the 2020 Approved Budget) with all the above related items included. This is in effect the estimated tax increase required to maintain current approved service levels.

Area	Base Budget	Change in Dollars
A	10.45%	\$254,624
B	8.71%	\$307,909
D	7.53%	\$206,829
E	9.09%	\$192,697
F	7.53%	\$256,336
SIGD	7.43%	\$25,285
DoS	6.80%	\$271,727
ToG	8.16%	\$211,215
Total	8.16%	\$1,726,621

It should be noted that these values are preliminary and subject to change leading into Round 1 as the base budget is refined and the 2021 assessment roll is released. For instance, the timing of new approved debt issuance will be updated to reflect current procurement timelines prior to Round 1. In addition, the 2021 assessment roll will be released on January 1 and will likely have an impact on the apportionment by electoral area.

In addition to the above status quo service level projections, projected deficits in the SCEP, Solid Waste and Recreation services could result in an additional 2.5%-3% in additional taxation. Furthermore, if all 2021 proposed initiatives for all categories are approved, it would add an additional 4.02% in taxation. The overall projected tax increase incorporating all these items could result in an overall property tax increase of up to 15%.

2021 user rates and parcel taxes have yet to be approved for Regional Water Service [370], North Pender Harbour Water Service [365], South Pender Harbour Water Service [366], the Waste Water Facilities Services [380-395], and Rural Refuse Collection Service [355], and are scheduled to be presented through Committee meetings in November. The Community Recreation Facilities [615] and Pender Harbour Pool [625] parcel taxes for debt servicing are expected to remain the same or decrease slightly for 2021.

Water Service User Fees

A high level analysis has been conducted to estimate the potential user fee rate increases required to fund the projected operating budgets for the three water services in 2021. These estimates are conservative in that they assume all budget proposals put forth are approved and all deferred initiatives from 2020 move forward as planned.

The analysis shows that a user fee increase of 18% would be required to fully fund the proposed South Pender Harbour Water Service operating budget and a user fee increase of 14% would be required to fully fund the proposed Regional Water Service operating budget. Both of these services are aligned with the Financial Sustainability Policy by funding operations through user fees and capital through parcel tax.

Due to the smaller customer base and high number of vacant properties, the North Pender Harbour Water Service current funds 71% of its operating budget through user fees and the remainder through parcel tax. In the case of this service, an overall combined rate increase of 37% (user fees and parcel taxes) would be required to fund the proposed increase to the operating budget. A user fee rate increase of 73% would be required to fully fund the operating budget through user fees in alignment with the Financial Sustainability Policy.

This analysis does not take into account any required increases to capital funding through parcel taxes or the impact of proposed initiatives on reserve balances where identified as a project funding source. In addition, potential mitigating factors and budget refinement (timing of new debt, new staffing etc.) have not been considered at this time. A more detailed analysis incorporating these factors will be conducted in advance of November Committee meetings and options for 2021 user rates and parcel taxes will be presented at that time.

Timing or potential deferral of projects including carry-forwards, change to Strategic Plan Priority timelines, doing only critical work, staffing and potential use of other sources of funding such as Community Works Gas Tax can be considered to reduce these figures.

5 Year Historical Budget Data

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

Historical Budget Details	2017	2018	2019	2020	Change 2017-2020	Preliminary 2021
Ad Valorem Taxation	18,199,440	18,990,440	20,218,598	21,168,636	2,969,196	22,895,257
% Change Over Prior Year	3.41%	4.35%	6.47%	4.70%	16.31%	8.16%
FTE Count	190.77	195.65	198.03	206.00	15.23	215.16
% Change Over Prior Year	1.75%	1.75%	1.22%	4.02%	7.99%	4.45%
Inflation*	2.2%	2.4%	2.9%	2.4%	9.9%	1.0%

*Statistics Canada, Table 18-10-0005-01-Vancouver

Other potential budget impacts for 2021

The following items are currently in progress and have the potential to significantly impact the budget in 2021:

- Successful approval toward the multiple grant applications that have been recently submitted for projects for Community Recreation [615], Wastewater Facilities-Wood-Creek [383], Ports [345], and for Asset Management.
- The potential use of Gas Tax-Community Works Funds towards projects which may be eligible.
- Federal/Provincial stimulus funding from Safe-Restart (COVID-19 Recovery funds).
- Potential need to increase funding (taxation) for Green waste processing volumes
- Water Supply Expansion Projects
- Utility Rate Reviews – water, wastewater and curbside collection rate reviews and Bylaw amendments;
- Transit Annual Operating Agreement (AOA) – summary of proposed AOA will be presented prior to R1 Budget; final AOA is not executed until after budget adoption.
- Corporate Space Plan- Implementation items
- Waste Water Facilities Asset Management Plan- Implementation items
- Remuneration- Renewal of Unionized Collective Agreement, SCRD Board and exempt staff remuneration reviews
- Strategic Plan Implementation- Resourcing and structural implications

Timeline for next steps or estimated completion date

Round 1 Budget meetings are scheduled for February 1-2, 2021 with Round 2 Budget meetings scheduled for March 4-5, 2021.

Final adoption of the 2021-2025 Financial Plan Bylaw is scheduled for the March 25, 2021 Regular SCRD Board meeting.

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

Preliminary budgetary information shows an overall increase in taxation of 8.16% over 2020 after factoring back in one-time reductions and deferrals in 2020 for tax mitigation, allowances for wage increases and financial plan amendments approved in 2020 that impact base budgets. Factors such as assessments, year-end results and future proposals may have significant impacts to the actual budget results.

This report summarizes the preliminary status of the 2021-2025 Financial Plan.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – November 5-6, 2020

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

SUBJECT: ANNUAL SUPPORT SERVICE ALLOCATION POLICY REVIEW

RECOMMENDATION(S)

THAT the report titled Annual Support Service Allocation Policy Review be received for information.

BACKGROUND

The Support Services Allocation Policy is the method used to apply various support costs to benefiting functions. Section 379 (1) of the *Local Government Act* stipulates that “*All costs incurred by a regional district in relation to a service, including costs of administration attributable to the service, are part of the costs of that service*”. The Policy is to be reviewed on an annual basis as part of the budget process for the upcoming year.

For 2020, the following changes to the Policy were approved at the January 9, 2020 Regular Board meeting (motion 004/20), excerpt below:

Recommendation No. 2 *Annual Support Service Allocation Policy Review*

THAT the report titled Annual Support Service Allocation Policy Review be received;

AND THAT for 2020 the Support Services Allocation Policy be amended to include cost sharing for the Mason Road works yard site;

AND FURTHER THAT the Support Service Allocation Policy be approved as amended.

The purpose of this report is to review the Support Service Allocation Policy prior to the 2021-2025 Financial Planning process and to ensure support costs continue to be apportioned in an equitable and transparent manner.

DISCUSSION

The Support Service Allocation Policy apportions costs to be recovered through the various Sunshine Coast Regional District (SCRD) functions. Support Services include the following:

- | | |
|--|---|
| <ul style="list-style-type: none"> i. Administrative Expenses: <ul style="list-style-type: none"> a. Liability Insurance and Legal Fees b. Photocopier and Reception c. Mail and Records Management d. Communications Officer e. Chief Administrative Officer | <ul style="list-style-type: none"> ii. Financial Management <ul style="list-style-type: none"> a. Asset Management b. Financial Services c. Payroll d. Purchasing and Risk Management |
|--|---|

- | | |
|--|---|
| iii. Field Road Administrative Offices | vii. Property Information and Mapping Services (PIMS) / Geographical Information Systems (GIS); |
| iv. Human Resources | |
| v. Information Services | |
| vi. Corporate Sustainability Services | viii. Mason Road Works Yard |

Costs associated for the inclusion of Mason Rd cost allocations are still being gathered for 2020 and will be reflected in the updated Support Services costs for Round 1 Budget. Only the services that reside at Mason Road will be impacted by the change which is Public Transit [310], Fleet [312], Building Maintenance [313], Water [365, 366, 370], Wastewater Services [380-395] and Parks [650].

For 2021, it is recommended that Section e- Communications Officer be amended to Corporate Communications to account for the work of the new Communications and Engagement Manager. The revised Policy can be found in Attachment A.

Financial Implications

The 2020-2024 Financial Plan and subsequent Support Service allocation costs were approved and budgeted in the amount of \$4,992,831. As part of the amendments to the 2020 Budget in response to the COVID-19 pandemic, the most significant changes were made to Support Services based functions and the overall cost was reduced to \$4,640,210 through mostly the use of reserves. The following reductions were approved per resolution 130/20 at the March 30, 2020 Emergency Board Meeting, partial excerpts below:

AND THAT the following annual and other contributions to reserves approved in the 2020-2024 Financial be reduced for 2020:

- | | |
|--|----------|
| • Human Resources [115] | \$10,000 |
| • Information Technology [117] | \$10,000 |
| • Property Information and Mapping / Geographical Information Systems – Orthophoto acquisition [506] | \$15,000 |

AND THAT the following operating budget functions approved in the 2020-2024 Financial be partially funded through one-time use of operating reserves (reducing taxation):

- | | |
|--|-----------|
| • Administration [110] | \$100,000 |
| • Finance [113] | \$100,000 |
| • Human Resources [115] | \$50,000 |
| • Elections [113] | \$50,000 |
| • Property Information and Mapping [506] | \$25,000 |

AND THAT the full time equivalency (FTE) positions approved in the 2020-2024 Financial Plan be deferred to 2021:

- | | | |
|-------------------------------------|----------|----------|
| • Employee and Volunteer Engagement | 0.20 FTE | \$15,950 |
|-------------------------------------|----------|----------|

The preliminary financial allocations for the 2021 Support Service Allocations are estimated at \$5,112,264 and can be found in Attachment B. Overall, the preliminary values for Support Services have increased \$119,433 or 2.39% (normalized) over the 2020 Approved Budget (Attachment C) and \$472,054 from the Amended Budget (Attachment D). The changes for the 'normalized increase include: approved incremental increase for Information Technology (IT) funding (\$50,000); impact of deferred projects from 2020 budget being re-instated in 2021, increases related to salaries and wages; and some decreases related to benefits costs. These values have been reflected in the preliminary budget values.

STRATEGIC PLAN AND RELATED POLICIES

Regular amendments align with the Support Services Allocation Policy.

CONCLUSION

The Support Services Allocation Policy is to be reviewed on an annual basis as part of the budget process with impacts for the coming year.

For 2021, it is recommended that the Policy be amended to incorporate the new Communications and Engagement Manager.

The preliminary 2021 Support Service Allocations are estimated at \$5,112,264 and have increased \$119,433 or 2.39% over the 2020 approved budget and \$472,054 from the amended budget in response to COVID-19. These values will be refined for the Round 1 Budget in February 2021.

Attachments:

- A – Draft Amended Support Services Allocation Policy
- B – 2021 Preliminary Budget - Support Services Summary
- C - 2020 Approved Budget Support Services Summary
- D - 2020 Amended Budget (COVID-19) Support Services Summary

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

Sunshine Coast Regional District

BOARD POLICY MANUAL

Section:	Finance	5
Subsection:	General	1610
Title:	Support Service Allocation	1

POLICY

The Sunshine Coast Regional District will allocate all costs incurred in relation to a particular service to that service. This includes the cost of administration attributable to that service.

REASON FOR POLICY

The policy's purpose is to define the process for allocating the costs of general administration (support service costs) for the Regional District to all budgeted functions within the Regional District on an equitable basis.

AUTHORITY TO ACT

The Chief Financial Officer will administer the allocation of all support services consistent with this policy. Exceptions to this policy may be made by the Chief Administrative Officer or designate.

PROCEDURE**Definitions:**

Direct costs – those that can be specifically identified and assigned to a particular project or function relatively easily and with a high degree of accuracy;

Indirect costs – those incurred that cannot be identified readily and specifically with a particular project or function;

Support Services (includes the following functions):

- i. Administrative Expenses:
 - a. Liability Insurance and Legal Fees
 - b. Photocopier and Reception
 - c. Mail and Records Management
 - d. Communications Officer
 - e. Chief Administrative Officer
- ii. Financial Management
 - a. Asset Management
 - b. Financial Services
 - c. Payroll
 - d. Purchasing and Risk Management
- iii. Field Road Administrative Offices Building Maintenance]
- iv. Human Resources
- v. Information Services

- vi. Corporate Sustainability Services
- vii. Property Information and Mapping Services (PIMS) / Geographical Information Systems (GIS);
- viii. Mason Road Works Yard

Net operating budget – the total operating expense budget for each function of the Regional District, exclusive of Internal Recoveries (Line Item 4999), Support Services (Line Item 5000), Support Services Recovery (Line Item 5001), Interest on Long Term Debt (Line Item 5300), Member Municipality Debt Payments (Line Item 5305) and Amortization Expense (Line Item 5400);

Tangible Capital Assets – are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for sale in the ordinary course of operations;

Recoverable costs – the total current year budget less any offsetting revenues.

Principles:

- Fairness – functions should pay for the administrative services they consume;
- Transparency – it should be clear what administrative services a function pays for and the amount for those services;
- Consistent and equitable application;
- Application of generally accepted accounting principles;
- Ease of administration;
- Easily understood by the Board, administration and service participants.

Allocation Method:

Where costs can be identified as direct costs, they will be budgeted and charged to the function or project to which they apply.

a. **Overall Allocation**

Fifteen percent (15%) of the total recoverable costs for all support service functions will be allocated proportionately to all functions, based on the function's prior year net operating budget. This allocation is in recognition that all functions receive a benefit from support services that may not be recognized in the allocation method utilized.

b. **Liability Insurance and Legal Fees**

Liability Insurance and Legal Fees are included in function 110 and will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

c. Photocopier and Reception

Includes the cost associated with the photocopiers and reception for the Field Road Administrative Building. The recoverable costs of this function will be allocated proportionately, based on the square footage of office space assigned to each department.

d. Mail and Records Management

The costs for mail and records management are included in function 110 and will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

e. Corporate Communications and Engagement Officer

Includes all costs associated with providing advertising, media, ~~and~~ and engagement for the Regional District. The recoverable costs for function 110 will be allocated based on prior year's historical use.

f. Chief Administrative Officer

Includes the staffing and related costs to provide core administrative oversight to the Regional District. The recoverable costs for this function will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

g. Asset Management

Includes costs associated with the development, implementation, and ongoing operation of the Corporate Asset Management Plan and Program, which ensures that all corporate capital assets/infrastructure are operated and maintained to optimize life cycle costs and that there are long term financial strategies in place for their end of life replacement. The recoverable costs for function 113 will be allocated proportionately, based on prior year's historical cost value of the "Tangible Capital Assets" (excluding land or work-in progress) managed by each individual function.

h. Financial Services

Includes the staffing and related costs to provide core financial services to the Regional District. The recoverable amounts of this function, excluding costs associated with payroll, will be allocated proportionately to individual functions, based on the function's prior year net operating budget, excluding the cost of wages and benefits, multiplied by the usage factor. The usage factor is a ratio from 1 to 3 that reflects the draw on financial resources by a particular service.

The recoverable amount associated with Payroll will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).

i. Payroll

The recoverable amount associated with Payroll will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).

j. Purchasing and Risk Management

Includes costs associated with providing the support for procurement of goods and services and risk management for the Regional District. The recoverable costs will be allocated based on prior year's historical use with a portion for general benefit to the organization.

k. Field Road Administrative Offices Building Maintenance

Includes the cost of maintenance, utilities and debt costs associated with the Field Road Administrative Building. The recoverable costs of this function will be allocated proportionately, based on the square footage of office space assigned to each department.

l. Human Resources

Includes the Human Resources' staffing costs, legal fees, and corporate training. The recoverable costs will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).

m. Information Services

Includes costs of providing computer hardware and software, telephones, network connectivity, and support for the Regional District. The recoverable costs of this function will be allocated based on the following methods:

- i. The costs associated with computer hardware and software and networks will be allocated based on the number of computers assigned to each department.
- ii. The costs of telephone service will be allocated based on the number of telephones assigned to each department.
- iii. The cost of support will be allocated based on the number of users.

n. Corporate Sustainability

Includes costs to support the Regional District's Sustainable Community Policy and Integrated Community Sustainability Policy. The recoverable costs for this function will be allocated proportionately to individual functions, based on the function's prior year net operating budget. When a sustainability project is undertaken that is of regional nature, the costs of that project will be recovered by way of direct taxation.

o. Property Information and Mapping Services (PIMS)

Includes costs associated with providing core spatial data services, systems and mapping for the Regional District. The recoverable costs for function 506 will be allocated based on the following:

Allocation	Methodology	Percent of Budget
General Administration/Overall	40% overall	40%
Tempest-Land Management	Apportioned based on the overall allocation of Tempest Software Maintenance Fees.	10%
Cityworks (Enterprise Asset Management)	Apportioned based on same method as Asset Management	30%
Project based	Only 20% of the budget will be reserved/apportioned to projects and reviewed annually	20%

p. Mason Road Works Yard-

Includes the cost of maintenance, utilities and debt costs associated with the Transit/Fleet Building. The recoverable costs will be allocated proportionately, based on the square footage of site occupied by each department.

Five-Year Plan Allocation:

Budget Years 2 through 5 of the five-year financial plan will be based on the Year 1 (current budget year) allocation, adjusted for any significant changes in individual operating plans.

New Services:

A new service with no base year will be allocated a support services charge based on a projected budget amount or a charge as set by the Chief Financial Officer.

Review:

In the fall of each year, as part of the base budget process, each function's allocations are updated according to the policy, and the changes are applied. This may result in an increase or decrease to the respective functions support service cost for the following year.

Approval Date:	November 25, 2010	Resolution No.	484/10 Rec. No. 5
Amendment Date:	February 14, 2013	Resolution No.	048/13 Rec. No. 1
Amendment Date:	December 12, 2013	Resolution No.	577/13 Rec. No. 3
Amendment Date:	December 11, 2014	Resolution No.	579/14 Rec. No. 8
Amendment Date:	December 10, 2015	Resolution No.	443/15 Rec. No. 5
Amendment Date:	December 8, 2016	Resolution No.	452/16 Rec. No. 3
Amendment Date:	December 13, 2018	Resolution No:	340/18 Rec. No. 3
Amendment Date	January 9, 2020	Resolution No.	004/20 Rec. No. 2

2021 Pre-Budget Support Service Allocation

Attachment B

	CAO	Liability Ins & Legal	Photocopier	Comm. Officer Payroll	Reception Payroll	Mail and Records Payroll	Finance	Payroll	Asset Mangmt.	Purchasing & Risk Mangmt.	Field Rd Bld Maint	HR	IT/ Phones	Sustain	PIMS - Cityworks (30%)	PIMS - Tempest (10%)	PIMS - Projects (20%)	PIMS - Administration (40%)	15% Across the board	Total Allocation	2020 AM Budget Allocation	Net Change	
Overall Allocation (15%)	226,575 (33,986)	99,100 (14,865)	32,500 (4,875)	71,517 (10,728)	100,433 (15,065)	179,325 (26,899)	783,517 (117,528)	186,606 (27,991)	304,321 (45,648)	362,584 (54,388)	484,367 (72,655)	729,999 (109,500)	1,169,209 (175,381)	61,955 (9,293)	96,077	32,026	64,051	128,102	718,801	5,112,264			
Net Recovery	192,589	84,235	27,625	60,789	85,368	152,426	665,989	158,615	258,673	308,196	411,712	620,499	993,828	52,662	96,077	32,026	64,051	128,102	718,801	5,112,264			
General Government Services																							
[110] General Government	12,071	5,271	11,186	53,920	34,567	9,537	16,164	14,611	599	52,640	166,708	57,159	123,176	3,295	222	219	769	8,015	44,975	615,103	568,347	46,756	
[111] Asset Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[112] Corporate Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[113] Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[114] General Offices Bld Maint	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[115] Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[116] Procurement & Risk Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[117] Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[118] S/Coast RHD Admin	-	143	352	-	1,089	259	299	430	-	-	5,252	1,682	1,842	89	-	3	-	218	1,221	12,879	13,409	(529)	
[121] Grants in Aid - Area A	275	120	-	-	-	217	865	8	-	-	-	31	-	75	-	14	-	183	1,024	2,812	2,222	589	
[122] Grants in Aid - Area B	198	86	-	-	-	156	618	8	-	-	-	31	-	54	-	6	-	131	737	2,025	1,562	464	
[123] Grants in Aid - Area E & F	40	17	-	-	-	31	111	8	-	-	-	31	-	11	-	2	-	26	148	425	307	118	
[125] Grants in Aid - Community Schools	71	31	-	-	-	56	210	8	-	-	-	31	-	19	-	2	-	47	264	739	663	76	
[126] Greater Gibsons Comm Participation	79	35	-	-	-	62	237	8	-	-	-	31	-	22	-	11	-	52	294	831	671	161	
[127] Grants in Aid - D only	231	101	-	-	-	182	724	8	-	-	-	31	-	63	-	8	-	153	860	2,361	2,076	285	
[128] Grants in Aid - E only	161	70	-	-	-	127	500	8	-	-	-	31	-	44	-	4	-	107	600	1,653	1,096	556	
[129] Grants in Aid - F only	192	84	-	-	-	152	600	8	-	-	-	31	-	53	-	8	-	128	717	1,972	1,430	542	
[130] UBCM & Electoral Area Services	447	195	-	-	-	353	742	330	-	-	-	1,292	-	122	-	8	-	297	1,667	5,455	4,915	539	
[131] Elections (Election Year Only)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[135] Corporate Sustainability	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[136] Regional Sustainability	129	56	-	-	-	102	66	70	-	-	-	275	614	35	-	1	-	86	480	1,914	1,133	782	
[150] Feasibility- Regional																							
[151] Feasibility Studies - Area A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[152] Feasibility Studies - Area B	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[153] Feasibility Studies - Area D	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[155] Feasibility Studies - Area F	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Protective Services																							
[200] Bylaw Enforcement	1,122	490	522	-	1,613	886	788	1,528	80	-	7,781	5,977	10,518	306	30	4,665	-	745	4,179	41,231	37,548	3,683	
[204] Halfmoon Bay Smoke Control	6	3	3	-	10	5	-	9	-	-	49	36	-	2	-	1	-	4	22	148	139	9	
[206] Roberts Creek Smoke Control	6	3	3	-	10	5	-	9	-	-	49	36	-	2	-	-	-	4	22	148	139	9	
[210] Gibsons and District Fire Protection	4,881	2,131	55	-	171	3,856	14,525	4,002	5,352	6,688	827	15,656	31,316	1,332	1,988	116	-	3,241	18,185	114,324	99,001	15,323	
[212] Roberts Creek Fire Protection	2,196	959	46	-	141	1,735	8,377	1,361	3,068	3,852	681	5,324	16,455	599	1,139	75	-	1,458	8,181	55,648	49,443	6,205	
[216] Halfmoon Bay Fire Protection	2,274	993	46	-	141	1,797	8,643	1,418	2,710	123	681	5,548	13,212	621	1,007	81	-	1,510	8,475	49,281	41,354	7,926	
[218] Egmont Fire Protection	668	291	26	-	81	527	3,472	193	720	123	389	756	3,207	182	267	26	-	443	2,487	13,860	10,857	3,003	
[220] Emergency Telephone - 911	1,841	804	202	-	625	1,455	10,223	378	1,407	185	3,015	1,480	6,139	503	523	112	-	1,223	6,860	36,974	31,289	5,685	
[222] Sunshine Coast Emergency Planning	1,342	586	1,413	61	4,366	1,061	3,870	1,131	416	339	21,057	4,423	12,415	366	154	36	833	891	5,001	59,761	50,461	9,300	
[290] Animal Control	420	183	124	-	383	332	930	420	71	-	1,848	1,644	4,379	115	26	1,514	-	279	1,564	14,231	12,536	1,695	
[291] Keats Island Dog Control	17	8	-	-	-	14	55	13	-	-	-	52	-	5	-	1	-	11	64	239	215	24	
Transportation Services																							
[310] Public Transit	28,447	12,421	101	-	313	22,476	116,999	24,916	1,094	7,890	1,508	97,470	88,999	7,765	406	688	-	18,889	105,992	536,372	474,766	61,606	
[312] Maintenance Facility	463	202	20	-	61	366	-	-	2,099	1,942	292	-	30,693	126	780	-	-	308	1,726	39,077	33,546	5,530	
[313] Building Maintenance									63	-			6,139		23	-	-			6,224	5,611	613	
[320] Regional Street Lighting	229	100	-	-	-	181	676	27	-	-	-	107	-	62	-	7	-	152	852	2,393	2,032	361	
[322] Langdale Street Lighting	16	7	-	-	-	12	51	-	-	-	-	-	-	4	-	0	-	10	59	160	143	17	
[324] Granthams Street Lighting	16	7	-	-	-	12	51	-	-	-	-	-	-	4	-	0	-	10	59	160	143	17	
[326] Veterans Street Lighting	3	1	-	-	-	2	10	-	-	-	-	-	-	1	-	0	-	2	12	32	29	3	
[328] Spruce Street Lighting	2	1	-	-	-	1	5	-	-	-	-	-	-	0	-	0	-	1	6	16	14	2	
[330] Woodcreek Street Lighting	13	6	-	-	-	10	41	-	-	-	-	-	-	3	-	0	-	8	48	129	116	13	
[332] Fircrest Street Lighting	3	1	-	-	-	2	10	-	-	-	-	-	-	1	-	0	-	2	12	32	29	3	
[334] Hydaway Street Lighting	2	1	-	-	-	1	5	-	-	-	-	-	-	0	-	0	-	1	6	16	14	2	
[336] Sunnyside Street Lighting	6	3	-	-	-	5	20	-	-	-	-	-	-	2	-	0	-	4	23	64	57	7	
[340] Burns Road Street Lighting	2	1	-	-	-	1	5	-	-	-	-	-	-	0	-	0	-	1	6	16	14	2	
[342] Stewart Road Street Lighting	3	1	-	-	-	2	10	-	-	-	-	-	-	1	-	0	-	2	12	32	29	3	
[345] Ports Services	1,084	474	85	-	262	857	4,511	583	3,141	27,923	1,264	2,281	3,069	296	1,167	30	-	720	4,041	51,788	52,399	(611)	
[346] Langdale Dock	206	90	-	-	-	163	661	-	-	-	-	-	-	56	-	7	-	137	768	2,089	1,872	217	

2021 Pre-Budget Support Service Allocation

	CAO	Liability Ins & Legal	Photocopier	Comm. Officer Payroll	Reception Payroll	Mail and Records Payroll	Finance	Payroll	Asset Mangmt.	Purchasing & Risk Mangmt.	Field Rd Bld Maint	HR	IT/ Phones	Sustain	PIMS - Cityworks (30%)	PIMS - Tempest (10%)	PIMS - Projects (20%)	PIMS - Administration (40%)	15% Across the board	Total Allocation	2020 AM Budget Allocation	Net Change
Overall Allocation (15%)	226,575 (33,986)	99,100 (14,865)	32,500 (4,875)	71,517 (10,728)	100,433 (15,065)	179,325 (26,899)	783,517 (117,528)	186,606 (27,991)	304,321 (45,648)	362,584 (54,388)	484,367 (72,655)	729,999 (109,500)	1,169,209 (175,381)	61,955 (9,293)	96,077	32,026	64,051	128,102	718,801	5,112,264		
Net Recovery	192,589	84,235	27,625	60,789	85,368	152,426	665,989	158,615	258,673	308,196	411,712	620,499	993,828	52,662	96,077	32,026	64,051	128,102	718,801	5,112,264		
Environmental Health Services																						
[350] Regional Solid Waste	10,799	4,715	1,273	486	3,933	8,532	53,624	3,731	18	24,779	18,966	14,594	24,105	2,948	7	259	2,946	7,171	40,236	223,122	168,182	54,940
[351] Pender Harbour Solid Waste	4,865	2,124	26	-	81	3,844	29,675	2,725	443	-	389	10,659	6,139	1,328	165	184	-	3,231	18,128	84,005	74,821	9,184
[352] Sechelt Solid Waste	9,905	4,325	55	-	171	7,826	65,989	4,660	949	-	827	18,229	14,311	2,704	353	617	576	6,577	36,904	174,976	180,664	(5,687)
[355] Refuse Collection	6,151	2,686	111	-	343	4,860	37,365	498	-	24,656	1,653	1,948	3,069	1,679	-	1,492	961	4,084	22,918	114,474	93,856	20,617
[365] North Pender Harbour Water Svcs	1,978	864	72	-	222	1,563	7,903	1,769	13,225	6,164	1,070	6,921	8,759	540	4,912	160	-	1,313	7,369	64,803	57,136	7,667
[366] South Pender Harbour Water Svcs	3,462	1,511	134	-	413	2,735	14,603	2,974	19,085	12,328	1,994	11,633	20,138	945	7,088	337	-	2,299	12,898	114,575	103,795	10,781
[370] Regional Water Services	28,395	12,399	3,100	5,532	9,579	22,436	90,796	29,004	130,206	34,056	46,200	113,462	128,175	7,751	48,361	3,109	21,073	18,855	105,801	858,290	753,917	104,373
[381] Greaves RD W/W Plant	14	6	-	-	-	11	22	17	-	-	-	65	-	4	-	1	-	10	53	204	131	73
[382] Woodcreek Park Waste Water Plant	526	230	-	-	-	415	2,417	228	667	-	-	890	-	143	248	25	-	349	1,958	8,097	3,583	4,513
[383] Sunnyside W/W Plant	14	6	-	-	-	11	10	19	-	-	-	73	-	4	-	2	-	9	51	199	115	84
[384] Jolly Roger W/W Plant	133	58	-	-	-	105	409	106	60	-	-	415	-	36	22	9	-	88	496	1,938	1,117	821
[385] Secret Cove W/W Plant	118	52	-	-	-	93	309	107	67	-	-	419	-	32	25	9	-	78	440	1,750	1,301	450
[386] Lee Bay W/W Plant	269	118	-	-	-	213	929	190	79	-	-	745	-	73	29	47	-	179	1,003	3,874	3,843	31
[387] Square Bay W/W Plant	389	170	-	-	-	307	828	397	1,758	-	-	1,554	-	106	653	26	-	258	1,448	7,892	5,067	2,825
[388] Langdale W/W Plant	248	108	-	-	-	196	682	216	255	-	-	846	-	68	95	12	-	164	923	3,813	2,298	1,514
[389] Canoe RD W/W Plant	20	9	-	-	-	16	22	25	228	-	-	97	-	5	85	2	-	13	73	595	387	208
[390] Merril Crescent W/W Pln	114	50	-	-	-	90	314	100	236	-	-	391	-	31	88	5	-	76	426	1,922	1,022	900
[391] Curran RD W/W Plant	172	75	-	-	-	136	483	148	247	-	-	580	-	47	92	19	-	114	642	2,757	1,991	766
[392] Roberts Creek W/W Plant	194	85	-	-	-	153	410	199	354	-	-	778	-	53	131	10	-	129	723	3,219	2,087	1,132
[393] Lillies Lake W/W Plant	144	63	-	-	-	114	425	119	361	-	-	466	-	39	134	10	-	96	537	2,507	1,908	598
[394] Painted Boat	110	48	-	-	-	87	315	93	536	-	-	363	-	30	199	10	-	73	409	2,272	1,974	298
[395] Sakinaw Ridge Waste Water Plant	204	89	-	-	-	161	847	177	982	-	-	692	-	56	365	-	-	135	758	4,463	2,866	1,598
Public Health and Welfare Services																						
[400] Cemetery	839	367	46	-	141	663	2,563	673	106	62	681	2,632	3,069	229	39	12	1,922	557	3,127	17,729	16,659	1,070
[410] Pender Harbour Health Clinic	932	407	-	-	-	736	1,495	-	-	-	-	-	-	254	-	12	-	619	3,473	7,928	6,802	1,126
Environmental Development Services																						
[500] Regional Planning	862	376	636	-	1,966	681	441	1,213	-	185	9,483	4,745	9,052	235	-	1,212	1,409	572	3,210	36,279	30,628	5,652
[504] Rural Planning Services	4,663	2,036	3,769	-	11,647	3,684	3,296	6,348	138	-	56,169	24,833	45,884	1,273	51	7,482	9,031	3,097	17,375	200,777	187,448	13,328
[506] Property & Information Mapping Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[510] House Numbering	165	72	88	-	272	131	99	229	-	-	1,313	896	1,535	45	-	1	-	110	616	5,572	5,511	61
[515] Heritage Registry	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	107	(107)
[520] Building Inspection Services	4,368	1,907	1,837	-	5,677	3,451	2,591	6,064	173	62	27,379	23,723	42,970	1,192	64	7,324	1,217	2,900	16,274	149,174	135,466	13,708
[531] Economic Development - Area A	424	185	-	-	-	335	679	-	-	-	-	-	-	116	-	4	-	281	1,578	3,601	3,274	327
[532] Economic Development - Area B	329	144	-	-	-	260	528	-	-	-	-	-	-	90	-	2	-	219	1,227	2,798	2,270	527
[533] Economic Development - Area D	244	107	-	-	-	193	391	-	-	-	-	-	-	67	-	1	-	162	909	2,074	1,885	188
[534] Economic Development - Area E	241	105	-	-	-	191	387	-	-	-	-	-	-	66	-	1	-	160	899	2,051	1,865	186
[535] Economic Development - Area F	320	140	-	-	-	253	514	-	-	-	-	-	-	87	-	4	-	213	1,194	2,725	2,478	248
[540] Hillside Development Project	806	352	36	-	111	637	2,042	259	-	-	535	1,013	1,228	220	-	21	-	535	3,003	10,797	6,488	4,309
Recreation and Cultural Services																						
[613] Community Recreation Operations	13,495	5,893	-	-	-	10,663	62,355	10,731	46,035	48,387	-	41,978	96,934	3,684	17,099	-	-	8,961	50,282	416,496	428,750	(12,254)
[614] Community Recreation Programming	14,812	6,468	-	790	-	11,703	6,712	21,593	702	14,054	-	84,473	169,661	4,043	261	1,238	5,380	9,836	55,189	406,915	400,485	6,430
[615] Community Recreation Facilities	16	7	620	-	1,916	12	-	24	142	-	9,240	94	-	4	53	-	-	10	59	12,198	11,808	390
[625] Pender Harbour Pool	3,235	1,413	-	-	-	2,556	9,790	3,392	2,755	-	-	13,271	15,796	883	1,023	86	-	2,148	12,053	68,402	62,216	6,185
[630] School Facilities - Joint Use	111	48	7	-	20	88	158	19	-	-	97	74	-	30	-	1	-	74	413	1,138	273	865
[640] Gibsons and Area Library	4,162	1,817	-	-	-	3,288	13,193	73	2,392	92	-	286	-	1,136	888	124	-	2,763	15,506	45,722	43,667	2,055
[643] Egmont Pender Harbour Libraray Service	333	146	-	-	-	263	1,069	-	-	-	-	-	-	91	-	-	-	221	1,242	3,366	2,538	828
[645] Halfmoon Bay Library Service	922	403	-	-	-	729	2,958	-	-	-	-	-	-	252	-	21	-	613	3,437	9,336	9,852	(516)
[646] Roberts Creek Library Service	1,166	509	-	-	-	922	3,741	-	-	-	-	-	-	318	-	15	-	774	4,346	11,791	5,041	6,750
[648] Museum Service	878	384	-	-	-	694	2,817	-	-	-	-	-	-	240	-	26	-	583	3,273	8,895	7,718	1,177
[650] Community Parks Operations	9,183	4,010	1,299	-	4,013	7,256	37,984	8,009	9,360	41,607	19,355	31,331	41,623	2,507	3,477	376	4,035	6,098	34,216	265,737	235,526	30,211
[651] Community Parks Planning	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	13,899	-	-	13,900	17,827	(3,928)
[665] Bicycle & Walking Paths	144	63	23	-	71	114	324	143	5,052	62	340	561	2,455	39	1,876	1	-	96	538	11,903	11,184	719
[667] Area A Bicycle & Walking Paths	65	29	3	-	10	52	88	58	189	-	49	227	614	18	70	5	-	43	244	1,764	1,612	151
[670] Regional Recreation Programs	1,117	488	-	-	-	882	3,561	9	-	-	-	36	-	305	-	40	-	741	4,160	11,340	9,252	2,087
[680] Dakota Ridge Operations	1,373	599	307	-	948	1,085	2,760	784	1,052	-	4,571	3,065	6,139	375	391	25	-	911	5,114	29,498	26,434	3,064
[681] Dakota Ridge Planning	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,457	(1,457)
	192,589	84,235	27,625	60,789	85,368	152,426	665,989	158,615	258,673	308,196	411,712	620,499	993,828	52,662	96,077	32,026	64,051	128,102	718,801	5,112,264	4,640,210	472,054

2020 Round 1 Budget Support Service Allocation

Attachment C

	Liability			Comm.		Mail and			Purchasing		Field Rd				PIMS -	PIMS -	PIMS -	PIMS -	15%	Total
	CAO	Ins & Legal	Photocopier	Officer Payroll	Reception Payroll	Records Payroll	Finance	Payroll	Asset Mangmt.	& Risk Mangmt.	Bld Maint	HR	IT/ Phones	Sustain	Cityworks (30%)	Tempest (10%)	Projects (20%)	Administration (40%)	Across the board	Allocation
Overall Allocation (15%)	221,780 (33,267)	99,100 (14,865)	32,500 (4,875)	71,100 (10,665)	99,953 (14,993)	178,278 (26,742)	774,741 (116,211)	186,606 (27,991)	300,687 (45,103)	358,288 (53,743)	487,131 (73,070)	714,168 (107,125)	1,103,106 (165,466)	46,764 (7,015)	95,589	31,863	63,726	127,451	701,130	4,992,831
Net Recovery	188,513	84,235	27,625	60,435	84,960	151,536	658,530	158,615	255,584	304,545	414,061	607,043	937,640	39,749	95,589	31,863	63,726	127,451	701,130	4,992,831
General Government Services																				
[110] General Government	11,522	5,136	11,186	53,606	34,401	9,240	15,563	14,319	592	52,016	167,659	54,800	111,528	2,424	221	218	765	7,772	42,753	595,720
[111] Asset Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[112] Corporate Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[113] Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[114] General Offices Bld Maint	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[115] Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[116] Procurement & Risk Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[117] Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[118] S/Coast RHD Admin	-	198	352	-	1,084	357	287	635	-	-	5,282	2,431	1,679	94	-	3	-	300	1,652	14,354
[121] Grants in Aid - Area A	243	109	-	-	-	195	729	8	-	-	-	32	-	51	-	14	-	164	903	2,449
[122] Grants in Aid - Area B	171	76	-	-	-	137	506	8	-	-	-	32	-	36	-	6	-	115	634	1,721
[123] Grants in Aid - Area E & F	32	14	-	-	-	25	81	8	-	-	-	32	-	7	-	2	-	21	117	339
[125] Grants in Aid - Community Schools	71	32	-	-	-	57	202	8	-	-	-	32	-	15	-	2	-	48	264	731
[126] Greater Gibsons Comm Participation	71	32	-	-	-	57	202	8	-	-	-	32	-	15	-	11	-	48	264	740
[127] Grants in Aid - D only	228	102	-	-	-	183	681	8	-	-	-	32	-	48	-	8	-	154	845	2,288
[128] Grants in Aid - E only	119	53	-	-	-	96	349	8	-	-	-	32	-	25	-	4	-	80	442	1,209
[129] Grants in Aid - F only	156	70	-	-	-	125	461	8	-	-	-	32	-	33	-	8	-	105	579	1,576
[130] UBCM & Electoral Area Services	450	201	-	-	-	361	712	347	-	-	-	1,326	-	95	-	8	-	304	1,670	5,474
[131] Elections (Election Year Only)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[135] Corporate Sustainability	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[136] Regional Sustainability	83	37	-	-	-	66	63	-	-	-	-	-	560	17	-	1	-	56	306	1,188
[151] Feasibility Studies - Area A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[152] Feasibility Studies - Area B	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[153] Feasibility Studies - Area D	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[155] Feasibility Studies - Area F	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Protective Services																				
[200] Bylaw Enforcement	1,102	491	522	-	1,606	884	706	1,573	80	-	7,825	6,021	9,825	232	30	4,641	-	743	4,088	40,368
[204] Halfmoon Bay Smoke Control	6	3	3	-	10	5	-	10	-	-	49	37	-	1	-	1	-	4	23	151
[206] Roberts Creek Smoke Control	6	3	3	-	10	5	-	10	-	-	49	37	-	1	-	-	-	4	23	150
[210] Gibsons and District Fire Protection	4,530	2,020	55	-	171	3,633	12,132	4,063	5,288	6,609	831	15,548	28,600	953	1,978	115	-	3,056	16,810	106,393
[212] Roberts Creek Fire Protection	2,091	932	46	-	140	1,677	8,061	1,233	3,031	3,807	685	4,718	15,611	440	1,134	75	-	1,410	7,757	52,846
[216] Halfmoon Bay Fire Protection	2,053	915	46	-	140	1,646	8,317	1,106	2,678	122	685	4,232	12,125	432	1,002	81	-	1,385	7,617	44,580
[218] Egmont Fire Protection	585	261	26	-	80	469	3,252	85	711	122	391	325	2,421	123	266	26	-	394	2,170	11,707
[220] Emergency Telephone - 911	1,698	757	202	-	622	1,362	9,632	198	1,390	183	3,032	757	5,595	357	520	111	-	1,146	6,302	33,864
[222] Sunshine Coast Emergency Planning	985	439	1,413	60	4,345	790	3,272	717	411	335	21,177	2,745	10,815	207	154	36	828	664	3,653	53,045
[290] Animal Control	376	168	124	-	381	302	846	380	70	-	1,859	1,453	4,229	79	26	1,507	-	254	1,397	13,451
[291] Keats Island Dog Control	17	8	-	-	-	14	53	14	-	-	-	54	-	4	-	1	-	12	65	240
Transportation Services																				
[310] Public Transit	27,894	12,435	101	-	311	22,369	111,557	25,098	1,081	7,796	1,516	96,055	87,261	5,868	404	684	-	18,814	103,499	522,745
[312] Maintenance Facility	141	63	20	-	60	113	-	-	2,074	1,919	293	-	27,977	30	776	-	-	95	521	34,080
[313] Building Maintenance	-	-	-	-	-	-	-	-	62	-	-	-	5,595	-	23	-	-	-	-	5,680
[320] Regional Street Lighting	221	99	-	-	-	177	649	14	-	-	-	55	-	47	-	7	-	149	821	2,240
[322] Langdale Street Lighting	16	7	-	-	-	13	48	-	-	-	-	-	-	3	-	0	-	11	59	157
[324] Granthams Street Lighting	16	7	-	-	-	13	48	-	-	-	-	-	-	3	-	0	-	11	59	157
[326] Veterans Street Lighting	3	1	-	-	-	3	10	-	-	-	-	-	-	1	-	0	-	2	12	32
[328] Spruce Street Lighting	2	1	-	-	-	1	5	-	-	-	-	-	-	0	-	0	-	1	6	16
[330] Woodcreek Street Lighting	13	6	-	-	-	10	39	-	-	-	-	-	-	3	-	0	-	9	48	127
[332] Fircrest Street Lighting	3	1	-	-	-	3	10	-	-	-	-	-	-	1	-	0	-	2	12	32
[334] Hydaway Street Lighting	2	1	-	-	-	1	5	-	-	-	-	-	-	0	-	0	-	1	6	16
[336] Sunnyside Street Lighting	6	3	-	-	-	5	19	-	-	-	-	-	-	1	-	0	-	4	23	63
[340] Burns Road Street Lighting	2	1	-	-	-	1	5	-	-	-	-	-	-	0	-	0	-	1	6	16
[342] Stewart Road Street Lighting	3	1	-	-	-	3	10	-	-	-	-	-	-	1	-	0	-	2	12	32
[345] Ports Services	1,404	626	85	-	261	1,126	7,673	239	3,103	27,592	1,272	914	2,798	295	1,161	30	-	947	5,209	54,734
[346] Langdale Dock	208	93	-	-	-	166</														

2020 Round 1 Budget Support Service Allocation

Attachment D

	Liability			Comm.	Mail and		Purchasing			PIMS -				15%	Total		Adopted				
	CAO	Ins & Legal	Photocopier	Officer Payroll	Reception Payroll	Records Payroll	Finance	Payroll	Asset Mangmt.	& Risk Mangmt.	Field Rd Bld Maint	HR	IT/ Phones	Sustain	Cityworks (30%)	Tempest (10%)	Projects (20%)	Administration (40%)	Across the board	Allocation	Budget Allocation
Overall Allocation (15%)	221,780 (33,267)	99,100 (14,865)	32,500 (4,875)	70,257 (10,539)	98,860 (14,829)	176,206 (26,431)	668,585 (100,288)	186,606 (27,991)	299,512 (44,927)	356,058 (53,409)	467,084 (70,063)	585,293 (87,794)	1,087,617 (163,143)	14,850 (2,228)	82,771	27,590	55,180	110,361	654,646	4,640,210	
Net Recovery	188,513	84,235	27,625	59,718	84,031	149,775	568,297	158,615	254,585	302,649	397,021	497,499	924,474	12,623	82,771	27,590	55,180	110,361	654,646	4,640,210	
General Government Services																					
[110] General Government	11,522	5,136	11,186	52,970	34,025	9,133	13,430	14,319	589	51,693	160,759	44,911	110,214	770	192	188	662	6,729	39,918	568,347	595,720
[111] Asset Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[112] Corporate Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[113] Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[114] General Offices Bld Maint	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[115] Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[116] Procurement & Risk Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[117] Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[118] S/Coast RHD Admin	-	198	352	-	1,072	353	248	635	-	-	5,065	1,992	1,659	30	-	3	-	260	1,542	13,409	14,354
[121] Grants in Aid - Area A	243	109	-	-	-	193	629	8	-	-	-	26	-	16	-	12	-	142	844	2,222	2,449
[122] Grants in Aid - Area B	171	76	-	-	-	135	437	8	-	-	-	26	-	11	-	6	-	100	592	1,562	1,721
[123] Grants in Aid - Area E & F	32	14	-	-	-	25	70	8	-	-	-	26	-	2	-	2	-	18	109	307	339
[125] Grants in Aid - Community Schools	71	32	-	-	-	56	174	8	-	-	-	26	-	5	-	2	-	42	247	663	731
[126] Greater Gibsons Comm Participation	71	32	-	-	-	56	174	8	-	-	-	26	-	5	-	10	-	42	247	671	740
[127] Grants in Aid - D only	228	102	-	-	-	181	588	8	-	-	-	26	-	15	-	7	-	133	789	2,076	2,288
[128] Grants in Aid - E only	119	53	-	-	-	95	301	8	-	-	-	26	-	8	-	3	-	70	413	1,096	1,209
[129] Grants in Aid - F only	156	70	-	-	-	124	398	8	-	-	-	26	-	10	-	7	-	91	540	1,430	1,576
[130] UBCM & Electoral Area Services	450	201	-	-	-	357	615	347	-	-	-	1,087	-	30	-	7	-	263	1,560	4,915	5,474
[131] Elections (Election Year Only)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[135] Corporate Sustainability	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[136] Regional Sustainability	83	37	-	-	-	65	54	-	-	-	-	-	553	6	-	1	-	48	286	1,133	1,188
[151] Feasibility Studies - Area A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[152] Feasibility Studies - Area B	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[153] Feasibility Studies - Area D	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[155] Feasibility Studies - Area F	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Protective Services																					
[200] Bylaw Enforcement	1,102	491	522	-	1,588	873	609	1,573	79	-	7,503	4,934	9,693	74	26	4,019	-	644	3,817	37,548	40,368
[204] Halfmoon Bay Smoke Control	6	3	3	-	10	5	-	10	-	-	47	30	-	0	-	1	-	4	21	139	151
[206] Roberts Creek Smoke Control	6	3	3	-	10	5	-	10	-	-	47	30	-	0	-	-	-	4	21	139	150
[210] Gibsons and District Fire Protection	4,530	2,020	55	-	169	3,591	10,470	4,063	5,268	6,567	797	12,742	28,272	303	1,713	100	-	2,646	15,695	99,001	106,393
[212] Roberts Creek Fire Protection	2,091	932	46	-	139	1,657	6,957	1,233	3,019	3,783	657	3,866	15,414	140	982	65	-	1,221	7,243	49,443	52,846
[216] Halfmoon Bay Fire Protection	2,053	915	46	-	139	1,627	7,177	1,106	2,668	121	657	3,468	11,994	137	867	70	-	1,199	7,112	41,354	44,580
[218] Egmont Fire Protection	585	261	26	-	79	463	2,806	85	708	121	375	266	2,421	39	230	23	-	342	2,026	10,857	11,707
[220] Emergency Telephone - 911	1,698	757	202	-	615	1,346	8,312	198	1,385	182	2,908	620	5,530	113	450	96	-	992	5,884	31,289	33,864
[222] Sunshine Coast Emergency Planning	985	439	1,413	60	4,298	780	2,823	717	409	333	20,306	2,250	10,716	66	133	31	717	575	3,411	50,461	53,045
[290] Animal Control	376	168	124	-	377	298	730	380	69	-	1,782	1,191	4,163	25	23	1,305	-	220	1,304	12,536	13,451
[291] Keats Island Dog Control	17	8	-	-	-	14	45	14	-	-	-	44	-	1	-	1	-	10	60	215	240
Transportation Services																					
[310] Public Transit	27,894	12,435	101	-	308	22,109	96,271	25,098	1,077	7,748	1,454	78,722	85,816	1,863	350	593	-	16,291	96,637	474,766	522,745
[312] Maintenance Facility	141	63	20	-	60	111	-	-	2,066	1,907	281	-	27,649	9	672	-	-	82	487	33,546	34,080
[313] Building Maintenance	-	-	-	-	-	-	-	-	62	-	-	-	5,530	-	20	-	-	-	-	5,611	5,680
[320] Regional Street Lighting	221	99	-	-	-	175	560	14	-	-	-	45	-	15	-	6	-	129	767	2,032	2,240
[322] Langdale Street Lighting	16	7	-	-	-	13	42	-	-	-	-	-	-	1	-	0	-	9	55	143	157
[324] Granthams Street Lighting	16	7	-	-	-	13	42	-	-	-	-	-	-	1	-	0	-	9	55	143	157
[326] Veterans Street Lighting	3	1	-	-	-	3	8	-	-	-	-	-	-	0	-	0	-	2	11	29	32
[328] Spruce Street Lighting	2	1	-	-	-	1	4	-	-	-	-	-	-	0	-	0	-	1	6	14	16
[330] Woodcreek Street Lighting	13	6	-	-	-	10	34	-	-	-	-	-	-	1	-	0	-	7	44	116	127
[332] Fircrest Street Lighting	3	1	-	-	-	3	8	-	-	-	-	-	-	0	-	0	-	2	11	29	32
[334] Hydaway Street Lighting	2	1	-	-	-	1	4	-	-	-	-	-	-	0	-	0	-	1	6	14	16
[336] Sunnyside Street Lighting	6	3	-	-	-	5	17	-	-	-	-	-	-	0	-	0	-	4	22	57	63
[340] Burns Road Street Lighting	2	1	-	-	-	1	4	-	-	-	-	-	-	0	-	0	-	1	6	14	16
[342] Stewart Road Street Lighting	3	1	-	-	-	3	8	-	-	-	-	-	-	0	-	0	-	2	11	29	32
[345] Ports Services	1,404	626	85	-	258	1,113	6,622	239	3,091	27,420	1,219	749	2,765	94	1,005	26	-	820	4,864	52,399	54,734
[346] Langdale Dock	208	93	-	-	-	165	548	-	-	-	-	-	-	14	-	6	-	121	719	1,872	2,062
Environmental Health Services																					
[350] Regional Solid Waste	7,893	3,519	1,273	478	3,871	6,257	28,957														

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – November 5-6, 2020

AUTHOR: Alexander Taylor, Budget and Financial Analyst

SUBJECT: STATUS OF OPERATING AND CAPITAL RESERVES AS AT SEPTEMBER 30, 2020

RECOMMENDATION(S)

THAT the report titled Status of Operating and Capital Reserves as at September 30, 2020 be received for information.

BACKGROUND

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

DISCUSSION

As at September 30, 2020 the Regional District had \$27,706,156 of reserve funds and \$9,438,624 of Parkland Acquisition, Development Cost Charges (DCC's) and Gas Tax Community Work Funds invested in term deposits, the Municipal Finance Authority (MFA) bond fund, and high interest savings accounts. In addition, the SCRD had \$2,585,758 of Landfill Closure Reserve funds invested in term deposits. Combined investments for the above noted funds totaled \$39,730,538.

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

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

Tax requisition funds collected in August 2020 are held in a high interest savings account and are available for use as required to meet operating cash flow requirements. The amount held as of September 30 was \$12,005,551.

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

The SCRD had \$39,690,041 invested in term deposits, the MFA bond fund, high interest savings accounts and individual corporate bond placements as at September 30, 2020 for Reserves, Parkland Acquisition, DCC's, Gas Tax Community Works Funds and Landfill Closure Reserves. Additionally, as of September 30, 2020, there was \$12,005,551 of 2020 tax requisition funds invested in a high interest savings account.

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

Attachments A to C – Investments of Reserves Tables

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

Attachment A
Investments of Reserves
As at September 30, 2020

Bylaw	Description	2019 Opening Balance	Transfers	YTD Interest	Closing Balance	Budgeted Transfers
General						
504	Administration - Capital	\$ 630	\$ -	\$ 20	\$ 650	\$ -
495	Administration - Vehicle Acquisition	42,976	-	1,351	44,328	-
648	Administration - Operating	430,694	(119,816)	12,091	322,969	(334,945)
648	Administration - Operating (Risk Management)	35,771	-	1,125	36,895	10,000
648	Finance - Operating	515,591	(75,000)	15,307	455,898	(125,000)
496	Office Building Upgrades - Capital	221,232	-	6,957	228,189	-
	Office Building Upgrades - Operating	16,884	-	531	17,415	-
648	Human Resources - Operating	222,116	(37,500)	6,532	191,147	(83,712)
504	Information Services - Capital	208,742	178,824	6,717	394,283	(60,233)
648	Information Services - Operating	51,119	-	1,607	52,727	-
648	Area D Grant in Aid - Operating	3,259	-	102	3,361	-
648	Elections - Operating	170,495	(37,500)	4,908	137,903	(50,000)
648	Corporate Sustainability - Operating	115,109	-	3,620	118,729	(19,328)
648	Regional Sustainability - Operating	66,844	-	2,102	68,946	(1,828)
	Feasibility Studies - Area B	27,185	-	855	28,040	(26,472)
	Feasibility Studies - Area D	27,185	-	855	28,040	(26,472)
649	Bylaw Enforcement - Vehicle Acquisition	64,791	-	2,037	66,828	-
677	Bylaw Enforcement - Operating	57,646	-	1,813	59,459	(1,664)
	Halfmoon Bay Smoke Control - Operating	2,670	(783)	75	1,961	(1,044)
650	Roberts Creek Smoke Control - Operating	12,874	(783)	395	12,486	(1,044)
497	Gibsons and District Fire Protection - Land	42,317	-	1,331	43,648	-
489	Gibsons and District Fire Protection - Capital	310,632	107,741	9,545	427,918	49,036
678	Gibsons and District Fire Protection - Operating	62,016	-	1,950	63,966	-
490	Roberts Creek Fire Protection - Capital	489,742	109,971	15,432	615,146	(457,205)
679	Roberts Creek Fire Protection - Operating	138,504	-	4,355	142,859	(5,000)
491	Halfmoon Bay Fire Protection - Capital	449,548	67,681	13,972	531,202	(257,500)
	Halfmoon Bay Fire Protection - Operating	36,812	-	1,158	37,970	(7,000)
601	Egmont Fire Protection - Capital	120,408	5,000	3,794	129,202	2,500
	Egmont Fire Protection - Operating	45,043	-	1,416	46,459	-
492	Emergency Telephone 911 - Capital	662,874	109,800	21,016	793,691	(475,100)
	Emergency Telephone 911 - Operating	35,067	(1,701)	1,103	34,468	(26,814)
493	Sunshine Coast Emergency Planning - Capital	36,404	-	1,145	37,548	-
	Sunshine Coast Emergency Planning - Operating	69,210	-	2,176	71,387	(21,869)
651	Animal Control - Vehicle Acquisition	52,781	-	1,660	54,441	-
680	Animal Control - Operating	118,652	-	3,731	122,383	(1,664)
529	Transit - Capital	-	-	-	-	-
652	Transit - Operating	213,088	-	6,701	219,789	(6,000)
563	Fleet Maintenance - Capital	105,078	(178)	3,304	108,204	(77,057)
	Fleet Maintenance - Operating	113,961	-	3,584	117,545	(10,000)
	Building Maintenance - Operating	59,403	-	1,868	61,271	-
486	Ports - Capital	687,857	(48,296)	17,395	656,956	(192,006)
607	Ports - Operating	61,587	15,600	1,965	79,152	(22,000)
653	Regional Solid Waste - Operating	52,452	-	1,649	54,101	-
670	Zero Waste Initiatives (Eco Fee) - Operating	277,563	18,245	8,928	304,735	(93)
653	Landfill - Operating	54,683	(21,516)	1,766	34,933	(54,486)
654	Refuse Collection - Operating	252,083	(197,972)	7,925	62,036	(215,358)
655	Cemetery - Operating	346,527	-	10,897	357,423	(38,600)
515	Pender Harbour Health Clinic - Capital	56,360	-	1,772	58,132	(20,000)
681	Regional Planning - Operating	79,773	-	2,509	82,281	(50,000)
656	Rural Planning - Vehicle Acquisition	18,182	-	572	18,754	-
657	Rural Planning - Operating	73,280	-	2,304	75,585	(18,285)
504	Property Information & Mapping - Capital	61,797	-	1,943	63,740	-
648	Property Information & Mapping - Operating	178,000	(22,500)	5,325	160,825	(30,000)
	Civic Addressing - Operating	113,971	(18,750)	3,357	98,579	(25,000)
659	Building Inspection - Vehicles Acquisition	67,761	(43,995)	2,001	25,767	(50,000)
	Building Inspection - Operating	952,968	-	29,967	982,935	(7,775)
715	Hillside - Operating	808,375	27,037	25,462	860,874	(32,963)
590	Community Recreation Facilities - Capital	2,049,694	463,327	60,599	2,573,620	(616,639)
682	Community Recreation Facilities - Operating	317,010	(47,074)	9,913	279,848	(237,800)
494	Pender Harbour Pool - Capital	71,485	(23,308)	2,140	50,317	(54,190)
660	Pender Harbour Pool - Operating	187,771	-	5,905	193,675	-
	School Facilities - Joint Use - Operating	-	-	-	-	-
609	Gibsons & Area Library - Capital	77,179	-	2,427	79,606	-
	Gibsons & Area Library - Operating	25,536	-	803	26,339	-
533	Community Parks - Capital	492,818	(6,945)	14,263	500,136	(424,346)
662	Community Parks - Operating	214,392	(3,320)	6,742	217,813	(87,903)
683	Bicycle and Walking Paths - Operating	240,503	(8,788)	7,457	239,172	(11,717)
	Area A - Bicycle and Walking Paths - Operating	84,086	-	2,644	86,730	-
	Regional Recreation Programs - Operating	(0)	-	-	(0)	-
	Dakota Ridge - Operating	279,320	-	8,783	288,104	(58,500)
Total General Reserve Funds		\$ 13,638,366	\$ 387,500	\$ 415,656	\$ 14,441,521	\$ (4,263,076)

Attachment A
Investments of Reserves
As at September 30, 2020

Bylaw	Description	2019 Opening Balance	Transfers	YTD Interest	Closing Balance	Budgeted Transfers
Water Services						
589	North Pender Harbour - Capital	\$ 297,654	\$ (16,075)	\$ 7,195	\$ 288,775	\$ 25,778
605	North Pender Harbour - Operating	234,158	-	7,363	241,522	(194,629)
602	South Pender Harbour - Capital	523,408	175,541	16,464	715,412	(77,000)
663	South Pender Harbour - Operating	661,211	(30,815)	20,792	651,188	(150,073)
488	Regional - Capital	5,730,827	1,042,950	178,934	6,952,711	(1,604,758)
498	Regional - Land	17,913	-	563	18,476	-
664	Regional - Operating	3,108,916	(94,409)	97,315	3,111,821	(1,475,049)
Total Water Services Reserves		\$ 10,574,086	\$ 1,077,192	\$ 328,626	\$ 11,979,905	\$ (3,475,731)
Waste Water Plants						
512	Greaves Road - Capital	\$ 2,628	\$ 612	\$ 84	\$ 3,323	\$ 612
608	Greaves Road - Operating	8,941	598	282	9,821	(674)
665	Woodcreek Park - Capital	25,619	3,641	811	30,071	7,446
666	Woodcreek Park - Operating	179,058	(9,145)	5,549	175,462	(50,074)
512	Sunnyside - Capital	17,958	1,122	566	19,647	1,122
608	Sunnyside - Operating	8,713	3,253	279	12,246	3,212
512	Jolly Roger - Capital	36,454	2,630	1,150	40,234	3,162
608	Jolly Roger - Operating	12,878	-	405	13,283	(646)
512	Secret Cove - Capital	9,786	3,060	313	13,158	3,060
608	Secret Cove - Operating	27,149	1,886	857	29,892	1,776
512	Lee Bay - Capital	239,844	17,952	7,570	265,366	17,952
608	Lee Bay - Operating	295,264	(16,375)	9,286	288,175	(37,030)
512	Square Bay - Capital	56,197	(6,690)	1,629	51,136	(11,362)
608	Square Bay - Operating	81,858	(15,685)	2,574	68,747	(25,342)
512	Langdale - Capital	-	755	1	756	4,080
608	Langdale - Operating	37,141	-	1,168	38,309	(3,472)
512	Canoe Road - Capital	3,210	-	101	3,311	(139)
608	Canoe Rd - Operating	519	3,009	21	3,549	2,972
512	Merrill Crescent - Capital	-	-	-	-	436
608	Merrill Crescent - Operating	3,088	-	97	3,185	839
512	Curran Road - Capital	19,695	10,710	636	31,042	10,710
608	Curran Road - Operating	81,605	2,595	2,570	86,770	(37,663)
512	Roberts Creek Co-Housing - Capital	2,528	-	79	2,607	6,324
608	Roberts Creek Co-Housing - Operating	46,866	-	1,474	48,340	(11,016)
667	Lily Lake Village - Operating	56,700	-	1,783	58,483	(400)
668	Painted Boat - Capital	1,777	3,468	61	5,306	3,468
669	Painted Boat - Operating	61,584	1,625	1,939	65,148	1,500
Total Waste Water Plants Reserves		\$ 1,317,059	\$ 9,021	\$ 41,286	\$ 1,367,366	\$ (109,147)
Total Reserve Funds		\$ 25,529,510	\$ 1,473,713	\$ 785,568	\$ 27,788,791	\$ (7,847,954)
					Investments \$	27,709,238
					Accrued Interest \$	169,420
					Over/ (Under) Subscribed \$	89,866

Attachment B
Investments of Landfill Closure Reserve
As at September 30, 2020

Account	Opening Balances	YTD Interest	Transfers To (From)	Closing Balance
Pender Harbour Landfill Closure Liability	\$ 450,043		-	\$ 450,043
Pender Harbour (Unfunded)	<u>(450,043)</u>	-	-	<u>(450,043)</u>
Net Funded Liability	<u>-</u>			<u>-</u>
Sechelt Landfill Closure Liability	6,438,462		-	6,438,462
Sechelt Landfill (Unfunded)	<u>(4,566,697)</u>	42,768	675,000	<u>(3,848,929)</u>
Net Funded Liability	<u>1,871,765</u>			<u>2,589,533</u>
				<u>-</u>
Total Landfill Closure Reserve	\$ 1,871,765	42,768	675,000	\$ 2,589,533

	Investments	2,585,758
	Accrued Interest	3,490
	Over (Under) Subscribed	(286)

Attachment C
Investments of Gas Tax, Parkland Aquisition and Devemopment Costs Charges
As at September 30, 2020

Description	Opening Balance	Transfers	YTD Interest	Closing Balance
Gas Tax Community Works Fund				
Area A	\$ 1,380,892	\$ 120,493	\$ 48,560	\$ 1,549,945
Area B	884,755	125,177	31,260	1,041,192
Area D	1,188,127	157,091	41,946	1,387,164
Area E	1,492,297	168,249	52,595	1,713,140
Area F	780,614	93,814	27,530	901,957
Parkland Acquisition	635,151	-	22,166	657,317
Development Cost Charges				
North Pender Harbour Water Service	36,997	-	1,291	38,288
South Pender Harbour Water Service	163,016	2,000	5,703	170,720
Regional Water Service	1,939,120	116,195	69,582	2,124,897
Totals	\$ 8,500,969	\$ 783,017	\$ 300,633	\$ 9,584,619

Investments	\$	9,438,624
Accrued Interest		82,507
Over/ (Under) Subscribed	\$	(63,488)

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – November 5-6, 2020

AUTHOR: SCRD Senior Leadership Team

SUBJECT: 2020 PROJECT CARRY-FORWARD REQUESTS

RECOMMENDATION(S)

THAT the report titled 2020 Project Carry-Forward Requests be received;

AND THAT the recommended carry forward projects and associated funding be included in the 2021-2025 Financial Plan;

AND FURTHER THAT staff be authorized to proceed with carry forward projects prior to adoption of the 2021-2025 Financial Plan.

BACKGROUND

Each year the Sunshine Coast Regional District (SCRD) presents carry-forward projects that are either in-progress or delayed. The summary of carry-forward items is included as Attachment A.

Carry-forward projects and the associated funding must be included in the 2021-2025 Financial Plan. This step is legislatively required to ensure staff have the authority to continue with the projects and the values (revenue and expense) are reflected in the upcoming Financial Plan Bylaw. A final reporting of the 2020 carry-forwards will be included in the Round 2 Budget meetings for information once the SCRD's year-end process is complete.

The COVID-19 pandemic continues to have substantial implications to how the SCRD delivers its services to the community. It also continues to have an impact on its staffing resources. The SCRD was able to quickly transition to working remotely once the pandemic began, however, the changes to business processes has resulted in some processes taking longer than they used to. The SCRD, along with our member municipalities, were also working for several months in the Emergency Operations Centre (EOC) for the Sunshine Coast. This meant that many staff were putting in very long hours, playing both roles for an extended amount of time. In addition, many hundreds of staff hours were invested in developing COVID-19 specific procedures, protocols and restart plans that had never been previously contemplated. Therefore, the SCRD's ability to deliver on the aggressive work-plan approved for 2020 has been significantly impacted as a direct result of the COVID-19 pandemic.

The purpose of this report is to request these projects and the associated funding be included in the upcoming 2021-2025 Financial Plan so staff have the authority to continue with the projects prior to adoption of the upcoming Financial Plan Bylaw.

DISCUSSION

As part of the Financial Planning process, staff provide a summary of projects which require funding to be carried-forward to the 2021-2025 Financial Plan. This report focuses on the funding, whereas the subsequent reports relate to work-plans and proposed initiatives.

A review of the status and scope of projects for inclusion in the 2021-2025 Financial Plan was completed internally by staff. There are an estimated 114 projects to be carried into 2021 and there are no recommended items to be cancelled at this time. The average of carry-forward projects in past years has been approximately +/-60 initiatives. This increase is an approximate 90% increase in from prior years. According to the last Budget Project Status Report (BPSR) presented at the September 17, 2020 Corporate and Administrative Services Committee, the open projects per year were as follows:

Open Projects by Year		
	2015	1
	2016	1
	2017	3
	2018	15
	2019	26
	2020	103
	2021	0
	TOTAL	149

Based on the same report, the status of the projects was as follows:

% Complete Summary		DEFINITION
Not Started	23	15.3% Work has not been started for project.
Started	16	10.7% Work is in preliminary stages.
In Progress 25%	25	16.7% Up to 25% progress
In Progress 50%	22	14.7% Up to 50% progress
In Progress 75%	32	21.3% Up to 75% progress
Completed	24	16.0% 100% Finished
Deferred	7	4.7% Project was deferred by motion.
Cancelled	1	0.7% 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)

Financial Implications

Carry-Forward projects do not have a direct financial or taxation impact for the following year's budget, however, there are staff or other resources still required.

Only remaining unused funding for the projects is carried over as some projects may still expend funds prior to the end of 2020.

Communications Strategy

A final reporting of the 2020 Carry-Forwards will be included in the Round 2 Budget meetings for information once the SCRD's year-end process is complete.

STRATEGIC PLAN AND RELATED POLICIES

Accountability for the budget process and the Financial Plan are encompassed in the Financial Sustainability Policy. Many of the initiatives being carried into 2021 directly support the implementation of the Boards 2019-2023 Strategic Plan.

CONCLUSION

In preparation for the 2021-2025 Financial Planning Process, a summary of carry-forward projects has been compiled.

Carry-forward projects do not have a financial or taxation impact for the following year's budget, though there may be staff work or other resources still required.

Staff recommend that the attached list of 2020 projects and associated funding be included in the 2021-2025 Financial Plan and that staff are authorized to continue with the projects prior to the adoption of the Plan.

Reviewed by:			
Manager		CFO	
GM	X – I. Hall X – R. Rosenboom	Legislative	
CAO	X - D. McKinley	Other - HR	X - G. Parker

2021 Draft Pre-Budget Carry-Forward Projects

Service	Project Description	YTD Actual	2020 Budget Value	Estimated Carry Forward Value
110	Website Redesign Consulting Services	9,855.00	135,000.00	125,145.00
110	Online Public Engagement Platform	0.00	25,000.00	25,000.00
Various	Field Road Space Planning	0.00	99,790.00	99,790.00
Various	Corporate Recycling Program	0.00	33,900.00	33,900.00
115	Collective Agreement Negotiations Support	0.00	20,000.00	20,000.00
115	Health & Safety Certificate of Recognition	0.00	8,000.00	8,000.00
116	Insurance Asset Appraisal - Phase 2	0.00	25,000.00	25,000.00
135	Corporate Energy Management Program	15,590.00	60,000.00	44,410.00
152	Manual Curbside Collection Service Establishment - Area B	0.00	21,472.00	21,472.00
153	Manual Curbside Collection Service Establishment - Area B	0.00	21,472.00	21,472.00
210	Auto Extrication Equipment Replacement	0.00	50,000.00	50,000.00
210	Replacement of Engine #1 (Unit 371)	0.00	350,000.00	350,000.00
212	Roberts Creek VFD Roof Replacement	15,028.60	229,705.00	214,676.40
212	Engine #1 Replacement	0.00	350,000.00	350,000.00
212	Roberts Creek Volunteer Fire Department Site Design	0.00	5,000.00	5,000.00
216	Facility Upgrades - Training Yard Fencing	20,519.73	35,000.00	14,480.27
216	Tanker (Tender) Replacement	0.00	500,000.00	500,000.00
216	Facility Audit and Report	0.00	7,000.00	7,000.00
210/212/216/218	Fire Department Records Management Software	0.00	10,000.00	10,000.00
210/212/216/218	CEPF Wildfire Resiliency Project	24,681.54	100,000.00	75,318.46
220	Chapman Creek Radio Tower	0.00	268,900.00	268,900.00
220	Gibsons Radio Tower	0.00	46,600.00	46,600.00
220	Radio Tower Capital Project Consulting Services	0.00	128,000.00	128,000.00
220	911 Emergency Communications Equipment Upgrade	0.00	141,400.00	141,400.00
220	911 Tower and Spectrum Upgrading	1,701.30	25,000.00	23,298.70
222	Contracted Services for Statutory, Regulatory & Bylaw Reviews	0.00	20,000.00	20,000.00
222	Regional Sunshine Coast Wildfire Protection Plan	0.00	114,850.00	114,850.00
222	Emergency Support Services ESS 20/20 Project	0.00	16,300.00	16,300.00
222	EOC/Mass Communications Project	0.00	24,635.00	24,635.00
310/312/370/650	Replacement of Mason Road Gate	178.00	30,000.00	29,822.00
312	Exhaust Venting System	0.00	15,000.00	15,000.00
312	Loaner Vehicle	0.00	10,000.00	10,000.00
312	Electric Vehicle Maintenance - Charger/Tools/Diagnostic Equipment	0.00	10,000.00	10,000.00
313	Building Maintenance Vehicle	0.00	25,000.00	25,000.00
345	Ports 5 Year Capital Renewal Plan	357,845.56	425,306.00	67,460.44
345	Ports Major Inspections	2,400.00	40,000.00	37,600.00
350	Future Waste Disposal Options Analysis Study	180.71	175,000.00	174,819.29
352	Sechelt Landfill One-time Operating Projects (2020)	16,982.09	55,000.00	38,017.91
352	Sechelt Landfill Ground Disturbance (2020)	226,022.98	1,377,605.00	1,151,582.02
355	Curbside Food Waste Containers	193,670.00	193,670.00	0.00
355	Curbside Food Waste Startup Initiatives	6,726.04	23,000.00	16,273.96
365	Pool Road Right of Way Aquisition	0.00	11,650.00	11,650.00
365	Emergency Generator	0.00	125,000.00	125,000.00
365	Katherine Creek Flow Summary Report	0.00	7,000.00	7,000.00
365	Water Supply Plan - NPHWS	0.00	75,000.00	75,000.00
366	Mark Way/Chris Way/Bargain Harbour Road Water Main Replacements	0.00	233,378.00	233,378.00
366	South Pender Harbour Water Treatment Plant Upgrades	12,180.82	50,000.00	37,819.18
366	McNeil Lake Dam Safety Audit	30,815.22	40,000.00	9,184.78
366	Water Supply Plan - SPHWS	0.00	75,000.00	75,000.00
370	Langdale Well Pump Station Upgrade	8,020.38	126,545.00	118,524.62
370	Chaster Well Upgrades (Well Protection Plan - Phase 2)	843.23	44,301.00	43,457.77
370	Exposed Water Main Rehabilitation	0.00	200,000.00	200,000.00
370	Chapman Water Treatment Plant Chlorination System Upgrade	30,357.83	691,824.00	661,466.17
370	Universal Water Meter Installations - Phase 3 (DOS & SIGD)	0.00	7,000,000.00	7,000,000.00
370	Cove Cay Pump Station Rebuild and Access Improvements	0.00	250,000.00	250,000.00
370	Reed Road and Elphinstone Watermain Replacement	0.00	750,000.00	750,000.00
370	Chapman Water Treatment Plant Instrumentation	50,184.35	50,000.00	-184.35
370	Chapman Creek Water Treatment UV Upgrade	0.00	250,000.00	250,000.00
370	Regional Pressure Reducing Valve Replacements	0.00	125,000.00	125,000.00
370	Langdale Pump Station - Phase 2	0.00	175,000.00	175,000.00
370	Chapman Creek Water Treatment Plant Hot Water Upgrade	0.00	25,000.00	25,000.00
370	Cemetery Reservoir Fencing and Road Access	0.00	25,000.00	25,000.00
370	Emergency Water Storage Tanks	803.61	10,000.00	9,196.39
370	Vehicle Purchase – Strategic Infrastructure Division	0.00	93,000.00	93,000.00
370	Utility Vehicle Purchase	0.00	46,500.00	46,500.00
370	Equipment Purchase – Excavator and Trailer	0.00	200,000.00	200,000.00

Service	Project Description	YTD Actual	2020 Budget Value	Estimated Carry Forward Value
370	Groundwater Investigation Phase 4 - Church Road	536,257.54	8,270,000.00	7,733,742.46
370	Water Sourcing Policy	0.00	25,000.00	25,000.00
370	Edwards Lake Dam Safety Audit	24,029.66	40,000.00	15,970.34
370	Chapman Lake Siphon Upgrade (2019)	0.00	32,373.00	32,373.00
370	Implementation of shishálh Nation Foundation Agreement	19,540.56	22,903.00	3,362.44
370	Chapman Lake Dam Safety Audit	24,118.68	40,000.00	15,881.32
370	Bylaw 422 Update	0.00	30,000.00	30,000.00
370	Chapman Water Treatment Plant Sludge Residuals Disposal & Planning	89.00	200,000.00	199,911.00
370	Feasibility Study Upgrades Eastbourne Water System	25,445.46	50,000.00	24,554.54
370	Water Supply and Conservation Public Engagement 2020 (including Water St	2,105.39	35,000.00	32,894.61
370	Chapman Creek Environmental Flow Requirements Update	0.00	50,000.00	50,000.00
370	Groundwater Investigation Phase 2, Part 2	230.38	375,000.00	374,769.62
370	Regional Water Reservoir Feasibility Study Phase 4	224,305.40	360,000.00	135,694.60
370	Groundwater Investigation Phase 3 - Gray Creek	65,864.71	200,000.00	134,135.29
365/366/370	Mason Road Utility Building Space Planning	1,133.00	25,000.00	23,867.00
365/366/370	Confined Space Document Review	0.00	30,000.00	30,000.00
365/366/370	Water Metering Data Analytics	0.00	60,000.00	60,000.00
381	Greaves Road WWTP Asset Management Plan - Feasibility Study	0.00	7,500.00	7,500.00
382	Woodcreek Park Sand Filter Remediation	16,233.67	40,000.00	23,766.33
386	Lee Bay Collection System Repairs	148.71	20,000.00	19,851.29
386	Lee Bay Disposal Primary Drain Field Repairs and Vegetation Management	0.00	17,000.00	17,000.00
387	Square Bay Infiltration Reduction	6,689.89	36,362.00	29,672.11
388	Langdale WWTP Asset Management Plan - Feasibility Study	0.00	7,500.00	7,500.00
390	Merrill Crescent WWTP Asset Management Plan - Feasibility Study	0.00	7,500.00	7,500.00
391	Marine Outfall Anchor Weights Replacement	0.00	40,000.00	40,000.00
381-395	Capital Planning Engagement Seminars	20.95	2,500.00	2,479.05
400	Cemetery Business Plan	0.00	25,000.00	25,000.00
410	Special Capital Project Request	0.00	20,000.00	20,000.00
500	Regional Growth Framework – Baseline Research	0.00	50,000.00	50,000.00
504	Zoning Bylaw 310 re-write	0.00	18,285.00	18,285.00
540	Hillside Development Project - Investment Attraction Analysis	0.00	60,000.00	60,000.00
613	Recreation Capital Plan (Capital Renewal Fund)	301,160.46	1,076,899.00	775,738.54
613	SAC Facility Projects	0.00	384,138.00	384,138.00
613	Community Recreation Facilities Non-Critical Capital Asset Renewal	25,273.40	166,500.00	141,226.60
613	Community Recreation Facilities – Future Planning	183.42	25,000.00	24,816.58
613	SCA Refrigeration Plant Regulatory Items	1,264.00	13,000.00	11,736.00
625	Annual Gym Equipment Replacement	0.00	10,000.00	10,000.00
625	Replacement of Main Pool Circulation Pump & Filters	12,110.97	30,420.00	18,309.03
625	Spare Circulation Pump Purchase for Hot Tub and Main Pool Systems	3,286.13	17,450.00	14,163.87
650	Coopers Green Park Hall & Parking Design Plans	0.00	57,643.00	57,643.00
650	Lower Road - Ocean Beach Esplanade Connector Trail	0.00	20,000.00	20,000.00
650	Parks Building (Partial Replacement / Upgrade)	0.00	300,000.00	300,000.00
650	Sports Field Equipment – Deep Aerator	0.00	60,000.00	60,000.00
650	Community Parks Capital Asset Renewal	11,449.75	55,000.00	43,550.25
650	Signage Upgrade Project (\$20k annually 2015-2017)	0.00	6,812.00	6,812.00
650	Parks Bridge Capital Maintenance	1,373.88	4,079.00	2,705.12
650	Goodwin House Removal	0.00	32,370.00	32,370.00
680	Pisten Bully Track Replacement	0.00	25,000.00	25,000.00
680	One-Time Minor Capital – Upgrades and Renewal	0.00	33,500.00	33,500.00
Totals		2,326,902.00	28,445,537.00	26,118,635.00

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – November 5/6, 2020

AUTHOR: SCRD Senior Leadership Team

RE: 2020 BUDGET DEFERRALS AND 2021 PROPOSED INITIATIVES

RECOMMENDATION(S)

THAT the report titled 2020 Budget Deferrals and 2021 Proposed Initiatives be received;

AND THAT the Transit Demand Assessment Survey and Pilot Project be deferred to 2022.

AND THAT the remaining projects and staffing deferrals as part of the 2020 Amended Budget be re-affirmed for inclusion in the 2021-2025 Amended Budget;

AND FURTHER THAT staff be authorized to proceed the recruitment of the deferred staffing positions prior to adoption of the 2021-2025 Financial Plan.

BACKGROUND

This report serves as a guide as to the categories and the types of projects shown on the 2020 Carry-forward and 2021 Proposed Initiatives spreadsheet. The Committee has been provided this list in two formats for ease of reference. One by department (included in the agenda) and one sorted by category rating.

The Sunshine Coast Regional District (SCRD) adopted its 2020-2024 Financial Plan Bylaw No. 724 at the March 12, 2020 Regular Board Meeting. As the situation with the COVID-19 pandemic was escalating, and in recognition to the impacts on the community, the Board requested staff to go back over the recently approved projects and provide options to reduce taxes and user fees for 2020. Therefore, the following motion (130/20) was passed, partial excerpts below:

AND THAT the funding sources for the following projects approved in the 2020-2024 Financial Plan be changed from Taxation to Operating Reserves:

- Community Recreation [615]
 - Gibsons and District Aquatic Facility Critical Capital Components \$25,000
 - Community Recreation Facilities – Future Planning \$25,000
 - Community Recreation Facilities – Non-Critical Capital Asset Renewal \$166,500
- Rural Planning [504]
 - Field Road Space Planning and Information \$7,212

Technology Hardware

AND THAT the following projects approved in the 2020-2024 Financial be deferred to 2021 and funded from Operating Reserves:

- Community Sustainability [136]
 - Building Adaptive and Resilient Communities (BARC) – Climate Action Framework \$20,000
 - Community Emissions Analysis \$50,000
- Regional Planning [500]
 - Regional Housing Conference Partnership \$10,000
- Community Parks [650]
 - Suncoaster Trail (Phase 2) \$15,000

AND THAT the following projects approved in the 2020-2024 Financial be deferred to 2021 as previously approved:

- Feasibility [150]
 - Watershed Governance Feasibility Study \$21,865
- Public Transit [310]
 - Youth Transit Demand Assessment Survey and Youth Transit Pilot Project \$14,271

AND THAT the full-time equivalency (FTE) positions approved in the 2020-2024 Financial Plan be deferred to 2021:

- | | | |
|--|----------|----------|
| • Employee and Volunteer Engagement | 0.20 FTE | \$15,950 |
| • Sustainability Services | 0.67 FTE | \$77,055 |
| • Strategic Planning Coordinator | 0.50 FTE | \$33,555 |
| • Strategic Planning Technician | 0.25 FTE | \$15,789 |
| • Transit Service Person | 0.38 FTE | \$20,074 |
| • Infrastructure Services Assistant | 0.50 FTE | \$27,729 |
| • Planning Technician (pro-rated value 2020) | 0.80 FTE | \$46,141 |
| • Lifeguard 1, PHAFC, Increase by 0.13 FTE | 0.13 FTE | \$6,200 |
| • Aquatic Supervisor, PHAFC, Increase by 0.20 FTE | 0.20 FTE | \$12,971 |
| • 3 Year Pilot Project (2020-2022) – Training and Development Program (Recreation) | 0.25 FTE | \$15,231 |

The purpose of this report is to provide an overview of the information provided within the Pre-Budget agenda package as well as re-affirm the deferred items from the 2020 Budget Amendments.

DISCUSSION

Deferred items

Staff recommend to include all projects and staffing positions deferred as part of the amendment to the 2020-2024 Financial Plan be re-affirmed for inclusion in the 2021-2025 Financial Plan, with the exception of the Transit Demand Assessment Survey and Pilot Project.

Staff recommend to defer the Transit Demand Assessment Survey and Pilot Project to 2022. This project is intended to explore means to increase the transit use by youth by undertaking a survey amongst youth and initiating a pilot program in collaboration with the School District 46. Given the impact of the current pandemic staff to the transit and school systems, staff do not feel it would be worthwhile to undertake this project until such time that the ridership has normalized to some degree post pandemic, which is not expected prior to 2022.

The items deferred in 2020 are not reflected in the Carry-Forward List or the Proposed Initiatives, therefore, staff want to re-affirm these items to be included in the list for Round 1.

Also, staffing positions that were deferred in 2020 which were to be partially funded in that year have been budgeted as full-time equivalents (1.0) in the 2021 Budget. These include the Sustainability Services, Strategic Planning Coordinator, Strategic Planning Technician, Infrastructure Services Assistant and the Planning Technician. These positions are directly associated with either critical initiatives such as Solid Waste/Landfill options and water supply projects and or the implementation of the Boards 2019-2023 Strategic Plan. Therefore, it is recommended that recruitment be initiated prior to the 2021-2025 Financial Plan Bylaw adoption. Otherwise, it is unlikely these positions would be filled by Q2 or Q3 2021, further delaying these initiatives.

If the Board reconsiders the current and proposed work-plan in a substantive way, staffing resource implications will also need to be further assessed and factored.

Carry Forwards

2020 carry-forward projects are shown in pink boxes and only the project status and budget remaining are included. There are an estimated 115 projects to be carried into 2021.

Proposed Initiatives

New projects on the agenda version are shown as white line items in two sections whereby each project that is specific to that rating category is listed. *Mandatory* projects are shown within dark blue headings, and the SCRD Board requested these projects come forward as Budget Proposals. *Other* categories are shown within the grey headings.

Staff seek direction in the following areas:

- If there are specific projects the Committee would **not** like to come forward as a budget proposal to R1 in February.
- If the Board would like options for prioritization as outlined above.

All other remaining projects are to be brought forward for the Board to consider.

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

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

Strategic Plan

Included within the *Board Strategic and Corporate Plans* criteria are proposed initiatives to assist with the implementation of the Strategic Plans - *Strategies* and *Tactics* within the *Targeted* timelines. There are several factors in considering all these initiatives, including resourcing and financial implications. Staff also seek direction on which of these items the Committee would **not** like to come forward as proposals at the R1 Budget deliberations.

Financial Implications

Carry-forward projects do not have a direct financial or taxation impact for the following year's budget, however, there are staff or other resources still required. Only remaining unused funding for the projects is carried over as some projects may still expend funds prior to the end of 2020. There are approximately 115 projects to be carried into 2021.

For 2021 there are just over 100 proposed initiatives, including Strategic Plan implementation items have the following summarized financial implications:

TOTALS:			
\$ 895,594.00	1	1-Taxation	
\$ 387,772.00	2	2-User Fees	
\$ 47,000.00	3	3-Support Services	
\$ 4,243,639.00	4	4-Reserves	
\$ 7,413,037.00	5	5-Other (Grant, Fees, etc.)	
\$ 12,987,042.00	TOTAL OF ALL PROJECTS		

STRATEGIC PLAN AND RELATED POLICIES

Establishing a clear process and timeline for development and adoption of the 2021-2025 Financial Plan Bylaw is a key responsibility of the SCRD Board. The financial planning process incorporates all major plans of the SCRD with the Strategic Plan being the key guiding document. The Financial Sustainability Policy goals align in creating awareness of economic, social and environmental changes and responsiveness.

CONCLUSION

The goal of the 2020 Carry-Forwards and 2021 Proposed Initiatives report is to provide project information for the Board to consider for the 2020 Budget deliberations.

Items deferred from 2020 are being brought forward for reaffirmation for inclusion in the 2021-2025 Financial Plan. It is also recommended that the new staffing positions deferred from the prior year be approved prior to adoption of the Financial Plan Bylaw adoption.

Attachments:

A. 2020 Carry-Forward and 2021 Proposed Initiatives Summary

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

Function No.	Project Title	Description	Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
CORPORATE SERVICES															
110 / 115 / 117 / 200-290 / 365 / 366 / 370 / 504 / 520 / 650	Field Road Space Planning	On hold and pending further review in light of COVID-19, health orders and WorkSafeBC requirements.	\$99,790	All	Regional										
110	Public Engagement Platform	To procure an online community engagement platform which will create a central online meeting place where SCRD staff can initiate public engagement through a range of tools designed to inform, seek public feedback, exchange ideas, and measure community response to issues of interest.	\$25,000	All	Regional										
110	Website Redesign (Phase 2)	Contracted services to develop and implement a re-designed website that provides optimal content organization, integration with applications, ease of content manageability, and improved functionality and user experience.	\$125,145	All	Regional										
110	General Government - Temporary Casual Legislative Support	Temporarily increase Administration and Legislative Services HR Plan by 2 FTE (1day per week) to provide backfill coverage and to offset increasing workload pressures related to Regional District service amendments, elector approval processes, responding to Freedom of Information requests, and in anticipation of election support for a potential assent vote in 2021 and the 2022 general election.		All	Regional	M-BusCon		\$ 14,000.00	1	1-Taxation	The projected amount includes 30% top-up for payroll costs/benefits as well as an added 10% to cover other employer costs such as software licenses.	0.20			
113	Finance - Implementation of New Asset Retirement Obligation	In 2021, the SCRD will need to implement the new Public Sector Accounting Standard for Asset Retirement Obligations. Internal and external professional services will be needed to facilitate the implementation. The new standard is designed to assist users of financial statements in understanding the full cost of tangible capital assets by providing guidance that addresses the accounting and reporting of various types of asset retirement obligations. Implementing the new standard will require public sector entities to review existing agreements, contracts, legislation etc., to do with TCAs under their control whether they are in productive use or no longer in productive use.		All	All	CM - RC		\$ 75,000.00	4	4-Reserves					
114 / 210 / 216 / 212 / 312 / 613 / 625	Corporate Recycling Program	Staff will reassess project and timelines once facilities are re-opened.	\$33,900	All	Regional										
114-Field Rd / 310 / 312 / 370 / 650 / Mason Rd	Various Functions - Health and Safety Programs (Field Road and Mason Road)	At Field Road and Mason Road, WSBC requires us to have First Aid Attendants (FAA's) and there is a premium entitlement based on Collective Agreement language. Additionally, the Joint Health and Safety Committees at these locations are for the entire site and any associated leave and the associated premiums should be allocated across all Divisions at those worksites akin to a Support Services Model.		All	Regional	M-BusCon		\$ 20,000.00	3	3-Support Services	Approximately \$125 - \$150 per person per month at each site with an estimate of 3-6 people per site. 114- \$10,000 Support Services & \$10,000 Mason Rd Support Service allocation (40 user fee/60% taxation)				
114 / 312	Electric Vehicle (EV) Charging Stations-Field Rd and Mason Rd (Phase 1)	Install EV charging stations at both Field Road Administration and Mason Road Works yard to facilitate the electrification of the corporate fleet. This will be Phase 1 of this initiative which will facilitate the immediate needs for vehicles being replaced in the next 1-3 years		All	DoS	BSCG		\$ 35,000.00	5	5-Other (Grant, Fees, etc.)	CARIP Funds				
115	Collective Agreement Negotiations Support	The Collective Agreement term ended on December 31, 2019 but will continue in full force until it is renegotiated (unless a strike or lockout). Negotiations delayed due to COVID-19 and unavailability of union.	\$20,000	All	Regional										

Function No.	Project Title	Description	Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
115	Certificate of Recognition (COR)	Delayed due to extended absence and impact on capacity.	\$8,000	All	Regional	M-BusCon									
115	Human Resources - Joint Committee Leave Management	Collective Agreement requirements compel regular meetings of various Joint Committees including Job Evaluation, Labour Management, Grievance meetings, paid negotiating time, and related leave. Historically, operating budgets have covered the associated costs, however, a Regional District funding model should see these costs allocated across all user groups, similar to the Support Services model.		All	Regional	M-BusCon		\$ 15,000.00	3	3-Support Services	Estimate 400 hours per year at varied rates (e.g. \$25 – 40 per hour) for an annual estimate of \$15k- Support Services.				
116	Insurance Asset Appraisal (Phase 2)	Contractor has been engaged and work to begin in Aug/Sept 2020	\$25,000	All	Regional	M-BusCon									
117	Information Technology - Electronic Document and Records Management System (EDRMS) Functionality Enhancements	To implement advanced Content Server functionality that was not turned on during the initial system roll out, which will increase digital enablement of business processes and electronic interaction with and between staff and the public. The outcome is an improved Content Server user experience and compliant use of our existing Electronic Document and Records Management System (EDRMS) system. We seek solutions to enhance collaboration and user-configuration options that better match work procedures.		All	Regional	M-BusCon		\$ 75,000.00	4	4-Reserves	Move \$75,000 from capital budget to operations to fund 2021 project. Net \$0 implication. SCRD Records and IT staff in collaboration with external SME professional services resources, will develop solutions that will effect all Content Server users.				
117	Information Technology - Cyber Security Culture 2021	Support security culture development using cyber threat awareness training and testing for SCRD staff. Objective is to reduce risks related to external attack vectors which could capture login credentials and expose SCRD data to unauthorized third parties, potentially resulting in BC Privacy Commissioner investigations and ensuing reputational damage.		All	Regional	LCHV		\$ 5,000.00	4	4-Reserves	Move existing capital to operating to fund initiative. \$5,000 operating increase for 2021 and potential to continue				
131	Elections / Electoral Area Services - Ballot Tabulators	Contracted services to provide vote tabulating machines for 2022 local government election.		A, B, D, E, F	A-F, Islands, SD46	LCHV		\$ 30,000.00	4	4-Reserves	The SCRD traditionally supports School District 46 and the Gambier Island Local Trust Area with election administration and opportunities for cost-sharing can be investigated.				
150	Feasibility (Regional) - Feasibility Function for Community Social Service	A function to fund a feasibility study for the establishment of a new contribution service for Community Social Services.		All	Regional	Other		\$ 20,000.00	1	1-Taxation		0.20			
136	Corporate Energy Management Program	Scope of work for energy audits coordinated with Asset Management Plan. Tendering for energy audits planned for Q4 2019. Project underway.	\$44,410	All	Regional										
410	Special Project for Pender Harbour Health Centre	Partner and Stakeholder Request for Project - PHHC to invoice when project complete.	\$20,000	A	A										
506	Geographical Information Systems Mapping Orthophoto Imagery Refresh 2021	To maintain currency of SCRD Maps digital orthophoto imagery, last acquired during the spring of 2018. The GIS Services Section will acquire digital orthophoto imagery during leaf-off conditions in the spring of 2021, procured through an RFP process. The area of interest (aoi) would match the area captured in the 2018 acquisition. SCRD with 3rd party digital orthophoto providers, with outcome also benefitting District of Sechelt, Sechelt Indian Government District, Town of Gibsons, Islands Trust and BC Assessment.		All	Regional	M-BusCon		\$ 75,000.00	4	4-Reserves	Cost-sharing partnerships for the acquisition are being developed with the District of Sechelt, Sechelt Indian Government District, Town of Gibsons, Islands Trust and BC Assessment.				
SUBTOTAL CS			\$ 401,245.00					\$ 364,000.00				0.40		-	\$ -

Function No.	Project Title	Description	Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
PLANNING AND COMMUNITY DEVELOPMENT															
200	Bylaw Enforcement - Electric Bylaw Vehicle	Purchase additional vehicle for bylaw department.		A, B, D, E, F	A, B, D, E, F	M-BusCon		\$ 45,000.00	1	4-Reserves					
200	Bylaw Enforcement - Senior Bylaw Officer	Full time Senior Bylaw Officer (wages)		A, B, D, E, F	A, B, D, E, F	BSCG		\$ 80,000.00	1	1-Taxation	calculated at 300 prof. service hours at \$250 per hour.	1.00			
210 / 212 / 216 / 218	Fire Department Records Management Software	VFD Document System - Fire Pro 2 Software Package. Draft project initiation brief developed. Fire Chiefs, IT and RMS team meeting in Q4.	\$10,000	Various	A, B, D, E, F and ToG										
210 / 212 / 216 / 218	Fire Departments - CEPF Wildfire Resiliency Project	Various Operating and Capital Components for each of the Fire Departments	\$75,318	Various	A, B, D, E, F and ToG										
210	Replace auto extrication equipment	PO issued. Expected delivery early Q4. Will be complete by end of 2020.	\$50,000	E, F, and ToG	ToG										
210	Fire Truck Replacement	Fire truck replacement (Engine #1)	\$350,000	E, F and ToG	E, F and ToG										
210	Gibsons and District Volunteer Fire Department - Hazardous Materials Response Trailer	Trailer for the storage and transportation of hazardous materials response equipment.		E, F and ToG	E, F and ToG	M-BusCon		\$ 25,000.00	4	4-Reserves					
210	Gibsons and District Volunteer Fire Department - Rescue Truck Upgrade	End of life upgrades to rescue truck to extend service life.		E, F and ToG	E, F and ToG	M-BusCon		\$ 100,000.00	4	4-Reserves					
210	Gibsons and District Volunteer Fire Department - Janitorial Service	Weekly janitorial service for both fire halls.		E, F and ToG	E, F and ToG	M-BusCon		\$ 12,000.00	1	1-Taxation					
210	Gibsons and District Volunteer Fire Department - Emergency Generator	Backup power generation for both fire halls.		E, F and ToG	E, F and ToG	M-BusCon		\$ 150,000.00	4	4-Reserves					
210	Gibsons and District Volunteer Fire Department - Deputy Fire Chief	Exempt Deputy Fire Chief. This proposal combined the Deputy Chief position (0.6) with the vacant Protective Services Assistant (0.4).		E, F and ToG	E, F and ToG	M-BusCon		TBD	1	1-Taxation		1.00			
210	Gibsons and District Volunteer Fire Department - Firefighter Insurance	Insurance Benefits for Volunteer Firefighters		E,F and ToG	E,F and ToG	M-BusCon		\$ 35,000.00	1	1-Taxation					
212	Roof Replacement	Consultant hired. RFQ online. Site meeting scheduled. Work currently underway.	\$214,676	D	D										
212	Engine #1 Replacement	In progress. Committee working. Truck spec being designed. All bids received exceeded the budgeted amount.	\$350,000	D	D										
212	Roberts Creek Fire Department - Site Design	In progress. Waiting for Telus tower project.	\$5,000	D	D										
212	Roberts Creek Volunteer Fire Department - Assistant Fire Chief	Halftime Assistant Fire Chief (wages).		D	D	M-BusCon		\$ 35,000.00	1	1-Taxation		0.50			
212	Roberts Creek Volunteer Fire Department - Firefighter Insurance	Insurance Benefits for Volunteer Firefighters		D	D	BSCG		\$ 25,000.00	1	1-Taxation					
216	Facility Upgrades - Training Yard Fencing	Multi-year phased project, requires business case, lifecycle costing etc.	\$14,480	B	B										
216	Tanker Truck	Replacement of tanker truck for HMB FD	\$500,000	B	B										
216	Facility Audit Report		\$7,000	B	B										
216	Halfmoon Bay Volunteer Fire Department - Assistant Fire Chief	Halftime Assistant Fire Chief (wages).		B	B	M-BusCon		\$ 35,000.00	1	1-Taxation		0.50			
216	Halfmoon Bay Volunteer Fire Department - Firehall Redevelopment	External consultants to conduct a study to replace Firehall #2		B	B	BSCG		\$ 45,000.00	4	4-Reserves					
216	Halfmoon Bay Volunteer Fire Department - Firefighter Insurance	Insurance Benefits for Volunteer Firefighters		B	B	BSCG		\$ 25,000.00	1	1-Taxation					
218	Egmont Volunteer Fire Department Firefighter Insurance	Insurance Benefits for Volunteer Firefighters		A	A	BSCG		\$ 15,000.00	1	1-Taxation					
220	Chapman Creek Radio Tower	Currently getting quotes for geotech.	\$268,900	All	D										
220	Gibsons Radio Tower	Signal Testing has been completed.	\$46,600	All	ToG										
220	Radio Tower Capital Project Consulting Services	Waiting for authorization agreement to be signed by SCRD	\$128,000	All	Regional										
220	911 Emergency Communications Equipment Upgrade	Signal Testing has begun. Waiting for SCRD to sign agreement with Telus.	\$141,400	All	Regional										
220	911 Tower and Spectrum Upgrading	Applications for new repeater frequencies submitted (to improve communications). Waiting for SCRD to sign Letter of Authorization with Planetworks Consulting.	\$23,299	All	Regional										

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222	Contracted Services for Statutory, Regulatory and Bylaw Reviews	Resources are required to implement the recommendations outlined in Section 5 of the Emergency Plan Review which were prioritized for action. The scope of work would include assisting member municipalities in addressing the legislative and bylaw revisions, while ensuring alignment and communication between the parties.	\$20,000	All	Regional										
222	Regional Sunshine Coast Wildfire Protection Plan		\$114,850	All	Regional										
222	Emergency Support Services ESS 20/20 Project		\$16,300	All	Regional										
222	Emergency Operations Centre / Mass Communications Project		\$24,635	All	Regional										
222	Sunshine Coast Emergency Planning - Trailer Removal	Trailer at Mason Road, formerly used as secondary Emergency Operation Centre location, must be disposed of		A-F, DoS, ToG	A-F, DoS, ToG	CM - SR		\$ 17,000.00	4	4-Reserves					
313	Building Maintenance Vehicle (2020)	Purchase used vehicle to add a second 313 vehicle to promote efficiency within the department having two employees working at separate sites.	\$25,000	All	All										
345	Ports 5 Year Capital Renewal Plan	*from Preliminary Carry Forwards Value and Projects not listed on Carryforward values spreadsheet	\$67,460	B, D, E, F, Islands	B, F, Islands										
345	Ports Major Inspections	* as above. Not listed on BPSR	\$37,600	B, D, E, F, Islands	B, F, Islands										
345	Ports Services - Keats Landing Lateral Load Study	Engineering analysis of facility's ability to safely/sustainably provide moorage for Britannia ship used by Keats Camp. The Camp is not able to support costs. Aligns with asset stewardship priority. Alternative would be to adjust service level of the facility (e.g. restrict usage).		B, D, E, F	F	BSCG		\$ 20,000.00	1	1-Taxation					
345	Ports Services - New Brighton Dock Study	Potential condition review or other study of New Brighton Dock on Gambier Island. Scope to be determined.		B, D, E, F, Islands	F Islands	Other		TBD	1	1-Taxation					
345	Ports Services - Economic and Design Study of Boat Ramps	Staff report to come. Focus would be on Coopers Green boat launch. Scope and cost TBD and pending Board direction, value shown is order of magnitude only.		B, D, E, F, Islands	B Islands	Other		\$ 30,000.00	1	1-Taxation					
400	Cemetery Business Plan	Develop and issue request for proposal to perform a comprehensive business and service review of SCRD Cemeteries. Scope to include a review of existing properties and infrastructure, developing options/recommendations for the future and a fees and charges comparison and review.	\$25,000	A, B, D, E, F	Regional										
500	Regional Growth Framework – Baseline Research	Regional Planning Initiative	\$50,000	Regional	Regional										
504	Zoning Bylaw 310 re-write	Rural Planning Initiative	\$18,285	A, B, D, E, F, Islands	A, B, D, E, F, Islands										
540	Hillside Development Project - Investment Attraction Analysis	Baseline study, market analysis and development recommendations related to Hillside Industrial Park. Scope of work developed. Dialogue with SCREDO.	\$60,000	Regional	Regional										
615	Community Recreation - Capital Renewal Plan	Outstanding or in-progress capital projects at recreation facilities. Figure (as of October 6, 2020) includes SCA Bitumen roof replacement (\$110,772), SCA plant upgrade MCC panel (\$97,076) and SAC leisure pool UV light replacement completed but not invoiced (\$109,822).	\$775,739	B, D, E, F, DoS, SIGD, ToG	DoS, ToG										
615	Community Recreation Facilities - Sechelt Aquatic Center Facility Projects	To perform building envelope repairs and contingency for future possible pool leaks.	\$384,138	B, D, E, F, DoS, SIGD, ToG	DoS, ToG										
615	SCA Refrigeration Plant Regulatory Items - 2020	To install additional ammonia sensor and extend ammonia relief vent line. Ammonia sensor completed, ammonia relief line extension not started	\$11,736	B, D, E, F, DoS, SIGD, ToG	DoS, ToG										
615	Community Recreation Facilities - Future Planning - End of Useful Life Assessment	Facility study to model investment scenarios for building end-of-life for SCRD legacy recreation facilities (SCA and GDFA). Project tender has closed with award and completion anticipated by end of 2020.	\$24,817	B, D, E, F, DoS, SIGD, ToG	DoS, ToG										
615	Capital - Classified as "non critical" in Asset Management Plan	Replace failing or end of life non critical capital components. SCA parking lot lighting replacement, SAC sound baffle replacement and re-hang lights still remain to be completed	\$141,227	B, D, E, F, DoS, SIGD, ToG	DoS, ToG										
615	Community Recreation Facilities - Fire Safety Systems Maintenance Cost Increase (Base Budget)	Increase base budget to cover additional mandatory maintenance costs to fire safety systems including fire alarm, sprinkler systems, roll up fire door releases, magnetic locks and backup power systems at GACC, GDFA, SAC, SCA.		B, D, E, F, DoS, SIGD, ToG	DoS, ToG	CM - RC		\$ 5,000.00	1	1-Taxation					

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615	Community Recreation Facilities - Fall Protection Systems Upgrades - Phase One	In December of 2019 fall protection audits were completed at GACC, GDAF, SAC and SCA. Recommendations were noted in the audits. Based on estimated total project costs and staff capacity to complete projects, staff are recommending a phased approach to completing recommended upgrades. Projects will be prioritized based on a risk assessment with priority given to highest risk areas. Projects designated for phase one include GACC roof access ladders and hatch upgrades, SAC roof access ladders and hatch upgrades, SAC fall protection anchor points for surge tank maintenance, SAC fall protection anchor points for mechanical room floor hatch used to lift heavy equipment from lower mechanical room and SCA fixed ladder in mechanical room to access ammonia sensor located above mechanical equipment.		B, D, E, F, DoS, SIGD, ToG	DoS, ToG	CM - SR		\$ 60,000.00	1	1-Taxation								
615	Community Recreation Facilities - Building Water Systems Management Plan	Stagnant water in a building water systems can facilitate the growth of disease-causing micro-organisms such as legionella bacteria. A water management plan, best practice and strongly recommended by VCH, identifies areas of concern within plumbing and building systems, establishes flushing, treatment, testing routines and documentation requirements. Requires expert analysis. A water system issue could lead to substantial business interruption.		B, D, E, F, DoS, ToG and SIGD	All	M-BusCon		\$ 16,000.00	1	1-Taxation								
615	Community Recreation Facilities - Scheduling Software	Software will save staff time (hundreds of hours annually); increase clarity; support internal engagement, communication and retention. Use of scheduling software is an industry standard. Ongoing annual cost.		B, D, E, F, DoS, SIGD, ToG	All	BSCG		\$ 6,000.00	1	1-Taxation								
615	Community Recreation Facilities - Sechelt Aquatic Centre (SAC) (Failed) Heat Pump Replacement	In 2020 the leisure pool heat pump failed. This is an energy efficiency measure that reduces use of natural gas for heating but is not critical to operation. Staff are currently analyzing replacement options/costs, simple payback and emission reduction/cost saving potential, taking into account the entire energy system of the facility. Cost is very approximate.		B, D, E, F, DoS, SIGD, ToG	DoS	BSCG		\$ 50,000.00	1	1-Taxation								
615	Community Recreation Facilities - Non Critical Capital Gibsons and Area Community Centre (GACC) Audio System	The main digital system controller has partially failed leaving some portions of the system inoperable. Several other components are nearing end of life and are recommended by the service technician to be replaced. Currently only items designated as critical are funded in the capital renewal plan. This item is designated as high priority and is therefore not funded for replacement. The system is utilized for emergency paging during facility incidents and is therefore critical to the safe operation of the facility. Complete failure of the digital controller would render the entire system inoperable impacting program delivery.		B, D, E, F, DoS, SIGD, ToG	DoS, ToG	BSCG		\$ 21,500.00	1	1-Taxation	Staff can explore integrating into existing capital plan/funding envelope if directed							
615	Community Recreation Facilities - Programming Review	The COVID-19 Pandemic has affected service levels in Recreation and has provided an opportunity and a need to review and align recreation service levels to match resources and maximize the impact to the community. Results will be used to increase focus, transparency and foster fiscal sustainability.		B, D, E, F, DoS, SIGD, ToG	Regional	LCHV		\$ 20,000.00	1	1-Taxation								
625	PHAFC Capital Plan Carry Forward Items	Replacement of Main Pool Circulation Pump and Replace Three Filters - Project is complete however, there are still several outstanding invoices.	\$18,309	A	A													
625	PHAFC Capital Plan Carry Forward Items	Spare Main Pool Circulation Pump and Spare Hot Tub Jet Circulation Pump - Project is complete however, there are still several outstanding invoices.	\$14,164	A	A													
625	PHAFC Annual Fitness Equipment Replacement	To do: Confirm that this is a carryforward Note: this was listed on the Preliminary Carry Forward Values and Projects not listed on Carryforward Values spreadsheet.	\$10,000	A	A													

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625	Pender Harbour Fitness and Aquatic Centre - Building Water Systems Management Plan	Stagnant water in a building water systems can facilitate the growth of disease-causing micro-organisms such as legionella bacteria. A water management plan, best practice and strongly recommended by VCH, identifies areas of concern within plumbing and building systems, establishes flushing, treatment, testing routines and documentation requirements. Requires expert analysis. A water system issue could lead to substantial business interruption.		A	A	M-BusCon		\$ 4,000.00	1	1-Taxation								
625	Pender Harbour Fitness and Aquatic Centre - Scheduling Software	Software will save staff time (hundreds of hours annually); increase clarity; support internal engagement, communication and retention. Use of scheduling software is an industry standard. Ongoing annual cost.		A	A	BSCG		\$ 400.00	1	1-Taxation								
625	Pender Harbour Fitness and Aquatic Centre - Programming Review	The COVID-19 Pandemic has affected service levels in Recreation and has provided an opportunity to review and align recreation service levels to match resources and maximize the impact to the community.		A	A	LCHV		\$ 4,000.00	4	4-Reserves								
650	Coopers Green Park Hall & Parking Design Plans		\$57,643															
650	Lower Road - Ocean Beach Esplanade Connector Trail	Sustainable grade active transportation connector and loop route option between Ocean Beach Esplanade and Woodcreek Park/Lower Road.	\$20,000	D	Regional													
650	Parks Building (Partial Replacement / Upgrade)	New modular shop, storage and work station space to house parks operations at Mason Road.	\$300,000	A, B, D, E, F	Regional													
650	Sports Field Equipment – Deep Aerator	Equipment Purchase for sports fields maintenance.	\$60,000	A, B, D, E, F	Regional													
650	Capital Plan Renewal		\$43,550	A, B, D, E, F	Regional													
650	Signage Upgrade Project (\$20k annually 2015-2017)	Phase 1 of the dual-language parks signage project and various sign repairs and replacements throughout regional SCRCD parks.	\$6,812	A, B, D, E, F	Regional													
650	Parks Bridge Capital Maintenance	Engineering-recommended upgrades to strategic bridge repair priorities within SCRCD Parks. Most recent work on 2 bridges in 2020 within Cliff Gilker Park.	\$2,705	A, B, D, E, F	Regional													
650	Goodwin House Removal	Demolition and removal of the surplus vacant building at Shirley Macey Park.	\$32,370	E	E													
650	Community Parks - Well Development / Irrigation System at Cliff Gilker Park	Well development, creating distribution/storage and connecting into the existing irrigation system. Staff report with further information coming prior to or at R1 budget.		A, B, D, E, F	D	BSCG		\$ 190,000.00	5	5-Other (Grant, Fees, etc.)								
650	Community Parks - Asset Management Summer Student Staffing Support	One-time human resources lift to advance asset management planning in Parks. Potential grant opportunity.		A, B, D, E, F	Regional	BSCG		\$ 10,000.00	1	1-Taxation	Grant	0.30						
650	Community Parks - Priority Repairs to Community Halls	Strategic priority repairs related to asset stewardship and community resilience. Projects identified and prioritized through condition assessments. Include minor capital and small energy efficiency projects that do not fit within capital plan.		A, B, D, E, F	Various	BSCG		\$ 26,700.00	4	4-Reserves								
650	Community Parks - Equipment Purchase- (Sports Fields) - New Tractor	2020 inspections indicate asset due for retirement. This equipment essential to delivering service level. In-year failure is possible and would require urgent response but staff consider this as asset stewardship rather than imminent failure based on condition.		A, B, D, E, F	Regional	BSCG		\$ 70,000.00	5	5-Other (Grant, Fees, etc.)	MFA Vehicle and Equipment Loan							
650	Community Parks - Coopers Green Hall Replacement / Upgrade	Replacement/upgrade for Coopers Green Hall. Staff report coming regarding next steps on this project.		A, B, D, E, F	B	LCHV		\$ 2,960,500.00	5	5-Other (Grant, Fees, etc.)	ICIP grant received; final funding plan TBC							
650	Community Parks - Bike Park / Pump Track Development at Sprockids Park	Partnership opportunity with Coast Mountain Bike Trail Association. Engineering and costing work underway.		A, B, D, E, F	Regional	LCHV		TBD	5	5-Other (Grant, Fees, etc.)								
680	Pisten Bully Track Replacement	Equipment repair costs for parts, delivery and service on Pisten Bulley Groomer	\$25,000	A, B, D, E, F	Regional													
680	One-Time Minor Capital – Upgrades and Renewal	One-time minor capital expenses to build a new roof on storage shed, new covered area on warming hut, signage upgrades, new visitor entry stairs, a new pass printer, and a new pull-behind grooming attachment.	\$33,500	A, B, D, E, F	Regional													
	SUBTOTAL PCDC		\$ 4,605,513.13					\$ 4,138,100.00				3.30		-	\$ -			

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INFRASTRUCTURE SERVICES															
150	Water Service - Senior-Coordinator Strategic Initiatives	Staff resource required for implementation Strategic Plan Watershed Protection Action Plan tactic (1 year temp position)		A, B, D, E, F, F Islands and DoS	A, B, D, E, F, F Islands and DoS	BSCG		\$ 99,537.00	5	5-Other (Grant, Fees, etc.)	Pending confirmation of third party funding in Q4 2020	1.00			
150	Water Service - Watershed Management Action Plan Development	Feasibility study on the development of a Regional Watershed Management Plan based on the results of the findings of the Watershed Governance Feasibility Study for which funding was approved in 2020.		A, B, D, E, F, F Islands and DoS	A, B, D, E, F, F Islands and DoS	BSCG		\$ 125,000.00	5	5-Other (Grant, Fees, etc.)	Pending confirmation of third party funding in Q4 2020				
152 / 153	Manual Curbside Collection Service Establishment - Area B / D		\$42,944	B, D	B, D										
310 / 312 / 370 / 650	Replacement of Mason Road Gate	Contract awarded in Q4 2020, installation to occur in Q4 2020 or Q1 2021	\$29,822	All	Regional										
310	Public Transit - COVID-19 Expenses – Materials and Supplies	COVID-19 Expenses – Materials and Supplies		B, D, E, F, DoS, SIGD, ToG	Regional	CM - SR		\$ 24,000.00	5	5-Other (Grant, Fees, etc.)	funding by BC Transit to be confirmed in AOA, could require SCRD contribution of \$12,794				
310	Public Transit - Increase Funding for Free Transit Ticket Program	Funding increase for the existing Free Transit Ticket Program in response to increased demand by clients from local service providers receiving income assistance, disability, and/or low income.		B, D, E, F, DoS, SIGD, ToG	B, D, E, F, DoS, SIGD, ToG	BSCG		\$ 6,000.00	1	1-Taxation	base budget increase/potential explored for third party funding				
310	Public Transit - Annual Training Safety and Customer Service	Annual Training and Development in Safety and Customer Service for Transit Drivers and Transit Assistance		B, D, E, F, DoS, SIGD, ToG	Regional	Other		\$ 20,416.00	1	1-Taxation	Base budget increase	0.19			
310 / 312	Public Transit / Maintenance Facility (Fleet) - Building Improvements - Increased Safety	Increased Safety and Security at Mason Rd site (e.g. Security system, CCTV and improved external lighting).		B, D, E, F, DoS, ToG and SIGD	B, D, E, F, DoS, ToG and SIGD	M-BusCon		\$ 12,000.00	3	3-Support Services	And an additional \$480 annual fee (Base budget increase)				
312	Fleet Loaner Vehicle	Awaiting replacement vehicle to become available in Q4 2020 or Q1 2021.	\$10,000	All	Regional										
312	Electric Vehicle Maintenance	Initiation of this project is dependent on pending decision on type of EVs and EV-charging stations to be purchased.	\$10,000	All	Regional										
312	Exhaust Venting System	To be installed in Q4 2020 or early Q1 2021	\$15,000	All	Regional										
312	Maintenance Facility (Fleet) - Remove Contaminates, Polish and Paint Fuel Tanks	Preventative Maintenance (cleaning and painting) of fuel tanks used by transit and corporate fleet.		All	B	CM - IAF		\$ 25,000.00	4	4-Reserves	Operational Reserves				
312	Maintenance Facility (Fleet) - HVAC Maintenance Safety System	Additional safety system for fleet staff to perform HVAC maintenance on top of buses.		B, D, E, F, DoS, ToG and SIGD	DoS	M-BusCon		\$ 4,000.00	4	4-Reserves					
324 / 330	Various Street Lighting - Transition to LED-streetlights	Rate increase to fund capital investment for transition to LED-lights.		B, D, E, F, DoS, ToG and SIGD	DoS	M-BusCon		\$ 278.00	1	1-Taxation					
350	Sechelt Landfill One-time Operating Projects (2020)	Includes: Sechelt Biocover Feasibility, Hydrogeological Assessment Update, Leachate Management Update, Share Shed Sinkhole Repairs	\$38,018	All	Sechelt										
350	Future Waste Disposal Options Analysis Study	Contract Awarded on Oct 22, 2020, results expected in Q1 2021	\$174,819	All	Regional										
350	Regional Solid Waste - Generator Replacement for Pender Harbour Transfer Station	Purchase and installation of a new generator for the Pender Harbour Transfer Station as current generator is failing. Generator is used as back-up power for the site.		All	A	CM - IAF		\$ 5,000.00	1	1-Taxation					
350	Regional Solid Waste - Sechelt Landfill Stage H+ Closure	The Design, Operation and Closure Plan (DOCP) requires that the landfill be progressively closed as it reaches its final height, in areas that will no longer receive waste.. Stage H+ represents an area that has reached its fill capacity based on height and now requires closure.		All	Regional	CM - RC		\$ 2,500,000.00	5	5-Other (Grant, Fees, etc.)	Landfill Closure Reserve Fund				
350	Regional Solid Waste - Sechelt Landfill Monitoring Well Installation	As per the Operating Certificate, the SCRD is required to monitor groundwater conditions in and around the Sechelt Landfill. The SCRD samples water via 18 wells multiple times throughout the year. A recent Hydrogeological Assessment recommended installation of 4 new wells and decommissioning 2 old wells.		All	Regional	CM - RC		\$ 65,000.00	1	1-Taxation	An additional \$2,900 water quality analyses to additional wells (Base budget increase)				
350	Regional Solid Waste - Sechelt Landfill Surveying	Frequent surveying of the contours of the Sechelt landfill is required to maximize use of the regulatory allowable airspace and hence maximize landfill life. to date, the lacking of this kind of surveying has occasionally resulted in loss of landfill life due to over or underfilling and hence being in non-compliance.		All	Regional	CM - RC		\$ 5,000.00	2	2-User Fees	Base Budget Increase				

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350	Regional Solid Waste - Rediversion of Waste from Sechelt Landfill	The Sechelt Landfill has an annual capacity limit of 15,000 tonnes. In 2019, the total tonnage was over 12,000 tonnes. If the annual limit is reached, the landfill would be required by MoE to close and re-open on January 1, when the annual tonnage is "reset" to zero. The budget will fund the transportation and disposal costs of materials being re-diverted to a landfill off-coast. Materials to be targeted for re-diversion to be determined by the Board in Q4 2020 and thus the project budget might need to be amended afterwards.		All	Regional	M-BusCon		\$ 25,000.00	2	2-User Fees	Tipping Fees							
350	Regional Solid Waste - Next Steps Future Solid Waste Disposal Option Study	Exact amount of funding will dependent on the findings of the current study to be presented at January 2021 Committee meeting and Board direction received		All	Regional	M-BusCon		\$ 150,000.00	1	1-Taxation								
350	Regional Solid Waste - Forklift for Sechelt Landfill	Purchase of a used forklift for loading the mattress trailer at the Sechelt landfill to full capacity thereby reducing possible injury to staff not having to manually load the truck and full trailers reduce shipping costs and lowers transportation-related GHG emissions. This is the recommended loading measure by WorkSafe BC.		All	Regional	M-BusCon		\$ 25,000.00	5	5-Other (Grant, Fees, etc.)	MFA Equipment Loan. Additional annual operating and maintenance costs: \$4,500 (Base Budget increase)							
350	Regional Solid Waste - Waste Composition Study	Conduct a waste composition study of residential garbage collection, drop-off bins at Pender Harbour Transfer Station and Sechelt Landfill and commercial garbage delivered to the Sechelt Landfill. Study would occur at two points in 2021 and will support the evaluation of the implementation of new organics diversion services and guide the SWMP update (incl. waste disposal post landfill closure).		All	Regional	BSCG		\$ 100,000.00	4	4-Reserves	Eco-Fee Reserves							
350	Regional Solid Waste - Solid Waste Management Plan Update	Update the SCRD's Solid Waste Management Plan (SWMP) as per MoE guidelines, the expectation is at a minimum of every 10 years. The SWMP was last updated in 2011. SWMP update is depended on decision on long-term solid waste disposal option and required to be updated for that option is implemented.		All	Regional	BSCG		\$ 150,000.00	4	4-Reserves	Eco-Fee Reserves							
350	Regional Solid Waste - Recycling Depot Funding	Over last several years the actual revenue from Recycle BC is less than budgeted to over initial estimation of tonnage collected materials. Contribution from taxation needs to be increased to offset this.		All	Regional	BSCG		\$ 30,000.00	1	1-Taxation	Revenue reduction of \$30,000. Recycle BC has indicated it would increase funding, but hasn't indicated a implementation timeline							
350	Regional Solid Waste - Pender Harbour Site Assessment	On-site improvements that need addressing are site drainage and drop-off area (loc bloc wall stability and ramp access). These improvements are beyond the scope and budget of annual site maintenance and require expertise beyond site operator and SCRD staff.		All	A	BSCG		\$ 8,000.00	4	4-Reserves	Eco-Fee Reserves							
350	Regional Solid Waste - Road Maintenance Budget Increase for Pender Harbour Transfer Station	Increase budget for maintenance of access road to maintain an acceptable driving surface by conducting more frequent grading.		All	A	BSCG		\$ 8,000.00	2	2-User Fees	Tipping Fees, base budget increase. Potential collaboration with MOTL.							
350	Regional Solid Waste - Site Attendant	New Site Attendant position to assist with enforcement of a landfill ban on organics (food waste). Primary role is that the new Site Attendant position would determine if loads delivered in large trucks should be assessed additional fees for having organics in the load.		All	Regional	BSCG		\$ 73,623.00	2	2-User Fees	Exact amount of FTE is to be confirmed and will not exceed 1.0 FTE	1.00						
350	Regional Solid Waste - Traffic Control Lights for Pender Harbour Transfer Station	Installation of traffic control lights for Pender Harbour Transfer Station to increase safety for customers and staff at site.		All	A	LCHV		\$ 10,000.00	1	1-Taxation								
350	Regional Solid Waste - WildSafeBC	Contribution for hiring WildSafeBC Program Coordinator for the 2021 season. SCRD has had a WildSafeBC Program Coordinator 2006-2008 and 2012-2020. As Provincial co-funding is not likely in 2021, position will be 100% funded by SCRD with in-kind support from Wildsafe BC		All	Regional	LCHV		\$ 15,000.00	1	1-Taxation								
350	Regional Solid Waste - Book Recycling at Pender Harbour Transfer Station and Sechelt Landfill	As per Board direction received in October 2020. Container rental, hauling and recycling of books received from residents at the Sechelt Landfill and Pender Harbour Transfer Station. This would be a new diversion program.		All	Regional	Other		\$ 10,000.00	1	1-Taxation	Base Budget Increase							

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352	Sechelt Landfill Ground Disturbance	Ground remediation and construction of new drop-off area to be completed in Q1 2021	\$1,151,582	All	Sechelt										
355	Curbside Food Waste Startup Initiatives		\$16,274	B, D, E, F	B, D, E, F										
365 / 366 / 370	Metering Program 2: Water Meter Data Analytics	Delayed due to Delayed hiring associated staff	\$60,000	All	Regional										
365 / 366 / 370	Mason Road Utility Building Space Planning	A building permit has been obtained and staff are receiving quotes from contractors to complete the building modifications. On hold due to COVID-19 pandemic	\$23,867	All	DoS										
365 / 366 / 370	Water Service - Water Metering Program: Leak Correlator	Current budget is for purchase equipment and required staff training, additional project scope is subject of report at Dec 2020 ISC		A, B, D, E, F, F Islands and DoS	A, B, D, E, F, F Islands and DoS	BSCG		\$ 40,000.00	4	4-Reserves	Operating reserves				
365 / 366 / 370	Water Service - Water Metering program: Neptune 360 annual fees	Annual fee for water meter read software		A, B, D, E, F, F Islands and DoS	A, B, D, E, F, F Islands and DoS	BSCG		\$ 14,000.00	2	2-User Fees	2022: \$15,316 2023: \$23,086				
365 / 366 / 370	Water Service - Water Metering Program: Development of Customer Relationship Management Tool	Development of software to allow for: 1)on-line tool linked to MySCRD, 2)automatization of leak-detection and notification process and 3)improved customer support by staff		A, B, D, E, F, F Islands and DoS	A, B, D, E, F, F Islands and DoS	BSCG		\$ 50,000.00	4	4-Reserves	Operating reserves				
365 / 366 / 370	Water Service - Capital Infrastructure Project Technician (1.5 FTE)	Engineering technicians to provide construction design and permitting support and oversight on capital projects undertaken by the Capital Projects Division		A, B, D, E, F, F Islands and DoS	Regional	BSCG		\$ 104,187.00	2	2-User Fees	\$3500 one time expenditures, 2022: \$134,249	1.50			
365	Pool Road Waterline Replacement / Right of Way Acquisition	Survey and legal services required as part of the water main installation project completed in 2017. ROW acquisition is pending other work in the immediate area that will impact ROW discussions. Recent discussions with property owners suggests more work required.	\$11,650	A and SIGD	A										
365	Katherine Creek Flow Monitoring Summary Report	Data analyses is being completed that will result in report to be submitted to FLNRORD in Q4 2020	\$7,000	A and SIGD	A										
365	Confined Space Document Review - North Pender Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. Work to begin in Q1 2021.	\$2,500	A and SIGD	A										
365	Emergency Generator	The purchase of a generator for the North Pender system that can provide emergency backup energy to operate the Garden Bay Pump Station is required. Product specifications are being completed, procurement to be initiated early Q4 2020.	\$125,000	A	All										
365	North Pender Harbour Water Service - Water Supply Plan	Delayed due to Delayed hiring associated staff	\$75,000	A and SIGD	A										
365	North Pender Harbour Water Service - Water Supply Plan: Public Participation North Harbour Water Service	Budget to allow for communication and public participation activities in support of this process (e.g. mail outs, surveys, digital communication and if possible in-person events)		A and SIGD	A	BSCG		\$ 7,500.00	2	2-User Fees	Initiation of project depends on availability staff resources in 2021 and could be deferred until 2022				
365	North Pender Harbour Water Service - Water Supply Plan: Technical Analyses North Harbour Water Service	Technical analyses to identify issues and assess solution for the water supply and distribution system in support to strategic water supply plan		A and SIGD	A	BSCG		\$ 20,000.00	2	2-User Fees	Initiation of project depends on availability staff resources in 2021 and could be deferred until 2022				
366	South Pender Harbour Water Service - Water Supply Plan	Delayed due to Delayed hiring associated staff	\$75,000	A	A										
366	Treatment Plant Upgrades	Replacement of treatment system components will allow for more efficient operation of the SP water treatment plant. Procurement of equipment initiated in Q3 and to be continued in Q4 2020.	\$37,819	A	A										
366	Confined Space Document Review - South Pender Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. RFQ to be issued in Q1 2021.	\$5,000	A	A										
366	Mark Way / Chris Way / Bargain Harbour Road Water Main Replacements	Replacement of 50mm PVC water main in the South Pender Harbour water service area that required a significant amount of emergency repairs in 2017 and 2018. Carry forward for paving	\$233,378	A	A										
366	McNeil Lake Dam Safety Audit	Technical assessment of the weir structure at McNeil Lake as required under the Dam Safety regulation.	\$9,185	A	A										

Function No.	Project Title	Description	Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
366	South Pender Harbour Water Service - Dogwood Reservoir: Feasibility Study	The Dogwood Reservoir is no longer in operation due to having excessive leak rates and a deteriorating structure. This project will include the modelling analysis of the need of replacement options and/or demolition is required.		A	A	CM - IAF		\$ 15,000.00	4	4-Reserves	Operating Reserves				
366	South Pender Harbour Water Service - Dogwood Reservoir: Construction	The Dogwood Reservoir is no longer in operation due to having excessive leak rates and a deteriorating structure. Analysis of the need of replacement options and/or demolition is required. Depending on the results of the modelling analyses the scope of this project will either temporarily line the existing reservoir or fully demolish and remove the existing structure.		A	A	CM - IAF		\$ 93,000.00	4	4-Reserves	Capital Reserves				
366	South Pender Harbour Water Service - McNeil Lake Dam Upgrades	Various structural improvements and analyses are required to meet Dam Regulation Safety Regulation requirements		A	A	CM - RC		\$ 230,000.00	4	4-Reserves	Capital Reserves				
366	South Pender Harbour Water Treatment Plant - Upgrades - Phase Two	Additional funds are required to complete some previously identified upgrades at the South Pender Harbour Water Treatment Plant including online turbidity instrumentation replacement, completion of weir automation and other upgrades that are necessary but not able to be funded utilizing Phase 1 (2020) funding balances.		A	A	M-BusCon		\$ 50,000.00	4	4-Reserves	Capital Reserves				
366	South Pender Harbour Water Treatment Plant - 2021 Vehicle Purchases	Annual replacement of aged vehicle(s), #436 truck is 12 years old, has high mileage and rust is becoming an issue. Replace with truck with similar capabilities.		A	A	M-BusCon		\$ 80,000.00	5	5-Other (Grant, Fees, etc.)	MFA Equipment Loan				
366	South Pender Harbour Water Service - Water Supply Plan: Public Participation South Harbour Water Service	Budget to allow for communication and public participation activities in support of this process (e.g. mail outs, surveys, digital communication and if possible in-person events)		A	A	BSCG		\$ 7,500.00	4	4-Reserves	Operating reserves, Initiation of project depends on availability staff resources in 2021 and could be deferred until 2022 and would require amended timeline in Strategic Plan				
366	South Pender Harbour Water Service - Water Supply Plan: Technical Analyses South Harbour Water Service	Technical analyses to identify issues and assess solution for the water supply and distribution system in support to strategic water supply plan		A	A	BSCG		\$ 20,000.00	4	4-Reserves	Operating reserves, Initiation of project depends on availability staff resources in 2021 and could be deferred until 2022 and would require amended timeline in Strategic Plan				
366 / 370	South Pender Harbour Water Service / Regional Water Service - Dam Inspections and emergency response	Under the Dam Safety Regulations inspections of the dams is required, this require training staff, helicopter flight and the ongoing technical support by a dam safety engineer to oversee regular inspections and emergency responses.		A, B, D, E, F, F Islands and DoS	Regional	CM - RC		\$ 42,500.00	2	2-User Fees					
370	Edwards Lake Dam Safety Audit	Technical assessment of the weir structure at Edwards Lake as required under the Dam Safety regulation.	\$15,970	A, B, D, E, F and DoS	D										
370	Langdale Well - Pump Station Upgrade	Various upgrades to Langdale well and pump station. Construction will carry over into Spring 2021	\$118,525	A, B, D, E, F and DoS	F										
370	Chaster Well Upgrades (Well Protection Plan - Phase 2)	Installation of pileless adapter and surface seal at Chaster Well. Construction will begin in 2021	\$43,458	A, B, D, E, F and DoS	E										
370	Exposed Water Main Rehabilitation	Resurfacing several sections of exposed water mains. Work to occur in Spring/summer 2021	\$200,000	A, B, D, E, F and DoS	B, D, DOS										
370	Chapman Lake Dam Safety Audit	Technical assessment of the weir structure at Chapman Lake as required under the Dam Safety regulation.	\$15,881	A, B, D, E, F, F Islands and DoS	D										
370	Langdale Pump Station (Phase 2)	Various upgrades to Langdale well and pump station. Construction will carry over into Spring 2021	\$175,000	A, B, D, E, F, F Islands and DoS	F										
370	Groundwater Investigation - Phase 3 - Grey Creek	Results to be presented at January 2021 Committee meeting	\$134,135	A, B, D, E, F, F Islands and DoS	B										
370	Groundwater Investigation - Phase 2 (Part 2)	Results to be presented at January 2021 Committee meeting	\$374,770	A, B, D, E, F, F Islands and DoS	Regional										
370	Feasibility Study Upgrades Eastbourne Water System	Additional assessments and analyses currently being undertaken to guide budget 2021 budget proposal	\$24,555	A, B, D, E, F, F Islands and DoS	F Island										

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370	Regional Water Reservoir Feasibility Study Phase 4	Results to be presented at January 2021 Committee meeting	\$135,694	A, B, D, E, F, F Islands and DoS	Regional										
370	Chapman Water Treatment Plant Chlorination System Upgrade	Construction of on-site hypochlorite generation system to replace chlorine gas at Chapman WTP. Construction to occur in 2021.	\$661,466	A, B, D, E, F, and DoS	B, D, E, F, DOS										
370	Reed Road and Elphinstone Road Water Main Replacement	Work included in construction tender of Church Road project, will occur in 2021.	\$750,000	A, B, D, E, F, F Islands and DoS	E										
370	Groundwater Investigation - Phase 4A - Church Road	Permitting and tendering to be completed in Q4 2020 with construction to start in Q1 2021	\$7,733,742	A, B, D, E, F, F Islands and DoS	F										
370	Chapman Water Treatment Plant Sludge Residuals Disposal and Planning	The Chapman Creek Water Treatment Plant produces residuals that need to be dewatered and disposed of. RFP was issued and all bids were significantly in excess of budget, hence RFP was cancelled. Staff are currently exploring alternative approaches	\$199,911	A, B, D, E, F, F Islands and DoS	D										
370	Utility Vehicle Purchase	Tender documents have been generated and will be advertised soon.	\$46,500	A, B, D, E, F, F Islands and DoS	All										
370	Cemetery Reservoir Fencing Access	Planning underway. MOTI has upgraded their part of the road, SCRD will upgrade their part of the road this fall and install the fencing.	\$25,000	A, B, D, E, F, F Islands and DoS	E										
370	Confined Space Document Review-Regional Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. RFQ to be issued in Q1 2021.	\$22,500	A, B, D, E, F, F Islands and DoS	Regional										
370	Regional Pressure Reducing Valve Replacements	Staff are currently reviewing requirements for upgrades and will issue a RFQ for a PRV station in Q3.	\$125,000	A, B, D, E, F, F Islands and DoS	Regional										
370	Chapman Water Treatment Plant Hot Water Upgrade	Staff are coordinating this project with the on site generation project to find efficiencies and cost savings.	\$25,000	A, B, D, E, F, F Islands and DoS	D										
370	Equipment Purchase - Excavator and Trailer	The Utilities crew excavates for water mains and infrastructure regularly and an excavator will increase job efficiency and mobilization. Product specifications are completed, procurement to be initiated shortly.	\$200,000	A, B, D, E, F, F Islands and DoS	All										
370	Cove Cay Pump Station Rebuild and Access Improvements	Procurement preparations in Q4 2020 with tendering to follow in Q1 2021.	\$250,000	A, B, D, E, F, and DoS	A										
370	Chapman Water Treatment Plant Instrumentation	Replacement of treatment system components at the Chapman Creek Water Treatment Plant. Procurement of equipment some components has taken place.	-\$184	A, B, D, E, F, F Islands and DoS	D										
370	Chapman Water Treatment Plant UV Upgrade	The UV treatment process at Chapman Creek Water Treatment plant has reached the end of its operational life and needs to be replaced with a new UV system with redundancy. Preliminary review of design is underway.	\$250,000	A, B, D, E, F, F Islands and DoS	D										
370	Vehicle Purchases - Strategic Infrastructure Division	Options and analysis currently being reviewed. This will be advertised for tender soon.	\$93,000	A, B, D, E, F, F Islands and DoS	Regional										
370	Chapman Lake Siphon System Upgrade	An engineered review was completed in 2019 for system improvements required for the Chapman siphon system for ongoing work in 2020.	\$32,373	A, B, D, E, F, and DoS	D										
370	Emergency Water Storage Tanks	Purchase of tanks for emergency water storage and transportation	\$9,196	A, B, D, E, F, F Islands and DoS	Regional										
370	Meters Installation Phase 3 District of Sechelt and Sechelt Indian Government District	Process and timing of electoral approval process to be initiated in 2021 confirmed on October 8, 2020 Board meeting.	\$7,000,000	A, B, D, E, F, F Islands and DoS	Sechelt and SIGD										
370	Chapman Creek Environmental Flow Requirements Update	EFN analyses to be completed and submitted to FLNRORD for review	\$50,000	A, B, D, E, F, F Islands and DoS	D										
370	Water Supply and Conservation Public Engagement 2020 (including Water Summit)	Delayed implementation of some initiatives due to pandemic	\$32,895	A, B, D, E, F, F Islands and DoS	All										
370	Water Sourcing Policy	Rescheduled until 2021 as depended on results water supply expansion feasibility studies completed in 2020	\$25,000	A, B, D, E, F, and DoS	Regional										
370	Implementation of shishálh Nation Foundation Agreement	Ongoing	\$3,362	A, B, D, E, F, and DoS	Regional										
370	Bylaw 422 Update	Delayed due to Delayed hiring associated staff	\$30,000	A, B, D, E, F, F Islands and DoS	Regional										

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370	Regional Water Service - Chapman and Edwards Dam Improvements	Various structural improvements and analyses are required to meet Dam Regulation Safety Regulation requirements		A, B, D, E, F, F Islands and DoS	DoS and D	CM - RC		\$ 290,000.00	4	4-Reserves	Capital Reserves							
370	Regional Water Service - Chapman Creek WTP Chlorine Upgrades	Upgrade of existing chlorine gas system to an onsite chlorine generation system. Additional funding request for the construction phase of this project, based on preliminary design and class B (± 15%) cost estimates.		A, B, D, E, F, F Islands and DoS	DoS and D	M-BusCon		\$ 1,000,000.00	4	4-Reserves	Capital Reserves, initiation of construction phase in 2021 is depended on overall workload Capital Project division and availability staff resources							
370	Regional Water Service - Reed Road Pump Station Zone 4 Improvements	Installation of additional pump in Reed Road pump station to improve fire flow towards Zone 4 (Cemetery Rd Reservoir) as that's currently not meeting target flows.		A, B, D, E, F, F Islands and DoS	E	M-BusCon		\$ 70,000.00	4	4-Reserves	Capital Reserves, initiation of project in 2021 is depended on overall workload Capital Project division and availability staff resources							
370	Regional Water Service - Church Road Well Field Project - Base Operating Budget Increase	The Church Road Well Field Construction project is expected to be commissioned in 2021. Once operational, this new well system will result in new operational and maintenance costs (incl. related to chlorination and water quality). The existing base operating budget will not be able to accommodate these additional annual expenditures and as such, will require an increase for 2021-Q3 and onwards.		A, B, D, E, F, F Islands and DoS	F	M-BusCon		\$ 23,038.00	2	2-User Fees	2021-Partial year - \$20,037; 2022: \$80,150 for full year cost estimate							
370	Regional Water Service - Church Road Well Field Project - Staffing Increase (0.30 FTE)	The new Church Road well field and pump station will require daily oversite, operation and maintenance. Additional staff resources will be required to meet the required tasks which will include daily station and EFN monitoring and management of chemical deliveries and regulation of process and electrical equipment.		A, B, D, E, F, F Islands and DoS	F	M-BusCon		\$ 7,070.00	2	2-User Fees	2022: \$28,278	0.30						
370	Regional Water Service - Regional Water Minor Capital Base Budget Increase	The existing minor capital base budget is used for minor repairs and part replacements in our treatment and distribution systems. This current \$80,000 budget has not changed since it was established over ten (10) years ago while the aging infrastructure increasingly requires minor capital repairs and part replacements and material costs have increased significantly. Given the ongoing nature of these expenditures, staff are seeking a base budget increase instead of requesting additional budget annually.		A, B, D, E, F, F Islands and DoS	Regional	M-BusCon		\$ 50,000.00	4	4-Reserves	Capital Reserves							
370	Regional Water Service - Chapman and Edwards Lake Communication System Upgrade	Installation of a radio repeater to improve the reliability and create redundancy in the communication system with the lake level monitoring and control systems for Chapman and Edwards Lake. System will also allow for video monitoring of infrastructure at the lakes.		A, B, D, E, F, F Islands and DoS	D	M-BusCon		\$ 74,125.00	4	4-Reserves	Capital Reserves							
370	Regional Water Service - 2021 Vehicle Purchases	Annually, infrastructure management and the fleet maintenance supervisor review the department's inventory of vehicles and make recommendations for replacement due to age, condition, mileage, etc. This process ensures that an optimal replacement cycle is followed to prevent excess repair costs, poor emissions, and to maintain a reliable fleet: 1) Vehicle #438: 2008 Ford F250 2WD Truck w/ Service Body Truck is 12 years old and approaching end of useful life and increasing repair cost anticipated. 2) Vehicle #474: 2012 Ford F350 Flat Deck Truck, Out of commission and 3) Vehicle #477: 2012 Ford F150 4X4 Truck, Ongoing significant repairs.		A, B, D, E, F, F Islands and DoS	Regional	M-BusCon		\$ 210,000.00	5	5-Other (Grant, Fees, etc.)	MFA Equipment Loan							

Function No.	Project Title	Description	Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount		Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount		
370	Regional Water Service - SCADA Technician Staffing Increase (0.30 FTE)	The SCADA technicians provides technical support for computer trending, supervisory control and data acquisition and the management of operational components of all water and wastewater systems. Additional 0.30 FTE SCADA Technician position to add to existing 1.4 FTE would improve the ability to provide SCADA support 24/7, and would allow for occasionally some SCADA support to be provided to the Facility Maintenance division and potentially the water and wastewater systems operated by the Town of Gibsons and the District of Sechelt. The potential for such intergovernmental collaboration was identified as the start of the COVID-19 pandemic.		A, B, D, E, F, F Islands and DoS	All	M-BusCon		\$ 13,234.00	2	2-User Fees	2020: \$26,447. Potential support on a cost recovery bases to other local governments to be confirmed prior to Round 1 budget. Otherwise requested FTE increase reduced to 0.2 FTE.	0.30						
370	Regional Water Service - Water Supply Plan: Public Participation Regional Water System	Budget to allow for communication and public participation activities in support of this process (e.g. mail outs, surveys, digital communication and if possible in-person events)		A, B, D, E, F, F Islands and DoS	A, B, D, E, F, F Islands and DoS	BSCG		\$ 20,000.00	4	4-Reserves	Operating reserves, Initiation of entire or parts of project depends on availability staff resources in 2021 and entire or parts of project could be deferred until 2022 and would require amended timeline							
370	Regional Water Service - Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources	Study to confirm the technical, regulatory and financial feasibility of several options for additional surface water supply sources to address long-term water demand		A, B, D, E, F, F Islands and DoS	A, B, D, E, F, F Islands and DoS	BSCG		\$ 225,000.00	4	4-Reserves	Operating reserves, Initiation of entire or parts of project depends on availability staff resources in 2021 and entire or parts of project could be deferred until 2022 and would require amended timeline							
370	Regional Water Service - Groundwater Investigation Round 2 Phase 3	Scope and associated budget of this project will be confirmed based on direction received from Board following presentation of results of prior phase presented at Jan 6, 2021 special ISC meeting. Current listed budget is only a rough estimate.		A, B, D, E, F, F Islands and DoS	DoS, B, D, E, F	BSCG		\$ 500,000.00	4	4-Reserves	Capital reserves							
370	Regional Water Service - Eastbourne Groundwater Investigation	Several options for the scope of a budget proposal to be presented as part of the 2021 budget process will be presented at Committee meeting late 2020. Exact amount will depend on prefired option from Board. Current listed budget is only a rough estimate.		A, B, D, E, F, F Islands and DoS	F	BSCG		\$ 350,000.00	4	4-Reserves	Capital reserves							
370	Regional Water Service - Raw Water Reservoir - Development phase 1	Scope and associated budget will be based on direction received from Board following presentation of results of prior phase presented at Jan 6, 2021 special ISC meeting		A, B, D, E, F, F Islands and DoS	DoS, B, D, E, F	BSCG		TBD	4	4-Reserves	Capital reserves							
370	Regional Water Service - Meters Installation Phase 3 District of Sechelt and Sechelt Indian Government District (Additional funding)	Additional funding required to cover cost increases that are not expected to be covered by the budget approved in 2020 based on anticipated project initiation in late 2021. Final budget amount to be confirmed based on detailed cost estimates that will be completed prior to Round 1 budget.		A, B, D, E, F, F Islands and DoS	DoS	BSCG		\$ 250,000.00	5	5-Other (Grant, Fees, etc.)	Long-term Loan							
370	Regional Water Service - Water Supply Plan: Regional Water System Water Distribution Model Update and Technical Analysis	This model was developed in support of CWRP and since never kept up-to-date. Model update and technical analyses in support of updated strategic water supply plan.		A, B, D, E, F, F Islands and DoS	Regional	BSCG		\$ 187,000.00	4	4-Reserves	Operating reserves, 2022 and onwards: annual fee \$5000,- (base budget increase). Initiation of entire or parts of project depends on availability staff resources in 2021 and entire or parts of project could be deferred until 2022 and would require amended timeline in Strategic Plan							
381 - 392	Capital Planning Engagement Seminars	Wastewater Treatment Plant Information Updates	\$2,479	Various	Various													
381	Feasibility Study Greaves Wastewater Service Area	Feasibility study on future infrastructure improvements	\$7,500	A	A													

Function No.	Project Title	Description	Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
381 - 388 and 390 - 395	Various Wastewater Treatment Plants - Wastewater Treatment Facilities Pumping Expenses Base Budget Increase	In May 2020 the District of Sechelt increased septage waste disposal fees to achieve full cost recovery for septage disposal fees. The septage disposal fees increased to \$0.13/L from \$0.05.		A, B, D, E, F	A, B, D, E, F	M-BusCon		\$ 44,620.00	2	2-User Fees					
382	Woodcreek Waste Water Treatment Plant - Sand Filter Remediation	Final report expected in Q4 2020	\$23,766	E	E										
382	Woodcreek Park Waste Water Treatment Plant - Sand Filter Construction	Treatment improvements are required to meet permit requirements for effluent quality. Infiltration is also an issue in the system. The current sand filter effluent treatment system is at capacity and the filter material is plugged and an alternative treatment system is required at this time.		E	E	CM-IAF		\$ 844,000.00	5	5-Other (Grant, Fees, etc.)	\$600,000 up to \$844,000 (only \$844,000 used until known) / Long-term Loan/gas-tax if ICIP-grant is not awarded				
383 / 384 / 385 / 387 / 388 / 393	Wastewater Treatment Plants (Various) - Outstanding Right of Way	Wastewater plants and collection lines often cross private property to allow for correct alignment. Infrastructure on private land needs to be maintained and operated by the SCRD and need legal Statutory Right of Way (SROW) or easements are required. Through the Asset Management Plan development and further investigation of a number of wastewater plants and collection systems have been identified as missing these documents for various reasons.		A, B, E, F	A, B, E, F	CM-RC		\$ 12,500.00	4	4-Reserves	Scope of project to be initiated in 2021 to be confirmed prior to Round 1 budget.				
384 / 385	Jolly Roger/Secret Cove Waste Water Treatment Plant - Headworks Improvements	Both Wastewater Plants headworks need to be upgraded with new stainless steel trash screens and other related improvements.		B	B	CM - IAF		\$ 18,000.00	4	4-Reserves	Budget request is \$9000 per plant.				
386	Lee Bay Wastewater Treatment Plant - Collection System Repairs	During CCTV review a pipe segment and manhole have been identified in the collection system needing repairs.	\$19,851	A	A										
386	Lee Bay Wastewater Treatment Plant - Disposal Primary Drain Field Repairs and Vegetation Management	The Lee Bay Field Vegetation has been removed and pipe testing of the transmission lines has taken place with good results. Faulty control valves have been replaced. Further testing of the field distribution plumbing continues.	\$17,000	A	A										
387	Square Bay Waste Water Treatment Plant - Infiltration Reduction	Staff are proceeding with repairs and upgrades to the collection system to reduce infiltration. Further analysis of various sections of collection system is underway.	\$29,672	B	B										
388	Langdale WWTP Asset Management Plan - Feasibility Study	Feasibility study on future infrastructure improvements	\$7,500	F	F										
390	Feasibility study Merrill Wastewater Service Area	Feasibility study on future infrastructure improvements	\$7,500	A	A										
391	Curran Road Waste Water Treatment Plant - Marine Outfall Anchor Weights Replacement	Replace all existing marine outfall anchors. Anchors are replaced and staff are awaiting status report from diving company for phase 2 requirements.	\$40,000	B	B										
391	Curran Road Waste Water Treatment Plant - Ocean Outfall Anchor Replacement Phase 2	In 2020, Phase 1 of the project included the replacement of 30 anchor weights and the engineer confirmed during the field work that 19 additional anchors are failing and will need to be replaced.		B	B	CM - IAF		\$ 26,814.00	4	4-Reserves					
	SUBTOTAL ISC		\$ 21,111,876.14					\$ 8,484,942.00				4.29	-	\$ -	
	Net Cost of Budget Proposals		\$ 26,118,634.27					\$ 12,987,042.00				7.99	-	\$ -	
								TOTALS:							
								\$ 895,594.00	1	1-Taxation					
								\$ 387,772.00	2	2-User Fees					
								\$ 47,000.00	3	3-Support Services					
								\$ 4,243,639.00	4	4-Reserves					
								\$ 7,413,037.00	5	5-Other (Debt, Grant, Fees, etc.)					
								\$ 12,987,042.00		TOTAL OF ALL PROJECTS					