



**SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES
COMMITTEE
Round 1 Budget Meetings**

**Monday, February 1, 2021, Tuesday, February 2, 2021
and Friday, February 5, 2021**

**Held Electronically in Accordance with Ministerial Order M192
and Transmitted via the SCRD Boardroom
1975 Field Road, Sechelt, B.C.**

AGENDA

CALL TO ORDER 9:30 a.m. (February 1, 2021)

AGENDA

1. Adoption of Agenda

PRESENTATIONS AND DELEGATIONS

1. 2021 Round 1 Budget Overview Verbal
*Chief Administrative Officer / General Manager, Corporate
Services / Chief Financial Officer*
2. Introduction to Community Partners and Stakeholders - Summary Annex A
General Manager, Corporate Services / Chief Financial Officer Page 1
3. Pat Harvey, Board Chair and Leianne Emery, Director Annex B
Sechelt Public Library - 2021 Budget Request pp. 2-19
 - i. **REVISED:** 2021 Budget Request
 - ii. Communications: Sechelt Public Library Budget
Presentation, 2020 Budget vs. Actuals
 - iii. **NEW:** Sechelt Public Budget Presentation
Summary

4. Heather Evans-Cullen, Library Director and Janet Hodgkinson, Board Chair
Gibsons and District Public Library – 2021 Budget Request
i. 2021 Budget Request
ii. Communications: Correspondence dated October 12, 2020, Notes to 2021 Budget, Budget Plan 2021 – 2023, Highlight Information Sheet
iii. **NEW:** 2020 Annual Report
- Annex C
pp. 20-31

(Voting – D, E, F and Gibsons)

5. Karen Dyck, Board Chair and Kathy Harrison, Treasurer
Pender Harbour Reading Centre – 2021 Budget Request
i. 2021 Budget Request
ii. Communication: COVID-19 Reopening Plan
iii. Verbal Response to Resolution 381/20 #4:
- Annex D
pp. 32-36

AND THAT at 2021 Round 1 Budget, Pender Harbour Reading Centre provide a business plan to address the ongoing deficits and sustainable plan for the future including use of endowment funds and interest revenue.

(Voting – All Directors)

6. Susann Richter, Chief Operating Officer and John Rathbone, Finance and Administration Manager
Pender Harbour Health Centre – 2021 Budget Request
i. 2021 Budget Request
ii. Communications: Correspondence dated October 14, 2020, 2020-2021 Financial Statement, 2021-2025 Financial Projection, Historical Funding
iii. **NEW:** Response to Resolution 381/20 #5
- Annex E
pp. 37-45

(Voting – All Directors)

7. Mike Clement, Board Chair, Matthew Lovegrove, Curator and Thor Olsen, Treasurer
Sunshine Coast Museum and Archives – 2021 Budget Request
i. 2020 Budget Request
ii. Communications: Correspondence, Actual 2020 YTD Results, 2021 Budget and Proposed 2021-2025 Financial Plan
- Annex F
pp. 46-49

(Voting – All Directors)

8. Lisa Weitendorf, Youth Outreach
(Lynn Mackay, Manager, Family, Youth and Children's Services)
Sunshine Coast Community Services Society – Youth Outreach
Worker Program – 2021 Budget Request
i. 2021 Budget Request
ii. Communications: Correspondence and 2021
Budget Request with Actuals and 5 Year Plan

Annex G
pp. 50-57

9. Sue Lamb and Wendy White, Coordinators
Halfmoon Bay – Chatelech Community School Association
i. 2021 Budget Request
ii. Communications: Correspondence dated October
15, 2020 and Profit Loss Statement (July 1, 2020 to
September 30, 2020)

Annex H
pp. 58-65

(Voting – All Directors)

10. Sheila Wilson, Coordinator
Roberts Creek Community School Society
i. **NEW:** 2021 Budget Request
ii. **NEW:** Communications: Correspondence dated
January 15, 2021 with Nights Alive Program
Information and 2020-2021 Actuals to January 2021

Annex I
pp. 66-71

(Voting – All Directors)

11. Ted Chisholm, Coordinator
Sechelt Community Schools Society
i. **REVISED:** 2021 Budget Request for Sechelt Youth
Centre
ii. 2021 Budget Request for Sechelt Youth Programs
iii. Communications: Sechelt Youth Centre and
Sechelt Youth Programs Projected vs. Actuals

Annex J
pp. 72-78

(Voting – All Directors)

12. Francine Clohosey, Manager
Pender Harbour Community School Society
i. 2021 Budget Requests for Community Recreation
and Youth Programs

Annex K
pp. 79-87

(Voting – All Directors)

13. Paul Kamon, Executive Director
Sunshine Coast Tourism
i. 2021 Budget Request
ii. Communications: Correspondence dated October 16, 2020 and Sunshine Coast Tourism Strategic Plan 2020-2024
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14. Linda Williams, Director
Coast Cultural Alliance
i. **REVISED:** 2021 Budget Request
ii. Communications: Correspondence dated October 16, 2020, Impact of COVID-19 dated October 16, 2020
iii. **REVISED:** 2020 Budget vs. Actuals to December 31, 2020 (including COVID effect)
iv. **NEW:** 2020 Sunshine Coast Art Crawl Final Report and Statistics for Art Crawl ongoing 2010 to 2020
Annex M
pp. 118-125
15. Chris Nicholls, Executive Director and Deb Mowbray, President;
Gibsons and District Chamber of Commerce – 2021 Budget Request
i. 2021 Budget Request
ii. Communications: Correspondence dated October 21, 2020
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COMMUNICATIONS

COMMUNITY PARTNERS AND STAKEHOLDERS

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17. Sechelt Community Archives – 2021 Budget Request
i. **REVISED:** 2021 Budget Request
Annex P
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(Voting – All Directors)
18. Skookumchuck Heritage Society / Egmont Heritage Centre
i. 2021 Budget Request – **Revised** with Actuals
ii. Communications: COVID-19 Report (**Revised**) and Five Year Plan
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- 19. Gibsons Community School** Annex R
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- i. 2021 Budget Request
 - ii. Communications: Correspondence dated October 22, 2020

(Voting – All Directors)

- 20. Pender Harbour and District Chamber of Commerce** Annex S
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 - ii. Communications: Correspondence dated October 21, 2020 and Financial Statements

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IN CAMERA

NEW BUSINESS

ADJOURNMENT

ANNEX A

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	\$849,438	\$285,064	\$7,894	2.848%	
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		\$18,000	\$8,452	88.521%	
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		\$12,600	(\$22,400)	-64.000%	
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		\$3,000	(\$7,000)	-70.000%	
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	\$1,465,783	\$1,465,783	\$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
5 Year Budget Proposal Summary (2021-2025)

	2020 Budget	2021 Budget	\$ Change	% Change	2022 Budget	\$ Change	% Change	2023 Budget	\$ Change	% Change	2024 Budget	\$ Change	% Change	2025 Budget	\$ Change	% Change
REVENUES																
District of Sechelt	\$536,758	\$550,177	\$13,419	2.50%	\$572,184	\$22,007	4.00%	\$589,350	\$17,166	3.00%	\$607,030	\$17,680	3.00%	\$625,241	\$18,211	3.00%
Sunshine Coast Regional District (ABD)	\$277,170	\$284,099	\$6,929	2.50%	\$295,463	\$11,364	4.00%	\$304,327	\$8,864	3.00%	\$313,457	\$9,130	3.00%	\$322,861	\$9,404	3.00%
Sechelt Indian Government District	\$14,792	\$15,162	\$370	2.50%	\$15,768	\$606	4.00%	\$16,241	\$473	3.00%	\$16,729	\$488	3.00%	\$17,230	\$501	2.99%
Provincial and Federal Grants	\$80,562	\$80,587	\$25	0.03%	\$80,655	\$68	0.08%	\$80,724	\$69	0.09%	\$80,795	\$71	0.09%	\$80,867	\$72	0.09%
Donations and Other Grants	\$12,240	\$2,330	-\$9,910	-80.96%	\$2,330	\$0	0.00%	\$2,330	\$0	0.00%	\$2,330	\$0	0.00%	\$2,330	\$0	0.00%
Library Revenue	\$13,107	\$9,972	-\$3,135	-23.92%	\$12,075	\$2,103	21.09%	\$12,231	\$156	1.29%	\$12,390	\$159	1.30%	\$12,552	\$162	1.31%
Transfer from Surplus		\$44,764	\$44,764	0.00%	\$4,600	-\$40,164	-89.72%	\$0	-\$4,600	-100.00%	\$0	\$0	0.00%	\$0	\$0	0.00%
TOTAL REVENUE	\$934,629	\$987,091	\$52,462	5.61%	\$983,075	-\$4,016	-0.41%	\$1,005,203	\$22,128	2.25%	\$1,032,731	\$27,528	2.74%	\$1,061,081	\$28,350	2.75%
EXPENSES																
Human Resources & Staff Development	\$724,807	\$764,940	\$40,133	5.54%	\$759,911	-\$5,029	-0.66%	\$772,910	\$12,999	1.71%	\$790,449	\$17,539	2.27%	\$811,864	\$21,415	2.71%
Materials and Delivery of Materials	\$118,242	\$121,950	\$3,708	3.14%	\$124,070	\$2,120	1.74%	\$127,249	\$3,179	2.56%	\$129,247	\$1,998	1.57%	\$136,644	\$7,397	5.72%
Building	\$32,054	\$32,000	-\$54	-0.17%	\$33,060	\$1,060	3.31%	\$34,733	\$1,673	5.06%	\$35,540	\$807	2.32%	\$36,447	\$907	2.55%
Computer and Information Technology	\$12,546	\$15,790	\$3,244	25.86%	\$16,165	\$375	2.37%	\$17,552	\$1,387	8.58%	\$18,410	\$858	4.89%	\$18,995	\$585	3.18%
Office, Communications and Other	\$47,308	\$47,804	\$496	1.05%	\$49,775	\$1,971	4.12%	\$52,085	\$2,310	4.64%	\$59,055	\$6,970	13.38%	\$57,045	-\$2,010	-3.40%
TOTAL EXPENSES	\$934,957	\$982,484	\$47,527	5.08%	\$982,981	\$497	0.05%	\$1,004,529	\$21,548	2.19%	\$1,032,701	\$28,172	2.80%	\$1,060,995	\$28,294	2.74%

Sechelt Public Library - 5 Year Budget Proposal 2021 - 2025
as at January 8, 2021

		2021 Budget			2022 Budget			2023 Budget			2024 Budget			2025 Budget			COMMENTS
	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	\$ 550,177	\$ 13,419	2.50%	\$ 572,184	\$ 22,007	4.00%	\$ 589,350	\$ 17,166	3.00%	\$ 607,030	\$ 17,680	3.00%	\$ 625,241	\$ 18,211	3.00%	
Sunshine Coast Regional District	277,170	284,099	6,929	2.50%	295,463	11,364	4.00%	304,327	8,864	3.00%	313,457	9,130	3.00%	322,861	9,404	3.00%	
Sechelt Indian Government District	14,792	15,162	370	2.50%	15,768	606	4.00%	16,241	473	3.00%	16,729	487	3.00%	17,230	502	3.00%	
Total Local Government Support	\$ 828,720	\$ 849,438	\$ 20,718	2.50%	\$ 883,416	\$ 33,978	4.00%	\$ 909,918	\$ 26,502	3.00%	\$ 937,216	\$ 27,298	3.00%	\$ 965,332	\$ 28,116	3.00%	
Provincial and Federal Grants																	
PLS - Operating	\$ 49,426	\$ 48,457	\$ (969)	-1.96%	\$ 48,457	\$ -	0.00%	\$ 48,457	\$ -	0.00%	\$ 48,457	\$ -	0.00%	\$ 48,457	\$ -	0.00%	no increase in 11 yrs. No future guarantee
PLS - Resource Sharing	9,946	9,751	(195)	-1.96%	9,751	-	0.00%	9,751	-	0.00%	9,751	-	0.00%	9,751	-	0.00%	no increase in 11 yrs. No future guarantee
PLS - Literacy & Equity	8,135	7,975	(160)	-1.96%	7,975	-	0.00%	7,975	-	0.00%	7,975	-	0.00%	7,975	-	0.00%	no increase in 11 yrs. No future guarantee
PLS - One Card	11,220	11,000	(220)	-1.96%	11,000	-	0.00%	11,000	-	0.00%	11,000	-	0.00%	11,000	-	0.00%	no increase in 11 yrs. No future guarantee
Summer Employment Grant, Federal	1,835	3,404	1,569	85.51%	3,472	68	2.00%	3,541	69	1.99%	3,612	71	2.01%	3,684	72	1.99%	2021 based on 8wks 28/wk @ \$15.20
Total Provincial and Federal Grants	\$ 80,562	\$ 80,587	\$ 25	0.03%	\$ 80,655	\$ 68	0.08%	\$ 80,724	\$ 69	0.09%	\$ 80,795	\$ 71	0.09%	\$ 80,867	\$ 72	0.09%	
Donations and Other Grants																	
Iris Loewen Endowment Fund Interest	\$ 2,040	\$ 1,130	\$ (910)	-44.61%	\$ 1,130	\$ -	0.00%	\$ 1,130	\$ -	0.00%	\$ 1,130	\$ -	0.00%	\$ 1,130	\$ -	0.00%	annual variable int pmt on endowment fund.
Donations	10,200	1,200	(9,000)	-88.24%	1,200	\$ -	0.00%	1,200	-	0.00%	1,200	-	0.00%	1,200	-	0.00%	just general public donations - not FOL
Total Donations and Other Grants	\$ 12,240	\$ 2,330	\$ (9,910)	-80.96%	\$ 2,330	\$ -	0.00%	\$ 2,330	\$ -	0.00%	\$ 2,330	\$ -	0.00%	\$ 2,330	\$ -	0.00%	
Library Revenue																	
Printing - Copies/FAX	\$ 7,650	\$ 5,700	\$ (1,950)	-25.49%	\$ 7,803	\$ 2,103	36.89%	\$ 7,959	\$ 156	2.00%	\$ 8,118	\$ 159	2.00%	\$ 8,280	\$ 162	2.00%	if open all yr we cd attain. \$640 per month
ILL Fines	1,020	600	\$ (420)	-41.18%	600	-	0.00%	600	-	0.00%	600	-	0.00%	600	-	0.00%	went fine free in 2018. charged on ILL only.
Paid lost books	2,040	1,150	\$ (890)	-43.63%	1,150	-	0.00%	1,150	-	0.00%	1,150	-	0.00%	1,150	-	0.00%	based on 2019 charges for lost books
Interest	510	345	\$ (165)	-32.35%	345	-	0.00%	345	-	0.00%	345	-	0.00%	345	-	0.00%	
Archives Administration from SCRD	1,377	1,377	\$ -	0.00%	1,377	-	0.00%	1,377	-	0.00%	1,377	-	0.00%	1,377	-	0.00%	revenue if we continue to admin Archives payroll
Transit ticket selling	-	300	\$ 300	0.00%	300	-	0.00%	300	-	0.00%	300	-	0.00%	300	-	0.00%	
Miscellaneous Revenue	510	500	\$ (10)	-1.96%	500	-	0.00%	500	-	0.00%	500	-	0.00%	500	-	0.00%	
Total Library Revenue	\$ 13,107	\$ 9,972	\$ (3,135)	-23.92%	\$ 12,075	\$ 2,103	21.09%	\$ 12,231	\$ 156	1.29%	\$ 12,390	\$ 159	1.30%	\$ 12,552	\$ 162	1.31%	
Transfer from Prev Year Surplus	\$ -	\$ 44,764	\$ 44,764	0%	\$ 4,600	\$ (40,164)	-90%	\$ -	\$ (4,600)	-100%	\$ -	\$ -	0%	\$ -	\$ -	0%	
Transfer from Reserves																	
TOTAL OPERATING REVENUE	\$ 934,629	\$ 987,091	\$ 52,462	5.61%	\$ 983,076	\$ (4,015)	-0.41%	\$ 1,005,203	\$ 22,127	2.25%	\$ 1,032,731	\$ 27,528	2.74%	\$ 1,061,081	\$ 28,350	2.75%	
EXPENSES																	
Human Resources & Staff Development																	
Staff Salaries & Benefits																	
Staff Salaries	\$ 581,988	\$ 596,873	\$ 14,885	2.56%	\$ 608,456	\$ 11,583	1.94%	\$ 620,251	\$ 11,795	1.94%	\$ 632,292	\$ 12,041	1.94%	\$ 649,545	\$ 17,253	2.73%	2025 more evaluations will likely be needed
Staff Benefits	130,129	113,703	(16,426)	-12.62%	134,655	20,952	18.43%	139,119	4,464	3.32%	143,747	4,628	3.33%	148,539	4,792	3.33%	2022 increases due to multiple pension additions
Staffing Due COVID - Q1+Q2	-	42,764	42,764	0.00%	(42,764)	-100.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%		
Total Staff Salaries and Benefits	\$ 712,117	\$ 753,340	\$ 41,223	5.79%	\$ 743,111	\$ (10,229)	-1.36%	\$ 759,370	\$ 16,259	2.19%	\$ 776,039	\$ 16,669	2.20%	\$ 798,084	\$ 22,045	2.84%	
Staff & Volunteer Expenses	1,530	2,000	470	30.72%	2,500	500	25.00%	2,600	100	4.00%	3,400	800	30.77%	2,700	(700)	-20.59%	2024 RCMP checks included. Volunteers?
Staff Development	4,080	3,100	(980)	-24.02%	3,000	(100)	-3.23%	4,080	1,080	36.00%	4,080	-	0.00%	4,080	-	0.00%	
Board Expenses	2,550	3,000	450	17.65%	3,300	300	10.00%	3,360	60	1.82%	3,430	70	2.08%	3,500	70	2.04%	Minutes taker additional cost now
Recruitment Costs	3,000	3,000	-	0.00%	3,000	-	0.00%	3,000	-	0.00%	3,000	-	0.00%	3,000	-	0.00%	
Union Expenses	1,530	500	(1,030)	-67.32%	5,000	4,500	900.00%	500	(4,500)	-90.00%	500	-	0.00%	500	-	0.00%	union negotiation in 2022
Total Staff & Volunteer Expenses	\$ 12,690	\$ 11,600	\$ (1,090)	-8.59%	\$ 16,800	\$ 5,200	44.83%	\$ 13,540	\$ (3,260)	-19.40%	\$ 14,410	\$ 870	6.43%	\$ 13,780	\$ (630)	-4.37%	
Total Human Resources & Staff Develop	\$ 724,807	\$ 764,940	\$ 40,133	5.54%	\$ 759,911	\$ (5,029)	-0.66%	\$ 772,910	\$ 12,999	1.71%	\$ 790,449	\$ 17,539	2.27%	\$ 811,864	\$ 21,415	2.71%	
Materials and Delivery of Materials																	
Books	\$ 57,000	\$ 57,000	\$ -	0.00%	\$ 58,000	\$ 1,000	1.75%	\$ 59,000	\$ 1,000	1.72%	\$ 59,750	\$ 750	1.27%	\$ 61,000	\$ 1,250	2.09%	

		2021 Budget			2022 Budget			2023 Budget			2024 Budget			2025 Budget			COMMENTS
	2020	Amount	\$ Chg	% Chg/2020	Amount	\$ Chg	% Chg/2021	Amount	\$ Chg	% Chg/2022	Amount	\$ Chg	% Chg/2023	Amount	\$ Chg	% Chg/2024	
Audio	3,060	3,060	-	0.00%	3,060	-	0.00%	3,060	-	0.00%	3,060	-	0.00%	3,060	-	0.00%	now includes 5k for library to go used to include library to go 5K- now in online res.
DVD/Video	10,200	10,200	-	0.00%	10,200	-	0.00%	10,200	-	0.00%	10,200	-	0.00%	10,200	-	0.00%	
Video Games Collection	2,040	2,040	-	0.00%	2,040	-	0.00%	3,000	960	47.06%	3,000	-	0.00%	3,500	500	16.67%	
On-Line Resources	23,460	29,000	5,540	23.61%	29,600	600	2.07%	30,300	700	2.36%	31,000	700	2.31%	34,000	3,000	9.68%	
eBooks on Library to Go (for Sechelt patrons only)	10,200	5,400	(4,800)	-47.06%	5,550	150	2.78%	5,670	120	2.16%	5,800	130	2.29%	8,000	2,200	37.93%	
Magazines & Newspapers (physical)	6,120	6,250	130	2.12%	6,375	125	2.00%	6,502	127	1.99%	6,632	130	2.00%	6,765	133	2.01%	
InterLINK	2,898	2,500	(398)	-13.73%	2,550	50	2.00%	2,620	70	2.75%	2,700	80	3.05%	2,800	100	3.70%	
Inter-Library Delivery - Gibsons	-	2,000	2,000	0%	2,060	60	3.00%	2,122	62	3.01%	2,186	64	3.02%	2,252	66	3.02%	
Inter-Library Delivery - ILL / ILC	3,264	2,500	(764)	-23.41%	2,575	75	3.00%	2,653	78	3.03%	2,733	80	3.02%	2,815	82	3.00%	
Inter-Library Delivery-Pender Harbour Reading Cntr	-	2,000	2,000	0%	2,060	60	3.00%	2,122	62	3.01%	2,186	64	3.02%	2,252	66	3.02%	
Total Materials & Delivery of Materials	\$ 118,242	\$ 121,950	\$ 3,708	3.14%	\$ 124,070	\$ 2,120	1.74%	\$ 127,249	\$ 3,179	2.56%	\$ 129,247	\$ 1,998	1.57%	\$ 136,644	\$ 7,397	5.72%	
Building																	
Janitorial	\$ 10,200	\$ 10,200	\$ -	0.00%	\$ 10,600	\$ 400	3.92%	\$ 10,600	\$ -	0.00%	\$ 10,800	\$ 200	1.89%	\$ 10,800	\$ -	0.00%	
Insurance	5,304	5,300	(4)	-0.08%	5,410	110	2.08%	5,520	110	2.03%	5,650	130	2.36%	5,765	115	2.04%	
Utilities	15,300	15,000	(300)	-1.96%	15,450	450	3.00%	15,913	463	3.00%	16,390	477	3.00%	16,882	492	3.00%	
In-library Maintenance	1,250	1,500	250	20.00%	1,600	100	6.67%	2,700	1,100	68.75%	2,700	-	0.00%	3,000	300	11.11%	
Total Building	\$ 32,054	\$ 32,000	\$ (54)	-0.17%	\$ 33,060	\$ 1,060	3.31%	\$ 34,733	\$ 1,673	5.06%	\$ 35,540	\$ 807	2.32%	\$ 36,447	\$ 907	2.55%	
Computer and IT Services																	
Contract services (SITKA)	\$ 4,896	\$ 5,100	\$ 204	4.17%	\$ 5,220	\$ 120	2.35%	\$ 5,325	\$ 105	2.01%	\$ 5,490	\$ 165	3.10%	\$ 5,655	\$ 165	3.01%	
Internet	2,580	2,190	(390)	-15.12%	2,235	45	2.05%	2,302	67	3.00%	2,370	68	2.95%	2,460	90	3.80%	
Internet - Pender Harbour Reading Centre	480	500	20	4.17%	510	10	2.00%	525	15	2.94%	540	15	2.86%	560	20	3.70%	
Software	3,060	5,000	1,940	63.40%	5,100	100	2.00%	5,200	100	1.96%	5,310	110	2.12%	5,420	110	2.07%	
I.T. Support	1,020	2,000	980	96.08%	2,100	100	5.00%	2,200	100	4.76%	2,300	100	4.55%	2,400	100	4.35%	
Computer Equipment Under \$500	510	1,000	490	96.08%	1,000	-	0.00%	2,000	1,000	100.00%	2,400	400	20.00%	2,500	100	4.17%	
Total Computer and IT Services	\$ 12,546	\$ 15,790	\$ 3,244	25.86%	\$ 16,165	\$ 375	2.37%	\$ 17,552	\$ 1,387	8.58%	\$ 18,410	\$ 858	4.89%	\$ 18,995	\$ 585	3.18%	
Office, Communications & Other Services																	
Accounting and Legal	\$ 2,754	\$ 2,200	\$ (554)	-20.12%	\$ 2,300	\$ 100	4.55%	\$ 2,400	\$ 100	4.35%	\$ 8,500	\$ 6,100	254.17%	\$ 2,600	\$ (5,900)	-69.41%	
Bank Fees	184	184	0	0.22%	190	6	3.26%	200	10	5.26%	210	10	5.00%	220	10	4.76%	
Consultants	-	-	-	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	
Telephone & Fax	1,632	2,350	718	44.00%	2,420	70	2.98%	2,495	75	3.10%	2,570	75	3.01%	2,650	80	3.11%	
Bookkeeping & Payroll	1,020	1,580	560	54.90%	1,600	20	1.27%	1,650	50	3.13%	1,700	50	3.03%	1,750	50	2.94%	
Photocopier	7,650	9,300	1,650	21.57%	9,300	0	0.00%	9,600	300	3.23%	9,600	0	0.00%	9,600	0	0.00%	
Fees & Dues	1,224	1,190	(34)	-2.78%	1,215	25	2.10%	1,240	25	2.06%	1,265	25	2.02%	1,300	35	2.77%	
Miscellaneous	1,020	500	(520)	-50.98%	500	0	0.00%	500	0	0.00%	500	0	0.00%	500	0	0.00%	
Office and Processing Supplies	15,300	15,300	-	0.00%	15,800	500	3.27%	16,300	500	3.16%	16,800	500	3.07%	17,300	500	2.98%	
COVID supplies	-	2,000	2,000	0.00%	0	-2,000	-100.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	
Public Relations	5,100	5,100	-	0.00%	5,100	0	0.00%	5,300	200	3.92%	5,460	160	3.02%	5,625	165	3.02%	
Programming	6,018	7,800	1,782	29.61%	11,000	3,200	41.03%	12,000	1,000	9.09%	12,000	0	0.00%	15,000	3,000	25.00%	
PR Grant Projects	2,040	-	(2,040)	-100.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	
Postage	3,366	300	(3,066)	-91.09%	350	50	16.67%	400	50	14.29%	450	50	12.50%	500	50	11.11%	
Total Office, Comms & Other Services	\$ 47,308	\$ 47,804	\$ 496	1.05%	\$ 49,775	\$ 1,971	4.12%	\$ 52,085	\$ 2,310	4.64%	\$ 59,055	\$ 6,970	13.38%	\$ 57,045	\$ (2,010)	-3.40%	
TOTAL OPERATING EXPENSES	\$ 934,957	\$ 982,484	\$ 47,527	5.08%	\$ 982,981	\$ 497	0.05%	\$ 1,004,529	\$ 21,548	2.19%	\$ 1,032,701	\$ 28,172	2.80%	\$ 1,060,995	\$ 28,294	2.74%	
TOTAL OPERATING REVENUE	\$ 934,629	\$ 987,091	52,462	5.61%	\$ 983,076	-4,015	-0.41%	\$ 1,005,203	22,127	2.25%	\$ 1,032,731	27,528	2.74%	\$ 1,061,081	28,350	2.75%	
TOTAL OPERATING EXPENSES	\$ 934,957	\$ 982,484	47,527	5.08%	\$ 982,981	497	0.05%	\$ 1,004,529	21,548	2.19%	\$ 1,032,701	28,172	2.80%	\$ 1,060,995	28,294	2.74%	
SURPLUS / (DEFICIT)	\$ (328)	\$ 4,607			\$ 95			\$ 674			\$ 30			\$ 86			

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
Gibsons, BC V0N 1V0

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									

								The library needs to advertise more in the local newspapers and uses more social media platform facilitators to reach our patrons as this time	
Advertising & Promotion	\$2,100	\$6,481	\$2,500	\$400	16.0%	\$2,200	\$2,200		
Accounting fees	\$7,500	\$5,769	\$7,700	\$200	2.6%	\$7,500	\$7,600		
Dues & Fees	\$850	\$1,607	\$850	\$0	0.0%	\$950	\$1,000		
Telephone & Internet	\$2,900	\$2,057	\$2,900	\$0	0.0%	\$2,900	\$3,100		
Library processing supplies	\$5,150	\$4,944	\$5,150	\$0	0.0%	\$5,150	\$5,200		
Office supplies & Postage	\$6,300	\$3,206	\$6,300	\$0	0.0%	\$6,300	\$6,400		
Total Office	\$24,800	\$24,064	\$25,400	\$600	2.4%	\$25,000	\$25,500		
Equipment and Maintenance									
Maintenance	\$3,000	\$2,257	\$3,000	\$0	0.0%	\$3,000	\$3,500		
Photocopier	\$1,000	\$736	\$1,000	\$0	0.0%	\$1,100	\$1,500		
Total Equipment and Maintenance	\$4,000	\$2,993	\$4,000	\$0	0.0%	\$4,100	\$5,000		
Facility									
Hydro & Gas	\$25,000	\$10,569	\$25,000	\$0	0.0%	\$25,000	\$25,000	Majority of Hydro payment comes out after Sept. 30	
Water/Sewer	\$800	\$887	\$800	\$0	0.0%	\$650	\$675		
Maintenance & Repair	\$20,000	\$17,429	\$20,000	\$0	0.0%	\$20,000	\$21,000		
Security	\$750	\$409	\$750	\$0	0.0%	\$750	\$850		
Insurance	\$1,300	\$0	\$1,300	\$0	0.0%	\$1,500	\$1,650		
Total Facility	\$47,850	\$29,294	\$47,850	\$0	0.0%	\$47,900	\$49,175		
Personnel									
Wages & Salaries	\$450,894	\$332,274	\$459,911	\$9,017	2.0%	\$469,109	\$485,819	Our collective agreement with CUPE 391 dictates a 2% increase in wages from 2020 to 2021	
EI, CPP & WCB	\$27,133	\$23,650	\$27,675	\$542	2.0%	\$27,675.00	\$28,756		
Benefits & Pension	\$65,599	\$38,901	\$68,500	\$2,901	4.2%	\$66,912	\$68,111		
Total Personnel	\$543,626	\$394,825	\$556,086	\$12,460	2.2%	\$563,696	\$582,686		
Development									
Staff	\$3,494	\$1,153	\$3,494	\$0	0.0%	\$3,494	\$3,595		
Board	\$1,200	(\$1,231)	\$1,200	\$0	0.0%	\$1,200	\$1,200	We were refunded our registration fee for the cancelled 2020 BC Library Conference	
Total Development	\$4,694	(\$78)	\$4,694	\$0	0.0%	\$4,694	\$4,795		
Other Expenses									
Union Bargaining/AMORTIZATION	\$0	\$0		\$0	0.0%	\$5,000	\$0		
Other Grant	\$0	\$0							
Total Other	\$0	\$0		\$0	0.0%	\$5,000	\$0		
CAPITAL ASSET PURCHASES	\$0	\$16,665	\$0	\$0	0.0%	\$2,600	\$2,600	We needed to install @ \$4,000 of plexiglass in the Library and received a technology grant to get a new phone system, 2 new laptops and software	

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.



Financial Overview 2020 (Unaudited)

GDPL REVENUE 2020	
Provincial Grants	\$55,181
Sunshine Coast Regional District	\$648,841
Revenue from fines & donations	\$12,970
Other income	\$22,103
Total	\$739,095
GDPL EXPENSES 2020	
Wages and Benefits	\$521,059
Collections	\$91,290
Library Management	\$49,399
Building Operations	\$41,316
Programs	\$12,444
Other	\$231
Total	\$715,739



We used social media like this post of our staff to stay in touch while we were closed in the Spring.



Gibsons & District
Public Library

Annual Report 2020

The day of our re-opening July 6th.



2020 was a year unlike any other in decades. In face of the challenges and disruption brought on by the coronavirus pandemic, the Library's role proved to be more important than ever. Our mission—to

connect our community to the world of culture, knowledge, and ideas—was fulfilled in new ways as we refocused on digital resources. Even with being closed from March 18th to May 19th when we introduced a Takeout Service, circulation increased 18% over 2019 while database use increased during the year by 58%. We also increased our Wi-Fi bandwidth and made it available 24/7 to ensure more people in our community had connectivity. While we undoubtedly miss the numerous in-person gatherings at the Library that were provided before the pandemic, we pivoted online to maintain popular programs such as Conversational Language Classes, Story-times, and Open Microphone Nights. Plus, to enhance family learning and enjoyment at home, new STEAM (Science, Technology, Engineering, Arts and Math) kits were developed to enable patrons to borrow resources they may not otherwise be able to access (thanks to a donation from the Gibsons Library Foundation). Based on a comprehensive COVID-19 safety plan that was overseen by the Board and supported by Staff, we re-opened our doors to patrons on July 6th. It was truly

a day of celebration as the magic and connection of in-person library visits returned. Throughout the year, our Library offered support, learning, entertainment, connection, and access to the resources people need to improve their lives. You can be assured that we will continue to be flexible, to change with the times, and to remain a vital part of our thriving community.

Heather Evans-Cullen
Library Director



On behalf of the Board of Trustees, I am happy to assure you that, despite the challenges presented by COVID-19, the Board has continued to provide good governance to your library. Although Board

and committee meetings have been conducted online since March, we have succeeded in making steady progress on our Strategic Plan. We would like to thank the SCRD and the Town of Gibsons for their unwavering support, and especially recognize GDPL staff and our Library Director, Heather Evans-Cullen, for their dedicated and inspired service to the community during 2020.

Janet Hodgkinson
GDPL Board Chair

Stories To Tell

Patrons

In 2020, GDPL had 8,181 registered members



401
new members in 2020

Website Visits

Increased by 17% over the year

35,686
website visits



Circulation – total digital and physical (books, CDs, etc.)

Circulation increased overall, with digital rising sharply and physical dropping slightly

Total circulation



140,584

Digital circulation



Increased by 40%

31,966

Physical circulation



Decreased by 26%

108,618

Annual In Person Visits

59,391



Database Use

Increased by 58%

58,590



Computer Use

3,122
sessions in 2020



WiFi Use

7,719
logins in 2020





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



PO Box 308
Madeira Park, BC V0N 2H0
Phone: 604-883-2764
FAX: 604-883-2780
phhc@dccnet.com

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

PENDER HARBOUR HEALTH CENTRE - EXCERPTED REPLY from E-mail Dated January 12, 2021

From: phhcfm@dccnet.com [mailto:phhcfm@dccnet.com]

Sent: Tuesday, January 12, 2021 3:45 PM

To: Tara Crosby <Tara.Crosby@scrd.ca>

Cc: 'Susann Richter' <phhc.coo@eastlink.ca>

Subject: FW: 2021 SCRD Budget - Round 1

External Message

Good Afternoon Tara,

Attached please our response in blue below.

Regards,

John L. Rathbone
Finance and Administration Manager
Pender Harbour Health Centre
P.O. Box 308
5066 Francis Peninsula Road
Madeira Park, B.C. V0N 2H0
Canada
Phone: 604-883-2764
Email: phhcfm@dccnet.com

“The content of this email, including any files attached, is confidential and may be privileged. Any unauthorized copying or distribution is strictly prohibited. If you receive this email in error, please contact the sender immediately and delete this email.”

At the November 5, 2020 Special Corporate and Administrative Services committee meeting the Board requested the following information by Resolution 381/20:

Recommendation No. 5 *Pender Harbour Health Centre*

THAT the Pender Harbour Health Centre (PHHC) budget submission be received; **Budget was submitted in our October 15 2020 email to the SCRD.**

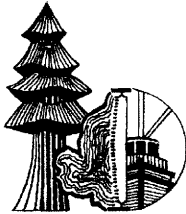
AND THAT PHHC provide further information to 2021 Round 1 Budget explaining the 42% more hours of unfunded services, with a more detailed breakdown of income, options for planned deficits and potential of offsetting revenue through GST rebates; **We have funding approved (not received yet) from the Canadian Federal Government through the Canadian Community Foundation Organization (indirectly through the Sunshine Coast Community Foundation) that will cover the cost of the increase in hours. Grant amount is \$32,548. Our grants received, along with our cost cutting efficiencies and with our limited cash reserves should cover any increased deficit from our budgeted amounts.**

AND FURTHER THAT PHHC advise whether grant opportunities, especially as a result of COVID-19, have been explored.

Other grant opportunities explored and received are as follows:

- -\$5,000 from Sunshine Coast Community Foundation to contribute to the cost of the additional cleaning and PPE supplies.
- \$5,000 for the Canadian Health Centre Association to contribute to the additional cost of cleaning and PPE supplies.
- \$40,000 received from CEBA of which \$30,000 will have to be repaid by December 31, 2021

The board should note that the anticipated annual funding depended upon from our auxiliary (which is approx. 10% of our budget) will not be forthcoming in its normal budgeted amount for this fiscal year because of COVID 19. We will receive some funding from our auxiliary but it will be less than 50% of what was budgeted.



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.

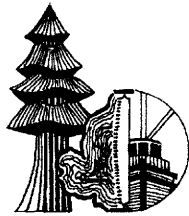
Our 3.5 month closure has had a profound effect on our admission, programming and giftshop revenues. During this time, we were forced to cancel events, educational programming and SD #46 class visits, including the week-long Museum School. Once reopen, visitation in July and August has shown a 72% decrease 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

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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.									

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 mtnce/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
Laptops and other technology	\$	-	\$	-	#DIV/0!						mtncne/service/support line
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	64 - \$ 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)

65 \$

25,778.51 \$ - 2,598.44



ANNEX I

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

January 15, 2020

Sunshine Coast Regional District
1975 Field Rd, Sechelt, BC V0N 3A1
Attention: Ms. Tina Perrault, SCRD Board of Directors

Re: Roberts Creek Community School Request for Funding

Dear Ms. Perrault, and Directors of the Board,

Please find attached our SCRD Nights Alive Budget and our Revised Society Budget and documentation below (3 pages) to support our request for continued funding for 2021 in the revised amount of \$3,000. We had previously requested \$10,000, consistent with past years' funding. In these uncertain times, it feels important that money goes where it is needed. We would like to be clear that this reduced funding request is for this year only, as is reflected in the budget.

While we were initially given the green light for Nights Alive to run, in response to COVID concerns Roberts Creek Elementary School Principal Christa Rive has since reversed her decision and we have been unable to deliver the program for the 2020/2021 school year. We are hopeful that we will be permitted to deliver programming this spring with a safe reopening. We are currently safely delivering other programming with Ministry-mandated COVID-safe protocols strictly in place, so are confident that we will be fully able to resume Nights Alive Programming once the School District expands the scope of user groups permitted to enter and utilize its facilities. The 2020 funding in the amount of \$10,000 which we have already received, combined with a 2021 grant of \$3000 will sufficiently support our spring programming for the remainder of this school year and for the entirety of the 2021/22 school year.

Please note that our fiscal year is aligned with the school year. As of June 2020, we had a successful year of programming and expended all of the funds that were designated for programming for our 2019/2020 school year, as is reflected in the budget. Funds are dispensed as follows:

SCRD Funding Cycle	RCCS Program Cycle	Funding Amount/Request
2019	Sept 2019 – June 2020	\$10,000
2020	Sept 2020 – June 2021	\$10,000
2021	Sept 2021 – June 2022	\$ 3,000

The revised 2021 budget reflects:

Revenue

Sunshine Coast Regional District	\$3,000
Roberts Creek Community School	600
Surplus	<u>7,000</u>
Total Revenues	\$10,600

Expenses

Materials and Supplies	\$900
Office/Equipment	1,200
Facility/Utilities	100
Personnel	8,000
Training	<u>400</u>
Total Expenses	\$10,600

Total Committed Expenditures	\$10,600
Less Proposed Expenditures	-
Less Organizational Revenue	7,600
Total Tax Requisition	\$3,000



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 as Ministry and School District Health and Safety Recommendations permit. 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.
- 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:	08-Jan-21
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	\$	3,000.00	\$	10,000.00	\$	10,000.00	-\$	7,000.00	-233%	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	10,500.00
Budget Proposal (if required)							\$	-											
-							\$	-											
-							\$	-											
-							\$	-											
Total Request	\$	3,000.00	\$	10,000.00	\$	10,000.00	-\$	7,000.00	-233%	\$	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	\$ 7,000.00										Note: COVID restrictions have limited programming.									
Total Revenue - Organization Generated	\$	7,600.00	\$	200.00	\$	1,248.00	-\$	648.00	-9%	\$	700.00	\$	904.00	\$	1,112.08	\$	1,324.32	\$	1,040.81	
TOTAL REVENUE	\$	10,600.00	\$	10,200.00	\$	11,248.00	-\$	7,648.00	-72%	\$	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

Facility / 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	New this year: High Five Training offered to all NA staff
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	
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																				
LESS PROPOSED EXPENDITURES	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$	-	\$	-	\$	-	\$	-	\$	-	
LESS ORGANIZATION REVENUE	\$	7,600.00	\$	200.00	\$	1,248.00	-\$	648.00	-9%	\$	700.00	\$	904.00	\$	1,112.08	\$	1,324.32	\$	1,040.81	
TOTAL TAX REQUISITION	\$	3,000.00	\$	10,000.00	\$	10,000.00	\$	-	0%	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	10,500.00	

Roberts Creek Community School Budget 2020-2021	Other Programs	Nights Alive Revised Jan 2021	2020-2021 Total RCCS Society	Nights Alive SCRD Oct 2020
Revenue				
Sunshine Coast Regional District - Nights Alive		\$ 10,000	\$ 10,000	\$ 10,000
Accessible Garden Funds - Received	\$ 15,000		15,000	
Ministry of Education - Community LINK	40,050	600	40,650	600
United Way of the Lower Mainland	18,000		18,000	
Ministry of Tourism, Arts, Culture & Sport	15,400		15,400	
Total Revenues	\$88,450	\$10,600	\$99,050	\$10,600
Expenses				
Accounting & Legal (Professional fees)	2,500	0	2,500	
Advertising & Promotion	100	66.67	167	200
Automotive & travel	500	0	500	
Insurance Liability/directors	-	0	-	
Insurance	2,400	0	2,400	
Bank charges & Interest	150	0	150	
Garden materials, supplies	15,000	0	15,000	
Licenses & Fees	300	0	300	
Material & Office Supplies	1,000	0	1,000	
Printing expense	150	16.67	167	50
Program Expenses & Equipment rental	1,400	300.00	1,700	900
Rent (School/SD 46)	-	0	-	
Repairs & Maintenance	500	33.33	533	100
Telephone & communications.	1,000	67	1,067	200
Training & Development	600	133	733	400
Kinderspark program x 2	1,600	0	1,600	
Sub contractors - Nights Alive	-	2,734	2,734	8,000
Sub contractor - Office	-	0	-	
Sub-Contractor - after school program	-	0	-	
Salary- Woodin (includes taxes, CPWBC)	23,000	0	23,000	
Coordinator (includes taxes, CPP, EI, WBC)	38,250	250	38,500	750
	-	0	-	
Total Expenses	\$88,450	3,600	\$92,050	\$10,600
Surplus	\$0	\$7,000	\$7,000	\$0



January 8, 2021

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

Re: Updated Budget Request and Schedule for Sechelt Youth Centre

Dear Directors of the SCRD Board and Ms. Perrault,

The 2021 funds provided by the SCRD Board will support youth programs at the Sechelt Youth Centre from August 2021 through to June 2022.

The Sechelt Youth Centre has continued to stay closed through December 2020 and into January due to increased Public Health restrictions.

Our intention is to open as of February 8th to cohorts from specific schools to reduce chances of COVID spread as follows:

	Monday	Tuesday	Wednesday	Thursday	Friday
Operating Hours (PM)	2:30-5:30	3-6	3-6	2:30-5:30	2:30-5:30
Population Served	KES Gr. 6/7	Chatelech Gr. 9	Chatelech Gr. 8	WSES Gr. 5/6	Alt School Gr. 6-8

These groups have been chosen to start as students can easily access the centre by walking or by already established after school bus service, and there are established communication structures in place to promote to them.

The program will continue to be free, however students will be registered to ensure small group sizes (maximum of 10 participants per day), to ensure that appropriate physical distancing can be maintained. If there is no interest from specific schools, we will offer additional days to schools that have healthy participation levels.

If restrictions continue into the fall, we will continue with this schedule until we can revert back to our regular, unrestricted drop-in programming.

Based on the later starting date, we estimate our surplus for 2019-21 will be \$22,400, and therefore ask that our 2021 funding request for the Sechelt Youth Centre be adjusted to \$12,600.

The 2021 funding combined with our surplus will allow us to return to regular programming levels for September 2021 through June 2022.

Please note that the Grant In Aid funding provided to Sechelt Community Schools is used to support programming at the Sechelt Youth Centre. It will be fully spent this year to support the program hours listed here, and there is no change to our request for that funding.

Thank you for your continued support to our programs and services to youth in what must be extremely challenging budget deliberations.

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
Direct Line: 604 989-5365
E-mail: secheltcommunityschools@gmail.com

\$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%
<hr/>					
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

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 mountains.

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





"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.





"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



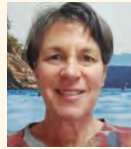
Annie Wise
Marketing Director



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

For more information, please contact us at:

Email: info@sunshinecoastcanada.com

Phone: 604-886-2374

Box 1883, Gibsons BC V0N 1V0

SUNSHINECOASTCANADA.COM



Sunshine Coast
TOURISM





Coast Cultural Alliance
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*** 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 SCRD 2021 DRAFT BUDGET December

	2021 Budget	% 2021 Budget
Revenue		
Art Crawl	\$29,500.00	42.45%
A&C Calendar (digital version)	\$6,500.00	9.35%
Purple Banner Guide	\$12,000.00	17.27%
Membership	\$16,500.00	23.74%
Sponsorship	\$5,000.00	7.19%
Total Revenue	\$69,500.00	100.00%

Expenses		
Art Crawl	\$29,500.00	42.45%
A&C Calendar including online	\$4,500.00	6.47%
Purple Banner Guide	\$12,000.00	17.27%
Bookkeeping	\$1,000.00	1.44%
Contractual Expenses	\$10,000.00	14.39%
Credit Card Charges	\$900.00	1.29%
Website Maintenance/Design	\$3,500.00	5.04%
Web Hosting and URL	\$2,600.00	3.74%
Advertising	\$1,500.00	2.16%
Professional Fees	\$1,400.00	2.01%
Dues/Memberships	\$600.00	0.86%
Meeting Expenses	\$350.00	0.50%
Insurance	\$1,000.00	1.44%
Office Supplies	\$450.00	0.65%
Postage and Courier	\$50.00	0.07%
Telephone	\$100.00	0.14%
Bank Charges	\$50.00	0.07%
Total Expenses	\$69,500.00	100.00%

SCRD	\$7,500.00	10.79%
DOS	\$7,000.00	10.07%
TOG	\$2,000.00	2.88%
Powell River AC	\$500.00	0.72%
SIGD	\$1,100.00	1.58%
	\$18,100.00	26.04%

2020 Budget 2020 Covid 20 Actual to Dec 31

Revenue			
Art Crawl	27,800.00	23,100.00	21,990.00
A&C Calendar - including online	8,950.00	6,950.00	6,780.00
Purple Banner Guide	12,000.00	11,000.00	11,657.00
Membership	16,000.00	15,000.00	13,123.00
Sponsorship (SCCU)		2,500.00	2,500.00
Total Revenue	64,750.00	58,550.00	56,050.00
Expenses			
Art Crawl	40,050.00	27,400.00	25,447.00
A&C Calendar including online	12,450.00	4,625.00	4,381.00
Purple Banner Guide	11,500.00	9,000.00	9,372.00
Bookkeeping	1,000.00	1,000.00	654.01
Administration	4,800.00	6,000.00	6,000.00
Credit Card Charges	950.00	850.00	709.57
Website Maintenance/Design	1,500.00	2,000.00	2,247.00
Web Hosting and URL	600.00	2,900.00	1,868.00
Advertising	200.00	150.00	103.95
Professional Fees*2			882.00
Dues/Memberships	700.00	600.00	577.55
Meeting Expenses	450.00	250.00	250.00
Insurance	910.00	910.00	910.00
Office Supplies	400.00	300.00	349.00
Postage and Courier	75.00	40.00	26.00
Telephone	112.00	95.00	53.34
Bank Charges	10.00	10.00	24.68
Total Expenses	75,707.00	56,130.00	53,855.10
*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	500.00
Grant - SIB	1,000.00	1,100.00	1,100.00
Totals	14,100.00	14,100.00	14,100.00

2020 Sunshine Coast Art Crawl Final Report Information

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Stats for Coast Cultural Alliance - Sunshine Coast Art Crawl - ongoing to 2020

2010

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6800 + a + ŭ 20% = 8,160 skudio visits
\$30,000 ŭ + oŭ d sal s

2011

108 + aŭcipakíng v u s
12,348 ! oŭ 20% = 14,817
\$59,140 ŭ + oŭ d sal s

2012

110 + aŭcipakíng v u s #5 \$ %ŭ + ŭ s kíng 275 + aŭkísk
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\$102,000 ŭ + oŭ d sal s &

2013

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2015 - (no longer Powell River Venues)

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2016

130 + aŭcipakíng v u s #41 \$ %ŭ + ŭ s kíng 350 + aŭkísk 23 - o\$ ll . iv ŭaŭkísk s/ o\$ ing in Ro0 ŭs , ŭ 12 all
35,000 skudio visits
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2017

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2019

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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
Administrative Expenses	Budget	2019 Actual	2020 Budget	Net Forecast	2021 Budget
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.					

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

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	NOTES
	BUDGET	ACTUALS	ANNUAL BUDGET	PROPOSED PLAN	PROPOSED PLAN	PROPOSED PLAN	PROPOSED PLAN	
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	\$ 1,350.00	\$ 1,350.00	\$ 1,350.00	\$ 1,350.00	\$ 1,350.00	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	\$ 18,546.00	\$ 19,723.48	\$ 19,904.51	\$ 20,089.16	
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	
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	
Materials (furnishings for new location)	\$ -	\$ 4,185.00	\$ -	\$ -	\$ -	\$ -	\$ -	
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	\$ (496.00)	\$ (1,318.48)	\$ (1,137.41)	\$ (952.72)	

Skookumchuck Heritage Society

Revenue	Budget 2020	Actual 2020	Budget 2021
Operating Grant SCRD	35,000.00	35,000.00	35,000.00
Other Grants - 2020 COVID-19 Related	500.00	10,000.00	0.00
Admission & Other Donations	7,500.00	6,813.15	7,500.00
Gift Shop Sales & Commissions	12,500.00	12,587.55	12,500.00
Memberships (most members = lifetime)	60.00	15.00	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	55,560.10	58,090.32	55,075.10
Expense			
<i>Utilities:</i>			
BC Hydro	2,200.00	2,754.24	2,500.00
Telephone	900.00	637.80	500.00
Internet & Website	600.00	627.20	700.00
Security & Alarm Monitoring	700.00	327.12	400.00
SCRD Water	400.00	418.22	400.00
	4,800.00	4,764.58	4,500.00
<i>Maintenance & Repairs:</i>			
Cleaning & Washroom Supplies	350.00	0.00	350.00
Bldg Maintenance & Grounds Keep	1,500.00	680.39	1,500.00
	1,850.00	680.39	1,850.00
<i>Staffing:</i>			
Wages & Remittances	33,000.00	25,743.18	31,500.00
University & High School Students	3,500.00	3,453.91	3,000.00
Worksafe BC	120.00	89.22	100.00
	36,620.00	29,286.31	34,600.00
<i>Office Overhead:</i>			
Accounting & Legal	0.00	0.00	0.00
Tourism Development	0.00	0.00	0.00
Advertising & Promotion	500.00	339.01	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	9,720.72	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	48.97	100.00
First Data & Square Up Card Costs	200.00	198.09	200.00
Back Step Repairs	0.00	672.23	250.00

COVID-19 Expenses	0.00	6,640.79	2,500.00
Expansion / Acquisitions	0.00	0.00	0.00
	<u>11,600.00</u>	<u>22,889.81</u>	<u>13,650.00</u>
Total Expenses	54,870.00	57,621.09	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 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 \$ 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



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><u>-\$15,405.60</u></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
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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
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EXPENSES

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

Total Exp.	\$1,191.00
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HOMEWORK CLUB

INCOME

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

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

EXPENSES

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

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

INCOME

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

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

EXPENSES

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

Total Exp.	\$66,365.00
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GARDEN CLUB

INCOME

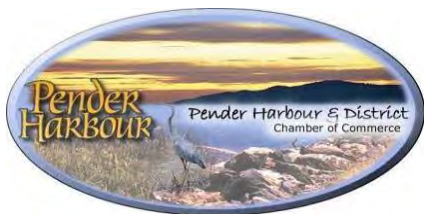
<u>Item</u>	<u>Amount</u>
Community Link	\$600.00
SCRD	\$750.00

Total Income	\$1,350.00
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EXPENSES

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

Total Exp.	\$1,350.00
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PENDER HARBOUR & DISTRICT CHAMBER OF COMMERCE

E-MAIL: chamber@penderharbour.ca
PHONE: 604 883-2561

P.O. BOX 265 MADEIRA PARK B.C.V0N 2H0
Website: www.penderharbour.ca
TOLL FREE: 1-877 873-6377

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 protocal).

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:	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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Service Committee – Round 1 Budget
February 1, 2 and 5,

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

SUBJECT: 2021–2025 FINANCIAL PLAN OVERVIEW AND UPDATE AT ROUND 1

RECOMMENDATION(S)

THAT the report titled 2021-2025 Financial Plan Overview and Update at Round 1 be received.

BACKGROUND

At the November 5-6 Special Corporate and Administrative Service Committee (CAS) Pre-Budget Meetings staff presented preliminary budgetary information on changes which may affect the upcoming 2021-2025 Financial Plan and is attached for reference (Attachment A).

The purpose of this report is to provide an update on the information provided during Pre-Budget and any other items affecting the 2021-2025 Financial Plan.

DISCUSSION

There are several factors impacting the various functional area services leading into Round 1 Budget which are as follows:

Assessments:

On January 1, 2021 the Completed 2021 Assessment Roll was received from the BC Assessment Authority. A supplementary staff report is included in this agenda to provide the Committee with additional information on the impacts of the assessment changes related to the 2021 Budget.

2020 Year-End

The 2020 Year-End process is currently underway and the final surplus/deficits will be provided at Round 2. Some functions have included estimated surpluses as part of the reserve tables included in Budget Proposals.

Carry-Forward Projects

The carry-forward projects have been updated from the Pre-Budget list in the summary. The final list will be included as part of Round 2 once year-end has concluded.

Taxation:

In addition to the items identified at the November 5-6 Pre-Budget Meetings, staff have further refined the preliminary taxation amounts for each of the functional area budgets based on new Board direction or updated information. Incomplete projects from prior years carried forward and

**Staff Report to Special Corporate and Administrative Service Committee – Round 1
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2021 – 2025 FINANCIAL PLAN OVERVIEW AND UPDATE AT ROUND 1

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incorporated into the Draft 2021-2025 Financial Plan do not have any financial impact to the 2021 Budget or taxation values. Therefore, preliminary overall taxation going into Round 1 of the 2021-2025 Financial Plan has increased by \$1,714,940 or 8.10% from the 2020 Amended Budget. A detailed analysis is attached (Attachment B).

Area	Overall Increase/ (Decrease)	Overall Change in Dollars
A	10.75%	\$261,943
B	8.76%	\$309,386
D	10.89%	\$299,027
E	10.68%	\$226,313
F	10.73%	\$339,771
SIGD	7.85%	\$18,287
DoS	8.94%	\$263,578
ToG	6.08%	\$119,961
Total	9.47%	\$2,003,844

There are many variables which determine how much an area will pay toward SCRD taxes such as range in individual property assessment and what local (defined) services a specific property pays into such as Fire Protection, Street Lighting, if it receives refuse collection or which water or waste water services it may receive. With several dozen possible taxation scenarios, both the average residential property class and most common areas have been provided based on the preliminary Round 1 taxation values from above.

2021 Round 1 Budget								
Rural Areas & Member Municipalities (*excludes defined rural areas in section below)								
	Area A - Egmont / Pender Harbour*	Area B - Halfmoon Bay*	Area D - Roberts Creek	Area E - Elphinstone	Area F - West Howe Sound*	District of Sechelt	Sechelt Indian Government District	Town of Gibsons
2021 Average Residential Property Value	\$416,177	\$718,101	\$960,533	\$692,089	\$791,250	\$627,084	\$413,256	\$655,435
% Improvements	29.1%	36.7%	33.8%	40.1%	34.1%	40.4%	26.7%	32.3%
2020 Average Residential Property Value	\$405,096	\$694,238	\$892,046	\$656,676	\$710,816	\$600,940	\$400,988	\$633,806
Increase / (Decrease) in Property Value	\$11,081	\$23,863	\$68,487	\$35,413	\$80,434	\$26,144	\$12,268	\$21,629
% Change	2.74%	3.44%	7.68%	5.39%	11.32%	4.35%	3.06%	3.41%
2021 Taxation & User Fees								
General	\$ 369.96	\$ 839.15	\$ 1,172.91	\$ 862.34	\$ 1,050.48	\$ 381.16	\$ 265.95	\$ 489.36
Fire Protection	-	281.43	345.76	205.14	234.53	-	-	194.27
Rec. Facilities & Bike Paths**	124.95	271.88	396.81	285.91	326.88	254.75	167.88	266.26
User Fees & Parcel Taxes	17.00	1,067.93	1,067.93	1,067.93	1,067.93	876.25	876.25	117.09
Total SCRD Taxation/User Fees	\$ 511.91	\$ 2,460.39	\$ 2,983.41	\$ 2,421.32	\$ 2,679.81	\$ 1,512.16	\$ 1,310.08	\$ 1,066.98
2020 Taxation & User Fees								
General	\$ 342.93	\$ 786.39	\$ 1,064.70	\$ 787.19	\$ 929.14	\$ 351.80	\$ 245.36	\$ 457.30
Fire Protection	-	245.50	321.82	186.21	201.57	-	-	179.73
Rec. Facilities & Bike Paths**	109.76	241.61	342.88	252.41	273.22	228.99	152.80	241.52
User Fees & Parcel Taxes	17.07	975.98	975.98	975.98	975.98	800.13	800.13	112.34
Total SCRD Taxation/User Fees	\$ 469.75	\$ 2,249.48	\$ 2,705.38	\$ 2,201.79	\$ 2,379.90	\$ 1,380.93	\$ 1,198.29	\$ 990.88
Increase / (Decrease) in Taxation / Fees	\$ 42.15	\$ 210.91	\$ 278.03	\$ 219.52	\$ 299.91	\$ 131.23	\$ 111.79	\$ 76.10
% Change	8.97%	9.38%	10.28%	9.97%	12.60%	9.50%	9.33%	7.68%
**taxed on assessed improvements only								

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Defined Rural Areas						
	Area A - Egmont Fire Protection Area	Area A - North Pender Harbour Water Service Area	Area A - South Pender Harbour Water Service Area	Area B - Thormanby Island	Area F - Gambier Island	Area F - Keats Island - Eastbourne
Average Land	285,247	384,769	410,522	758,046	330,429	443,518
Average Improvements	129,849	256,660	226,384	180,999	131,350	211,917
2021 Average Residential Property Value	\$415,096	\$641,429	\$636,906	\$939,045	\$461,779	\$655,435
% Improvements	31.3%	40.0%	35.5%	19.3%	28.4%	32.3%
Average Land	\$275,686	\$354,577	\$383,652	\$752,730	\$283,223	\$419,657
Average Improvements	\$123,089	\$241,293	\$214,502	\$160,481	\$123,375	\$214,149
2020 Average Residential Property Value	\$398,775	\$595,870	\$598,154	\$913,211	\$406,598	\$633,806
Increase / (Decrease) in Property Value	\$16,321	\$45,559	\$38,752	\$25,834	\$55,181	\$21,629
% Change	4.09%	7.65%	6.48%	2.83%	13.57%	3.41%
2021 Taxation & User Fees						
General	\$ 369.00	\$ 570.20	\$ 566.18	\$ 917.32	\$ 576.40	\$ 827.86
Fire Protection	276.07	-	-	-	-	-
Rec. Facilities & Bike Paths**	124.62	192.57	191.21	3.11	-	-
User Fees & Parcel Taxes	776.16	968.55	978.21	-	-	759.16
Total SCD Taxation/User Fees	\$ 1,545.85	\$ 1,731.32	\$ 1,735.60	\$ 920.43	\$ 576.40	\$ 1,587.02
2020 Taxation & User Fees						
General	\$ 337.58	\$ 504.42	\$ 506.36	\$ 862.73	\$ 504.37	\$ 787.22
Fire Protection	264.21	-	-	-	-	-
Rec. Facilities & Bike Paths**	108.04	161.44	162.06	1.33	-	-
User Fees & Parcel Taxes	704.86	760.31	893.62	-	-	687.79
Total SCD Taxation/User Fees	\$ 1,414.68	\$ 1,426.18	\$ 1,562.04	\$ 864.06	\$ 504.37	\$ 1,475.01
Increase / (Decrease) in Taxation / Fees	\$ 131.16	\$ 305.14	\$ 173.56	\$ 56.38	\$ 72.03	\$ 112.02
% Change	9.27%	21.40%	11.11%	6.52%	14.28%	7.59%
**taxed on assessed improvements only						
Tax rates are subject to change on release of the 2021 assessemnt roll in March.						

Parcel Taxes, User Rates & Frontage Fees:

Amendments to the 2021 Waste Water Facilities [380-395], Regional [370], North Pender [365] and South Pender [366] Water services parcel taxes (P/T*) and user rates (U/R**) Bylaws were approved at the December 10, 2020 Regular Board Meeting. Summary of the Utility Rates and Parcel/Frontage fees are included as Attachment C.

Community Recreation and Pender Harbour Pool Parcel Taxes will decrease slightly for 2021 due to increase in assessments. These are recovered on properties with improvements only.

Type	Actual % Increase	2020 Rate	2021 Proposed Rate	Overall Difference
Community Recreation	4.23%	112.34	117.09	4.75
PH Recreation	-0.41%	17.07	17.00	-0.07

Support Services:

The Support Services summary has been updated from Pre-Budget and the Round 1 summary is as follows:

2021 Round 1 Budget Support Services Summary									
		2017	2018	2019	2020 Adopted	2020 Amended	2021	Difference 2020 Amended to 2021	%
110	General Government	697,622	668,582	690,894	702,711	698,703	913,214	214,511	31.05%
113	Finance (Includes Asset Mgmt. & Purchasing)	1,368,005	1,409,655	1,446,949	1,620,322	1,510,761	1,643,344	132,583	9.16%
114	Field Rd	526,269	471,711	472,278	487,131	467,084	488,555	21,471	4.55%
115	Human Resources	447,190	533,840	555,395	714,168	585,293	705,457	120,164	21.64%
117	Information Technology	773,790	913,351	1,001,814	1,103,106	1,087,617	1,166,450	78,833	7.87%
135	Corporate Sustainability	63,364	20,894	21,216	46,764	14,850	48,137	33,287	156.90%
506	Property Information Mapping Services	338,386	333,522	341,540	318,629	275,902	322,703	46,801	13.70%
Total	Total	4,214,626	4,351,555	4,530,086	4,992,831	4,640,210	5,287,860	647,650	13.96%
	Change from Prior Year		136,929	178,531	462,745	(352,621)	647,650		
	% Change from Prior Year		3.25%	4.10%	10.21%	-7.06%	13.96%		

As part of the amendments to the 2020 Budget in response to COVID-19, \$300,000 of operating reserves as well as over \$40,000 of one-time reserve contribution deferrals were used to reduce Support Services. In addition to the funding being fully reinstated for 2021 additional changes relate to the new Communications and Engagement Manager included in General Government, additional support in HR, and the new Corporate Sustainability Manager position in function 135.

Allocation bases used to calculate the distribution of support services amongst functional areas will be updated in advance of Round 2 to include any new approved budget requests and final year end values.

Human Resources Plan:

The Human Resources Plan (HR Plan) for 2021 includes 215.16 Full Time Equivalents (FTE) and in 2020, the FTE count was 206.00. The HR Plan summary is attached for reference (Attachment D). These do not include the additional 2021 Round 1 Budget requests of 9.22 FTE.

Organizational and Intergovernmental Implications

The SCRD Budget impacts all areas of the region and information is available publically as we as with member municipalities and community stakeholders.

Timeline for next steps or estimated completion date

The first round of the 2021-2025 Financial Plan meetings will conclude February 1,2 and 5 with Round 2 scheduled for March 4 and 5, and the final Financial Plan (FP) Bylaw adoption scheduled for March 25, 2021. Per the Local Government Act, the FP Bylaw must be adopted on or before March 31 of each year.

Communications Strategy

Each year as part of the Budget Process, several public meetings are held as well as public presentations. Due to the COVID-19 pandemic, the Sunshine Coast community can engage with the budget meetings virtually and details on how they can get involved will be posted on the SCRD website well in advance of the budget meetings.

This year, the SCRD will be proactively communicating with the Sunshine Coast community on topics such as utility billing, property taxation and on projects that are being considered in the upcoming budget. For example, starting in late January and running right through to April, the SCRD will be communicating about utility billing with Sunshine Coast residents through local media, via the SCRD website and social media so that the community is aware of increases on their utility bills.

The SCRD will also be utilizing video to provide further information about future projects. These videos will be included in presentations and also posted to social media.

Again for 2021, staff will publish the comprehensive [2021-2025 Financial Plan](#) or “*Budget Book*” which will be also be submitted to the Government Financial Officers Association’s (GFOA)-Distinguished Budget Presentation Award. GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA’s best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

The focus of all budget communications is to make information accessible for Sunshine Coast residents and to provide context on the many topics being discussed through the budget process.

STRATEGIC PLAN AND RELATED POLICIES

All facets of the Financial Planning Process relate to the Board Strategic Plan, Policies, Bylaws, and Master-Plans.

CONCLUSION

The information provided is preliminary data before any impacts of decisions for the 2021 Budget are included such as Budget Proposals and stakeholder requests. Detailed information on the SCRD such as taxation by area (including islands), user fees, local area impacts, service overviews in addition to the attachments can be found online in the Budget Book or [2021-2025 Financial Plan](#) on the SCRD website.

Due to the COVID-19 pandemic, the SCRD must look to different ways to engage with the public as the Financial Planning process must legislatively include a form of public consultation. In addition to meetings being held virtually, the SCRD will also be proactively communicating with the community on topics such as utility billing, property taxation and on projects that are being considered in the upcoming budget. Tools such as videos, newsprint and social media will be used.

**Staff Report to Special Corporate and Administrative Service Committee – Round 1
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The first round of the 2021-2025 Financial Plan meetings will conclude February 5 with Round 2 scheduled for March 4 and 5, 2021, and final Financial Bylaw adoption scheduled for March 25, 2021.

Attachments:

A-November 5, 2020-Special CAS- 2021-2025 Financial Plan Outlook

B-2021 Round 1 Budget Taxation by Area and Function

C-Summary of the Utility Rates and Parcel/Frontage fees

D- Round 1 2021 Draft HR Plan

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	X – S. Reid
CAO	X – D. McKinley	Communications	X – A. Buckley

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	

2021 Round 1 Budget Taxation by Area and Function

Attachment B

										Summary of Chages, 2020 to 2021			
	Area A	Area B	Area D	Area E	Area F	SIGD	DoS	ToG	2021 Taxation	2020 Taxation	\$ Change 20 to 21	% Change 19 to 20	
Rural Government													
General Government	212,239	190,310	149,023	112,443	198,813	30,570	396,546	183,582	\$ 1,473,526	\$ 1,252,452	\$ 221,074	17.7%	
Grant in Aid - Area A	40,404	-	-	-	-	-	-	-	40,404	39,694	710	1.8%	
Grant in Aid - Area B	-	30,883	-	-	-	-	-	-	30,883	30,329	554	1.8%	
Grant in Aid - Areas E & F	-	-	-	1,892	3,346	-	-	-	5,238	5,089	149	2.9%	
Grant in Aid - Community Schools	1,701	1,525	1,194	901	1,593	-	3,178	1,471	11,564	10,790	774	7.2%	
Grant in Aid - Greater Gibsons	-	-	-	4,212	7,447	-	-	-	11,659	11,453	206	1.8%	
Grant in Aid - Area D	-	-	37,415	-	-	-	-	-	37,415	37,027	388	1.0%	
Grant in Aid - Area E	-	-	-	26,241	-	-	-	-	26,241	25,607	634	2.5%	
Grant in Aid - Area F	-	-	-	-	26,201	-	-	-	26,201	25,570	631	2.5%	
UBCM/Elections	21,587	19,357	15,157	11,437	20,222	-	-	-	87,760	23,089	64,671	280.1%	
Regional Sustainability	14,212	12,744	9,979	7,529	13,313	2,047	26,553	12,293	98,670	20,771	77,899	375.0%	
Feasibility - Regional	5,326	4,776	3,740	2,822	4,989	767	9,952	4,607	36,979	4,448	32,531	N/A	
Feasibility- Area A	-	-	-	-	-	-	-	-	-	-	-	N/A	
Feasibility- Area B	-	-	-	-	-	-	-	-	-	-	-	N/A	
Feasibility- Area D	-	-	-	-	-	-	-	-	-	-	-	N/A	
Active Services													
Bylaw Enforcement	52,962	47,490	37,187	28,059	49,612	7,628	-	-	222,937	207,211	15,726	7.6%	
Halfmoon Bay Smoke Control	-	-	-	-	-	-	-	-	-	-	-	N/A	
Robert Creek Smoke Control	-	-	-	-	-	-	-	-	-	-	-	N/A	
Gibsons & District Fire Protection	-	-	-	354,932	247,388	-	-	579,687	1,182,007	1,076,484	105,523	9.8%	
Roberts Creek Fire Protection	-	-	552,922	-	-	-	-	-	552,922	509,053	43,869	8.6%	
Halfmoon Bay Fire Protection	-	560,038	-	-	-	-	-	-	560,038	487,974	72,064	14.8%	
Egmont & District Fire Protection	130,711	-	-	-	-	-	-	-	130,711	125,833	4,878	3.9%	
911 Emergency Telephone	58,363	52,333	40,979	30,920	54,671	8,406	109,045	50,483	405,200	420,770	(15,570)	-3.7%	
SCEP	40,744	36,534	28,608	21,586	38,167	5,869	76,126	35,243	282,877	254,069	28,808	11.3%	
Animal Control	-	14,177	11,101	8,376	10,240	2,277	-	-	46,171	43,249	2,922	6.8%	
Keats Island Dog Control	-	-	-	-	2,530	-	-	-	2,530	197	2,333	1184.3%	
Transportation Services													
Transit	-	444,521	348,083	262,640	464,382	71,404	926,240	428,804	2,946,075	2,757,641	188,434	6.8%	
Regional Street Lighting	9,443	8,467	6,630	5,003	8,845	-	-	-	38,388	38,293	95	0.2%	
Langdale Street Lighting	-	-	-	-	2,566	-	-	-	2,566	2,490	76	3.1%	
Granthams Street Lighting	-	-	-	-	2,566	-	-	-	2,566	2,490	76	3.1%	
Veterans Street Lighting	-	-	-	514	-	-	-	-	514	498	16	3.2%	
Spruce Street Lighting	-	-	258	-	-	-	-	-	258	249	9	3.6%	
Woodcreek Street Lighting	-	-	-	2,078	-	-	-	-	2,078	2,563	(485)	-18.9%	
Fircrest Street Lighting	-	-	-	514	-	-	-	-	514	499	15	3.0%	
Hydaway Street Lighting	-	258	-	-	-	-	-	-	258	249	9	3.6%	
Sunnyside Street Lighting	-	-	-	1,025	-	-	-	-	1,025	996	29	2.9%	
Burns Road Street Lighting	-	-	-	-	258	-	-	-	258	268	(10)	-3.7%	
Stewart Road Street Lighting	-	-	-	-	514	-	-	-	514	498	16	3.2%	
Ports	-	153,623	124,361	87,784	365,768	-	-	-	731,536	783,528	(51,992)	-6.6%	
Langdale Dock	-	-	-	-	33,596	-	-	-	33,596	33,301	295	0.9%	
Environmental Services													
Solid Waste	425,476	381,515	298,746	225,414	398,561	61,284	794,956	368,026	2,953,978	2,775,569	178,409	6.4%	
Health Services													
Cemetery	15,156	13,590	10,642	8,029	14,197	2,183	28,317	13,110	105,224	69,841	35,383	50.7%	
Pender Harbour Health Clinic	155,333	-	-	-	-	-	-	-	155,333	148,842	6,491	4.4%	
Planning & Development Services													
Regional Planning	27,383	24,553	19,227	14,507	25,650	3,944	51,162	23,685	190,111	161,501	28,610	17.7%	
Rural Planning	253,415	211,429	177,934	134,257	164,104	-	-	-	941,139	841,555	99,584	11.8%	
Civic Addressing	-	-	-	-	-	-	-	-	-	(25,000)	25,000	0.0%	
Heritage Conservation	-	-	-	-	-	-	-	-	-	(1,148)	1,148	-100.0%	
Building Inspection	14,133	12,673	9,924	7,488	13,239	2,036	-	-	59,492	6,435	53,057	824.5%	
Economic Development - A	73,015	-	-	-	-	-	-	-	73,015	65,078	7,937	12.2%	
Economic Development - B	-	51,944	-	-	-	-	-	-	51,944	47,045	4,899	10.4%	
Economic Development - D	-	-	43,200	-	-	-	-	-	43,200	37,229	5,971	16.0%	
Economic Development - E	-	-	-	41,451	-	-	-	-	41,451	27,720	13,731	49.5%	
Economic Development - F	-	-	-	-	55,813	-	-	-	55,813	46,216	9,597	20.8%	
Hillside	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!	
Recreation & Cultural Services													
Community Recreation Facilities	-	924,135	544,108	485,701	743,200	157,478	1,786,361	707,017	5,348,000	4,874,173	473,827	9.7%	
PH Pool	544,101	-	-	-	-	-	-	-	544,101	468,786	75,315	16.1%	
Joint Use - School Facilities	435	390	305	230	407	-	812	376	2,955	51,010	(48,055)	-94.2%	
Gibsons Library	-	-	-	166,246	293,944	-	-	271,424	731,614	677,885	53,729	7.9%	
Egmont/Pender Harbour Library	54,295	-	-	-	-	-	-	-	54,295	53,341	954	1.8%	
Halfmoon Bay Library Service	-	150,268	-	-	-	-	-	-	150,268	150,433	(165)	-0.1%	
Roberts Creek Library Service	-	-	189,979	-	-	-	-	-	189,979	182,787	7,192	3.9%	
Museum Service	20,610	18,481	14,471	10,919	19,306	2,969	38,508	17,827	143,092	141,582	1,510	1.1%	
Community Parks	456,773	409,579	320,721	241,995	427,879	-	-	-	1,856,947	1,720,751	136,196	7.9%	
Bike & Walking Paths	-	16,381	9,215	8,220	12,574	-	-	-	46,390	21,456	24,934	116.2%	
Area A Bike & Walking Paths	14,284	-	-	-	-	-	-	-	14,284	11,592	2,692	23.2%	
Recreation Programs	26,207	23,499	18,401	13,884	16,974	3,775	48,965	22,669	174,375	170,160	4,215	2.5%	
Dakota Ridge	30,737	27,561	21,582	16,284	28,793	4,427	57,429	26,587	213,401	209,075	4,326	2.1%	
	\$ 2,699,044	\$ 3,843,033	\$ 3,045,091	\$ 2,345,534	\$ 3,771,672	\$ 367,064	\$ 4,354,151	\$ 2,746,891	\$ 23,172,480	\$ 21,168,636	\$ 2,003,844	9.47%	
Percentage of Total Taxation	11.6%	16.6%	13.1%	10.1%	16.3%	1.6%	18.8%	11.9%					

Overall Change in Taxation - All Property Classes*

	Area A	Area B	Area D	Area E	Area F	SIGD	DoS	ToG	Total
2020 Taxation by area	2,437,101	3,533,647	2,746,064	2,119,221	3,406,054	340,339	3,996,693	2,589,518	\$ 21,168,636
\$ Change	261,943	309,386	299,027	226,313	365,618	26,725	357,458	157,373	\$ 2,003,844
% Change	10.75%	8.76%	10.89%	10.68%	10.73%	7.85%	8.94%	6.08%	9.47%

*Calculations are based on the 2020 completed assessment roll

Average Change in Taxation - Residential Property Class

	Area A**	Area B***	Area D	Area E	Area F***	SIGD	DoS	ToG
Average Residential % Chg*	9.33%	9.34%	10.76%	10.41%	14.81%	8.96%	9.49%	8.12%

*based on average residential property class market value change in each area

**excludes Egmont & District Fire Protection

***mainland only for B & F

2021 Utility Rates



WASTEWATER

The wastewater frontage fee and the separate wastewater user fee are annual charges for residents and businesses in rural areas of the SCRd who are participants within any of the 15 local wastewater services in the regional district.

Frontage Fees

Service	2020 Rate	2021 Rate	Difference
Greaves	\$102	\$202	+ \$100
Woodcreek	\$102	\$302	+ \$200
Sunnyside	\$102	\$202	+ \$100
Jolly Rodger	\$102	\$152	+ \$50
Secret Cove	\$102	\$152	+ \$50
Lee Bay	\$102	\$102	No change
Square Bay	\$217.42	\$217.42	No change
Langdale	\$102	\$202	+ \$100
Canoe	\$424.30	\$424.30	No change
Merrill	\$226.71	\$326.71	+ \$100
Curran	\$153	\$253	+ \$100
Roberts Creek	\$204	\$304	+ \$100
Lily Lake	\$204	\$204	No change
Painted boat	\$102	\$202	+ \$100
Sakinaw	\$670.27	\$845.27	+ \$175

User Fees

Service	2020 Rate	2021 Rate	Difference
Greaves	\$595.84	\$480.60	- \$115.24
Woodcreek	\$554.17	\$648.55	+ \$94.38
Sunnyside	\$691.47	\$734.22	+ \$42.75
Jolly Rodger	\$682.19	\$832.54	+ \$150.35
Secret Cove	\$616.36	\$712.57	+ \$96.21
Lee Bay	\$412.50	\$480.46	+ \$67.96
Square Bay	\$501.19	\$636.02	+ \$134.83
Langdale	\$924.98	\$1,109.78	+ \$184.80
Canoe	\$1,076.58	\$970.75	- \$105.83
Merrill	\$1,739.43	\$1,663.25	- 76.18
Curran	\$536.75	\$618.70	+ \$81.95
Roberts Creek	\$687.94	\$852.88	+ \$164.94
Lily Lake	\$640.69	\$701.37	+ 60.68
Painted boat	\$537.50	\$577.47	+ \$39.97
Sakinaw	\$1,205.94	\$1,304.07	+ \$98.13



WATER

Regional (all of the SCRd excluding North and South Pender)

Description	2020 Rate	2021 Rate	Difference
Residential Dwelling	\$410.85	\$468.37	+ \$57.52

North Pender

Description	2020 Rate	2021 Rate	Difference
Residential Dwelling	\$416.61	\$624.92	+ \$208.31

South Pender

Description	2020 Rate	2021 Rate	Difference
Residential Dwelling	\$529.14	\$613.80	+ \$84.66

Please note that the rates listed above do not include Land Charges which make up a portion of your property tax and are billed by the District of Sechelt or Provincial Government separately to utilities.



GARBAGE AND FOOD WASTE

Description	2020 Rate	2021 Rate	Difference
Single family dwelling	\$175.85	\$191.68	+ \$15.83
Mobile home in mobile home park	\$145.25	\$161.59	+ \$13.34

The rates above apply to residents in Areas B (Halfmoon Bay), D (Roberts Creek), E (Elphinstone), and F (West Howe Sound).

**2021 Round 1 Budget
Human Resources Plan Summary**

Divisions	2020	2021	2022	2023	2024	2025	Net Increase (Reduction) 2020 to 2021
Office of the CAO	2.00	2.00	2.00	2.00	2.00	2.00	-
Human Resource Services	4.25	4.60	4.60	4.60	4.60	4.60	0.35
Administration and Legislative Services							
Senior Management	1.00	1.00	1.00	1.00	1.00	1.00	-
Administration	3.30	3.80	3.80	3.80	3.80	3.80	0.50
Legislative Services	3.00	3.00	3.20	3.00	3.00	3.00	-
	7.30	7.80	8.00	7.80	7.80	7.80	0.50
Corporate Services							
Senior Management/Admin Asst.	2.00	2.00	2.00	2.00	2.00	2.00	-
Financial Services	8.20	8.20	8.20	8.20	8.20	8.20	-
Purchasing and Risk Management	3.00	3.00	3.00	3.00	3.00	3.00	-
Financial Analysis	1.00	1.00	1.00	1.00	1.00	1.00	-
Asset Management	2.00	2.00	2.00	2.00	2.00	2.00	-
Information Technology and GIS Services	8.80	8.80	8.80	8.80	8.80	8.80	-
	25.00	25.00	25.00	25.00	25.00	25.00	-
Infrastructure Services							
Senior Management/Admin Asst.	2.00	2.00	2.00	2.00	2.00	2.00	-
Strategic Infrastructure Initiatives	0.50	4.00	4.00	4.00	4.00	4.00	3.50
Utility Services	34.54	35.29	35.29	35.29	35.29	35.29	0.75
Solid Waste Services	12.27	12.27	12.27	12.27	12.27	12.27	-
	49.31	53.56	53.56	53.56	53.56	53.56	4.25
Planning & Development Services							
Sustainability Services	-	1.00	1.00	1.00	1.00	1.00	1.00
Senior Management/Admin Asst.	1.40	1.90	1.90	1.90	1.90	1.90	0.50
Planning and Development Services	6.00	7.00	7.00	7.00	7.00	7.00	1.00
Building Services	6.00	6.00	6.00	6.00	6.00	6.00	-
Ports Services	0.40	1.00	1.00	1.00	1.00	1.00	0.60
Protective Services	9.60	9.40	9.40	9.40	9.40	9.40	(0.20)
	23.40	26.30	26.30	26.30	26.30	26.30	2.90
Community Services							
Transit and Fleet Services	34.94	35.61	35.61	35.61	35.61	35.61	0.67
Recreation and Community Partnerships	29.20	29.20	29.20	29.20	29.20	29.20	-
Pender Harbour Recreation	3.25	3.58	3.58	3.58	3.58	3.58	0.33
Facility Services and Parks	26.35	26.51	26.51	26.51	26.26	26.26	0.16
Senior Management/Admin Asst.	1.00	1.00	1.00	1.00	1.00	1.00	-
	94.74	95.90	95.90	95.90	95.65	95.65	1.16
Total Full Time Equivalent Positions	206.00	215.16	215.36	215.16	214.91	214.91	9.16

8.91 Full year impact of new FTEs approved in 2020
0.25 Temporary FTE's Approved in 2020

Net Change 9.16

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Service Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Tina Perreault, General Manager, Corporate Services / Chief Financial Officer
Alex Taylor, Budget and Financial Analyst

SUBJECT: **2021 PROPERTY ASSESSMENT IMPACTS**

RECOMMENDATION(S)

THAT the report titled 2021 Property Assessment Impacts be received for information.

BACKGROUND

The 2021 Completed Assessment Roll was released by the BC Assessment Authority on January 1, 2021.

Assessed values are based on the estimated market value of properties on July 1 and condition on October 31 of the preceding year.

This report details the impacts that changes to the Assessment Roll will have on the tax apportionment for the Sunshine Coast Regional District (SCRD) services between service participants, property class changes, and impacts for an average residential property in each area.

All calculations in this report are based on status quo 2020 taxation levels for the various services.

DISCUSSION

Overall, taxation apportionment varies from service to service depending on which areas participate. Unlike a Municipality, the apportionment between participating areas in a Regional District service changes from year to year as a result of changes in the assessment base due to market (market condition) and non-market factors (growth).

In general, if assessments in an electoral area, property class or individual property increase by more than the respective average, tax apportionment to that area, class or property will also increase. Conversely, if assessments increase by less than the respective average, tax apportionment will decrease.

Overall Change in Assessments

Overall, assessments in the Regional District increased by 5.6% in 2021 (2.1% decrease in 2020) as detailed in Table 1 below:

Table 1: Overall Change in Assessed Values		
	Assessed Value	% Change
2020 (Cycle 10)	13,252,696,601	
Increase due to Growth (NMC)*	128,669,351	0.97%
Increase due to Market	613,196,374	4.63%
2021 Total	13,994,562,326	5.60%
*Non-market Change		

Non-market change (NMC) is generally related to growth and results in an overall increase to the tax base. When all other factors remain equal, an increase due to NMC will result in reduced taxation to existing property owners in all areas.

Market change refers to changes in assessment related to market shifts. These values are determined based on actual sales data in a particular area. When all other factors remain equal, if an individual property's market value increases by more than the average, taxation for that property will increase. If the value increases by less than the average, taxation will decrease.

Change in Apportionment by Area

Converted values are used to calculate the change in tax apportionment between areas and property classes. The total converted value for each area is the sum of assessed values multiplied by the tax rate conversion factor for each property class.

As an example, Residential properties have a conversion factor of 0.1 while businesses have a conversion factor of 0.245; therefore, the business tax rate is 2.45 times greater than the residential tax rate. Conversion factors for Regional Districts are prescribed by Provincial regulation.

Table 2 shows a comparison of 2020 and 2021 converted values. In general, areas where the percentage increase is greater than the total % increase will see an increase in overall tax apportionment. Areas where the increase is less than the average will see a decrease in apportionment.

Table 2: Comparison of Converted Values by Area					
Area	2020	2021	\$ Increase	% Increase	Apportionment
Area A	216,281,570	226,103,385	9,821,815	4.5%	↓
Area B	196,403,135	202,742,243	6,339,108	3.2%	↓
Area D	146,547,942	158,757,551	12,209,610	8.3%	↑
Area E	113,319,050	119,787,935	6,468,885	5.7%	↑
Area F	194,428,443	211,800,874	17,372,431	8.9%	↑
TOG	190,381,887	195,574,093	5,192,206	2.7%	↓
DOS	405,769,218	422,450,449	16,681,231	4.1%	↓
SIGD	31,410,657	32,566,912	1,156,255	3.7%	↓
Total	1,494,541,902	1,569,783,443	75,241,540	5.0%	

The actual impact on overall tax apportionment is dependent on service participation. Table 3 shows the actual change in tax apportionment by area as a result of changes in assessments with no overall increase in taxation.

Table 3: Overall Change in Tax Apportionment Due to Assessments				
Area	2020	2021	\$ Change	% Change
Area A	2,437,101	2,424,507	(12,593)	-0.52%
Area B	3,533,647	3,500,831	(32,816)	-0.93%
Area D	2,746,064	2,797,106	51,042	1.86%
Area E	2,119,221	2,136,020	16,799	0.79%
Area F	3,406,054	3,481,282	75,228	2.21%
DoS	3,996,693	3,982,141	(14,552)	-0.36%
ToG	2,589,518	2,513,614	(75,903)	-2.93%
SIGD	340,339	333,135	(7,204)	-2.12%
	21,168,636	21,168,636	0.00	

Change in Apportionment by Property Class

Table 4 is a summary of the overall change in converted value and apportionment by property class.

Table 4: Comparison of Converted Values by Property Class					
Property Class	2020	2021	\$ Increase	% Increase	Apportionment
Residential	1,229,854,353	1,303,407,932	73,553,579	6.0%	↑
Utilities	62,487,400	63,309,656	822,255	1.3%	↓
Major Industry	32,096,204	32,437,326	341,122	1.1%	↓
Light Industry	25,531,450	25,492,656	(38,794)	-0.2%	↓
Business and Other	135,950,299	137,342,261	1,391,963	1.0%	↓
Managed Forest Land	5,249,490	4,395,120	(854,370)	-16.3%	↓
Rec/Non-Profit	3,311,030	3,335,200	24,170	0.7%	↓
Farm	61,676	63,291	1,616	2.6%	↓
Total	1,494,541,902	1,569,783,442	75,241,541	5.0%	

The Residential class increased more than the overall average indicating that taxation will shift to this class from those that increased less than the average. All other classes changed by less than the average which suggests taxation will shift away from these classes.

Average Residential Property Impact

Table 5 below summarizes the impact of 2021 assessment changes for the residential property class in each area based on status quo taxation and average change in Property Value. The impact on individual residential properties is dependent on service participation and individual property assessment increases in relation to the average.

Table 5: Average Residential % Change		
Area	Average Residential % Change in Taxation	Average Change in Property Value
Area A	-2.32%	2.74%
Area B	-0.59%	3.44%
Area D	1.69%	7.68%
Area E	0.51%	5.39%
Area F	5.73%	11.32%
SIGD	-1.14%	3.06%
DOS	0.72%	4.95%
TOG	-1.06%	3.42%

STRATEGIC PLAN AND RELATED POLICIES

The information in this report is intended to support the Board's decision-making process during 2021 budget deliberations.

CONCLUSION

For 2021, overall property assessment values in the SCRD increased by 5.6% with just under 1% related to growth in the region.

Converted assessed values used to determine tax apportionment between areas increased by 5.0% with the Residential properties increasing more than other classes, resulting in a shift in taxation this class.

Based on the static taxation, the impact of changes in assessments will result in increased taxation for an average residential property in Area D, Area E, Area F and the District of Sechelt. Conversely, taxation for an average residential property in Area A, Area B, the Town of Gibsons, and Sechelt Indian Government District will decrease.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Service Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Senior Leadership Team

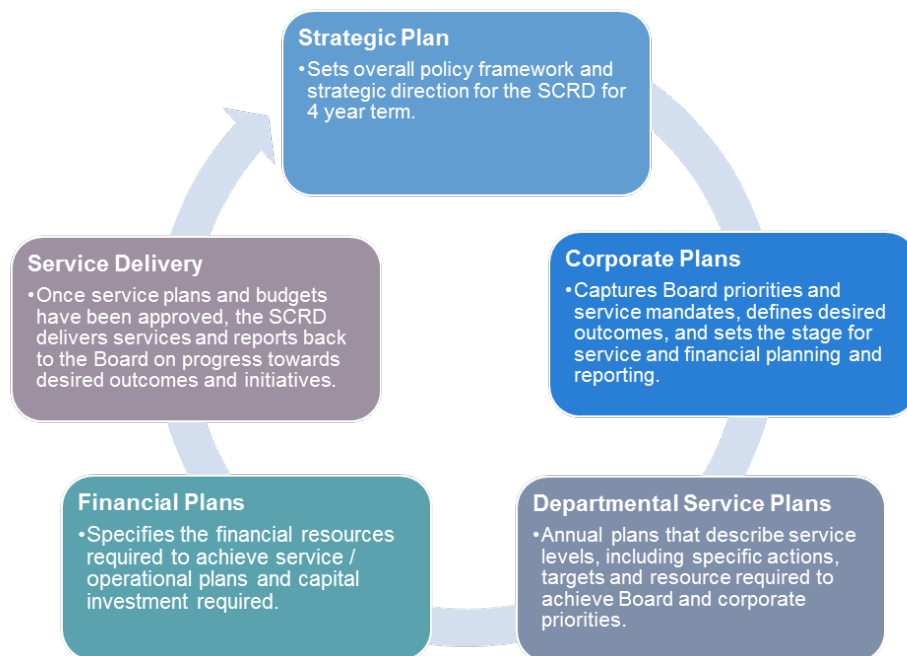
SUBJECT: DIVISIONAL SERVICE PLANS- LITE VERSION

RECOMMENDATION(S)

THAT the report titled Divisional Service Plans-Lite Version be received for information.

BACKGROUND

The purpose of a service plan is to describe established service levels, including specific actions, targets and resources required to achieve Board and corporate priorities. This is one of the key steps in the planning process (below).



DISCUSSION

Attached are draft divisional/functional service plans for 2021 for the main services that the Sunshine Coast Regional District (SCRD) provides. Smaller functions, such as granting services (rural areas' grant-in-aid, libraries and museums), heritage conservation, and smoke control have not been included as these have limited scopes.

The goal of providing a broad snapshot of each service is to give the Committee a summary of the overall services mandated, current resources allocated to the function, and the preliminary work-plan for the upcoming year, in addition to the new proposals being contemplated. This is to assist the Board with its decision making process and also links to the Board's Strategic and corporate plans.

STRATEGIC PLAN AND RELATED POLICIES

Providing service plans align with the Board's Strategic focus areas, corporate plans and policies.

CONCLUSION

The purpose of a service plan is to describe established service levels, including specific actions, targets and resource required to achieve Board and Corporate priorities. This is one of the key steps in the planning process.

The goal of providing a broad snapshot of each service is to give the Committee a summary of the overall services mandated, current resources allocated to the function, and the preliminary work-plan for the upcoming year, in addition to the new proposals being contemplated.

The future goal is to create comprehensive service plans for all of the SCRD's main functions which also link to the Board's Strategic and Corporate Plans.

Attachments: Service Plan Lites for the following

Corporate, Administrative and Legislative Services

- 110 – Administration and Legislative Services (General Government)
- 111 – Asset Management
- 113 – Finance
- 116 – Purchasing and Risk Management
- 117 – Information Technology
- 506 and 510 – Geographical Information Services and Civic Addressing

Human Resources

- 115 – Human Resources

Planning and Community Development

- 200 / 290 – Bylaw Enforcement and Animal Control
- 210 - Gibsons and District Volunteer Fire Department
- 212 - Roberts Creek Volunteer Fire Department
- 216 - Halfmoon Bay Volunteer Fire Department
- 218 – Egmont Volunteer Fire Department
- 220 – Emergency Telephone 9-1-1
- 222 – Sunshine Coast Emergency Planning
- 313 – Building Maintenance
- 345 – Ports Services
- 400 – Cemetery
- 500 and 504 – Regional and Rural Planning
- 520 – Building Inspection Services
- 615 – Community Recreation Facilities
- 625 – Pender Harbour Fitness and Aquatic Centre

- 650 – Community Parks
- 680 – Dakota Ridge

Infrastructure Services

- 310 – Transit
- 312 – Maintenance Facility (Fleet)
- 350 - Regional Solid Waste
- 355 – Refuse Collection
- 365 – North Pender Water
- 366 - South Pender Water
- 370 – Regional Water
- 381-394 - Wastewater Plants

Reviewed by:			
Manager		CFO	X-T. Perreault
GM	X – I. Hall X – R. Rosenboom	Legislative	X – S. Reid
CAO	X – D. McKinley	Other - HR	X – G. Parker

SERVICE PLAN LITE

Department Summary

Division Summary:	Administrative and Legislative Services	Manager:	Sherry Reid
Service Year:	2021	Function:	110
Department:	Administration and Legislative Services	Status:	Draft

Service Overview

The Administration and Legislative Services Department is responsible for planning, coordination and control of corporate administrative functions in accordance with the *Local Government Act* and ensures the provision of services in compliance with the Regional District's bylaws, policies, procedures, and statutory requirements.

The Administration and Legislative Services Department provides support services for all Regional District functions. Areas of responsibility include Corporate Administration, Legislative Services, Records Management and Communications.

Budget Summary

2020 Approved Net Budget	\$2,264,908
2020 Approved FTE Count	9.8
2021 Proposed FTE Count	10.3
FTE Change	.5

Outlook for Upcoming Year (2021):

The Administration and Legislative Services Department will continue to ensure the provision of services that are in compliance with the Regional District's bylaws, policies, procedures and statutory requirements. Ongoing operational responsibilities include:

- Providing support to the Board including preparation and coordination of Board meetings, agendas and minutes;
- Providing support to the Board's appointed committees;
- Directing and coordinating corporate policy, strategies and objectives;
- Administering the corporate records management program and the Freedom of Information and Protection of Privacy Act;
- Composing bylaws, minutes and legal notices and providing education regarding current government legislation;
- Administering statutory corporate administration functions, including legal document execution, and certification of bylaws, minutes and resolutions;
- Conducting Local Government elections &/or by-elections when required;
- Administering elector approval processes including referendums and alternative approval processes;
- Mail collection and distribution; and,
- Coordinating corporate communications and engagement initiatives and information dissemination through media releases, advertising, website and social media management.

Additional priorities or proposed projects for the Administration and Legislative Services Department align with the 2019-2023 Strategic Plan, and primarily focus on strategic tactics and targets identified for Engagement and Communications, Working Together, and Asset Stewardship focus areas.

Current Year Priorities:

2021 Key Projects and Action Plans (over and above daily operational requirements)

Core Service/Project	Goal	Timeline	Strategic Focus Area	Resourcing
Legislative	Service Establishment process for Curbside Recycling – Areas B and D (AAP)	Q1/Q2/Q3	Board directive	CO/DCO
	FOI and Privacy Program development – policy, procedures, training	Q1/Q2	Operational requirement	CO/DCO
	Board Policy Review	Q2/Q3	Operational requirement	CO/DCO
	Elector approval process - Loan Authorization for Water Meters – Phase III (AAP)	Q2/Q3/Q4	Asset Stewardship	CO/DCO
	Review role and mandate of advisory committees and commissions in context of process and public engagement	TBC in coordination with Planning and Infrastructure	Engagement & Communications	CO
	Initiate process to establish new Community or Police-Based Victim Service (commence service feasibility study)	Q4	Board directive	CO
	Bylaw review – Board Remuneration, Protective / Emergency Services, Parks Regulation, Recreation Fees and Charges, Animal Control, Development Cost Charges, Water Rates and Regulations, Waste Water/Sewage Treatment Services	TBC in coordination with departments	Operational Requirement	CO
Communications	Website redesign and replacement - RFP for new website (phase II website redesign)	Q1/Q2/Q3/Q4	Engagement & Communication	Communications Manager / Officer
	Provide training and develop resources for planning and delivery of public engagement initiatives (Bang the Table) – online and in person	Q1/Q2/Q3/Q4	Engagement & Communication	Communications Manager / Officer
	Educational campaigns – water meters, curbside recycling, drought management/water conservation	TBC in coordination with department	Operational requirement	Communications Manager / Officer
	Integrate First Nations territory acknowledgement on all SCRD communications – in collaboration with shíshálh and Squamish Nation	Q1/Q2/Q3/Q4	Working Together	Communications Manager / Officer
	Develop information resources for Local Government Awareness for online and in-person education re: SCRD and other government services	Q2	Working Together	Communications Manager / Officer

Communications continued...	Review/Update Public Engagement Policy Participation Framework and Toolkit and provide staff training	Q1/Q2/Q3/Q4	Engagement & Communication	Communications Manager / Officer
	Review and update internal communications and engagement program	Q1	Engagement & Communication	Communications Manager / Officer
Records	Records and Information Management Procedures manual	Q1/Q2	Operational requirement	Records Coordinator
	Information Governance Policy – develop	TBC in coordination with IT department	Operational requirement	CO/Records Coordinator
	Develop electronic scanning policies/procedures to comply with documentary evidence standards	Q4	Operational requirement	Records Coordinator
Administration	First Nations relations and reconciliation –process improvements for ongoing collaboration; Joint Watershed Management Agreement; Heritage Protocol Agreement; education and knowledge sharing.	Q1/Q2/Q3/Q4	Working Together	CAO
	Increase opportunities for intergovernmental collaboration – develop framework for local governments to identify joint initiatives/information sharing	ongoing	Working Together	CAO

Proposed Initiatives for 2021:

BOARD STRATEGIC AND CORPORATE GOALS			
Electronic Document and Records Management System (EDRMS) Functionality Enhancements (Function 117)	Collaboration between Records and IT divisions 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.	\$75,000	Q1/Q2/Q3/Q4
BUSINESS CONTINUITY			
Casual Support for Legislative Services	Increase Administration and Legislative Services HR Plan by .5 FTE to support backfill coverage needs within the department, as well as ensure the department is adequately resourced to meet an ambitious 2021-2022 workplan that includes addressing requests for service amendments, policy and program reviews, responding to Freedom of	\$35,000	Q2/Q3

	Information requests, conducting elector approval processes, a potential assent vote, and preparation for the 2022 general election. The need for casual assistance will be re-evaluated at the end of 2022 to determine whether ongoing support is required.		
OTHER or NOT CURRENTLY CLASSIFIED			
Feasibility Function for Community Social Service (Function 150)	A function to fund a feasibility study for the establishment of a new contribution service for Community Social Services.	\$20,000	Q3/Q4
LOW COST, HIGH VALUE			
Ballot Tabulators for 2022 General Election (Function 131)	Contracted services to provide vote tabulating machines for 2022 local government election.	\$30,000	Q4

SERVICE PLAN LITE

Department Summary

Division Summary:	Asset Management	Manager:	Kyle Doyle
Service Year:	2021	Function:	111
Department:	Corporate Services	Status:	

Service Overview

Asset management is a corporate support service intended to continuously improve asset management practices at the Sunshine Coast Regional District (SCRD). Fostering strong asset management practices help to ensure that the SCRD is well-positioned to continue delivering exceptional service in a cost-effective manner while adapting to the challenges posed by a changing climate.

The SCRD owns and maintains a variety of assets including water infrastructure, wastewater infrastructure, parks infrastructure, ports infrastructure, emergency services infrastructure, transit infrastructure, fleet services, as well as civic facilities such as municipal offices, recreation buildings, parks, buildings, warehouse facilities, and other operational buildings with a combined replacement value estimated at \$500,000,000.

Budget Summary

2020 Approved Net Budget	\$ <u>299,512</u>
2020 Approved FTE Count	<u>2</u>
2020 Approved FTE Count	<u>2</u>
FTE Change	<u>0</u>

Outlook for Upcoming Year:

In 2021 Asset Management will continue to develop and implement asset management strategies across all departments within the SCRD.

Staff will continue the process of developing asset management plans for Water Services on the Sunshine Coast. This includes developing an accurate and reliable asset inventory, determining replacement values/estimated useful life of those assets, and reviewing the operational demands required to provide water to residents. Staff will work with the Communication Department to identify opportunities for Community Engagement to maximize public understanding. Staff will build on the progress made in 2020 in parks and protective services to work towards sustainable asset stewardship in those departments. Efforts to identify and secure funding through available grants will be made for all services.

Staff will assist with the management of feasibility and lifecycle analysis in wastewater and recreation. Review and development of internal governance strategies/policies will be conducted to find improvement opportunities in various departments.

In 2020 significant efforts were made to develop and refine long-term financial projections for Wastewater Services. Communication of these efforts were marred by the Covid-19 Pandemic. A series of virtual engagement sessions provided an opportunity for residents to be informed on the progress of the Asset

2021 Service Plan Lite- 111 Asset Management

Management Plans and their implications on Capital Funding. Staff were also asked to assist with understanding the implications of the pandemic on the long-term capital plan for Community Recreation.

Current Year Priorities:

2021 Key Projects and Action Plans

Core Service Project & Goal	Timeline	Staff
1. Comprehensive Regional Water System Asset Management Plan <ul style="list-style-type: none"> a. Detailed inventory b. Condition Assessment c. Review user rates/parcel tax d. Instigate Community Engagement Strategy Early e. Prepare long-term financial plan f. Prepare implementation strategy g. Publish Asset Management Plan h. Present to Public/Board 	Q1 2021 – Q4 2022	KD, DJ, AB, Water/Infra Staff
2. North Pender Water Systems Asset Management Plan(s) <ul style="list-style-type: none"> a. Detailed Inventory b. Condition Assessment c. Review user rates/parcel tax d. Instigate Community Engagement Early e. Prepare long-term financial plans f. Publish Asset Management Plan 	Q1-Ongoing	KD, DJ, AB, Water/Infra. Staff
3. South Pender Water Systems Asset Management Plan(s) <ul style="list-style-type: none"> a. Detailed Inventory b. Condition Assessment c. Review user rates/parcel tax d. Instigate Community Engagement Early e. Prepare long-term financial plans f. Present to Public/Board 	Q1-Ongoing	KD, DJ, AB, Water/Infra Staff
4. Review water main replacement plan (Annual Capital Review)	Q2	KD/DJ/Dept Staff
5. Initiate Review of Capital Funding for IT	Q2	KD/DJ/Dept Staff
6. Recreation Capital Plan Review <ul style="list-style-type: none"> a. Review/Deferral Capital Renewal Fund due to Covid-19 Annual Capital Review b. Initiate Asset Management Plan 	Q3 Ongoing	KD, DJ, Recreation Staff
7. Asset Retirement Obligations <ul style="list-style-type: none"> a. Explore district responsibilities and identify assets affected by ARO b. Regulatory requirements for public sector accounting standards 	Q2	KD, DJ
8. Develop internal policy for governance of capital funding and projects	Q1	KD, DJ, GMCS
9. Continued support of development of Asset Management Plan <ul style="list-style-type: none"> a. Parks Department b. Protective Services 	Q4	KD, DJ, Dept. Staff
10. Capital Projects	Ongoing	KD

2021 Service Plan Lite- 111 Asset Management

Core Service Project & Goal	Timeline	Staff
a. Project Management and Coordination Support b. SAC Building Envelope Efficiency Project c. Lifecycle Assessment Project d. Feasibility Studies for Wastewater Treatment Facilities		
11. Review of Wastewater Asset Management Plan a. Ongoing public consultation b. Review User/Frontage Fee Rates c. Update financial data from feasibility study results.	Ongoing	
12. Incorporate Natural Assets into Asset Management Plans a. Review opportunities for growth		
13. Develop Grant Opportunities a. Municipal Natural Asset Inventory b. FCM Asset Management Grant c. Incorporate Asset Management into Corporate Grant applications d. Annual/Semi Annual Provincial and Federal AM Surveys		
14. CI Cityworks Team	Ongoing	KD/DJ

Proposed Initiatives for 2021:

n/a

2020-2021 Budget Changes:

MNAI/FCM Grant Applications for Corporate Asset Management Development (If successful) - \$2,500-\$10,000

SERVICE PLAN LITE

Service Summary

Division Summary:	Financial Services	Manager:	Brad Wing
Service Year:	2021	Function:	112/113
Department:	Corporate Services	Status:	Draft

Service Overview

Financial Services is a centralized support service responsible for the financial administration of all functions of the Sunshine Coast Regional District (SCRD). The Chief Financial Officer and Manager, Financial Services are appointed to the roles of Financial Officer and Deputy Financial Officer, respectively, as detailed in Section 237 of the *Local Government Act*.

The funding models for Financial Services are specified in the Support Service Allocation Policy. We focus on providing timely and accurate financial information in compliance with Public Sector Accounting Standards (PSAS), external legislative requirements and auditing standards. We are responsible for the internal controls and statutory reporting which aligns with the strategic direction of the Board.

Budget Summary

2020 Approved Net Budget	\$ <u>855,191</u>
2020 Approved FTE Count	<u>11.20</u>
2021 Approved FTE Count	<u>11.20</u>
FTE Change	<u>N/A</u>

Outlook for Upcoming Year:

Finance Operations supports over 100 services provided by the Regional District. We administer the following functions annually: accounts receivable, accounts payable, revenue collection, revenue requisitioning, general ledger, financial reporting, statutory reporting, capital assets, banking, payroll and utility billing.

For 2021 there are several corporate projects scheduled in addition to statutory items required annually. For example, the new Public Sector Accounting Standard (PSAS) for Asset Retirement Obligations and the development of a new Inventory Management framework.

Organizational growth and major project initiatives also have an impact on support services and are straining existing Finance resources. An operational review is underway to assess how existing resources can be utilized to better meet the organizational needs and what additional resources may be required going forward.

This year will also mean larger work-loads for the corporate finance and financial analysis sections of Finance in support of water, wastewater, solid waste, public transit, and community recreation divisional initiatives.

Current Year Priorities:

2021 Key Projects and Action Plans

Core Service Project & Goal	Timeline	Staff
1. Five-Year Financial Planning Process 2021-2025 Financial Plan-Budget book and GFOA award submission	Year Round	TP, BW, AT, TC
2. Statutory Processes for Year end a. Transfer outstanding utility billing levies to taxes b. Complete parcel tax process and requisition c. Complete ad valorem requisition d. LGDE filing e. CARIP filing f. SOFI filing	Q1 Q1 Q2 Q2 Q2 Q2	BW, SC BW, SC BW, RB BW BW, RB, RS BW, MC, MG
3. Audit a. Prepare and Finalize 2020 Financial Statements b. Yearend audit for 2020 c. RFP for new audit contract (beginning 2021 fiscal year) d. Interim audit for 2021	Q1 Q1-2 Q2 Q4	BW, TP All Finance BW, TP All Finance
4. Variance Reporting a. 2020 Year-end/Q4 reporting for Round 1 and 2 budget/Special CAS b. 2021 Quarter 2 reporting for CAS c. 2021 Quarter 3 reporting for CAS	Q1 Q3 Q4	BW, RB, AT BW, RB, AT BW, RB, AT
5. Rural Areas Grant-In-Aid Process a. New for 2021 – second application intake b. Advertise and collect applications c. Award and pay grants	Q1-2	TP, TC
6. Policy & Business Process Development and Review a. CWF Gas Tax b. Rural Grant in Aid Process c. EV Charging Electricity Cost Re-distribution	2021	TP
7. New Service Feasibility Studies a. Community Social Services b. Watershed Governance	2021	TP, BW, AT
8. Develop organization wide payment/cash handling policy and procedures a. Review of current procedures b. Privacy Impact Assessment and PCI Compliance c. Policy development d. Training e. Refund processing	2021	BW, RB, AH, VC, TP

9. Inventory Management Framework a. Review inventory management practices b. Develop framework to streamline inventory practices	2021	BW, VC, BS
10. New accounting standard - Asset Retirement Obligation a. Develop a project plan and identify resource requirements b. Review and identify assets subject to the new standard c. Retain external experts as required d. Calculate initial asset retirement obligations for financial statements e. Develop procedures for ongoing maintenance	2021-2023	BW, TP, AT, RB & Management
11. Fee Bylaw Rate reviews: a. Comprehensive review of current fee bylaws b. Develop a rate setting policy framework c. Recreation fees and charges fee review d. Water and wastewater fee review e. Refuse collection 3 year rate plan interim review	2021 2021-22 2021 Q4 Q4	BW BW, TP TP, AT TP, AT, KD BW
12. Continuous Improvement Initiatives a. Business World ERP software continuous improvement team b. Tempest software continuous improvement team c. ActiveNet recreation software continuous improvement team d. Review and update of Finance procedural documentation e. Payroll business process, internal controls and HR policy alignment review project f. Procure to Pay business process review and improvement project g. Capital asset acquisition and disposal business process review	Ongoing Ongoing Ongoing 2021-22 2021 2021-22 2022	BW, TP BW BW, SC All Finance BW,GP, MC BW, VC, VS BW, VC, RB, VS

Proposed Initiatives for 2021:

No Budget Proposals for Financial Services for 2021

SERVICE PLAN LITE

Department Summary

Division Summary: Human Resources

Manager: Gerry Parker

Service Year: 2021

Function: 115

Department: Human Resources

Status:

Service Overview

Human Resources (HR) is a centralized support service responsible for providing strategic workforce development processes and continuous improvement of best practices to and for all staff in all functions of the Sunshine Coast Regional District (SCRD). The funding models for Human Resources Services are specified in the Support Service Allocation Policy.

We deliver responsive, strategic, and supportive expert advice, mentoring, guidance, and coaching, on the full range of Human Resources Management services. We are responsible for promoting industry-leading best practices and ensuring awareness of, and ongoing compliance with, legislative requirements such as the Workers' Compensation Act, Employment Standards Act, BC Human Rights Code, and the BC Labour Code, all as guided by the Code of Ethics and Professional Standards of the Chartered Professionals in Human Resources (CPHR) of BC and Yukon.

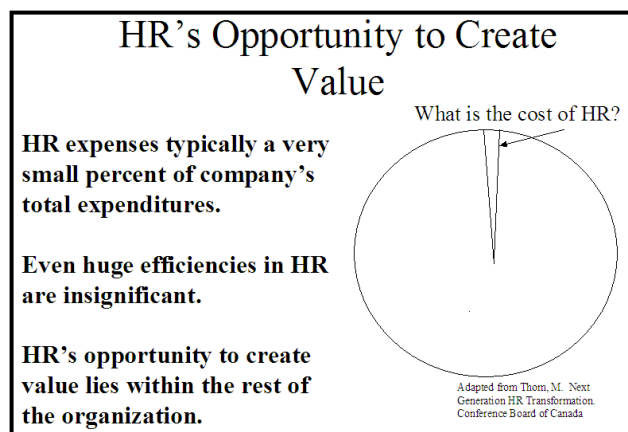
Budget Summary

2020 Approved Net Budget	<u>\$???</u>
2020 Approved FTE Count	<u>4.40</u>
2021 Proposed FTE Count	<u>4.40</u>
FTE Change	<u>0.00</u>

Outlook for Upcoming Year:

With combined totals of the SCRD's fulltime equivalencies, including part-time, temporary, and casual employees, plus all of the volunteers, the total workforce consists of about 400 people. The total staffing complement in HR is less than 2% of the overall workforce. HR's value lies in the support provided to the SCRD workforce.

The Human Resources (HR) Services Department provides a full range of services supporting all divisions throughout the organization. Services range from pre-hire to post-retire and everything in between including, but not limited to, recruitment and selection, orientation, training and



development, occupational health and safety, strategic planning, organizational development, labour relations, legislative interpretation, policy development, performance engagement, benefit administration, and leadership support for the Sunshine Coast Regional District.

- The year 2021 commences with changes to the organizational structure effective December 27, 2020, and the migration of staff from Infrastructure Services and Planning & Community Development into the newly formed Community Services Department. In addition to the data entry requirements, all associated job descriptions have to be updated and distributed.
- An estimated 50 - 70 job postings and associated processes are expected in 2021, necessitating job description reviews, advertising, selection package development, reference checks and job offers.
- The ongoing revisions to the SCRD's orientation and initial on-boarding processes are continuing in our virtual reality and new approaches to policy review and document completion for new hires are evolving.
- Ensure training arrangements are made for mandatory requirements such as COVID-19 Safety Plan, WHMIS, etc.
- Provide support to the 8 Joint Health and Safety Committees, ensuring that the safety program is effectively managed and the annual effectiveness review is conducted.
- Address ergonomic assessments, audiometric testing, fall prevention, confined space entry, first aid requirements, incident investigation and reporting, policy development, and injury prevention.
- Support Return to Work (RTW) and Duty to Accommodate (DTA) efforts and effectively manage ongoing disability claims to keep close tabs on all cases as a means of managing annual premium rates for short term and long-term disability, and for the WorkSafeBC annual premiums.
- Assist with the development and documentation of business processes in accordance with best practices and audit standards.
- Identify areas of business process and efficiencies improvements
- Complete continuous education requirements to ensure processes are current with changes in legislation, professional standards, etc.
- Arrange for staff training for the planning and delivery of public engagement activities.
- Develop displays, materials and other media to increase awareness about SCRD programs and services at SCRD facilities and events.
- Enhance the distribution of internal communication to include elected officials, volunteers and staff without email.
- Review and update employee recognition programs.
- Develop employee and volunteer engagement program.
- Redesign the Human Resources information found on the corporate website.
- Meet at the governance and administration levels to discuss opportunities for collaboration and process improvement.
- Enhance corporate and community knowledge and awareness of First Nations history and culture.
- Identify and implement opportunities for joint initiatives, collaboration and information sharing between local governments.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Collective Bargaining	Renewal	Year End	In-house
Corporate Safety	JHS Monthly Meetings	Ongoing	In-house
Disability and Injury Claims Management	Duty to Accommodate, Graduated Return to Work, Supernumerary Work Arrangements.	Ongoing	In-house

Proposed Initiatives for 2021:

As outlined in 2021 R1 Budget Proposals 115 Human Resources.

2020-2021 Budget Changes:

Proposed changes are to support ongoing service needs to the balance of the organization.

SERVICE PLAN LITE

Department Summary

Division Summary:	Purchasing and Risk Management	Manager:	Valerie Cropp
Budget Year:	2021	Function:	116
Division:	Corporate Services	Status:	

Service Overview

Purchasing is a centralized support service and is responsible for setting best practices, policies and procedures while aligning with the strategic direction of the Board. Staff promote procurement processes and make decisions that are consistent with the strategic goals and objectives of the Regional District

The Risk Management serves the entire organization, our core services are Risk Management and Insurance Management. Staff are committed to developing and implementing organizational policies and incorporating them in Risk Management Program to mitigate the risks to the Regional District

Budget Summary

2020 Approved Net Budget	<u>\$356,058</u>
2020 Approved FTE Count	<u>3</u>
2021 Approved FTE Count	<u>3</u>
FTE Change	<u>0</u>

Outlook for Upcoming Year:

Purchasing and Risk Management Staff will continue to ensure that the Regional District complies with, legislation, regulations, standards, and best practices in all aspects of supply chain management, purchasing, insurance and risk management activities.

Staff will continue to meet their continuing professional development requirements to ensure that they are able to provide expert advice, guidance, training, and recommendations that aligns with our Strategic Plan Focus Areas 1, 3 and 4, social, legal, ethical, and legislative requirements, including bylaws and policies for purchasing, risk management, tendering, and administration.

Staff will continue with the third phase of the Statement of Values and develop a maintenance cycle for assessing future insurance requirements

In addition to the below highlights, Staff will continue to work on the Core Services for the Division that is outlined the Purchasing and Risk Management Business Service Plan for 2021 that supports every SCRD division's procurement, risk and insurance matters.

Highlights for Current Year:

Core Service/Project Goals	Supports Strategic Focus Area	Staff Resources	Timeline
<i>Procurement Management</i>			
1. Vendor Community Outreach and Educations			
a) Review options to work with other local government agencies	1.1	VC	Q1-20
	1.1	VC	Q2-20

b) Host sessions to support our vendor communities			
2. Work with Finance on PO invoice workflow		VC/BW	Q1-21
3. Social Procurement			
a) Training on using social procurement in complete processes	4.3	VC	Ongoing
b) Public vender procurement awareness sessions	3.2	VC	Q2 21
4. Review options for creating a Sunshine Coast Joint Purchasing Group with other local government agencies and First Nations			
a) How Purchasing group structure will overall work	3.1	VC/Group	Q1-21
5. Review options for collaboration Agreements with other local government Agencies	3.1	VC/Group	Q1-21
6. Develop and implement new metrics and reporting process			
a) Financial performance metrics	1.2	VC/IT dept	Q1 21
b) Vendor related performance metric	1.2	VC/IT	Q2 21
c) Procurement efficiency performance metric	1.2	VC/IT	Q2 21
7. Sustain procurement training program, new session in 2021			
a) 104 Planning Tools	1.1	VC	Q2-21
b) 105 Solicitation Options	1.1	VC	Q2-21
c) 111 Contract Amendments			
Insurance Management			
8. Coverage review	1.1/1.2	VC/BW	Q1-21
a) Statement of Value prepare a multi-year annual risk review plan		VC/VC	Q1/Q2 -21
b) Training on Claims Procedures		VC/VS	Q1/Q2-21
c) MIA group user program	2.2		
d) Draft annual Statement of Values validation plan			
9. Fleet Vehicle Insurance Review			
a) Review fleet requirements		Cross Dept.	Q1-Q3 21
Risk Management			
10. Risk Review	1.2	VC/TP/VS	Q1-21
a) Develop a multi-year annual risk review plan			
b) Review options for risk registry process		VC	Q1-21
c) Develop Enterprise Risk Management Framework and implication plan		VC	Q3-21
d) Business Continuity options for Purchasing and Risk Management		VC	Q2-21
e) Develop templates and training plan		VC/CH/TP	Q2-21
f) Review opportunities for enhanced cyber security		VC/DN	

11. Asset Disposal a) Continue to develop asset disposal processes b) Work with Finance and Asset Management on process for capturing asset disposal items	2.2	VC/VS VC/VS/BW/KD	Q1-21 Q1-21
<i>Inventory Management</i>			
12. Start the process to streamline inventory framework practices		VC/BW/Group	Q1/Q3-21

Over the last year the division has undertaken a review and development of the Procurement Framework which included implementing:

- Procurement Training Series
- Social Sustainable Practices for Procurement
- Evaluation handbook Guide document

A gap analysis on Procurement templates was completed by staff and new templates have been created accordingly to ensure that they comply with legal requirements and the Procurement Policy.

Staff has also worked on ensuring that we have a strong risk management program which included reviewing and developing:

- Develop Risk Management claims process
 - ✓ Internal Claims Management process
 - ✓ Corporate Risk Registry tracking
 - ✓ Draft Enterprise Risk Framework
- Inventory Management
 - ✓ Assessment of current status
 - ✓ Approved Project Plan
 - ✓ Draft Inventory Framework

In addition, the above the staff worked on the external claims process, audit risk registers, fleet insurance, contractor insurance requirements and working with a contractor on updating of a statement of values.

2020-2021 Budget Changes

No budget changes requested for 2021.

SERVICE PLAN LITE

Department Summary

Division Summary:	Information Technology [117]	Manager:	David Nelson
Service Year:	2021	Function:	117
Department:	Corporate Services	Status:	Draft

Service Overview

Information Technology is a critical support service for the day-to-day operation of all SCRD departments and for providing information to the public and our partner agencies. The work of our SCRD staff is dependent on the good working condition of our Information Technology. We enable and support the District's core business systems including: Unit4 ERP (financials, Payroll, HR), Tempest (utility billing, permits and licensing, bylaw ticketing), Cityworks (asset and work management), Content Server (records management); ESRI GIS (geographic information systems); and desktop software such as MS Office and other productivity tools.

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

Budget Summary

2020 Approved Net Budget	\$972,569
2020 Approved FTE Count	5.9
2021 Approved FTE Count	5.9
FTE Change	n/a

Outlook for Upcoming Year:

Focus on:

1. Enabling high-value business process efficiencies and automations,
2. Refining collaboration tools that support online and remote work services,
3. Continuing renewal of foundational IT infrastructure assets.

Current Year Priorities:

Project/Goal	Resourcing	Timeline
1. Business World – Implement Continuous Improvement a. Various projects per oversight of CI Team	BV, ST	Q1 - Q4
2. Cityworks - Implement Continuous Improvement Plan a. Trial Cityworks mobile app (dependency on ESRI Portal upgrade project)	CT, KB, BV	Q3
3. Content Server – Implement Continuous Improvement	KB, BV, ST, AR	Q1 - Q4

Project/Goal	Resourcing	Timeline
<ul style="list-style-type: none"> a. Professional Services assessment of CI opportunities and CS 2.0 implementation plan b. Electronic Document and Records Management System (EDRMS) Functionality Enhancements c. Develop integration for Tempest links to CS attachments d. Integrate other business systems' attachments 		
4. Tempest – Implement Continuous Improvements: <ul style="list-style-type: none"> a. Complete PIB for Development Permits in Prospero b. Complete PIB for Calls for Service for Bylaw functions c. Expand online fee payments without mySCRD account d. Prepare PIB to assess Tempest e-Apply in Prospero to support digital business, budget proposal for 2022. e. Prepare PIB to assess Tempest e-Inspections in Prospero, to support digital business, budget proposal for 2022. 	KB, BV, ST, AR, IH, DP, AW	Q1-Q4
5. Water Meter Data Analytics and Cust. Rel. Management <ul style="list-style-type: none"> a. Procurement of Neptune 360 SaaS license and equipment support upgrades and maintenance b. Implement upgrade from nSight to Nepturn360 including data ETL validation/conversion, system training, consumption analytics configuration c. Consumption trends customer data portal SOW and costing refinement iteration, budget proposal 2022. d. Customer Relationship Management (CRM) SOW and costing refinement iteration for leak processes, budget proposal 2022 	BV, RS	Q1-Q4
6. Scheduling Software Phase 1 - Recreation <ul style="list-style-type: none"> a. Prepare RFx procurement process and select b. Implement Aquatics functions: define business current/future states, configure, ETL data, change management, training, and Go Live. 	BV, GD, MH, ST	Q1-Q3
7. SCRD.ca Refresh <ul style="list-style-type: none"> a. Prepare RFx, following existing PIB and website assessment report b. Select and implement new CMS with professional services (PS) c. Participate in configuration, design, ETL conversion, and launch of new SCRD.ca website. 	DN, BV, SR, AB, CG, PS	Q1-Q4
8. Support implementation of Engagement software solution <ul style="list-style-type: none"> a. Establish security access, ETL routines, and integrations for roll out. 	BV, SR, AB	Q1
9. Sechelt Landfill reconfiguration <ul style="list-style-type: none"> a. Manage IT equipment move and reconnect. 	DN, KB, PS	Q1
10. Emergency notification software, <i>Voyent Alert, selected</i> <ul style="list-style-type: none"> a. Support implementation. ETL GIS data sets supporting polygon notifications and data analytics 	DN, KB, CT, MT	Q1
11. Unified Collaboration platform <ul style="list-style-type: none"> a. Research, procure and/or build platform supports: b. Meeting solutions - audio conferencing, video conferencing and web conferencing c. Messaging - email with voicemail and unified messaging d. Instant messaging group chats 	DN, BV, KB	Q3

Project/Goal	Resourcing	Timeline
<ul style="list-style-type: none"> e. Presence f. Voice and telephony softphones/cellphones analysis and business case g. WFH: dual monitors impact, connectivity and compute capacity analysis h. Staff support/training/change management on using UC platform tools and WFH. 		
12. Phase X: Telephone Systems Evolution: <ul style="list-style-type: none"> a. Replace/upgrade AVAYA phones with SIP/cell phones (policy). b. Replace call plan manager c. Replace Call Pilot IVR and voice mail solution d. Deprecate and wind up CS1000 plan 	KB, BV, MB	
13. Mobile Device Management roll out: <ul style="list-style-type: none"> a. Develop scale up plan and procure licenses b. Enable MDM for RCVFD SIM cards c. Rolling implementation for mobile devices (cell phone, laptop, tablets) 	JB, MB, KB	Q3
14. Telecommunications connectivity - Refresh <ul style="list-style-type: none"> a. Complete replacement of 2 Nortel switches with Dell switches at WTP. 	JB, KB	Q1
15. Microsoft licensing - Upgrades <ul style="list-style-type: none"> a. Complete MS Office 2019 deployment b. Replace Apache front end server w new service - Client-side transition awaiting MDM build out for all devices → end cellphone relinking to email 	MB KB, JB	Q1 Q4
16. Hardware upgrades and replacements <ul style="list-style-type: none"> a. Explore feasibility for District of Sechelt colocation of backup SAN at backup data centre <ul style="list-style-type: none"> i. Equipment upgrades: new rack, power source upgrade, UPS battery, HVAC upgrade ii. Connectivity upgrades iii. Service Agreement development b. Redundant air conditioner for Mason datacentre and wiring closets 	KB, DN BA, KB, DN BA KB	Q2 Q1
17. Security Architecture projects <ul style="list-style-type: none"> a. RFX for End Point Malware Solution contract renewal or new b. Procure and implement a Cyber Security awareness campaign software. 2021 Proposed Initiative (see below and PIB: 3895737) c. Merge and update IT security policies 	MB MB DN	Q2 Q2 Q2
18. Audio Visual – Upgrades <ul style="list-style-type: none"> a. Develop User Interface automation for meeting conveners b. Transition operations to Corporate Officer, training, support 	KB, BV KB, BV	Q2
19. Protective Services – Applications <ul style="list-style-type: none"> a. ESS Modernization – tablets and printers procurement, staging, deployment process design and Go Live b. NG911 requirements and Coms Towers replacements project c. All Halls – Fire Operations Management system project 	JB KB DN. MT	Q2 Q3 Q4

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
Request #A1	Electronic Document and Records Management System (EDRMS) Functionality Enhancements	Proposed	\$75,000				
Request #A2	IT Staff Overtime Budget Expansion	Proposed	\$25,000	TBD			
Request #B1	Cyber Security Culture 2021	Proposed	\$5,000	TBD			
Total Change Request							

INSERT BUDGET SUMMARY HERE

2020-2021 Budget Changes:

#A1 - A one-time increase to the IT operating software budget of \$75,000 is required to enable records management enhancements and operational compliance requirements.

#A2 - A one-time increase in IT operating staff overtime budget of \$25,000 is necessary to meet IT operational and SCRDP projects' goals.

#B1 - A one-time increase in IT operating software budget of \$5,000 is needed to reduce cyber security risks.

SERVICE PLAN LITE

Department Summary

Division Summary:	Bylaw Enforcement/Animal Control	Manager:	Matt Treit
Service Year:	2021	Function:	200/290
Department:	Protective Services	Status:	Draft

Service Overview

While Bylaw Enforcement and Animal Control are actually two separate functions, they are closely intertwined as both services are carried out by the same staff, and share all resources and equipment. Bylaw Enforcement is a service provided to the five electoral areas, including the island communities in Area B and Area F, as well as on the SIGD lands, while animal control is a service provided to electoral areas B through F, including the islands in Area B, and on the SIGD lands. The current staffing level consists of one 1.0 position, as well as a 0.6 position and a 0.4 position. The Bylaw Enforcement Officers work closely with many other departments including the Planning and Building Departments internally, and the RCMP, Natural Resource Officers, and Public Health officials externally.

Budget Summary

2020 Approved Net Budget Bylaw	\$207,211.00
2020 Approved Net Budget A/C	\$ 43,249.00
2020 Approved FTE Count	2.0
2021 Approved FTE Count	2.0
FTE Change	0
2021 Proposed FTE Count	3.0
Proposed FTE Change	1.0

Outlook for Upcoming Year:

The Bylaw Enforcement/Animal Control Department plans to expand to include another full time position, bringing the FTE count for 2021 to 3.0. It is expected that this new position will be a supervisory one, with the ability to work on weekends as well as during the week. An additional vehicle (electric or hybrid) will be purchased to replace the Animal Control van which will be transferred to another department.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Satellite Phone	Allow for communication with BEO's outside of cellphone service.	Phone purchased. Start use in 2021	N/A
Hired additional Casual BEO.	Allow for better staffing coverage when fulltime and part time BEO's are absent.	Currently working 1-2 days per week.	N/A

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
?	Senior Bylaw Officer	Referred to R1	\$80,000	\$80,000	\$0	\$0	\$80,000
?	Replace vehicle	Referred to R1	\$45,000	N/A	\$45,000 (Reserve)	\$0	\$0
Total Change Request			\$125,000	\$80,000	\$45,000 (Reserves)	\$0	\$80,000

INSERT BUDGET SUMMARY HERE

2020-2021 Budget Changes:

New vehicle is a replacement and not an expansion of the Bylaw fleet.

Wage of \$80,000 for a Senior Bylaw Officer is an estimate as this will be a new position.

SERVICE PLAN LITE

Department Summary

Division Summary:	Gibsons & District Fire Protection	Manager:	Rob Michael, Fire Chief
Service Year:	2021	Function:	210
Department:	Protective Services	Status:	Draft

Service Overview

The Gibsons & District Volunteer Fire Department (GDVFD) is a Sunshine Coast Regional District function and has been providing life and property protection to the West Howe Sound Fire Protection District since 1937. The fire department serves a population of approximately 10,000 including 4,605 in the Town of Gibsons (2016 census) and the fire protection district covers an area of roughly 22.7 km². Volunteer firefighters and officers are instrumental to the operation of the department. With a full complement of 45 members, their duties include 24/7 response to fire and rescue operations while also maintaining the operational readiness of all apparatus and equipment. There is operational support to the volunteer members with paid full time staff consisting of the fire chief, training officer, fire prevention officer and fire inspector.

Budget Summary

2020 Approved Net Budget	\$1,076,484
2020 Approved FTE Count	4.1
2021 Approved FTE Count	4.1
FTE Change	0
2021 Proposed FTE Count	4.55
Proposed FTE Change	.45

Outlook for Upcoming Year:

2021 projects focus on current administrative, equipment and staffing challenges facing the GDVFD. The emphasis is on meeting the department's expected service level, while accounting for expected community growth.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Base budget increase	Support fire department service level	Base budget increases incorporated into 2020 budget	N/A
Automatic garage door openers	Improved emergency response time and increased security for fire department facilities	Complete	Staff time
Initial attack vehicle replacement	Replace initial attack vehicle, imminent asset failure.	Contract awarded, completion estimated for Q4 2022	Staff time

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
?	Exempt Deputy Chief	Referred to R1	\$60,000	N/A	\$0	\$0	\$60,000
?	Sanitization of fire department facilities	Referred to R1	\$12,000	N/A	\$0	\$0	\$12,000
?	Emergency generators	Staff report prior to R1	\$150,000 (Reserves)	\$1,000	Possible grant funding (\$25,000)	\$0	\$1000
?	Hazardous materials response trailer	Staff report prior to R1	\$25,000 (Reserves)	\$1,500	\$0	\$0	\$1,500
?	Rescue truck upgrade	Staff report prior to R1	\$100,000 (Reserves)	N/A	\$0	\$0	\$0
?	Insurance benefits for volunteer firefighters	Referred to R1	\$70,000	N/A	\$0	\$0	\$70,000
Total Change Request			\$142,000 (Taxation) \$275,000 (Reserves)	\$2,500	Possible grant funding (\$25,000)	\$0	\$144,500

Budget Summary:

The GDVFD's budget proposals focus on assisting to meet the department's expected service level, while accounting for expected community growth. The focus for 2021 is on current administrative, equipment and staffing challenges facing the GDVFD.

2020-2021 Budget Changes:

A reduction in the equipment reserve was necessary due to the COVID-19 pandemic in 2020 and is expected to increase for 2021. Additionally, three of the budget proposals are from taxation where the remainder are from reserves (with the exception of some minor base budget increases to support the 2021 capital purchases). The GDVFD will continue to seek out grant opportunities where taxation and/or reserve spending can be reduced.

SERVICE PLAN LITE

Department Summary

Division Summary:	Roberts Creek Fire Department	Manager:	Patrick Higgins. Fire Chief
Service Year:	2021	Function:	212
Department:	Protective Services	Status:	Draft

Service Overview

Roberts Creek fire Department provides life, property and environmental protection to the community of Roberts Creek that includes fire prevention/suppression, response to motor vehicle incidents and medical/rescue. Service to non-residents includes providing mutual aid assistance to neighboring Fire Departments and SAR, road rescue services, in and out of district. The Fire Department serves a population of approximately 3700 persons and covers roughly 28.5 Km². This includes 24/7 response and maintaining operational readiness of all apparatus and equipment. There is operational support for the volunteer members from a paid full-time Fire chief.

Budget Summary

2020 Approved Net Budget	\$464,553.00
2020 Approved FTE Count	1.0
2021 Approved FTE Count	1.0
2021 Proposed FTE Count	1.5
Proposed FTE Change	0.5

Outlook for Upcoming Year:

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
SCBA & Fill Station Replacement	Business Continuity	ETA Q3 2021	N/A
Initial attack vehicle replacement	Avoid immanent asset failure.	RFQ restarted and ETA end of 2021	Staff Time
Training Facility	Provide required training space on property	Engineering started, expected completion end of 2021	Staff Time

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
Request #	Assistant Fire Chief	Referred to R1	\$17,500			0	\$17,500
	Benefits for Firefighters	Referred to R1	\$32,792			0	\$32,791.44
	Training Facility	Staff Report Prior to R1	\$75,000 (Operating Reserve)		\$75,000 (reserves)	0	
Total Change Request			\$50,292		\$75,000	0	\$50,292

The RCVFD's budget proposals address existing needs and prepare the department for expected growth.

The gross income from 2018 Wildfire deployment was \$209,504.11 and a net of \$129,762.08 was transferred to Operating Reserves. We are requesting \$75,000 of that amount to construct our training facility.

2020-2021 Budget Changes:

With the proposed initiatives, the RCVFD operating budget is expected to increase from \$464,553 to \$514,844.44.

SERVICE PLAN LITE

Department Summary

Division Summary: Halfmoon Bay Fire Department

Manager: Ryan Daley, Fire Chief

Service Year: 2021

Function: 216

Department: Protective Services

Status: Draft

Service Overview

The Halfmoon Bay Fire Department consists of one paid fire chief, and approximately 30 volunteer firefighters. The fire department responds to a variety of emergencies, including fires, motor vehicle accidents, and medical calls.

Budget Summary

2020 Approved Net Budget	\$487,974.00
2020 Approved FTE Count	1.0
2021 Approved FTE Count	1.0
FTE Change	0.5
2021 Proposed FTE Count	1.5
Proposed FTE Change	0.5

Outlook for Upcoming Year:

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Purchase of tanker truck	Improved fire suppression capabilities	Expect delivery in Q4 of 2022	N/A

Proposed Initiatives for 2021:

Either:

No changes requests at this time.

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
	Deputy Fire Chief	Referred to R1	\$35,000			\$0	\$35,000
	Insurance for Firefighters	Referred to R1	\$52,390			\$0	\$52,390
	Firehall #2 Redevelopment	Referred to R1	\$45,000		\$45,000 (reserves)	\$0	
Total Change Request			\$132,390		\$45,000	\$0	\$87,390

2020-2021 Budget Changes:

With the proposed initiatives for 2021, the Halfmoon Bay Fire Department operating budget is expected to increase from \$487,974.00 in 2020 to \$575,364 for 2021.

SERVICE PLAN LITE

Department Summary

Division Summary:	Egmont & District Fire Protection	Manager:	Matt Treit
Service Year:	2021	Function:	218
Department:	Protective Services	Status:	Draft

Service Overview

The Egmont & District Volunteer Fire Department (GDVFD) is a Sunshine Coast Regional District function and has been providing life and property protection to the residents in, and around, the Community of Egmont. The Egmont Fire Department is unique in that it is composed entirely of volunteers with no paid staff. With a current complement of 19 members, their duties include 24/7 response to fire and rescue operations while also maintaining the operational readiness of all apparatus and equipment. There is close cooperation between the Egmont Fire Department and the Pender Harbour Fire Department (not an SCRDP function) with the Pender Harbour Fire Department responding to many of the emergencies in Egmont.

Budget Summary

2020 Approved Net Budget	\$125,833.00
2020 Approved FTE Count	0
2021 Approved FTE Count	0
FTE Change	0
2021 Proposed FTE Count	0.5
Proposed FTE Change	0.5

Outlook for Upcoming Year:

2021 projects focus on continuing to recruit, retain, and train members, as well as acquiring necessary equipment to adequately respond to a variety of emergencies.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Purchase of Forestry Pump	Allow for more efficient response to wildfires in the Egmont area	Purchase to be completed by February 12, 2021	Staff Time

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
?	Paid Fire Chief (0.5 FTE)	Staff report prior to R1	\$40,000	N/A	\$0	\$0	\$40,000
?	Insurance benefits for volunteer firefighters	Referred to R1	\$31,200	N/A	\$0	\$0	\$31,200
Total Change Request			\$71,200	\$31,200			\$71,200

2020-2021 Budget Changes:

The \$25,000 grant was expected to cover the entire cost of the purchase of the forestry pump; however, the quotes came back higher than expected and did not arrive until mid-December which necessitated supplementing the grant with reserve funds for the purchase.

The new 0.5 FTE Fire Chief position represents the first paid position for the Egmont Fire Department.

SERVICE PLAN LITE

Department Summary

Division Summary:

Manager: Matt Treit

Service Year: 2021

Function: 220

Department: Protective Services

Status: Draft

Service Overview

This function is focused on the upgrade of the emergency telecommunications within the SCRD. This includes the replacement of existing communications towers which are failing, as well replacing antennas and repeaters to improve 911 dispatching capabilities and, the upgrading of channels to improve fire department communication.

Budget Summary

2020 Approved Net Budget	\$420,770
2020 Approved FTE Count	0.2
2021 Approved FTE Count	0.2
FTE Change	0

Outlook for Upcoming Year:

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Completion of new tower at Roberts Creek Firehall	Improved cellular and radio communication	Tower constructed and all equipment installed by end of Q1	Staff Time

Proposed Initiatives for 2021:

No changes requests at this time.

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
Request #	Chapman Creek Tower Replacement	Approved in 2020 budget	\$308,000 (Reserves)	N/A	\$0	\$0	\$0
	Remove antenna from GDVFD and replace with one at Telus building	Approved in 2020 budget	\$51,700 (Reserves)	N/A	\$0	\$0	\$0
	Install alarms at all tower sites to indicate loss of power	Approved in 2020 budget	\$7000 (Reserves)	N/A	\$0	\$0	\$0
Total Change Request			\$366,700				

2020-2021 Budget Changes:

All projects are funded through a capital reserve fund (Bylaw 492) which has an annual contribution of \$109,800.

SERVICE PLAN LITE

Department Summary

Division Summary:	Sunshine Coast Emergency Program	Manager:	Matt Treit
Service Year:	2021	Function:	222
Department:	Protective Services	Status:	Draft

Service Overview

The Sunshine Coast Emergency Program is responsible for emergency management on the Sunshine Coast which includes the Regional District, as well as the Town of Gibsons, District of Sechelt and Sechelt Nation. The Sunshine Coast Emergency Program is responsible emergency planning which includes such things as evacuation planning, development of a Community Wildfire Protection Plan, and establishing a mass communication system. SCEP also oversees Emergency Support Services (ESS), and provides support to other volunteer organizations such as Search and Rescue (SAR), three Royal Canadian Marine Search and Rescue Groups, and the Emergency Communication Team.

Budget Summary

2020 Approved Net Budget	\$254,069
2020 Approved FTE Count	1.0
2021 Approved FTE Count	1.0
FTE Change	0
2021 Proposed FTE Count	1.0
Proposed FTE Change	0

Outlook for Upcoming Year:

2021 projects focus on the completion of the Community Wildfire Protection Plan and applying for additional grants to fund the development of the prescriptions and the associated operational work.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Community Wildfire Protection Plan	Establish plan to reduce risk of Wildland Urban Interface fires	Plan to be completed by April 2021	Staff resource
Upgrade of Radio Equipment for ECT	Improve emergency communication capabilities for EOC	Purchases to be completed by April 2021	Staff time
Implementation of Mass Communication System.	Establish system to inform public in emergency situations	System to be implemented by March 2021	Staff time
Purchase of computers for ESS group	To improve capabilities for Emergency Support Services group	Purchases to be complete by February 2021	Staff time

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
	Disposal of SCEP trailer at Mason Road	Staff report prior to R1	\$17,000 (Reserves)	N/A	\$17,000	\$0	\$0
Total Change Request			\$17,000		\$17,000	\$0	\$0

2020-2021 Budget Changes:

SERVICE PLAN LITE

Department Summary

Division Summary:	Public Transit	Manager:	James Walton
Service Year:	2021	Function:	310
Department:	Infrastructure Services/Community Services	Status:	Draft

Service Overview

Operates a scheduled fixed route Transit service and handyDART service for seniors and other special needs customers. The system operates from Langdale to Secret Cove. The Transit System is operated on a cost share basis between BC Transit and the SCRD. Specific functions such as the construction of bus pullouts and bus stop maintenance are the sole responsibility of the SCRD.

Budget Summary

2020 Approved Net Budget	\$5,354,872
2020 Approved FTE Count	28.86
2021 Approved FTE Count	29.36
FTE Change	0.5

Outlook for Upcoming Year (2021):

In 2021 Transit will maintain safe daily operations of the BC Transit Public Transit system specifically focusing on continuing to provide essential transit service during the Provincial health emergency due to COVID-19. Transit will also aim to transitioning back up to our 100% pre COVID-19 service levels at the beginning of the Summer. Transit will work with Human Resources on recruiting new Transit Drivers to back fill vacancies and to limit higher operating costs. Transit will also be focused on the creation of a new strategic service delivery plan including stakeholder and public engagement and surveys for feedback and visions from our ridership and community.

Current Year Priorities (2021):

Core Service/Project	Goal	Timeline	Resourcing
Transit Operations COVID Management	Adjust service schedule back to pre COVID-19 scheduled hours	Q2/Q3	Management, Transit Technical Support, Transit Administration, BC Transit
Transit Operations COVID Management	Continue to provide essential Transit service during the Provincial Health Emergency	Ongoing	Management, Human Resources Transit Administration
Transit Operations COVID Management	Continue to provide COVID-19 essential bus cleaning	Ongoing	Management, Transit Technical Support, Transit Administration, BC Transit
Transit Operations Management	To provide an evaluation of objectives from the 2014 Transportation Future Action Plan	Q1	Management, Transit Technical Support, Transit Administration, BC Transit
Transit Operations Management	Creation of new Transportation Future Action Plan	Q1 with completion in Q4 2021	Management, Transit Administration, Transit Technical, SCRD Communications

Transit Operations Management	Creation of a new Bus Shelter Program	Q1 with completion Q4 2021	Management, Transit Technical Support, Transit Administration
Transit Operations Management	Recruit new Transit Drivers	Ongoing	Management, Transit Administration, Human Resources

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2021	Net Tax Requirement for 2022
#1	Public Transit – COVID-19 Expenses – Materials and Supplies	Pending	\$24,0000		Operating Reserves (Safe Restart Funding)		
#2	Public Transit – COVID-19 Expenses – Wages	Pending	\$110,253.48		Operating Reserves (Safe Restart Funding)		
#3	Public Transit – Building Improvements – Increased Safety	Pending	\$6,000		Operating Reserves		
#4	Public Transit – Increase Funding for Free Transit Ticket Program	Pending	\$6,000	\$6,000	Grant or Taxation	\$6,000	\$6,000
#5	Public Transit – Annual Training Safety and Customer Service	Pending	\$20,416	\$20,416	Taxation	\$20,416	\$20,416
Total Change Request			\$166,669.48				

2020-2021 Budget Changes:

Five-Year Operating Reserve Plan (or longer, if applicable)							
	2021	2022	2023	2024	2025		
Item	Amount	Amount	Amount	Amount	Amount		
Opening Balance in reserve	\$ 207,088	\$1,087,610	\$1,087,610	\$1,087,610	\$1,087,610		
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -		
Safe Restart Fund	\$ 814,614						
COVID-19 Materials and Supplies	\$ 12,794						
COVID-19 Wages	\$ 59,114						
Building	\$ -	\$ -	\$ -	\$ -	\$ -		
Security Improvements	-\$ 6,000	\$ -	\$ -	\$ -	\$ -		
Closing Balance in Reserve	\$1,087,610	\$1,087,610	\$1,087,610	\$1,087,610	\$1,087,610		

#4 – An increase to the Public Transit Base Budget of \$6,000 is proposed to increase the funding 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.

#5 – An increase to the Public Transit Base Budget of \$20,416 is proposed to add time and wages for staff on an annual basis to allow for engagement in team building, attention to safety and an increase in the overall customer experience from Transit Drivers to our ridership.

Total amount of additional taxation increase associated with 2021 budget proposals is \$26,416.

SERVICE PLAN LITE

Department Summary

Division Summary:	Fleet Services	Manager:	James Walton
Service Year:	2021	Function:	312
Department:	Infrastructure Services/Community Services	Status:	Draft

Service Overview

Located at the Mason Road Works Yard. Fleet provides preventative maintenance and repairs to Transit buses and Regional District vehicles. Fleet also maintains a fuel system, provides fleet insurance coverage, repairs metal equipment and performs some fabrication work for Parks and Works. Fleet generates revenue from other departments by working on vehicles at an hourly charge out rate. Recoveries come from BC Transit for maintenance of buses. All parts and fuel are billed directly to the departments. The charges paid by other departments result in Fleet being a revenue neutral department.

Budget Summary

2020 Approved Net Budget	\$1,448,497
2020 Approved FTE Count	6.02
2021 Approved FTE Count	6.20
FTE Change	0.18

Outlook for Upcoming Year (2021):

In 2021 Fleet will focus on maintaining daily operations while providing support to the BC Transit Public Transit system during the Provincial health emergency due to COVID-19. Fleet have one more bus engine replacement to complete in the 1st quarter, totaling five engine replacements in the last year. Fleet will continue to work with BC Transit and IT to improve billing systems and implementation of work-flow efficiency measures. Fleet will install an electric vehicle charging station at Mason Road fleet shop and provide training for electric vehicle maintenance.

Current Year Priorities (2021):

Core Service/Project	Goal	Timeline	Resourcing
Fleet Management BC Transit	Replace engines in one of the large Nova buses	Ongoing Q1 2021 One will be completed	Management, Fleet Administration, Fleet Mechanics, Fleet Technical Support
Fleet Building Management Upgrade	Installation of electric vehicle charging station	Q4	Management, Fleet Administration, Fleet Mechanics, Fleet Technical Support
Fleet Operations Management	Training for electric vehicle maintenance	Q4	Management, Fleet Administration, Fleet Mechanics, Fleet Technical Support,
Fleet Management SCRD	Annual Commercial Vehicle Inspections Fire Trucks	Ongoing Q4 2021 Completion	Management, Fleet Administration, Fleet Technical Support,

Fleet Operations Management	Preventative and scheduled maintenance of SCRD vehicles and tools	Ongoing	Management, Fleet Administration, Fleet Technical Support
Fleet Management/Procurement	Replacement of Fleet loaner vehicle	Q4	Fleet Technical Support, Procurement
Fleet Management	Development of Corporate Fleet Management Plan	Ongoing	Management, Fleet Administration, Fleet Technical Support, Procurement

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
#1	Maintenance Facility (Fleet) - Remove Contaminates, Polish and Paint Fuel Tanks	Pending	\$25,000		Operating Reserves		
#2	Maintenance Facility (Fleet) – Building Improvements – Increased Safety	Pending	\$6,000		Operating Reserves		
#3	[312] Maintenance Facility (Fleet) - HVAC Maintenance Safety System	Pending	\$4,000		Operating Reserves		
Total Change Request			\$35,000				

2020-2021 Budget Changes:

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$28,021	\$28,021	\$28,021	\$28,021	\$28,021
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Security Improvements	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$28,021	\$28,021	\$28,021	\$28,021	\$28,021

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$103,961	\$68,961	\$68,961	\$68,961	\$68,961
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Polish and Paint Fuel Tanks	-\$ 25,000	\$ -	\$ -	\$ -	\$ -
Security Improvements	-\$ 6,000				
HVAC Maintenance Safety	-\$ 4,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 68,961	\$68,961	\$68,961	\$68,961	\$68,961

There are no taxation increases associated with the 2021 budget proposals.

SERVICE PLAN LITE

Department Summary

Division Summary:	Building Maintenance	Manager:	Ken Robinson
Service Year:	2021	Function:	313
Department:	Planning and Community Development	Status:	

Service Overview

Building Maintenance provides scheduled preventative maintenance services to 25 Regional District-owned and operated buildings. Building Maintenance also provides on-request and emergency service to all other Regional District-owned and operated buildings subject to staff resource capacity.

Budget Summary

2020 Approved Net Budget	<u>\$368,694</u>
2020 Approved FTE Count	<u>3.42</u>
2021 Approved FTE Count	<u>3.42</u>
FTE Change	<u>0</u>

Outlook for Upcoming Year:

Continuation of services in support of asset management, safety and quality spaces.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Expand SCRD's preventative maintenance program in alignment with asset management goals	Created and implemented preventative maintenance programs for parks halls	Complete	Funded from internal recovery
Protect the value of public assets	Delivered preventative maintenance to 25 major facilities – reduced breakdowns and service interruptions, maximizes asset life. In addition to scheduled preventative maintenance over 134 building repair requests were completed in 2020	Ongoing	Funded from internal recovery

Asset Management Stewardship	As a value added service building maintenance conducts annual reviews of facility audit reports and capital renewal plans. This information is compiled into a single list and forwarded to budget managers for their consideration during preparation of budget proposals.	Complete	Funded from internal recovery
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Proposed Initiatives for 2021:

- None proposed

2020-2021 Budget Changes:

- None requested

Planning and Community Development Department Summary

Division Summary: Ports

Manager: Ian Hall

Service Year: 2021

Function: 345 and 346

Department: Planning and Community Development

Status: DRAFT

Service Overview

The SCRD, based on a referendum in 2000, maintains & operates nine docks, including Hopkins, Halfmoon Bay, Vaucroft Beach, Gambier Harbour, Port Graves, Halkett Bay, Keats Landing, Eastbourne and West Bay, with a combined asset value of over \$10M.

A separate service [346] is responsible for a small lease area (public moorage) at the BC Ferries Langdale terminal.

Budget Summary

2020 Approved Net Budget \$565,544

2020 Approved FTE Count 0.9

2021 Proposed FTE Count 0.9

FTE Change 0

Outlook for Upcoming Year:

In 2021, Divisional restructuring to provide more efficient service will proceed, as approved in 2020. The Ports function will be realigned with Transit & Fleet (operations) and Capital Infrastructure Projects (maintenance and capital projects).

2021 Ports priorities are:

1. Continue routine preventative maintenance and minor repairs, conducted through a master service agreement
2. Complete capital projects, potentially with the support of an Investing in Canada Infrastructure Program grant (Keats Landing float, Eastbourne approach, West Bay float, various piles and cross braces)
3. Complete major inspections for a number of ports (rotating 5-year cycle)
4. Proceed with risk management activities related to:
 - a. Regulatory and other signage
 - b. Fire protection (fire extinguishers)
 - c. Public use of derricks
5. Complete a rolling update to the Ports Capital Plan, including progress on asset management planning
6. Continue support to Ports Monitors (POMO) committee in an effort to ensure timely, reliable ports service to the community
7. Based on direction to be provided by the Board, and in coordination with other agencies, consider the future of the New Brighton dock, owned by the Skwxwú7mesh Nation

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Routine preventative maintenance and minor repairs	Sustainable, cost-effective asset management; prevention of service interruptions at nine facilities	Thrice annual inspection/repair visits completed through a master service agreement	Annual preventative maintenance budget is approximately \$70,000. An addition approximately \$30,000 is allocated for engineering and minor repairs

Capital improvement projects	Complete planned capital replacement of dock components while adhering to environmental regulations and limiting service disruption	1-3 projects completed annually. 2019 projects underway include works at Vaucroft and Halkett Bay	Annual capital budget of \$315,000, plus an additional reserve contribution of \$50,000 In 2020 project managed by Parks Planning Coordinator within Ports FTE allocation
Public information on docks/moorage	Provide timely, reliable information to residents and visitors about SCRD ports	Ongoing website maintenance and service bulletins	Delivered within current FTE allocation
Community cooperation and knowledge sharing	Support an effective Ports Monitors (POMO) committee, foster partnerships with community groups re: ports	Twice annual meetings	Delivered within current FTE allocation

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2019	Net Tax Requirement for 2020
1	New Brighton dock study	To be confirmed (staff report January Planning & Comm Dev Committee)	TBD				
Total Change Request			TBD				

2020-2021 Budget Changes:

- Addition of capital projects technician (shared with Utilities Division), as approved in 2020 annual budget.

SERVICE PLAN LITE

Department Summary

Division Summary:	Regional Solid Waste	Manager:	Robyn Cooper
Service Year:	2021	Function:	350
Department:	Infrastructure Services	Status:	Draft

Service Overview

Provides solid waste management for the Sunshine Coast including operations of the Sechelt Landfill and Pender Harbour Transfer Station; overseeing three closed landfills, three recycling depots, green waste recycling program. Other programs include the annual islands clean up and Backroad Trash Bash events, the Waste Reduction Initiatives Program and Good Samaritan Program. These services and programs are funded through a combination of user fees and taxation.

Budget Summary

2020 Approved Net Budget	\$5,900,254
2020 Approved FTE Count	11.80
2021 Approved FTE Count	12.10
FTE Change	0.3

Outlook for 2021:

2021 will have many developments impacting the work of the Solid Waste Services Division under Regional Solid Waste [350]. Some of these include: the remediation and construction work at the Sechelt Landfill which will interrupt services; the pending Board direction regarding the initiation a curbside collection service for recycling; projects supporting decisions regarding future waste disposal options; and pending Board direction regarding the green waste recycling program. All of these impact the volume of work to be completed as well as the timing and sequencing of current and future solid waste projects, programs and services.

2021 Priorities:

- Improving waste screening at the Sechelt Landfill and Pender Harbour Transfer Station
- Implementing changes to tipping fees of several diverted materials to align with the costs of diverting those materials
- Implementing landfill disposal ban on cardboard
- Completion of remediation work and construction of public drop-off area at the Sechelt Landfill
- Review results from Curbside Recycling Questionnaire and prepare options for the Board's consideration
- Implementing corporate recycling program
- Initiating several procurement processes for landfill and transfer station related contracted services
- Review of green waste recycling program costs and preparation of funding options for the Board's consideration
- Continue projects that advance the next steps towards securing a future solid waste disposal option(s)
- Initiating engagement process for 2022 landfill disposal ban on food waste, food soiled paper and paper

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
1	Generator Replacement for Pender Harbour Transfer Station	Proposed	\$5,000				\$5,000
2	Sechelt Landfill Stage H+ Closure	Proposed	\$2,500,000		Landfill Closure Reserve Fund		
3	Sechelt Landfill Monitoring Well Installation	Proposed	\$65,000	\$2,900 (from user fees)	\$2,900 User Fees		\$65,00
4	Sechelt Landfill Surveying	Proposed	\$5,000	\$5,000	User Fees		
5	Re-Diversion of Waste from Sechelt Landfill	Proposed	TBD	TBD	User Fees		
6	Future Solid Waste Disposal Options Study – Phase 2	Proposed	\$150,000				\$150,000
7	Forklift for Sechelt Landfill	Proposed	\$25,000	\$4,500 (from user fees)	MFA Equipment Loan		
8	Increase to Landfill Operating Funding	Proposed	\$97,500	\$97,500			\$97,500
9	Increase to Green Waste Program Funding	Proposed	\$100,000	\$100,000			\$100,000
10	Waste Composition Study	Proposed	\$100,000				\$100,000
11	Solid Waste Management Plan Update	Proposed	\$150,000				\$150,000
12	Recycling Depot Funding	Proposed	\$30,000	\$30,000			\$30,000
13	Pender Harbour	Proposed	\$8,000				\$8,000

	Transfer Station Site Assessment						
14	Road Maintenance Budget Increase for Pender Harbour Transfer Station	Proposed	\$8,000	\$8,000	User Fees		
15	Site Attendant	Proposed	\$52,570	\$1,250 \$68,430	User Fees		
16	Audit of South Coast Green Waste Drop-off Depot	Proposed	\$6,200				\$6,200
17	Biocover Feasibility Study - Phase 2	Proposed	\$150,000				\$150,000
18	Traffic Control Lights for Pender Harbour Transfer Station	Proposed	\$10,000				\$10,000
19	WildSafeBC	Proposed	\$15,000				\$15,000
20	Book Recycling at Pender Harbour Transfer Station and Sechelt Landfill	Proposed	\$10,000	\$10,000			\$10,000
Total Change Request			\$3,153,123				\$796,700

2020-2021 Budget Changes:

- The total amount of additional taxation associated with the Budget Proposals: \$796,700

Regional Solid Waste Operating

Five-Year Operating Reserve Plan - Reg. Solid Waste [Taxation Function]					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 52,452	\$ 52,452	\$ 52,452	\$ 52,452	\$ 52,452
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 52,452	\$ 52,452	\$ 52,452	\$ 52,452	\$ 52,452

Eco Fee

Five-Year Operating Reserve Plan - Eco Fees					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 277,470	\$ 283,470	\$ 289,470	\$ 295,470	\$ 301,470
Contributions	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
50% Waste Reduction Coord.	-\$ 42,000	-\$ 42,000	-\$ 42,000	-\$ 42,000	-\$ 42,000
Waste Reduction Initiatives Prog.	-\$ 5,000	-\$ 5,000	-\$ 5,000	-\$ 5,000	-\$ 5,000
Home Composter Rebate Prog.	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000
Closing Balance in Reserve	\$ 283,470	\$ 289,470	\$ 295,470	\$ 301,470	\$ 307,470

The Eco-fee Operating Reserve is funded from the \$5 per tonne fee charged on municipal solid waste received at Sechelt Landfill and Pender Harbour Transfer Station. The reserve plan above reflects the approved use of approximately \$42,000 towards the Waste Reduction Coordinator's wages in 2021 and \$42,000 in future years per the approved funding formula for this position.

Landfill Operating

Five-Year Operating Reserve Plan - Landfill					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197

SERVICE PLAN LITE

Department Summary

Division Summary:	Regional Solid Waste	Manager:	Robyn Cooper
Service Year:	2021	Function:	355
Department:	Infrastructure Services	Status:	Draft

Service Overview

Provides weekly food waste and food soiled paper collection and every-other-week garbage collection services to eligible residences in Halfmoon Bay, Roberts Creek, Elphinstone and West Howe Sound. User-fees were implemented in March 1997; a one 77 litre can of garbage per household limit was implemented in 1998 with every-other-week collection of the one can implemented in 2020. A one 45 litre green bin of food waste weekly was implemented in 2020. Food waste is delivered to Salish Soils for composting and garbage is delivered to the Sechelt Landfill for burial.

Budget Summary

2020 Approved Net Budget	\$1,054,214
2020 Approved FTE Count	0.47
2021 Approved FTE Count	0.47
FTE Change	N/A

Outlook for 2021:

The SCRD Board is currently contemplating whether or not to initiate a curbside collection service for recycling. Work being conducted to support that decision is being completed under Regional Solid Waste [350]. However, should the SCRD Board direction be to proceed with curbside collection services for recycling, then staff will focus efforts to implement accordingly with a 2022 launch. The next steps would vary greatly depending on whether the service proceeds for all four Electoral Areas currently receiving curbside collection services or only a selection of them.

2021 Priorities:

Infrastructure Services Division will continue to support curbside collection services by:

- Providing customer service via the front counter at Field Road, telephone and email
- Developing and revising outreach materials
- Developing public engagement opportunities
- Liaising with curbside collection service contractors as required
- Conducting curbside participation audit for Green Bin twice per year

Proposed Initiatives for 2021:

No changes requested at this time.

2020-2021 Budget Changes:

There was an overall increase to the 2021 Budget to reflect the first full year of weekly curbside food waste collection services. However, the increase was mitigated by every-other-week garbage collection, lower tipping fees for food waste (when compared to if that food waste were disposed as garbage) and the discontinuation of the coupon program. Coupons issued in 2020 are valid as dated, to approximately May 31, 2021.

The 2021 Utility Bill rate is \$191.68 for each Single Family Dwelling Unit and \$161.59 for each Mobile Home in a Mobile Home Park.

Refuse Collection Operating

Five-Year Operating Reserve Plan - Refuse Collection					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 36,725	\$ 36,725	\$ 36,725	\$ 36,725	\$ 36,725
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 36,725	\$ 36,725	\$ 36,725	\$ 36,725	\$ 36,725

SERVICE PLAN LITE

Department Summary

Division Summary:	North Pender Harbour Water Service	Manager:	Shane Walkey Stephen Misiurak
Service Year:	2021	Function:	365
Department:	Infrastructure Services	Status:	Draft

Service Overview

Service established to provide water services to the North Pender Harbour Area within a portion of Electoral Area A - Pender Harbour and a portion of the Sechelt Indian Government District.

Budget Summary

2020 Approved Net Budget	\$511,017
2020 Approved FTE Count	2.88
2021 Approved FTE Count	2.94 (proposed)
FTE Change	0.06

Outlook for 2021:

Along with the daily operations of the water treatment and distribution system in 2021 there will be a focus on Garden Bay Pump Station generator installation and upgrade planning for water treatment; leak correlator program with detection and repair of leaks; water meter program.

Management of Covid -19 in the workplace will continue to have a considerable impact on how and when projects and maintenance is completed.

Current Priorities for 2021:

- Ongoing development of Asset Management Plan (2019-2023 Strategic Plan)
- Archaeology monitoring and reporting on construction projects
- Ongoing review and inspect for land/subdivision to residential and commercial development applications
- Water main leak location and repairs
- Leak correlator pilot program
- Update Confined Space documents
- Install fire hydrants as part of the ongoing hydrant program
- Garden Bay Pump station generator
- Long term planning for Garden Bay Pump Station Treatment upgrades
- Water meter program

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Non-Tax Funding	Net User Fee Requirement for 2021	Net User fee Requirement for 2022
1	Garden Bay Pump Station-	Proposed	\$20,000	Gas Tax		

	Feasibility Study Treatment Improvements					
2	Water Metering Program: Leak Correlator	Proposed	\$2,000	Operating Reserves		
3	Water Metering Program: Leak Correlator 0.43 One Time FTE	Proposed	\$7500	Operating Reserves		
4	Water Metering Program: Neptune 360 Annual Fees	Proposed	\$1650	User Fees	\$1650	\$775
5	Water Metering Program: Development of Customer Relationship Management Tool	Proposed	\$2,500	Operating Reserves		
6	Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources	Proposed	\$5000	Operating Reserves		
7	Capital Infrastructure Project Technician (1.5 FTE)	Proposed	\$5,151	User Fees	\$5,151	\$6,868
8	North Pender Harbour Water Service – Emergency Generator (<i>Carry-forward from 2020</i>)	Proposed		Gas tax <i>(changed from Capital reserves as approved in 2020)</i>		
Total Change Request			\$43,801		\$6,801	\$7,643

2020-2021 Budget Changes:

The total amount of additional user fees increases associated with the 2021 Budget Proposals is \$6,801. The remainder of the projects are proposed to be funded from reserves or alternative funding sources.

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 39,530	\$102,530	\$ 102,530	\$ 102,530	\$ 102,530
2020 Operating Surplus	\$ 80,000	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 17,000	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 102,530	\$102,530	\$ 102,530	\$ 102,530	\$ 102,530

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 323,432	\$ 403,432	\$ 483,432	\$ 563,432	\$ 643,432
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Closing Balance in Reserve	\$ 403,432	\$ 483,432	\$ 563,432	\$ 643,432	\$ 723,432

SERVICE PLAN LITE

Department Summary

Division Summary:	South Pender Harbour Water Service	Manager:	Shane Walkey Stephen Misiurak
Service Year:	2021	Function:	366
Department:	Infrastructure Services	Status:	Draft

Service Overview

Service established to provide water services to the South Pender Harbour Area within a portion of Electoral Area A

Budget Summary

2020 Approved Net Budget	\$999,055
2020 Approved FTE Count	3.54
2021 Approved FTE Count	3.65 (proposed)
FTE Change	0.11

Outlook for 2021:

Along with the daily operations of the water treatment and distribution system in 2021 there will be a focus on water treatment plant upgrades; dam safety; leak correlator pilot program with detection and repair of leaks; and maintenance / upgrades to aged infrastructure including Dogwood Reservoir.

Management of Covid -19 in the workplace will continue to have a considerable impact on how and when projects and maintenance is completed.

Priorities for 2021:

- Ongoing development of Asset Management Plan (2019-2023 Strategic Plan)
- Archaeology monitoring and reporting on construction projects
- Update Confined Space documents
- Install fire hydrants as part of the ongoing hydrant program
- South Pender Water Treatment Plant equipment and system improvements
- Land Tenure renewals for Water Treatment infrastructure
- Ongoing review and inspect for land/subdivision to residential and commercial development applications
- Water main leak location and repairs
- Design and permitting Dam Safety Upgrades McNeil Lake Dam
- Leak correlator pilot program
- Dogwood reservoir modelling and repair/demolition
- Water meter program

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Non-Tax Funding	Net User Fees Requirement for 2021	Net User Fees Requirement for 2022
1	Dogwood Reservoir: Feasibility Study and Construction	Proposed	\$108,000	Gas Tax		
2	McNeil Lake Dam Upgrades Design and Permitting	Proposed	\$149,500	Gas Tax		
3	Dam Inspections and Emergency Response	Proposed	\$14,150	User Fees	\$14,150	\$14,150
4	South Pender Harbour Water treatment Plant Upgrades – Phase 2	Proposed	\$50,000	Gas Tax		
5	2021 Vehicle Purchases	Proposed	\$80,000	MFA 5-Year Loan		
6	Water Metering Program: Leak Correlator	Proposed	\$4,000	Operating Reserves		
7	Water Metering Program Leak Correlator Pilot	Proposed	\$7500	Operating Reserves		
8	Water Metering Program: Neptune 360 Software and Hardware	Proposed	\$3,300	User Fees	\$3,300	\$1,550
9	Water Metering Program: Development of Customer Relationship Management Tool	Proposed	\$5,000	Operating Reserves		
10	Water Supply Plan: Feasibility Study Long Term Surface Water Supply Sources	Proposed	\$10,000	Operating Reserves		
11	Capital Infrastructure Project Technician (1.5 FTE)	Proposed	\$10,302	User Fees	\$10,302	\$13,736
Total Change Request			\$531,974		\$27,752	\$29,436

2020-2021 Budget Changes:

The total amount of additional user fees associated with the 2021 Budget Proposals is \$27,752 as the remainder of the projects are proposed to be funded from reserves or alternative funding sources.

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 511,138	\$ 554,638	\$ 554,638	\$ 554,638	\$ 554,638
2020 Operating Surplus	\$ 80,000	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 36,500	\$ -	\$ -	\$ -	\$ -
Contributions to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 554,638	\$ 554,638	\$ 554,638	\$ 554,638	\$ 554,638

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 446,408	\$ 647,831	\$ 849,254	\$ 1,050,677	\$ 1,252,100
2021 Budget Proposals	-	\$ -	\$ -	\$ -	\$ -
Contributions to Reserve	\$ 201,423	\$ 201,423	\$ 201,423	\$ 201,423	\$ 201,423
Closing Balance in Reserve	\$ 647,831	\$ 849,254	\$ 1,050,677	\$ 1,252,100	\$ 1,453,523

SERVICE PLAN LITE

Department Summary

Division Summary:	Regional Water Service	Manager:	Shane Walkey Stephen Misiurak
Service Year:	2021	Function:	370
Department:	Infrastructure Services	Status:	Draft

Service Overview

Provides potable water to approximately 22,000 people in all Electoral Areas, the District of Sechelt, and the Sechelt Indian Band. Water is also provided for fire protection, industrial use, and irrigation purposes. Bulk treated water is supplied to the Town of Gibsons and raw untreated water to Construction Aggregates.

Budget Summary

2020 Approved Net Budget	\$8,515,373
2020 Approved FTE Count	30.11
2021 Approved FTE Count	31.26 (proposed)
FTE Change	1.15

Outlook for Upcoming Year:

Along with the daily operations of the water treatment and distribution system in 2021 there will be a strong focus on water supply expansion along with; metering; asset management; dam safety upgrades; leak correlator program with detection and repair of leaks; and maintenance / upgrades to aged infrastructure.

Management of Covid -19 in the workplace will continue to have a considerable impact on how and when projects and maintenance is completed.

Current Year Priorities (2021):

- Ongoing focus on water supply expansion projects (2019-2023 Strategic Plan)
 - Groundwater investigation Phase 4b-Church Road
 - Groundwater investigation Phase 3- Round 2: Langdale and Maryanne West
 - Feasibility study upgrading surface water intake Gray Creek,
 - Eastbourne water supply improvements
- Development Metering and implement program (2019-2023 Strategic Plan)
- Ongoing development of Asset Management Plan (2019-2023 Strategic Plan)
- Development of strategic water plan (2019-2023 Strategic Plan) for each individual water system
- Water Treatment Plant Residual management and develop long-term residual management plan
- Public Participation: Increased outreach and education (2019-2023 Strategic Plan)
- Electoral Approval process for long-term loan for metering program (2019-2023 Strategic Plan)
- Feasibility Study Watershed Management (2019-2023 Strategic Plan)
- Updated water supply agreement with Town of Gibson's
- Review Bylaw 422

- Ongoing review and inspect for land/subdivision to residential and commercial development applications
- Drought management summer 2021
- Chapman Creek Environmental Flow Need review
- Exposed water main rehabilitation and upgrades to aged underground PRV to above ground Kiosk
- Chapman and Edwards Lake communication system upgrades
- Design and permitting Dam Safety Upgrades Edwards Lake and Chapman lake dams
- Upgrades to UV-treatment, hot water system chlorination systems Chapman Water Treatment Plant system
- Plan and design Watermains that have been identified for replacement
- Continued implementation shíshálh Nation Foundation Agreement
- COVID management, updating plans and reducing risk to staff
- Ongoing Archaeology monitoring and reporting on construction projects
- Update Confined Space documents
- Leak correlator pilot program

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Non-Tax Funding	Net User Fees Requirement for 2021	Net User Fees Requirement for 2022
1	Dam Inspections and Emergency Response	Proposed	\$42,500	User Fees	\$42,500	\$42,500
2	Chapman and Edwards Dam Improvements.	Proposed	\$240,500	Capital Reserves		
3	Chapman Creek WTP Chlorine Upgrades	Proposed	\$1,000,000	Capital Reserves		
4	Regional Water Minor Capital Base Budget Increase	Proposed	\$50,000	Parcel Taxes		
5	Reed Road Pump Station Zone 4 Improvements	Proposed	\$70,000	Capital Reserves		
6	Chapman and Edwards Lake Communication System Upgrade	Proposed	\$74,125	Capital Reserves		
7	2021 Vehicle Purchases	Proposed	\$210,000	MFA 5-Year Loan		

8	SCADA Technician Staffing Increase (0.30 FTE)	Proposed	\$20,219	User Fees	\$20,219	\$26,958
9	Groundwater Investigation Phase 3 - Round 2	Proposed	\$1,377,600	Capital / Operating Reserves & DCC		
10	Feasibility Study Surface Water Intake Upgrades Gray Creek	Proposed	\$125,000	Operating Reserves		
11	Eastbourne Groundwater Investigation	Proposed	\$350,000	Capital Reserves/ Gas Tax / DCC		
12	Raw Water Reservoir – Development Phase 1	Proposed to be cancelled				
13	Metering Program: Meters Installation Phase 3 District of Sechelt and Sechelt Indian Government District	Proposed	\$250,000	Long-Term Loan		
14	Metering Program: Electoral Approval Process Meters Installation Phase 3	Proposed	\$113,500	Operating Reserves		
15	Water Metering Program: Leak Correlator	Proposed	\$34,000	Operating Reserves		
16	Water Metering Program: Leak Correlator Pilot (0.43 FTE One Time Casual	Proposed	\$15,000	Operating Reserves		

	Employee for Pilot)					
17	Water Metering Program: Neptune 360 Software and Hardware	Proposed	\$28,050	User Fees	\$28,050	\$13,175
18	Water Metering Program: Development of Customer Relationship Management Tool	Proposed	\$42,500	Operating Reserves		
19	Water Supply Plan: Public engagement	Proposed	\$20,000	Operating Reserves		
20	Water Supply Plan: Regional Water System Water Distribution Model Update and Technical Analysis	Proposed	\$212,000	Operating Reserves		
21	Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources	Proposed	\$210,000	Operating Reserves		
22	Capital Infrastructure Project Technician (1.5 FTE)	Proposed	\$87,571	User Fees	\$87,571	\$115,975
Total Change Request			\$4,578,533		\$178,340	\$198,608

2020-2021 Budget Changes:

The total amount of additional user fees increases associated with the 2021 Budget Proposals is \$171,355. The remainder of the projects are proposed to be funded from reserves or alternative funding sources.

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 1,633,867	\$ 1,525,367	\$ 1,525,367	\$ 1,525,367	\$ 1,525,367
2020 Operating Surplus	\$ 650,000	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 758,500	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,525,367	\$ 1,525,367	\$ 1,525,367	\$ 1,525,367	\$ 1,525,367

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 4,126,069	\$ 3,337,938	\$ 4,937,938	\$ 6,537,938	\$ 8,137,938
2021 Budget Proposals	-\$ 2,388,131	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
Closing Balance in Reserve	\$ 3,337,938	\$ 4,937,938	\$ 6,537,938	\$ 8,137,938	\$ 9,737,938

Development Cost Charges					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 2,121,265	\$ 1,816,765	\$ 3,176,765	\$ 4,776,765	\$ 6,376,765
2021 Budget Proposals	-\$ 544,500	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 240,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,816,765	\$ 3,176,765	\$ 4,776,765	\$ 6,376,765	\$ 7,976,765

SERVICE PLAN LITE

Department Summary

Division Summary: Wastewater Service

Manager: Shane Walkey
Stephen Misiurak

Service Year: 2021

Function: 381-395

Department: Infrastructure Services

Status: Draft

Service Overview

Operations, maintenance and upgrades to 15 waste water systems to regulatory standards and according to facility specific Operations and Maintenance Plans and Asset Management Plans. Each facility may consist of a collection system, treatment plant and effluent disposal infrastructure.

Budget Summary

2020 Approved Net Budget \$ _____

2020 Approved FTE Count 2.32

2021 Approved FTE Count 2.32

FTE Change 0

The 15 SCRD owned and operated wastewater systems are:

Area A	Area B	Area D/E/F
<ul style="list-style-type: none">• Greaves Road• Lee Bay• Canoe Road• Merrill Crescent• Lily Lake Ridge Village• Painted Boat• Sakinaw	<ul style="list-style-type: none">• Jolly Roger• Secret Cove• Square Bay• Curran Road	<ul style="list-style-type: none">• Roberts Creek• Woodcreek Park• Sunnyside• Langdale

The SCRD also operates and is in process of taking over ownership for the following three systems:

- Malibu Camp,
- Pender Landing
- YMCA

Outlook for 2021:

Along with the daily operations of the wastewater treatment plants, collection and disposal systems in 2021 there will be a focus on reducing infiltration in collection systems with a concerted effort at Square Bay; Completion of Curran Road outfall weight project; moving forward with important feasibility studies and repairs and maintenance to infrastructure.

Management of Covid -19 in the workplace will continue to have a considerable impact on how and when projects and maintenance is completed.

Priorities for 2021:

- Square Bay-Reduce or eliminate inflow and infiltration and complete an engineered review
- Lee Bay collection repairs
- Curran Road phase 2 outfall weights replacement
- Roberts Creek Cohousing plant modifications and permit adjustment
- Langdale, Merrill and Grieves Road feasibility studies
- Woodcreek Park sand filter construction
- Jolly Roger/Secret Cove headworks improvements
- Outstanding Right of Ways
- Pender Landing transfer

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Non-Tax Funding	Net User Fees Requirement for 2021	Net User Fees Requirement for 2022
1	Woodcreek Park Wastewater Treatment Plant – Sand Filter Construction	Proposed	\$20,000	Operating Reserves / Gas Tax		
2	Jolly Roger / Secret Cove – Wastewater Treatment Plant – Headworks Improvements	Proposed	\$18,000	Capital Reserve / Gas Tax		
3	Curran Road Wastewater Treatment Plant – Ocean Outfall Anchor Replacement Phase 2	Proposed	\$26,814	Reserves / Gas Tax		
4	Outstanding Right of Way	Proposed	\$30,000	Operating Reserves		
5	Roberts Creek –	Proposed	\$30,000	Reserves / Gas Tax		

	Treatment Facility Design Changes and Registration Changes					
6	Square Bay Infiltration Reduction	Proposed	\$25,000	Operating Reserves		
7	Square Bay Collection System Upgrade Planning	Proposed	\$15,000	Operating Reserves / Gas Tax		
8	Wastewater Treatment Facilities Pumping Expenses Base Budget Increase	Proposed	\$44,620	User Fees	\$44,620	\$44,620
Total Change Request			\$209,434		\$44,620	\$44,620

2020-2021 Budget Changes:

The total amount of additional user fees associated with the 2021 Budget Proposals is \$44.620

Woodcreek Park Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 128,984	\$ 131,484	\$ 131,484	\$ 131,484	\$ 131,484
2020 Operating Surplus	\$ 2,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 131,484	\$ 131,484	\$ 131,484	\$ 131,484	\$ 131,484
Woodcreek Park Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 33,065	\$ 26,715	\$ 30,365	\$ 34,015	\$ 37,665
2021 Budget Proposals	-\$ 10,000	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 3,650	\$ 3,650	\$ 3,650	\$ 3,650	\$ 3,650
Closing Balance in Reserve	\$ 26,715	\$ 30,365	\$ 34,015	\$ 37,665	\$ 41,315

Sunnyside Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 11,925	\$ 8,425	\$ 8,425	\$ 8,425	\$ 8,425
2020 Operating Surplus	\$ 1,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 5,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 8,425	\$ 8,425	\$ 8,425	\$ 8,425	\$ 8,425
Sunnyside Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 19,080	\$ 23,455	\$ 27,830	\$ 32,205	\$ 36,580
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375
Closing Balance in Reserve	\$ 23,455	\$ 27,830	\$ 32,205	\$ 36,580	\$ 40,955
Jolly Roger Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 12,232	\$ 12,732	\$ 12,732	\$ 12,732	\$ 12,732
2020 Operating Surplus	\$ 5,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 5,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 12,732	\$ 12,732	\$ 12,732	\$ 12,732	\$ 12,732
Jolly Roger Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 39,616	\$ 37,746	\$ 40,376	\$ 43,006	\$ 45,636
2021 Budget Proposals	-\$ 4,500	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 2,630	\$ 2,630	\$ 2,630	\$ 2,630	\$ 2,630
Closing Balance in Reserve	\$ 37,746	\$ 40,376	\$ 43,006	\$ 45,636	\$ 48,266

Secret Cove Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 28,925	\$ 31,425	\$ 31,425	\$ 31,425	\$ 31,425
2020 Operating Surplus	\$ 7,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 5,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 31,425	\$ 31,425	\$ 31,425	\$ 31,425	\$ 31,425
Secret Cove Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 12,846	\$ 13,296	\$ 18,246	\$ 23,196	\$ 28,146
2021 Budget Proposals	-\$ 4,500	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 4,950	\$ 4,950	\$ 4,950	\$ 4,950	\$ 4,950
Closing Balance in Reserve	\$ 13,296	\$ 18,246	\$ 23,196	\$ 28,146	\$ 33,096
Square Bay Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 56,516	\$ 26,516	\$ 26,516	\$ 26,516	\$ 26,516
2020 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 30,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 26,516	\$ 26,516	\$ 26,516	\$ 26,516	\$ 26,516
Square Bay Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 44,835	\$ 37,335	\$ 37,335	\$ 37,335	\$ 37,335
2021 Budget Proposals	-\$ 7,500	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 37,335	\$ 37,335	\$ 37,335	\$ 37,335	\$ 37,335

Langdale Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 33,669	\$ 41,169	\$ 41,169	\$ 41,169	\$ 41,169
2020 Operating Surplus	\$ 12,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 5,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 41,169	\$ 41,169	\$ 41,169	\$ 41,169	\$ 41,169
Langdale Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 4,080	\$ 4,830	\$ 5,580	\$ 6,330	\$ 7,080
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750
Closing Balance in Reserve	\$ 4,830	\$ 5,580	\$ 6,330	\$ 7,080	\$ 7,830
Curran Road Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 43,942	\$ 34,942	\$ 34,942	\$ 34,942	\$ 34,942
2020 Operating Surplus/(Deficit)	(\$9,000)	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 34,942	\$ 34,942	\$ 34,942	\$ 34,942	\$ 34,942
Curran Road Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 30,405	\$ 30,298	\$ 43,598	\$ 56,898	\$ 70,198
2021 Budget Proposals	-\$ 13,407	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 13,300	\$ 13,300	\$ 13,300	\$ 13,300	\$ 13,300
Closing Balance in Reserve	\$ 30,298	\$ 43,598	\$ 56,898	\$ 70,198	\$ 83,498

Roberts Creek Cohousing Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 35,850	\$ 13,749	\$ 13,749	\$ 13,749	\$ 13,749
2020 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 22,101	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 13,749	\$ 13,749	\$ 13,749	\$ 13,749	\$ 13,749

Roberts Creek Cohousing Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 8,852	\$ 13,352	\$ 17,852	\$ 22,352	\$ 26,852
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Closing Balance in Reserve	\$ 13,352	\$ 17,852	\$ 22,352	\$ 26,852	\$ 31,352

Lilies Lake Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 56,300	\$ 58,800	\$ 58,800	\$ 58,800	\$ 58,800
2020 Operating Surplus	\$ 7,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 5,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 58,800	\$ 58,800	\$ 58,800	\$ 58,800	\$ 58,800

SERVICE PLAN LITE

Department Summary

Division Summary:	Cemetery	Manager:	Ken Robinson
Service Year:	2021	Function:	400
Department:	Planning and Community Development	Status:	Draft

Service Overview

SCRD Parks currently operates and maintains three community cemeteries: Elphinstone, Kleindale and Seaview. These combined assets vary considerably in their purpose, amenities and levels of use. All are operated and maintained by parks staff and assisted through contracted service agreements.

Budget Summary

2020 Approved Net Budget	<u>\$130,975</u>
2020 Approved FTE Count	<u>.74</u>
2021 Approved FTE Count	<u>.74</u>
FTE Change	<u>0</u>

Outlook for Upcoming Year:

- In the delivery of services required for the operation of Seaview, Elphinstone and Kleindale Cemeteries, Parks staff are responsible for plot sales, coordinating interments and some maintenance activities. SCR D also contracts some Seaview Cemetery maintenance duties, including plot excavation services.
- Seaview Cemetery located in Roberts Creek on the Sunshine Coast is owned and operated by the SCR D. The cemetery is approximately 2.3 hectares in size and contains approximately 1,800 interments including casket burials, in-ground cremations and columbarium niches. As a sanctioned municipal cemetery, Seaview provides an important public service for the Sunshine Coast. In 2021, staff will be surveying and opening additional interment plots to ensure services are available to the community and will be developing and installing an additional columbarium to provide niche burial options for patrons choosing above ground inurnments.
- Kleindale Cemetery, located in Madeira Park is not a sanctioned cemetery. Immediately following SCR D acquisition, Kleindale Cemetery was closed for cemetery service and is only currently maintained as a regular park-site property by SCR D staff. Elphinstone Cemetery however, is an open and sanctioned cemetery with a license to operate as such. SCR D Parks respects and honors any reservations that were acquired prior to SCR D acquisition of the property, but no new reservations or interments are currently admitted due to the requirement for site design, plot and boundary survey and master planning; in scope of the business plan project (noted below).
- An existing/approved project to update the 2011 Seaview Cemetery management plan and provide a cemetery service business plan will be undertaken. This project will be a 2021 priority and will involve a regulation, fees and charges review, land management options analysis, recommendations for operating efficiencies and recommendations from a business case perspective for the SCR D delivery of cemetery services over the near-term horizon.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Delivery of cemetery services to the public	<p>Updated public facing materials related to COVID-19</p> <p>Adjustments to operations as a result of COVID-19 pandemic response</p> <p>Year-to-date (to end of Q3): Plots sold: 12 Interments: 36</p>	Ongoing	Base operating budget
Maintenance and management of cemetery properties	<ul style="list-style-type: none"> Seasonal maintenance duties and winter clean-up took place at all cemetery properties; Refurbishing of various cemetery signage; Maintenance and upkeep of interment plots as required; Maintenance and repairs to Seaview Cemetery perimeter fencing along HWY 101; Landscape maintenance, pruning and brushing at Elphinstone Cemetery; and, Headstone installations at Seaview Cemetery. The purchase and install of an additional niche columbarium; necessary to continue to provide options for above-ground inurnments at Seaview Cemetery. 	Ongoing	Base operating budget and/or reserves
Business plan/updated management plan	Ensure sustainable planning for service that meets community needs	2021	\$25,000 (carryforward)
Ensure regulatory compliance	Mandated compliance inspection by Consumer Protection BC	Ongoing	Base operating budget

Proposed Initiatives for 2021:

No changes requests at this time.

2020-2021 Budget Changes:

No changes proposed.

SERVICE PLAN LITE

Department Summary

Division Summary:	Planning and Development	Manager:	Dave Pady
Service Year:	2021	Function:	500 and 504
Department:	Planning and Community Development	Status:	DRAFT

Service Overview

[500] Regional Planning Services:

Provides regional growth management and development co-ordination services. Services associated with this function involve interjurisdictional planning.

[504] Rural Planning Services:

Develops and implements the goals and policies for the growth and development of the Electoral Areas through Official Community Plans, Zoning Bylaws and other regulatory provisions. Staff work with a Planning and Development Committee and, where required, with APCs to review and facilitate/administer development applications including development permits, development variance permits, OCP and Zoning Bylaw amendment applications and respond to referrals from provincial, First Nations, and member municipal governments. Official Community Plans, Zoning Bylaws and other regulatory bylaws in accordance with the *Local Government Act* are also prepared and implemented.

Planning Division staff also provide service to [540] Hillside Industrial Park.

Budget Summary

2020 Approved Net Budget	<u>\$161,931 [500]</u>
	<u>\$903,335 [504]</u>
2020 Approved FTE Count	<u>6.65</u>
2021 Approved FTE Count	<u>7.65</u>
FTE Change	<u>1.0</u>

Outlook for Upcoming Year:

- Continued service improvement and streamlining – 2020 improvements included changes to online tools, self-service options, provision of property report/mapping information, customer service contact page to create a ticketed email tracking system, and work towards implementation of Tempest software. Continued goals to improve customer experience and ease-of-use while providing more efficient service to ratepayers and service users.
- Reviewing/updating application processing to shorten timelines/provide improved predictability, reduce barriers, encourage development submissions.
- Increased operational capacity (supported by additional staff) to better align resources and enable focus on key projects: zoning bylaw update/implementation of Housing Needs Assessment.

Subject to human resource allocation relative to core operational demands:

- Continued/increased collaboration with member municipalities and stakeholders, particularly around regional planning, growth, and policy coordination aligned with SCRD Strategic Plan.

- Exploring opportunities for harmonization or renewal of Zoning Bylaw 337 as an extension of the currently-underway renewal of Zoning Bylaw 310.
- Advancing planning for Hillside Industrial Park (function [540], FTE allocation of 0.1)

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Development regulation and approval.	<p>Timely, quality service to applicants while working to modernize our rural and regional planning frameworks.</p> <p>2020 Stats:</p> <ul style="list-style-type: none"> • 77 development applications • \$58,270 in application revenue • 25 intergovernmental referrals • 2,029 public enquiries received through online/email (46% of which were in Q4) 	Ongoing – in 2020 the number of enquiries and development applications has spiked dramatically creating a significant backlog exacerbated by staffing vacancies/turnover. With a broad range of process improvements, software implementation, additional staff resources it is anticipated that for the 2021 year applications will increase based on the high number of 2020 enquiries and that staff will be better positioned to provide improved customer service.	Core service demands approximately 100% of divisional resources currently.
Policy development and renewal	Zoning Bylaw Renewal	First reading in Q2 2021	Supported by an existing budget initiative
Regional growth	Complete baseline research	Working in coordination with SCREDO and collaboratively with other local governments and First Nations, complete report by Q3 2021	Supported by an existing budget initiative

2020-2021 Budget Changes:

- None contemplated.

SERVICE PLAN LITE

Department Summary

Division Summary:	Geographic Information Systems (GIS) [506] Civic Addressing [510]	Manager: David Nelson Manager: David Nelson
Service Year:	2021	Functions: 506, 510
Department:	Corporate Services	Status: Draft

Service Overview

GIS is a technology that utilizes location (map based) techniques to incorporate spatial and attribute information. It uses geography to bring together data from a multitude of sources and uncovers complex relationships otherwise difficult to understand. GIS impacts nearly every aspect of local government and helps provide a foundation for integrating SCRD services covering planning, infrastructure engineering and administration. Through the use of GIS technology, the SCRD provides the ability for staff and the public to visualize and analyze the 381,000 hectares of 'places' that make up the Sunshine Coast Regional District.

Budget Summary

2020 Approved Net Budget	\$ 356,493 ¹
	\$ 37,094 ²
2020 Approved FTE Count	3.1
2021 Approved FTE Count	3.1
FTE Change	n/a

Outlook for Upcoming Year:

The Geographic Information Systems section will continue to:

- Provide access to GIS data for internal, external, and Town of Gibsons customers
- Maintain the SCRD's Open Data Portal
- Provide spatial analysis services to assist SCRD staff members
- Integrate GIS data with asset management business systems (Cityworks, Tempest)
- Produce customized maps to support SCRD staff and public cartographic analysis
- Develop and maintain internal and public-facing website maps and applications
- Provide emergency GIS services to support the Emergency Operations Centre (EOC)
- Assign and maintain civic addresses for the SCRD and its member municipalities
- Respond to public requests at the counter, over the phone and via email.

Current Year Priorities:

Project/Action Plan	Resources	Timeline
1. Town of Gibsons GIS Service Agreement – 2021+ renewal	CT, TH, EW	Q1-Q4

¹ GIS

² Civic Addressing

Project/Action Plan	Resources	Timeline
2. 2021 imagery acquisition in collaboration with Sechelt, Gibsons, SIGD, Islands Trust and BC Assessment (\$75,000)	CT	Q1-Q2
3. Enhance the new Property Reports application to meet the needs of all users	CT	Q1-Q2
4. Create project specific applications for: Parks, Utilities, Planning and Building	CT, TH, EW	Q1-Q4
5. Develop a census data web application	EW	Q1
6. Cross check minor taxing authority with bylaws	TH, EW	Q1
7. Create a new topographic base map for consistency across mapping products	TH	Q1
8. Upgrade the Parks Story Map to an Experience Builder Application	TH	Q1-Q2
9. Develop an application illustrating the permit layer and data from Prospero	EW, BV	Q2
10. Develop a risk application for bylaw, building and planning	EW	Q2
11. Scoping project for potential student project in collaboration with the District of Sechelt, Towns of Gibsons and SIGD	EW	Q2-Q3
12. Upgrade ArcGIS Server and Desktop to current release	CT	Q3
13. Upgrade Geocortex Essentials to current release	CT	Q3
14. GIS Day November 2021	CT, TH, EW	Q3
15. GPS data collection for Area D fire hydrants and fire department application for all fire departments	EW	Q3
16. Create/enhance reporting templates for web mapping applications	CT, TH	Q1-Q4
17. Create enhanced 2-D and 3-D mapping products for planning, regional water and parks	TH, EW	Q1-Q4
18. ReCollect data support for solid waste	CT	Q1-Q4
19. Create and post short videos on a variety of GIS/property information topics	CT, TH, EW	Q1-Q4
20. Quarterly GIS gatherings via Zoom	CT, TH, EW	Q1-Q4
21. Data alignment for all layers with Parcel Map BC (LTSA) <ul style="list-style-type: none"> • Zoning • Electoral Areas • Utilities 	TH, EW	Q1-Q4

Project/Action Plan	Resources	Timeline
22. Upgrade the public facing cemetery application to include names and dates	CT, TH	Q4
23. PMBC Adoption by LTSA	CT	Q4
24. Unpack/inflate NDMP LiDAR and create 1m contours from the data	CT, KB	Q4
25. Water main segmentation project (design & apply rules)	TH, EW	Q4

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
Request #A1	Geographic Information Services - Mapping Ortho Photo Imagery Refresh 2021	Proposed	\$75,000	n/a			

2020-2021 Budget Changes:

#A1 - A one-time increase of \$75,000 (Func. 506 of \$55,000 and Func. 510 of \$20,000) in GIS and Civic-Addressing operating professional services budget is necessary to maintain currency goals of mapping Ortho Photo Imagery service.

SERVICE PLAN LITE

Department Summary

Division Summary:	Building Inspection	Manager:	Allen Whittleton
Budget Year:	2021	Function:	520
Department:	Planning and Community Development	Status:	DRAFT

Purpose

Building Code Administration for new buildings and renovations. Permits are required for most types of construction (e.g. new housing, commercial and industrial buildings, and accessory structures), as well plumbing permits. Covers all electoral areas including islands and parts of the SIGD.

Budget Summary

2021 Approved Net Budget	<u>\$842,480</u>
2020 Approved FTE Count	<u>6.07</u>
2021 Approved FTE Count	<u>6.07</u>
FTE Change	<u>0</u>

Outlook for Upcoming Year:

- Construction activity in 2021 is anticipated to remain relatively strong. No changes are anticipated for the level of taxation required for the Building Inspection services.
- Building Inspection Division will be implementing Step 1 of the BC Energy Step Code starting January 1st, 2021. Consultation and information sharing with builders and homeowners began in 2020 and will continue in 2021.
- SCRD's Building Bylaw No. 687 was amended in 2020 to require compliance with Step 1 of the BC Energy Step Code.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Delivery of permitting and inspection services	Timely, reliable, professional and courteous service aligned with provincial and local regulations	Ongoing	Core service demand almost the entirety of the Divisions resources. In 2020, building permit fees surpassed projections and will result in a budget surplus for 2021.
Building sector knowledge	Support professional development of staff and of the Coast's building sector through training, information sharing, and dialogue with builders, etc. A particular area of focus is green building, alternative energy, etc.	Ongoing	Existing allocation.

Renew service delivery model with Sechelt Indian Government District	Review and improve communication, coordination and documentation of service delivery agreement	Complete in Q3	Existing allocation.
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2020-2021 Budget Changes:

- No changes are anticipated to the budget for 2021.

SERVICE PLAN LITE

Department Summary

Division Summary:	Community Recreation Facilities	Manager:	Graeme Donn & Ken Robinson
Service Year:	2021	Function:	615
Department:	Planning and Community Development	Status:	Draft

Service Overview

Formally, [613] Facility Services is combined with [614] Recreation Services as [615] Community Recreation.

[613] Facility Services is a service established for the purpose of providing for the construction, capital improvements, operation and maintenance of the Gibsons and District Aquatic Centre, Gibsons and Area Community Centre, Sunshine Coast Arena and Sechelt Aquatic Centre. Staff also provide similar coordinated service (budgeted separately) to the Pender Harbour Aquatic and Fitness Centre.

[614] Recreation Services is a service established for providing Recreation Facilities and Programming for the community and surrounding region. This service aids in the community's mental and physical health and promotes healthy living and social connectedness. Enhancing Recreation & Leisure Services and access to Recreation remain a priority.

Budget Summary

2020 Approved Net Budget	\$8,046,959
2020 Approved FTE Count	40.14
2021 Approved FTE Count	40.14
FTE Change	n/a

Outlook for Upcoming Year:

- Provide Aquatic, Fitness and Arena programming and services as permitted during the Covid-19 Pandemic and PHOs.
- Initiate proposed programming review to determine standardized performance measures for recreation services. Review service levels in all areas, adjusting programming to meet approved service levels/balanced with community needs.
- Strengthen SCRD Aquatics through coordinated leadership, new training opportunities and new systems designed with input from staff and adapting to lifeguarding during COVID.
- Review business processes and customer service for enhancement opportunities. This includes L.I.F.E. program.
- Facility services staff will begin planning for major SAC water slide maintenance which is due in 2022. This major maintenance includes the 5 year manufacturer inspection as well as exterior refinishing of the water slide which degrades over time due to exposure to sunlight. Staff will be preparing a 2022 budget proposal as part of the planning for the major maintenance work. Preliminary cost estimate for this work is \$70,000.

Current Year Priorities:

[613] Facility Services:

Core Service/Project	Goal	Timeline	Resourcing
Facility operation and preventative maintenance	<ul style="list-style-type: none"> • Ensure safe, regulation-compliant operation of facilities • Prevent breakdowns/service interruptions • Maximize useful life of community assets 	Ongoing	Base operating funding
Capital renewal projects (critical building systems only)	<ul style="list-style-type: none"> • GACC floor scrubber replacement - Completed • GACC reception and office carpet replacement - Completed • GACC condenser fan motor replacement – In Progress • GACC ammonia compressor motor C1 and C2 purchased, onsite but not installed • GDAF pool filter replacement - Completed • GDAF change room exhaust fan replacement – In Progress • GDAF mechanical room exhaust fan replacement – In Progress • SCA ice resurfacer replacement - Completed • SCA fire sprinkler system compressor replacement - Completed • SCA boiler valve replacement - Completed • SAC boiler control boards purchased, onsite but not installed • SAC Leisure Pool UV light replacement - Completed 	All listed projects completed (or nearing completion)	Annual funding of \$756,000; some work funded through special one-time initiatives (e.g. regulatory work required to ice plants)
Other facility projects/requirements	<ul style="list-style-type: none"> • SAC diving board replacement purchased, onsite but not installed • GDAF critical spare parts - Completed • Recreation facilities life cycle assessment started but not complete • SCA ammonia detector and relief vent stack extension. 	All listed projects completed or in progress	One-time budget initiative

	Ammonia detector completed. Vent stack extension to be completed in 2021.		
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[614] Recreation Services:

Core Service/Project	Goal	Timeline	Resourcing
Operate 2 public swimming pools, 2 arenas and 2 fitness centres	Provide access to safe, quality recreation facilities	Ongoing	Base operating funding (taxation and fees)
Programming	Delivery of accessible recreation programs in Aquatics, Arenas and Fitness	Ongoing	Base operating funding (taxation and fees)
Community group partnership/space rental	Support community recreation priorities through providing facility space/services	Ongoing	Base operating funding (taxation and fees)
Fees and Charges Bylaw Review	To support the financial sustainability of recreation services. Update to meet industry standards	Ongoing	Base operating funding (taxation and fees)
Business Process/Customer service Improvements	To support policy and procedure development.	Ongoing	Base operating funding (taxation and fees)
Staff Training and Development	Provide opportunities to staff to strengthen their skills and abilities as it relates to their career	Ongoing	Base operating funding (taxation and fees)

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2021	Net Tax Requirement for 2022
1	Fire Safety Systems Maintenance Cost Increase	Proposed	\$5,000	\$5,000		\$5,000	\$5,000
2	Fall Protection Systems Upgrades – Phase One	Proposed	\$60,000	\$5,000 once completed		\$60,000	\$5,000
3	Building Water	Proposed	\$4,000	\$0 (future implementati		\$4,000	TBD

	Systems Management Plan			on costs; will be brought to future year budget process)			
4	SAC Starting Platforms (Swimming Pool)	Proposed	\$7,750 (low cost option)	\$0		\$7,750	\$0
6	Scheduling software	Proposed	\$6,000	\$6,000		\$6,000	\$6,000
7	Programming Review	Proposed	\$16,000	\$0		\$16,000	\$0
Total Change Request			\$98,750	\$16,000			

2020-2021 Budget Changes:

- See R1 Budget proposals for details on above.

SERVICE PLAN LITE

Department Summary

Division Summary:	Pender Harbour Aquatic & Fitness Centre	Manager:	Adrianne O' Donohue
Service Year:	2021	Function:	625
Department:	Planning and Community Development	Status:	Draft

Service Overview

Provides and maintains aquatic and fitness facilities for residents of Electoral Area A and provides programming opportunities. The pool is located in the Pender Harbour High School and is operated by SCRD staff.

Budget Summary

2020 Approved Net Budget	<u>\$621,358.00</u>
2021 Approved FTE Count	<u>4.80</u>
2021 Proposed FTE Count	<u>4.80</u>
FTE Change	<u>N/A</u>

Outlook for Upcoming Year:

Aligned with the SCRD's Asset Management Plan, an updated facility-level asset management plan and associated capital plan for Pender Harbour Aquatic and Fitness Centre is being developed. As we continue to move forward with the capital plan these items will help establish and implement a detailed, formal asset management strategy.

- Continue to provide access to recreation facilities
- Provide Aquatic and Fitness programming and services as permitted during the Covid-19 Pandemic and PHO's
- Initiate proposed programming review to determine standardized performance measures for recreation services. Review service levels in all areas, adjusting programming to meet approved service levels/balanced with community needs.
- Strengthen SCRD Aquatics through coordinated leadership, new training opportunities and new systems designed with input from staff and adapting to lifeguarding during COVID
- Review business processes and customer service for enhancement opportunities
- Recreation facility cost offset options as per board directive

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Operate public swimming pool and Fitness Centre	Delivery of safe, accessible quality recreation facilities	Ongoing	Base operating funding (taxation and fees)
Programming	Aquatics and fitness services and programs	Ongoing	Base operating funding (taxation and fees)
Business Process/Customer Service Improvements	Policy/Procedure development.	Ongoing	Base operating funding (taxation and fees)
Fees and Charges Bylaw Review	To support the financial sustainability of recreation services. Bylaw update to meet industry standard.	Ongoing	Base operating funding (taxation and fees)

Staff Training and Development	Provide opportunities for Staff to strengthen their skills and abilities as it relates to their career development.	Ongoing	Base operating funding (taxation and fees)
Preventative Maintenance, Annual Maintenance and Capital Repairs	Starting in 2019 Facility Services began assisting with preventative maintenance, annual shut down and annual maintenance work at this facility. Facility Services assisted with providing basic information to start creating a draft asset management plan to the Manager of Asset Management.	Ongoing	Annual maintenance - Base operating funding (taxation and fees) No capital projects planned for 2021.

Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2021	Net Tax Requirement for 2022
1	One-time base budget adjustments to address COVID-19	Proposed	\$37,940	\$0		\$37,940	\$0
2	Building Water Systems Management Plan	Proposed	\$1,000	\$0 (noting there are anticipated to be future implementation costs; to be brought forward in future budget years)	Reserves		
3	Programming Review	Proposed	\$4,000	\$0	Reserves		
4	Scheduling Software	Proposed	\$400	\$400	N/A	\$400	\$400
Total Change Request			\$43,340				

2020-2021 Budget Changes:

- See R1 Budget proposals for details on items above.

SERVICE PLAN LITE

Department Summary

Division Summary:	Parks	Manager:	Ken Robinson
		Superintendent:	Kevin Clarkson
Service Year:	2021	Function:	650
Department:	Planning and Community Development	Status:	Draft

Service Overview

SCRD Parks currently operates and maintains 102 beach accesses and community parks (approximately 700 hectares), 1 campground, 5 sports fields, 5 community halls, several other halls/facilities and approximately 71km of trails. Function 650 includes all costs associated with the operation and administration of Parks services. A blend of contracted and internal resources are used to deliver services. In addition to the Parks FTE shown, Parks staff also perform work for Cemetery, Bike/Walk Paths and Dakota Ridge functions.

Budget Summary

2020 Approved Net Budget	<u>\$1,824,113</u>
2020 Approved FTE Count	<u>8.353</u>
2021 Approved FTE Count	<u>8.353</u>
FTE Change (Proposed)	(up to) <u>0.6</u>

Outlook for Upcoming Year:

In 2021, Parks priorities include:

- Creating service level efficiencies through amalgamated contracts;
- Continued progress on development of a parks asset management plan;
- Incorporating adaptive environmental and climate resiliency principles into operational practices;
- Developing Park Management Plans for key sites;
- Plan, design and delivery of a new Parks Division workspace;
- Decommission and removal of Goodwin House at Shirley Macey Park;
- Work with the community on the Coopers Green Community Hall re-development project;
- Performing identified asset repairs to Coopers Green Park Boat Launch;
- Continuing to pursue and support community stewardship and partnership opportunities for parks/trails and related community projects;

Subject to budget consideration, the following additional priorities are proposed:

- Equipment replacement of the primary in-service sports fields maintenance tractor;
- Strategic, identified priority repairs to community halls through the preventative maintenance program. Included are minor capital, small energy efficiency projects;
- Bike Skills Park / Pump Track Development near Sprockids Park in partnership with Coast Mountain Bike Trail Association.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Park maintenance	<ul style="list-style-type: none"> • Annual operations and maintenance of all parks • Regular inspections at all properties and managed assets • Adherence and adaptation to water conservation regulations, cultural and environmental legislation • Seasonal duties like snow removal and de-icing (application of salt in snow conditions, below freezing temperatures) on all priority parks during inclement weather • Hazard tree mitigation following significant storm/wind events • Landscaping, pruning and vegetation clean up • Targeted Hazard Tree Assessment and mitigation projects • Targeted wildfire risk prevention, fuel load dispersal • Vegetation maintenance and replanting in high-use areas • Pest management and mitigation • Adjustment of services due to COVID-19 pandemic response 	Ongoing	Base operating budget
Campground operation (Katherine Lake)	<ul style="list-style-type: none"> • Operation of Katherine Lake Campground • Seasonal start up and shut down • Water system operation • Lighting and energy efficiency upgrades to public washroom facilities • Repair of tent sites • Providing supplementary native sand to beach • Adjustment of services due to COVID-19 pandemic response 	Ongoing (summer season operation)	Base operating budget
Playground maintenance	<ul style="list-style-type: none"> • Regular playground safety inspections; • Resurfacing of children's play areas and playgrounds • Replacement of sections of playground borders • Seasonal start-up, operation and shut down of water park and children's play area • Adjustment of services due to COVID-19 pandemic response 	Ongoing	Base operating budget

Park Asset Management and Renewal	<ul style="list-style-type: none"> • Refinishing, staining and painting of wooden site furniture, signs and metal park gates • Boat ramp/dock improvements • Toilet facilities cleaned at the beginning, and regularly throughout operational season • Road and parking area improvements • Split rail fence construction and installation • Picnic tables and garbage cans washed and cleaned • Removal of unauthorized informal structures • High tide rock and drainage repair • Annual Roberts Creek Pier maintenance, including brushing, bench install, erosion correction, seasonal hazard mitigation and re-capping of trail surface material 	Ongoing or cyclical based on asset useful life, all subject to budget resources	Base operating budget; occasional minor capital budget initiatives (e.g. signage replacement)
Trails, Beach Accesses and Active Transportation Routes	<ul style="list-style-type: none"> • Active transportation path brushing, trimming and mowing • Routine inspections and maintenance at all SCRD parks, trails and beach accesses • Priority trail repairs and improvements • Engineering assessments of bridge infrastructure • Repairs to wheelchair/accessibile viewing platform • Planning for accessibility improvements • Stairs and handrail decommission, removal and site cleanup • Culvert replacements and infrastructure drainage repairs on trails • Anti-slip protection installed and replaced on bridges where required • Installation/repairs to boardwalks • Replacement of timber decking and brow logs/barriers on bridges • Post installation and drainage correction/management • All SCRD trails and beach accesses receive seasonal maintenance, brushing and upkeep • Asset renewal including 2 staircases, a platform, handrails, crib steps • Technical trail feature modification • Trail safety mitigation related to erosion. Resolved with trail route decommission and diversion • Decking removed and replaced on bridges 	Ongoing	Base operating budget; occasional minor capital budget initiatives (e.g. bridge repairs)

Sports field maintenance	<ul style="list-style-type: none"> Enhanced monitoring and adaptive maintenance regime at all sports fields Annual aeration and maintenance on all sports fields (collaboration/sharing with other local governments planned) New soccer goals delivered and installed Slicing, cutting, fertilizing of sports fields and irrigation repairs Access control repairs along perimeter of sports fields Groundwater systems brought into seasonal operation Adjustment of services due to COVID-19 pandemic response 	Ongoing	Base operating budget
Management and maintenance of community halls	<ul style="list-style-type: none"> Routine inspections and maintenance at all SCRD community halls Septic tanks cleaned and pumped out Annual fire extinguisher inspection and re-charge Working with the Child Development Center at the Pender Harbour Ranger Station on the construction of a play area sunshade Working with the Pender Harbour Living Heritage Society on their Interpretive Signage project Improvements to the Pender Harbour Ranger Station pre-school kitchen Adjustment of services due to COVID-19 pandemic response 	Ongoing	Base operating budget;
Other planning and projects	<ul style="list-style-type: none"> Parks Signage Guideline development and implementation Establishing a Regional Tree Service contract Suncoaster Trail Phase 2 incremental community projects Parks Bylaw review Regional Trail Signage upgrade project led by community partners Priority site assessments and repairs on Gambier and Keats Island SCRD park properties 	Ongoing or one-time	Base operating budget; one-time capital projects (e.g. roof replacement)

Proposed Initiatives for 2021:

#	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2019	Net Tax Requirement for 2020
1	Equipment Purchase- (Sports Fields) - New Cab Tractor	Proposed	\$70,000	*See table below	MFA 5-year loan		
2	Community Halls – Priority Repairs	Proposed	\$26,700	\$0	Reserves		
3	Asset Management Summer Student Staffing Support	Proposed one-time budget request	\$10,000	\$0	Taxation- using this money, staff will be seeking grant funding to maximize our dollars supplement approved 2021 FTE		
4	Bike Park / Pump Track Development at Sprockids Park	Proposed	\$40,000		Taxation and/or Grant and/or Gas Tax		
5	Coopers Green Hall Replacement	Proposed	\$651,378 (to be confirmed)	\$0 at this time	Short term borrowing		
X	Corporate Proposal - Health and Safety Programs (Field Road and Mason Road)	Proposed	\$20,000 shared between Mason Road services	\$20,000	Support Services		
Total Change Request			\$818,078				

Commented [IH1]: Tina/SLT: Is this how we would like corporate items shown? Or drop?

*MFA Loan estimated annual cost for purchase of one service tractor:

Estimated Annual Cost			
Year	Principal	Interest	Payment
2021	3,397.18	213.44	3,610.62
2022	13,700.07	742.41	14,442.48
2023	13,869.51	572.97	14,442.48
2024	14,040.08	402.4	14,442.48
2025	14,216.56	225.92	14,442.48
2026	10,776.60	54.4	10,831.00

2020-2021 Budget Changes:

- See R1 Budget proposals for details on items above.

SERVICE PLAN LITE

Department Summary

Division Summary:	Dakota Ridge	Manager:	Ken Robinson
		Superintendent:	Kevin Clarkson
Service Year:	2021	Function:	680
Department:	Planning and Community Development	Status:	Draft

Service Overview

SCRD Parks currently operates and maintains Dakota Ridge Winter Recreation Facility's 20km of ski trails, 7km of snowshoe trails, 14km access road, facilities and equipment with close coordination between staff, volunteers and external contractors.

Budget Summary

2020 Approved Net Budget	<u>\$237,075</u>
2020 Approved FTE Count	<u>0.755</u>
2021 Approved FTE Count	<u>0.755</u>
FTE Change	<u>0</u>

Outlook for Upcoming Year:

- Dakota Ridge Winter Recreational Area (DR) offers lower Sunshine Coast residents and visitors seasonal recreational opportunities. DR features 20km of groomed cross country ski trails (both classic and skate), 4km of groomed snowshoe trails, an additional 3km of wilderness snowshoe trails, and a family-friendly sledding area. Service buildings, visitor facilities and infrastructure like a warming hut, information kiosk and equipment/work sheds are also located and managed at DR. The facility tops out around 1,200m above sea level with spectacular views of the Salish Sea and surrounding mountains. It is located 14km up the Sechelt/Wilson Forest Service Road (FSR) off the end of Field Road in Wilson Creek.
- DR is open from December to the end of March annually, weather permitting. In addition to daily individual visitation, many user groups and organizations regularly utilize the facility for events and training during the winter season. Examples included local school programs, the Dakota Nordics Ski Club Jackrabbits Program and the Dakota Ridge Loppet (community ski race). Overall total annual winter visits to the facility are approximately 8,000.
- DR Winter Recreation Area is operated by SCRDParks Division under function 680. A *Section 56* partnership agreement issued by the Ministry of Forests Lands and Natural Resource Operations and Rural Development (FLNRORD), South Coast Recreation District, under *Section 118* of the *Forests and Range Practices Act* allows the SCRDParks to operate and maintain the winter recreation area on provincial crown land. The agreement also allows SCRDParks to charge user fees to partially offset operating costs. The SCRDParks has a Forest Service Road Maintenance agreement with BC FLNRORD to use and maintain the unpaved access road to the facility. The access road is seasonally plowed and maintained by a contractor.
- Facilities infrastructure and machinery includes a parking lot, sledding area, warming hut, outhouse, storage container, and equipment hut. Seasonally, the equipment hut and storage container house a Piston Bully trail groomer (snowcat), two snowmobiles and a tracked UTV. The machines are used for operational grooming and transportation during the winter season, and are essential to the operation.
- Volunteers are a key component of DR operations. Approximate 40 volunteers contribute over 2,000 hours of time annually during each DR winter operating season. Activities include Trail Hosts Volunteers who meet and greet visitors and act as ambassadors on the weekends. Other volunteers are part of the grooming team and help groom the facility three days a week including weekends.
- During the ski season, Parks staff maintain the facility on Tuesdays and Fridays. Volunteers groom on Friday, Saturday and Sunday as needed. Volunteer Trail hosts are on site to meet and greet and help issue tickets on Saturdays and Sundays. Staff also perform planning, administration and maintenance tasks as required.
- In 2021, staff will be finalizing the 2020 approved one-time capital items at DR. These include the purchase of a new grooming drag, improvements to visitor entrance and signage, and new roof and vestibule structures

on public buildings. Staff are also focused on delivering a safe service at DR during the 2020-2021 season, with risk management and safety planning underway to ensure visitors can enjoy DR this winter.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Trail maintenance and management & facility operation	<ul style="list-style-type: none"> • Facility and Equipment Maintenance • Ticket Sales and Accounting • Communications • Intergovernmental liaison for agreements/permits/leases and communications 	Ongoing (seasonal)	Base operating budget
Road management	<ul style="list-style-type: none"> • Road maintenance conducted to repair upper road sections and improve drainage; • Road Plowing/Maintenance 	Ongoing (seasonal)	Base operating budget
Volunteer management and support	<ul style="list-style-type: none"> • In the 2019-2020 season, 28 volunteers contributed approx. 2000 hours to snow grooming, trail hosting and annual work party • Volunteer Recruitment, Training, Coordination and Retention • Technical and Safety Training/Risk Management 	Ongoing (seasonal)	Base operating budget
COVID -19 Risk Management	<ul style="list-style-type: none"> • Developing Safety Plans • Implementing preventative measures • Modifying Ticket sales locations and procedures 	Ongoing (as needed)	Base operating budget

Proposed Initiatives for 2021:

No proposals.

2020-2021 Budget Changes:

A budget adjustment to increase user fee revenue/reduce taxation slightly to reflect recent averages is proposed.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Sherry Reid, Corporate Officer

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [110] GENERAL GOVERNMENT

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [110] General Government be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

1	<i>Function Number – Project Name:</i>	[110] – 0.5 FTE-Casual Support for Administration and Legislative Services
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	\$35,000 Includes 30% payroll costs/benefits plus additional employer costs such as software licenses.
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Legislative support is being requested at .5 FTE to support backfill coverage and offset increasing workload pressures within the department. The current lack of backfill

		<p>coverage for Legislative Services significantly reduces the department's capacity to meet workplan priorities as existing Legislative staff must take on additional roles to cover positions for staff on leave.</p> <p>A 0.5 FTE Legislative Assistant will help ensure the department is adequately resourced to meet an ambitious 2021-2022 workplan that includes addressing requests for service amendments, policy and program reviews, responding to Freedom of Information requests, conducting elector approval processes, a potential assent vote, and preparation for the 2022 general election. The need for casual assistance will be re-evaluated at the end of 2022 to determine whether ongoing support is required.</p>
	<i>Climate Action Impact</i>	<i>n/a</i>
	<i>Life Cycle Cost Breakdown</i>	For year two (2022): \$35,650 is estimated based on 2% per year increase to reflect cost of wages and benefits increases.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating operating contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 95,749	\$ 95,749	\$ 95,749	\$ 95,749	\$ 95,749
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 95,749	\$ 95,749	\$ 95,749	\$ 95,749	\$ 95,749

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

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

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [113] FINANCIAL SERVICES

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [113] Financial Services be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

B- MANDATORY – Regulatory Compliance

1	<i>Function Number – Project Name:</i>	[111/113] – Updated-New Public Sector Accounting Standards (PSAS) for Asset Retirement Obligations (ARO)
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	\$100,000 (Revised from pre-budget 75,000) \$50,000 (Function 111-Asset Management) for Corporate Facility Hazardous Materials testing (asbestos) \$50,000 (Function 113 – Finance) for professional services (Auditors), additional internal resources (youth student grant program to be explored), training, materials and other internal costs.
	<i>Funding Source(s):</i>	Operating Reserves

	<p><i>Asset Management Plan Implications:</i></p>	<p>The new standards will likely impact the SCRD's individual service level and Corporate Asset Management Plans as any costs associated with the new standard will need to be reflected in the funding plans.</p> <p>Asset Management Staff will be part of the project team.</p>
	<p><i>Rationale / Service Impacts:</i></p>	<p>In August 2018, the Public Sector Accounting Board ("PSAB") issued the new PS 3280 Asset Retirement Obligations ("ARO") to establish an accounting standard for public sector entities that addresses the accounting and reporting of legal obligations associated with the retirement of tangible capital assets. The new standard is effective for annual financial statements relating to fiscal years beginning on or after April 1, 2022, and earlier application is permitted.</p> <p>The ARO standard applies to tangible capital assets controlled by the public sector entity regardless of whether they are in productive use or no longer in productive use. Only legal obligations, including obligations created by promissory estoppel, are in the scope of this standard.</p> <p>As a consequence of the issuance of Section PS 3280: editorial changes have been made to other standards; and Section PS 3270, Solid Waste Landfill Closure and Post-Closure Liability has been withdrawn, which will now roll into the new ARO standard. This Section also applies to fiscal years beginning on or after April 1, 2022.</p> <p>This is one of the most significant new standards in years and will require considerable staff time in most entities to prepare for compliance. It is expected that this project will span over 2 years.</p> <p>The Budget Proposal has been revised from pre-budget from \$75,000 to \$100,000. This Budget Proposal includes several different project components including \$50,000 for Hazardous materials testing with \$50,000 for professional services (Auditors), additional internal resources (youth student grant program to be explored), training, materials and other internal costs to determine ARO's for SCRD.</p>

	<i>Climate Action Impact</i>	Changes related to climate impacts will need to factored into the new standard.
	<i>Life Cycle Cost Breakdown</i>	As this standard will now be ongoing, this will require ongoing additional work by all levels of management, Finance, Asset Management and for the SCRD's external Audit. Magnitude of cost will be determined through the scoping of the project-t.b.d.

2021 R1 Budget Proposals by Category

D BUSINESS CONTINUITY (Mandatory – requires decision)

2	Function Number – Project Name:	[113] **NEW 0.5 FTE Senior Accountant
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	All
	2021 Funding Required:	2021- -\$28,500 \$25,812 (7 months) wages and benefits \$2,688 overhead (training, software, phone)
	Funding Source(s):	Support Services (Approx. 65% taxation, 35% Fees)
	Asset Management Plan Implications:	n/a
	Rationale / Service Impacts:	Over the past 2.5 years, the work-load in Finance has increased considerably as a result of more projects, increase in regulatory standards, increase in statutory and regulatory reporting requirements, public inquiries, etc. Current staff have worked a considerable amount of overtime to meet deadlines and demands which is no longer sustainable. FTE count in Finance has not increased in over 10 years. The need is for a more Senior level position to address more complex financial and accounting items. Management has identified some opportunities to combine other resources to make a full FTE (0.9). Therefore, the request for an additional

		0.4 which would be for a partial year for 2021 due to recruitment.
	Climate Action Impact	n/a
	Life Cycle Cost Breakdown	2022- full 12 months approximately \$44,250 +\$2,688 for annual overhead

Financial Implications

Five-Year Operating Reserve Plan					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve – Cap	\$ 390,000	\$ 390,000	\$ 390,000	\$ 390,000	\$ 390,000
Contributions 2020 Surplus	\$ 100,000	\$ -	\$ -	\$ -	\$ -
BP#1-ARO	-\$ 100,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 390,000	\$ 390,000	\$ 390,000	\$ 390,000	\$ 390,000

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget February 1, 2 and 5, 2021

AUTHOR: Senior Leadership Team

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [VARIOUS FUNCTIONS - FIELD ROAD AND MASON ROAD]:

- HEALTH AND SAFETY PROGRAM
 - EV CHARGING STATIONS
 - ADDITION-TO CORPORATE SPACE PLANNING PROJECT
-

RECOMMENDATION(S)

THAT the report be received, titled 2021 Round 1 Budget Proposal for (Various Functions-Field Road and Mason Road):

- Health and Safety Program
 - EV Charging Stations
 - Addition-to Corporate Space Planning Project.
-

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

C- MANDATORY – Regulatory Compliance

1	<i>Function Number – Project Name:</i>	[114, 310, 312, 370, 650} – Various Functions - Health and Safety Programs (Field Road and Mason Road)
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Support Services/Shared Costs

	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	At Field Road and Mason Road, Works-Safe BC requires the SCRD 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.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Ongoing \$20,000 with approximate 2% escalation

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

2	<i>Function Number – Project Name:</i>	***NEW [110, 115, 117, 200-290, 366, 366, 370, 504, 520, 615, 650] – Addition to Field Road Space Planning C/F Project
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	<ul style="list-style-type: none"> Addition of \$100,000 -(+2020 Budget of \$99,790)
	<i>Funding Source(s):</i>	Federal/Provincial COVID-19 Restart Grant Funding
	<i>Asset Management Plan Implications:</i>	This proposal would add assets (furniture, information technology hardware and software) to SCRD's portfolio.
	<i>Rationale / Service Impacts:</i>	In 2019, SCRD completed a corporate space review aimed at addressing immediate and anticipate future needs. The review identified immediate, short and long-term space needs and in 2020 a one-time budget approval for furniture and IT assets (not building renovation) was approved to respond to short term needs.

		<p>Staff also began to liaise and strategize with other Sunshine Coast local governments regarding medium to long-term space synergies.</p> <p>COVID-19 and related health orders and WorkSafeBC guidance dramatically impacted office use in 2020, and this is expected to continue (to some extent) for 2021.</p> <p>With new staff arriving and new requirements for distancing, the 2019 space analysis needs to be revisited. While the same principles of focusing on short-term and deploying flexible strategies remain relevant, remote work or mixed remote/on-site work must now be considered. In the long-run, this may have benefits for staff (work-life balance, access to better quality worksite spaces), for the organization (allays future space needs – this has potential to be significant) and for the community (more online/virtual services offered/easier access to SCRD services).</p> <p>The 2021 proposal seeks to undertake additional work to review and update the prior analysis to respond to COVID-19. This additional work is not a new direction; it is adapting and validating the previously-directed approach.</p> <p>Specific tasks:</p> <ul style="list-style-type: none"> ○ Develop new space schedules for mixed remote/on-site work ○ Review current and planned meeting, common and co-working-type spaces for distancing ○ Examine integration of software tools with space in a mixed on/off-site work environment. <p>While the restart process/space restrictions may only continue for 12-18 months, all of the work accomplished through this proposal will remain relevant post-COVID and moves forward on space planning goals identified in 2019-2020.</p>
	<i>Climate Action Impact</i>	<p>Work-at-home orders, guidance and policies have contributed to GHG emission reductions globally. There are many factors influencing how many SCRD staff commute using motor vehicles; making it difficult to model the impact of this proposal, however it can generally be assumed</p>

		<p>that by planning for remote work there is the potential for future transportation-related emission reduction. Personal vehicles account for over 50% of the Sunshine Coast's GHG emissions (based on 2012 data).</p> <p>As well, if space sharing and co-working type models are used, the need to develop and heat/light new space is reduced.</p>
	<i>Life Cycle Cost Breakdown</i>	<p>Annual Operation and Maintenance expenditures related to new furniture assets are minimal and can be funded with existing operating budget funds within each department.</p> <p>There are annual/ongoing costs for software licensing and mobile data. These costs have been recognized in the previously approved 2020 budget proposal.</p> <p>Reducing or delaying the need to develop new space has potential to reduce the overall lifecycle costs associated with overhead for a number of services to the organization. Further analysis may enable modelling of savings.</p>

E- BOARD STRATEGIC AND CORPORATE GOALS

3	<i>Function Number – Project Name:</i>	[114,310,312,370,650] – Various Functions – Electric Vehicle (EV) Charging Stations (Field Road and Mason Road)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	<p>\$40,000</p> <p>(\$35,000 infrastructure + \$5,000 overhead)</p>
	<i>Funding Source(s):</i>	Climate Action Revenue Incentive Program (CARIP)
	<i>Asset Management Plan (AMP) Implications:</i>	As the new EV Stations will be new infrastructure, maintenance and replacements of the assets will need to be factored into the overall facility AMP's
	<i>Rationale / Service Impacts:</i>	One of the Board's Key Strategic Focus Areas is "Community Resilience and Climate Change Adaptation" with the Goal of Carbon Neutrality. One of the tactics is through GHG reduction of our

		<p>corporate fleet infrastructure. Moving to replacing vehicles which are currently combustible engines to hybrid/electric will significantly reduce GHG's.</p> <p>In order to facilitate this change, this project is to install new 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 address the immediate/mid-term needs for vehicles being replaced in the next 1-3 years</p>
	<i>Climate Action Impact</i>	Approximately 45% of SCRD's GHG emissions (excluding landfill and transit) are related to transportation. Converting the corporate fleet to electric vehicles will significantly contribute to SCRD's goal of carbon neutrality given the low emission intensity of BC Hydro's electricity.
	<i>Life Cycle Cost Breakdown</i>	Estimated ongoing operational costs Total \$5,000-\$2,500 per year per facility (\$1,500 for maintenance and software licensing and \$1,000 per year for replacement) funded through support service.

Financial Implications

CARIP Funds						
	2021	2022	2023	2024	2025	
Item	Amount	Amount	Amount	Amount	Amount	
Opening Balance	\$ 250,910	\$ 245,910	\$ 280,910	\$ 310,910	\$ 340,910	
Estimated CARIP Fund	\$ 35,000	\$ 35,000	\$ 30,000	\$ 30,000	\$ 30,000	
EV Charging Stations	-\$ 40,000	\$ -	\$ -	\$ -	\$ -	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	
Closing Balance in Reserve	\$ 245,910	\$ 280,910	\$ 310,910	\$ 340,910	\$ 370,910	

Provincial COVID-19 Re-Start Funds						
	2021	2022	2023	2024	2025	
Item	Amount	Amount	Amount	Amount	Amount	
Opening Balance	\$512,000	\$292,000	\$134,000	\$134,000	\$134,000	
Space	-\$100,000	\$ -	\$ -	\$ -	\$ -	
*See IT Budget	-\$120,000	-\$158,000	\$ -	\$ -	\$ -	
T.B.D.	\$ -	\$ -	\$ -	\$ -	\$ -	
Closing Balance	\$292,000	\$134,000	\$134,000	\$134,000	\$134,000	

Five-Year Capital Reserve Plan-Field Administration Building [114]					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$221,232	\$296,232	\$116,232	-\$ 13,768	\$ 6,232
Contributions 2020 Surplus	\$ 75,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
IT Bldg Roof Replacement	\$ -	-\$200,000	-\$150,000	\$ -	\$ -
arpet Replacement	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$296,232	\$116,232	-\$ 13,768	\$ 6,232	\$ 26,232

Five-Year Operating Reserve Plan					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 16,884	\$ 26,884	\$ 26,884	\$ 26,884	\$ 26,884
Contributions Surplus	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 26,884	\$ 26,884	\$ 26,884	\$ 26,884	\$ 26,884

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Gerry Parker, Senior Manager, Human Resources

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [115] HUMAN RESOURCES.

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [115] Human Resources be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

B - MANDATORY – Regulatory Compliance

1	<i>Function Number – Project Name:</i>	[115] – Employer Paid Leave
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Support Services
	<i>Asset Management Plan Implications:</i>	(N/A)
	<i>Rationale / Service Impacts:</i>	Collective Agreement requirements as derived from the BC Labour Relations Code, Employment Standards, and the BC Human Rights Code, compel regular meetings of various Joint Committees including but not limited to Job Evaluation, Labour Management, grievance meetings, Collective Agreement negotiations, attendance at arbitrations, and all associated costs or

		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, consistent with the Shared Services model.
	<i>Climate Action Impact</i>	(N/A)
	<i>Life Cycle Cost Breakdown</i>	Ongoing \$15,000 + estimated 2% per year to reflect cost of wages and benefits increases.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 138,404	\$ 138,404	\$ 138,104	\$ 137,801	\$ 137,495
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other - estimated wage	\$ -	-\$ 300	-\$ 303	-\$ 306	-\$ 310
Closing Balance in Reserve	\$ 138,404	\$ 138,104	\$ 137,801	\$ 137,495	\$ 137,185

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Sherry Reid, Corporate Officer

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [131] ELECTIONS

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [131] Elections be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

F- LOW COST, HIGH VALUE

1	<i>Function Number – Project Name:</i>	[131] – Ballot Tabulators
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A-F, Islands, SD46
	<i>2021 Funding Required:</i>	\$30,000 Procurement to start in 2021 to secure machines for 2022.
	<i>Funding Source(s):</i>	Operating 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.
	<i>Asset Management Plan Implications:</i>	n/a (rental equipment)

	<i>Rationale / Service Impacts:</i>	<p>The use of ballot tabulators improves the speed and accuracy of election results.</p> <p>Tabulators ensure that ballots are read accurately and consistently. They reduce subjectivity and time spent manually adjudicating ballots.</p> <p>Contracted services would be procured to facilitate the implementation of a ballot tabulation system for the 2022 general election. The scope of services would include ballot tabulator technology (voting tabulators, materials and software), shipping costs, professional services for implementation of technology, onsite training for election officials, and support services on advanced voting days and election day.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Contracted services will be required every election at an estimated cost of \$30,000 plus an approximately 5% increase each election.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating operating contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$120,495	\$ 90,495	\$ 15,495	\$ 15,495	\$ 15,495
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Ballot Tabulators	-\$ 30,000	\$ -	\$ -	\$ -	-\$ 31,500
Election Administration	\$ -	-\$ 75,000	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 90,495	\$ 15,495	\$ 15,495	\$ 15,495	-\$ 16,005

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

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

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [117] INFORMATION TECHNOLOGY

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [117] Information Technology be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

1	<i>Function Number – Project Name:</i>	[117] Information Technology - Electronic Document and Records Management System (EDRMS) Functionality Enhancements
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	\$75,000
	<i>Funding Source(s):</i>	As this is an operating project (Professional Services), we propose moving \$75,000 from capital funding envelope operations to fund 2021 project. Net \$0 implications to Support Services.
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	To implement enhanced records management system ("Content Server") functionality that will increase digital enablement of business

		<p>processes and electronic interaction with and between staff and the public. The software functionality is available and needs to be configured and integrated into SCRD business processes. The outcome is an improved Content Server user experience and compliant use of our existing Electronic Document and Records Management System (EDRMS).</p> <p>Records and IT staff, in collaboration with external professional subject matter experts, will develop solutions for all Content Server users. These solutions will enhance collaboration and user-configuration options that better match current and evolving work procedures.</p>
	<i>Climate Action Impact</i>	n/s
	<i>Life Cycle Cost Breakdown</i>	

2	<i>Function Number – Project Name:</i>	**NEW [117] Information Technology - IT Staff Overtime Budget Expansion
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	ALL
	<i>2021 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Support Services or COVID Re-start funding
	<i>Asset Management Plan Implications:</i>	Maintain IT capital assets refresh cycle.
	<i>Rationale / Service Impacts:</i>	<p>A temporary increase in IT staff overtime budget of \$15,000 is necessary to meet goals of 2021 projects' budget proposals with IT components.</p> <p>IT will require additional resourcing to achieve current projects' goals, to achieve new 2021 project requests, and to maintain core operating services on the 2021 IT Business Service Plan. A majority of these IT projects are required for the enablement of IT aspects of other-Functions' Service Plan projects, while continuing to maintain current IT operational, security, and support services levels.</p> <p>2020 IT overtime budget is \$6,115 with year-end actual spending of \$7,878. Many IT maintenance and project-related configuration</p>

		<p>services must be performed after hours so as not to impact other business unit operations.</p> <p>A year-end assessment of the strategy will determine if increased overtime funding is sought for 2022 and beyond; or if a business case is made for other IT-resource-matching strategies. Such strategies may include additional temporary/permanent FTEs, professional service contracts, project rationing, or a combination of these.</p>
	<i>Climate Action Impact</i>	n/s
	<i>Life Cycle Cost Breakdown</i>	\$15,000 one-time operating

3	<i>Function Number – Project Name:</i>	**NEW- Expansion of SCRD digital, virtual, online collaboration software assets and related hardware.
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	<p>This is a two-year project over 2021 and 2022.</p> <p>2021: \$105,000 - comprised of:</p> <ul style="list-style-type: none"> a) Temporary staffing: 2021 (7months) b) Professional services consulting c) Hardware purchases d) Software purchases/subscriptions
	<i>Funding Source(s):</i>	Provincial COVID19-Restart funding
	<i>Asset Management Plan Implications:</i>	Expansion of SCRD digital, virtual, online collaboration software assets and related hardware (increase to IT capital assets).
	<i>Rationale / Service Impacts:</i>	<p>The impetus for this project is to support the accelerated need to enable online, virtual, remote work and collaboration platforms as catalyzed by the COVID-19 pandemic.</p> <p>This request is for a 2-year increase in funding for IT operating and capital budgets to expedite online collaborative software tools, digital services, and related equipment/devices. The project includes a temporary 2-year internal resource (1.0 FTE for 7 months in 2021, and 12 months in 2022).</p>

		<p>The products will allow better conduct of digital business and online collaboration among SCRD staff working from anywhere. The products will allow better conduct of digital business with members of the public for SCRD services via remotely-available, digital channels.</p> <p>The deliverables of this project include conducted research, statement of work planning, solution sets design / development / procurement, project execution management, and implementation delivery (change-management, policies / procedures, releases' training, and sustainment plans).</p> <p>This project will align with updates to the corporate space planning project.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	<p>2022: \$180,000 - comprised of:</p> <ul style="list-style-type: none"> a) \$108,000 temporary staffing b) 72,000 for hardware and software <p>Ongoing sustainment costs are expected for software licensing (as a service) and additional equipment asset replacements. This will be determined and presented in 2022 depending on the solutions implemented, and could be upwards of \$80,000 per year.</p>

F- LOW COST, HIGH VALUE

4	<i>Function Number – Project Name:</i>	[117] – Information Technology - Cyber Security Culture 2021
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	2021: \$5,000 (Professional Services)
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Support security culture development using cyber threat awareness software, training and testing for SCRD staff. Objective is to reduce risks related to external attack vectors which could capture login credentials, expose SCRD

		data to unauthorized third parties, and potentially result in BC Privacy Commissioner investigations and ensuing reputational damage.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	n/a

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 148,509	\$ 148,509	\$ 148,509	\$ 148,509	\$ 148,509
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Projects	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 148,509	\$ 148,509	\$ 148,509	\$ 148,509	\$ 148,509

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 51,119	\$ 46,119	\$ 46,119	\$ 46,119	\$ 46,119
Contributions 2020 Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Cyber Security Awareness	-\$ 5,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 46,119	\$ 46,119	\$ 46,119	\$ 46,119	\$ 46,119

Reviewed by:			
Manager	X-D. Nelson	Finance	X – T. Perreault
GM		Legislative	X – S. Reid
CAO	X – D. McKinley	Other	X – G. Parker

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget February 1, 2 and 5, 2021

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

SUBJECT: **2021 ROUND 1 BUDGET PROPOSAL FOR [506] GEOGRAPHIC INFORMATION SERVICES (GIS) AND [510] CIVIC ADDRESSING**

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [506] Geographic Information Services (GIS) and [510] Civic Addressing be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

1	<i>Function Number – Project Name:</i>	[506] Geographic Information Services and [510] Civic Addressing Mapping Ortho Photo Imagery Refresh 2021
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	2021: \$75,000 Total Project cost: \$75,000 (506 - \$60,000 and 510 - \$15,000)
	<i>Funding Source(s):</i>	\$60,000 [506] and \$15,000 [510] Reserves. Possible contributory funding from member municipalities and BC Assessment.

	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	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) will match the area captured in the 2018 acquisition. The SCRD, with 3rd party digital orthophoto providers, will generate an outcome also benefitting District of Sechelt, Sechelt Indian Government District, Town of Gibsons, Islands Trust and BC Assessment.
	<i>Climate Action Impact</i>	n/s
	<i>Life Cycle Cost Breakdown</i>	Project is typically done every 3 years. 2024-\$80,000

2	<i>Function Number – Project Name:</i>	**NEW [506] Geographic Information Services - Revenue increase resulting from 5-Year Service Agreement by the SCRD and Town of Gibsons for Geographic Information Services
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	2021: \$20,000-Increase to User Fees
	<i>Funding Source(s):</i>	\$20,000 User Fee Increase Less:\$15,000 Support Services \$5,000 Contribution from Operating Reserves from rate stabilization
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	The SCRD and the Town of Gibsons executed a trial services agreement for 2020 as authorized by the SCRD Board and Town Council. Management staff at both organizations report satisfaction with the trial service agreement and recommend continuing the arrangement.

		<p>SCRD staff estimate the revenue to be received from the Town will average \$20,000 per year which not currently reflected in the 20221-2025 Financial Plan.</p> <p>Refer to report: <i>Report CAS January 28, 2021 - Five-year GIS Service Agreement by SCRD and Town of Gibsons</i></p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	(\$100,000)-\$20,000 revenue over 5 years.

Financial Implications

[506] GIS - Five-Year Operating Reserve Plan (or longer, if applicable)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 148,000	\$ 117,376	\$ 117,376	\$ 117,376	\$ 57,376
Contributions Surplus	\$ 29,376	\$ -	\$ -	\$ -	\$ -
Ortho Refresh	-\$ 60,000			-\$ 60,000	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 117,376	\$ 117,376	\$ 117,376	\$ 57,376	\$ 57,376

[506] GIS - Five-Year Capital Reserve Plan (or longer, if applicable)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 61,797	\$ 61,797	\$ 61,797	\$ 61,797	\$ 61,797
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 61,797	\$ 61,797	\$ 61,797	\$ 61,797	\$ 61,797

[510] Civic Addressing - Five-Year Operating Reserve Plan (or longer, if applicable)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 88,971	\$ 89,659	\$ 89,659	\$ 89,659	\$ 89,659
Contributions Surplus	\$ 15,688	\$ -	\$ -	\$ -	\$ -
Ortho photo refresh	-\$ 15,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 89,659	\$ 89,659	\$ 89,659	\$ 89,659	\$ 89,659

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [200] BYLAW ENFORCEMENT

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [200] Bylaw Enforcement be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

D - BUSINESS CONTINUITY (Mandatory – requires decision)

1	Function Number – Project Name:	[200] – Bylaw Vehicle
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	A-F
	2021 Funding Required:	\$50,000
	Funding Source(s):	Bylaw vehicle reserve fund (Capital)
	Asset Management Plan Implications:	Annual operating cost estimated at \$3,000 per year.
	Rationale / Service Impacts:	Currently the bylaw department has only one vehicle as the animal control van has been transferred to another function.
	Climate Action Impact	Acquisition of electric or hybrid Bylaw vehicle to allow for more efficient responses to bylaw complaints while reducing the impact on the environment through reduced emission.
	Life Cycle Cost Breakdown	Vehicle estimated to have a 15 year life cycle.

E- BOARD STRATEGIC AND CORPORATE GOALS

2	<i>Function Number – Project Name:</i>	[200] – Senior Bylaw Officer (0.8 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A-F
	<i>2021 Funding Required:</i>	1.0 FTE; prorated to 0.8 FTE in 2021 Total 2021: \$66,000 (prorated) Salary: 2021: \$64,000 (Q2 2021 hire) 2021 and onwards: Non-salary: \$2,000 Salary 2022 and onwards: \$80,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Service delivery by the Bylaw Department is entirely dependent on staffing levels. Even when taking into account the recent staffing challenges within the Bylaw Department, the demand of delivering quality bylaw services throughout the SCRD with only two officers is increasingly difficult. By introducing a Senior Bylaw Officer (SBO) position, there would be a number of ways in which bylaw enforcement services could be enhanced in order to provide better service.</p> <p>For example, the Board has indicated that they would like to see increased enforcement with regards to Short Term Rentals. Short term rental accommodations operating without on-site operators continue to be difficult cases to deal with for a variety of reasons, and as such, are very time-consuming.</p> <p>In addition, the legalization of cannabis has resulted in an increase in the number of growing operations which has, in turn, led to more demand on bylaw staff time. Many of these operations, while federally licensed, are</p>

		<p>in contravention of the SCRD Zoning Bylaws, and due to the large potential profit involved with these businesses, it has been very difficult to gain compliance when trying to enforce the relevant bylaws.</p> <p>Also, with housing pressures resulting from increasing prices and a lack of long-term rental accommodations, there has been a rise in the number of complaints regarding accommodations including such things as tiny homes being constructed in violation of our bylaws, and people living illegally in recreational vehicles on properties which are not zoned for that use. These complaints are often quite laborious and require multiple visits from a bylaw officer in order to resolve a situation.</p> <p>The Manager, Protective Services does not have the capacity to provide the ongoing direction, support and supervision that a Senior Bylaw Officer could provide. Besides allowing for increased enforcement, this new role would allow the SBO to be more proactive with issues relating to bylaw enforcement such as having the capacity to review bylaws and associated fine structures, as well as researching practices in other jurisdictions for better enforcement techniques. There are many SCRD bylaws which need to be updated and others which need to have their fines increased in order for the threat of those fines to be meaningful in gaining compliance.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item		Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 64,791	\$ 14,791	\$ 14,791	\$ 14,791	\$ 14,791
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle purchase	-\$ 50,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 14,791	\$ 14,791	\$ 14,791	\$ 14,791	\$ 14,791

Five-Year Operating Reserve Plan					
	2021	2022	2023	2024	2025
Item		Amount	Amount	Amount	Amount
Opening Balance in reserve	\$55,000	\$97,000	\$97,000	\$97,000	\$97,000
Contributions Surplus	\$42,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$97,000	\$97,000	\$97,000	\$97,000	\$97,000

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Rob Michael, Fire Chief

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [210] GIBSONS AND DISTRICT FIRE
PROTECTION

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [210] Gibsons and District Fire Protection be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

C- MANDATORY – Safety Requirement

1	<i>Function Number – Project Name:</i>	[210] – Fire Department Facility Sanitization
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and ToG
	<i>2021 Funding Required:</i>	\$12,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The GDVFD has traditionally utilized fire department staff and volunteers for janitorial service for both fire halls in Gibsons. In an effort to alleviate the workload on staff and volunteers, the GDVFD requested janitorial service for the main fire hall on North Road in the middle of 2019, without an increase to the operating budget.

Staff Report to Special Corporate and Administrative Services Committee
2021 Round 1 Budget Proposal for [210] Gibsons and District Fire Protection Page 2 of 9

		Due to the COVID-19 pandemic, it is both timely and imperative that this service continues.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Ongoing operational base budget increase.

2	<i>Function Number – Project Name:</i>	[210] – Emergency Generator
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and ToG
	<i>2021 Funding Required:</i>	\$150,000.
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	Emergency generator would be added to fire department 20-year capital plan for eventual replacement.
	<i>Rationale / Service Impacts:</i>	<p>Currently, there is no emergency generator at both GDVFD fire halls. As more firefighting equipment is dependent on power, a large-scale outage could have major impacts to the department's operations. Additionally, the facilities are expected to operate in 24 hours a day, 7 days a week in all weather conditions.</p> <p>To provide a reliable backup power source to maintain fire department operations, a generator needs to be purchased and installed. The generator will need to be of a large enough capacity with sufficient fuel to run for multiple days. The electrical system at the facilities will also require some upgrading to facilitate the upgrade.</p>
	<i>Climate Action Impact</i>	Many emergency backup systems are available, but few beat the cost effectiveness or reliability of a natural gas or diesel generator. Solar, or alternate fuel systems may not be overly effective for emergency power generation at the fire department facilities.
	<i>Life Cycle Cost Breakdown</i>	Additional operating budget of approximately \$1,000 per year for maintenance and fuel.

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

3	Function Number – Project Name:	[210] – 0.6 FTE Exempt Deputy Chief
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	E, F and ToG
	2021 Funding Required:	\$58,801.
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	<p>*This position is intended to combine with the vacant 0,4 FTE Corporate Safety Officer to make a 1.0 FTE*</p> <p>**Given this position is related to protective services and the ongoing COVID-19 pandemic, it is recommended that this position is approved to hire following Round 1**</p> <p>With the increased responsibilities, additional management staff are required to support the GDVFD. With a full complement of 45 volunteer firefighters and three support staff, a Deputy Fire Chief is required for business continuity, vacation planning and off hours duty coverage. Currently, the Fire Chief is on call 24/7 with occasional relief in the way of duty coverage by volunteer officers. Critical decision making may be unavailable if the Fire Chief is on vacation, other leave or attending to critical operational matters elsewhere.</p> <p>Additionally, recruitment and retention of volunteers is becoming more complex and taking additional time and resources to manage.</p> <p>Although the Fire Chief is nominally supported by a volunteer Deputy Fire Chief, this position is primarily operationally focused and does not</p>

		<p>provide significant administrative support.</p> <p>Similar to the evolving training requirements, call volume for the GDVFD is increasing. The number of callouts in 2019 was nearly a 50% increase to the number of callouts in 2015.</p> <p>The Sunshine Coast Regional District Fire Services Strategic Plan 2018 explains that “As each Department then grows, and its call volumes and responsibilities increase, one or more other officer positions (e.g., Deputy Chief/Training Officer) then will become either full or part-time positions.”</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	0.40 FTE for 2021 (\$58,801) increasing to a 0.6 FTE for 2022 (\$78,402) and beyond.

4	<i>Function Number – Project Name:</i>	[210] – Hazardous Materials Response Trailer
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and ToG
	<i>2021 Funding Required:</i>	\$25,000.
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	Hazardous materials response trailer would be added to fire department 20-year capital plan for eventual replacement.
	<i>Rationale / Service Impacts:</i>	<p>During the 2019 budget process, the SCRD Board approved a proposal for hazardous materials response equipment. The equipment has now arrived and the fire department is conducting some training, prior to putting the new equipment into service.</p> <p>Response equipment was initially stored on the rescue truck, however, with the</p>

		<p>added decontamination equipment and new gear that has been purchased, most is being stored in the fire hall.</p> <p>A covered cargo trailer will provide a central location for equipment to be stored in a safe and orderly way where equipment will be able to be transported easily. This will also make equipment inventory faster and easier.</p>
	<i>Climate Action Impact</i>	Easier access to hazardous materials response equipment can benefit the environment by decreasing fire department response time and utilizing quicker mitigation strategies.
	<i>Life Cycle Cost Breakdown</i>	<p>A trailer is a cost-effective alternative as opposed to a stand-alone vehicle due to the reduced insurance and maintenance costs.</p> <p>Additional operating budget of approximately \$1,500 per year for insurance and maintenance.</p>

5	<i>Function Number – Project Name:</i>	[210] – Rescue Truck Upgrade
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and ToG
	<i>2021 Funding Required:</i>	\$100,000
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	<p>It should be noted that the GDVFD 20-year capital plan recommends replacement of two smaller fire department vehicles (with an estimated useful life of 10 years), 2 and 6 years ago respectively. This timeline was extended due to the condition of the apparatus and other department priorities. Additionally, one of the fire department's main engines is due for replacement in 2022. Approving this project now, strategically spaces out future vehicle replacements.</p>

	<i>Rationale / Service Impacts:</i>	<p>Based upon a 20 year replacement cycle, the rescue truck is due to be replaced in 2023.</p> <p>The Fire Underwriters Survey (FUS) determines insurance grading for communities, partly based upon apparatus age and condition. Fortunately, rescue vehicles are not considered for FUS grading as they focus more on water delivery apparatus. However, given the rescue truck's age, condition and timeline for construction, it should still be considered for replacement on schedule. Alternatively, it is anticipated that a near end of life upgrade of this apparatus can overwhelmingly extend the serviceable lifespan of the vehicle.</p> <p>As the rescue vehicle is in sound mechanical condition; functional and cosmetic upgrades would sufficiently extend the service life of the apparatus.</p> <p>Functional upgrades include: adding mobile computing, changing to LED lighting, upgrading the siren, replacing warped and broken shelving, replacing broken doors and awnings.</p> <p>Cosmetic upgrades include a paint job to repair several chips in paint that may eventually impact the body of the truck.</p>
	<i>Climate Action Impact</i>	Repairs and upgrades to the existing apparatus is less impactful to the climate than full replacement.
	<i>Life Cycle Cost Breakdown</i>	It is estimated that upgrades to the rescue truck will increase the life span of the vehicle by 10 years.

F- LOW COST, HIGH VALUE

6	Function Number – Project Name:	[210] – Benefits for Volunteer Firefighters
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	E, F and ToG
	2021 Funding Required:	\$70,000
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	<p>*This is a joint proposal for all SCRD fire departments*</p> <p>There is an ongoing challenge with regards to the recruitment and retention of volunteer firefighters. While all departments are currently adequately staffed, it has been becoming increasingly difficult to recruit and retain good quality individuals to serve on a volunteer basis.</p> <p>With the implementation of the Playbook, there has been an increased demand on these members with regards to their training, which also involves training beyond their regular weekly practices. This time demand can place a strain on both the firefighter, as well as his/her family.</p> <p>In the 2018 Sunshine Coast Regional District Fire Services Strategic Plan completed by Dave Mitchell and Associates, it was noted that, “The recruitment and retention of volunteer firefighters has become one of the principal challenges facing the fire service in British Columbia and across Canada.” The specific issues around recruitment and retention include the increased time demanded of volunteers to train in order to meet the mandated standards of today, the general decline in volunteerism, more transient</p>

		<p>populations, and a general aging population.</p> <p>One of the considerations presented in that Strategic Plan was that, “existing remuneration and compensation practices for volunteer members, including benefits which may provide and inducement to join and a reason to remain a member, should be reviewed.” While individuals do not join volunteer fire departments with the goal of financial gain, Dave Mitchell went on to say that, “Our experience with volunteer departments indicates the issue of compensation does make a considerable difference in the area of retention of volunteers.”</p> <p>It is estimated that the overall project (including all four fire departments) will involve approximate 100 members and will require additional support from both the HR and Finance departments for the administration of the benefits and the management of the claims. This is expected to require an additional 0.2 FTE in both the Human Resources and Finance departments.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>In addition to the invaluable services that they provide, the existence of our four volunteer fire departments results in a significant financial savings to all of our residents with regards to their fire insurance, which far exceeds what they pay in taxes to fund those departments. Our volunteer firefighters receive very little compensation for attending fire practices, and no compensation for responding to emergencies.</p>

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable) (use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 359,668	\$ 284,668	-\$ 448,332	-\$ 348,332	-\$ 288,332
Contributions Surplus	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Emergency generator	-\$ 150,000	\$ -	\$ -	\$ -	\$ -
Hazmat trailer	-\$ 25,000	\$ -	\$ -	\$ -	\$ -
Rescue truck upgrades	-\$ 100,000	\$ -	\$ -	\$ -	\$ -
Hall 1 roof repairs	\$ -	-\$ 350,000	\$ -	\$ -	\$ -
Training classroom	\$ -	-\$ 75,000	\$ -	\$ -	\$ -
Engine 2 replacement	\$ -	-\$ 508,000	\$ -	\$ -	\$ -
Parking lot paving (hall 2)	\$ -	\$ -	-\$ 25,000	\$ -	\$ -
Parking lot paving (hall 1)	\$ -	\$ -	\$ -	-\$ 65,000	\$ -
Replace Sport Trac vehicle			-\$ 75,000		
Replace utility vehicle	\$ -	\$ -	\$ -	-\$ 75,000	\$ -
Closing Balance in Reserve	\$ 284,668	-\$ 448,332	-\$ 348,332	-\$ 288,332	-\$ 88,332

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Patrick Higgins, Fire Chief

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [212] ROBERTS CREEK FIRE PROTECTION

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [212] Roberts Creek Fire Protection be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

1	<i>Function Number – Project Name:</i>	**NEW [212] – Self Contained Breathing Apparatus and Fill Station
	<i>Areas Affected (A-F, Regional, Islands):</i>	D
	<i>2021 Funding Required:</i>	\$220,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	SCBA is scheduled for replacement in 2021.
	<i>Rationale / Service Impacts:</i>	Current SCBA has exceeded its lifespan. In order to improve on scene capabilities and ensure consistency coastwide, SCBA will be increased from 2216PSI to 4500PSI. This requires replacement of existing fill system.
	<i>Climate Action Impact</i>	N/A

	<i>Life Cycle Cost Breakdown</i>	This piece of equipment is expected to have a life expectancy of approximately 20 years. The maintenance costs for this equipment are included in the current operating budget for the current equipment that is being replaced.
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2	<i>Function Number – Project Name:</i>	[212] – Assistant Chief Community Safety and Training (0.25 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	D
	<i>2021 Funding Required:</i>	\$35,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>With the increased responsibilities, additional management staff are required to support the RCVFD. With a full complement of 30 volunteer firefighters and one support staff, an Assistant Fire Chief is required for business continuity, vacation planning and off hours duty coverage. Currently, the Fire Chief is on call 24/7 with occasional relief in the way of duty coverage by volunteer officers. Critical decision making may be unavailable if the Fire Chief is on vacation, other leave or attending to critical operational matters elsewhere.</p> <p>Additionally, recruitment and retention of volunteers is becoming more complex and taking additional time and resources to manage.</p> <p>Although the Fire Chief is nominally supported by a volunteer Assistant Fire Chief, this position is primarily operationally focused and does not provide significant administrative support.</p> <p>Similar to the evolving training requirements, call volume for the RCVFD is increasing. The number of</p>

		callouts in 2019 was nearly a ***increase to the number of callouts in 2015. The Sunshine Coast Regional District Fire Services Strategic Plan 2018 explains that “As each Department then grows, and its call volumes and responsibilities increase, one or more other officer positions (e.g., Assistant Chief/Training Officer) then will become either full or part-time positions.”
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	0.25 FTE for 2021 (\$17,500) increasing to a 0.5 for 2022 (\$35,000) and beyond.

3	<i>Function Number – Project Name:</i>	**NEW [212] – Training Structure
	<i>Areas Affected (A-F, Regional, Islands):</i>	D
	<i>2021 Funding Required:</i>	\$75,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	This project addresses the need for dedicated training space as the operations of our department have outgrown the existing structure. Time does not allow for travel to neighbouring fire departments. A facility is required where training materials and equipment can remain in place and not interfere with operations. Engineering is in progress for the structure and site prep has begun as a staging pad for the Telus tower project. The clearing of the site is complete and paid for by Telus with an estimated value of \$10,000.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

F- LOW COST, HIGH VALUE

4	Function Number – Project Name:	[212] –Benefits for Volunteer Firefighters
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	D
	2021 Funding Required:	\$32,792
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	<p>*This is a joint proposal for all SCRD fire departments*</p> <p>There is an ongoing challenge with regards to the recruitment and retention of volunteer firefighters. While all departments are currently adequately staffed, it has been becoming increasingly difficult to recruit and retain good quality individuals to serve on a volunteer basis.</p> <p>With the implementation of the Playbook, there has been an increased demand on these members with regards to their training, which also involves training beyond their regular weekly practices. This time demand can place a strain on both the firefighter, as well as his/her family.</p> <p>In the 2018 Sunshine Coast Regional District Fire Services Strategic Plan completed by Dave Mitchell and Associates, it was noted that, “The recruitment and retention of volunteer firefighters has become one of the principal challenges facing the fire service in British Columbia and across Canada.” The specific issues around recruitment and retention include the increased time demanded of volunteers to train in order to meet the mandated standards of today, the general decline in volunteerism, more transient populations, and a general aging population.</p>

		<p>One of the considerations presented in that Strategic Plan was that, “existing remuneration and compensation practices for volunteer members, including benefits which may provide and inducement to join and a reason to remain a member, should be reviewed.” While individuals do not join volunteer fire departments with the goal of financial gain, Dave Mitchell went on to say that, “Our experience with volunteer departments indicates the issue of compensation does make a considerable difference in the area of retention of volunteers.” In addition to the invaluable services that they provide, the existence of our four volunteer fire departments results in a significant financial savings to all of our residents with regards to their fire insurance, which far exceeds what they pay in taxes to fund those departments. Our volunteer firefighters receive very little compensation for attending fire practices, and no compensation for responding to emergencies.</p> <p>It is estimated that the overall project (including all four fire departments) will involve approximate 100 members and will require additional support from both the HR and Finance departments for the administration of the benefits and the management of the claims. This is expected to require an additional 0.2 FTE in both the Human Resources and Finance departments.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>It is estimated that the annual cost of the benefit will be \$32,792. In addition to inflation, the annual cost will be impacted by the number of members at the fire department as well as changes as to whether the members are single or have families.</p>

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve – Cap	\$ 32,537	\$ 32,537	\$182,537	\$332,537	\$482,537
Annual Contributions	\$ 150,000	\$150,000	\$150,000	\$150,000	\$150,000
2021 Estimated Surplus	\$ 70,000	\$ -	\$ -	\$ -	\$ -
SCBA	-\$220,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 32,537	\$182,537	\$332,537	\$482,537	\$632,537

Five-Year Operating Reserve Plan					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$133,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Training Structure	-\$ 75,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Ryan Daley, Fire Chief

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [216] HALFMOON BAY FIRE PROTECTION

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [216] Halfmoon Bay Fire Protection received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

B- MANDATORY – Safety Requirement

1	<i>Function Number – Project Name:</i>	[216} – Firehall #2 Redevelopment Assessment
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2021 Funding Required:</i>	\$45,000.
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	This project will need to be contemplated as part of the service's overall asset management plan.
	<i>Rationale / Service Impacts:</i>	The current fire hall (Fire Hall 2) located in the sub-division of Welcome Woods in Halfmoon Bay has served the HBFD as a second hall for the last 15 years. The fire hall was a former residence that was acquired by the SCRD for this use based

		<p>on the need to have a first-responding apparatus in this community.</p> <p>Since the Halfmoon Bay Fire Department started operating out of Fire Hall 2 (FH2) the community has seen significant change in terms of growth, demographics, residential building quantity and technologies along with more stringent guidelines for fire service delivery.</p> <p>The fire hall was not a purpose-built facility and although served as a good temporary measure for the past number of years, the lack of functionality is becoming more of a safety and service delivery liability. In Q2 2020 the HBFD commissioned an independent review of the facility based on its functional relevance. The report concluded that in its current state, it is not suitable as a response station.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	The first phase (2021) of the project includes a needs assessment, conceptual design, and a class D estimate. The projected timeline of the entire project is to be completed in 2025.

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

2	<i>Function Number – Project Name:</i>	[216] – 0.5 FTE New Deputy Chief
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2021 Funding Required:</i>	0.25 FTE for 2021 (\$17,500) increasing to a 0.5 for 2022 (\$35,000) and beyond
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	With the increased responsibilities associated with training, fire prevention

		<p>and public engagement, additional staff are required to support the Halfmoon Bay Fire Department. The Halfmoon Bay Fire Department operates at the Interior Service Level and must meet the appropriate competencies and required training (initial and maintenance) for firefighters, instructors, and evaluators. As well, the Playbook outlines the record keeping of training and equipment requirements in conjunction with WCB requirements. These responsibilities include, but are not limited to, recruit training, probationary firefighter training (initial training and maintenance training), regular Firefighter training (maintenance training), team Leader training, officer Training, specialty training (Medical First Responder, Vehicle Rescue and Forestry (outside of residential Firefighting), Train the Trainer Training, as well as the maintenance of all the associated training records.</p> <p>The Halfmoon Bay Fire Department is also facing significant challenges in providing public education, awareness and engagement around the issues of fire/life safety. Currently, any public engagement is conducted by the volunteer members during evenings and weekends. The challenge with relying on our current volunteer base is that this is a further commitment of time being requested of them in addition to weekly practices (Wednesday evenings), annual training that falls outside of weekly practices, and emergency responses. This puts additional strain on the available resources for emergency response when the same resources are committed to public engagement events. In addition, this can put a strain on the families of firefighters and lead to more pressure on the members to no longer be volunteer firefighters.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	0.25 FTE for 2021, increasing to 0.5 FTE for 2022 and beyond

F- LOW COST, HIGH VALUE

3	Function Number – Project Name:	[216] –Benefits for Volunteer Firefighters
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	B
	2021 Funding Required:	\$52,930
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	n/a
	Rationale / Service Impacts:	<p>*This is a joint proposal for all SCRD fire departments*</p> <p>There is an ongoing challenge with regards to the recruitment and retention of volunteer firefighters. While all departments are currently adequately staffed, it has been becoming increasingly difficult to recruit and retain good quality individuals to serve on a volunteer basis.</p> <p>With the implementation of the Playbook, there has been an increased demand on these members with regards to their training, which also involves training beyond their regular weekly practices. This time demand can place a strain on both the firefighter, as well as his/her family.</p> <p>In the 2018 Sunshine Coast Regional District Fire Services Strategic Plan completed by Dave Mitchell and Associates, it was noted that, “The recruitment and retention of volunteer firefighters has become one of the principal challenges facing the fire service in British Columbia and across Canada.” The specific issues around recruitment and retention include the increased time demanded of volunteers to train in order to meet the mandated standards of today, the general decline in volunteerism, more transient</p>

		<p>populations, and a general aging population.</p> <p>One of the considerations presented in that Strategic Plan was that, “existing remuneration and compensation practices for volunteer members, including benefits which may provide and inducement to join and a reason to remain a member, should be reviewed.” While individuals do not join volunteer fire departments with the goal of financial gain, Dave Mitchell went on to say that, “Our experience with volunteer departments indicates the issue of compensation does make a considerable difference in the area of retention of volunteers.” In addition to the invaluable services that they provide, the existence of our four volunteer fire departments results in a significant financial savings to all of our residents with regards to their fire insurance, which far exceeds what they pay in taxes to fund those departments. Our volunteer firefighters receive very little compensation for attending fire practices, and no compensation for responding to emergencies</p> <p>It is estimated that the overall project (including all four fire departments) will involve approximate 100 members and will require additional support from both the HR and Finance departments for the administration of the benefits and the management of the claims. This is expected to require an additional 0.2 FTE in both the Human Resources and Finance departments.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	<p>It is estimated that the annual cost of the benefit will be \$52,930. In addition to inflation, the annual cost will be impacted by the number of members at the fire department as well as changes as to whether the members are single or have families.</p>

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 192,048	\$ 259,729	\$ 327,410	\$ 395,091	\$ 462,772
Contributions Surplus	\$ 67,681	\$ 67,681	\$ 67,681	\$ 67,681	\$ 67,681
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 259,729	\$ 327,410	\$ 395,091	\$ 462,772	\$ 530,453

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [218] EGMONT AND DISTRICT FIRE
PROTECTION

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [218] Egmont and District Fire Protection be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

1	<i>Function Number – Project Name:</i>	**NEW [218] – Egmont Fire Chief
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$40,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	(text)
	<i>Rationale / Service Impacts:</i>	With the increased responsibilities facing fire chiefs, it is no longer reasonable to expect an individual to take on this function on a fully volunteer basis. The role of the fire chief has changed dramatically in the last 20-30 years, particularly with the advent of the Playbook and the associated

		requirements to ensure proper training and record keeping. As we look to the future, it is increasingly unlikely to find someone to take on this responsibility on a volunteer basis. Residents within the Egmont Fire Protection Area benefit greatly through savings on their fire insurance premiums by having a recognized fire department, and to ensure that this continues, it is prudent to build the capacity to ensure that the department has long term viability.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	(text)

F- LOW COST, HIGH VALUE

6	<i>Function Number – Project Name:</i>	[218} – Benefits for Volunteer Firefighters
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$31,200
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>*This is a joint proposal for all SCRD fire departments*</p> <p>There is an ongoing challenge with regards to the recruitment and retention of volunteer firefighters. While all departments are currently adequately staffed, it has been becoming increasingly difficult to recruit and retain good quality individuals to serve on a volunteer basis.</p> <p>With the implementation of the Playbook, there has been an increased demand on these members with regards to their training, which also involves training beyond their regular weekly practices. This time demand can place a strain on</p>

		<p>both the firefighter, as well as his/her family.</p> <p>In the 2018 Sunshine Coast Regional District Fire Services Strategic Plan completed by Dave Mitchell and Associates, it was noted that, "The recruitment and retention of volunteer firefighters has become one of the principal challenges facing the fire service in British Columbia and across Canada." The specific issues around recruitment and retention include the increased time demanded of volunteers to train in order to meet the mandated standards of today, the general decline in volunteerism, more transient populations, and a general aging population. In addition to the invaluable services that they provide, the existence of our four volunteer fire departments results in a significant financial savings to all of our residents with regards to their fire insurance, which far exceeds what they pay in taxes to fund those departments. Our volunteer firefighters receive very little compensation for attending fire practices, and no compensation for responding to emergencies.</p> <p>It is estimated that the overall project (including all four fire departments) will involve approximate 100 members and will require additional support from both the HR and Finance departments for the administration of the benefits and the management of the claims. This is expected to require an additional 0.2 FTE in both the Human Resources and Finance departments.</p>
	<i>Climate Action Impact</i>	(text)
	<i>Life Cycle Cost Breakdown</i>	<p>It is estimated that the annual cost of the benefit will be \$31,200. In addition to inflation, the annual cost will be impacted by the number of members at the fire department as well as changes as to whether the members are single or have families.</p>

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$122,908	\$127,908	\$132,908	\$137,908	\$142,908
Contributions Surplus	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$127,908	\$132,908	\$137,908	\$142,908	\$147,908

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: **2021 ROUND 1 BUDGET PROPOSAL FOR [222] SUNSHINE COAST EMERGENCY PROGRAM**

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [222] Sunshine Coast Emergency Program be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

A- MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	[222] Removal of SCEP trailer from Mason Road
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	\$17,000.
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	(text)
	<i>Rationale / Service Impacts:</i>	There is a single-wide mobile home (commonly referred to as the SCEP trailer) located at the Mason Road yard which was originally designated to be a secondary EOC site. Over time, this building has deteriorated to the point that it is no longer usable and needs to be removed and disposed of.

	Climate Action Impact	(text)
	Life Cycle Cost Breakdown	(text)

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 36,404	\$ 19,404	\$ 19,404	\$ 19,404	\$ 19,404
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Trailer disposal	-\$ 17,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 19,404	\$ 19,404	\$ 19,404	\$ 19,404	\$ 19,404

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

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

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [345] PORTS

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [345] Ports be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

G- OTHER or NOT CURRENTLY CLASSIFIED

1	<i>Function Number – Project Name:</i>	[345] – New Brighton Dock Study
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, Islands
	<i>2021 Funding Required:</i>	\$TBD – staff report planned for January 21, 2021 Planning and Community Development Committee
	<i>Funding Source(s):</i>	Operating Reserves and Taxation *Possible-Gas tax CWF potential – short sea shipping or Grant application to ICET
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Information to be prepared for Round 2 pending Board direction (see staff report

		on January 21 Planning and Community Development Committee agenda)
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A
2	<i>Function Number – Project Name:</i>	**NEW [345] – Economic and Design Study of Boat Ramps
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, Islands
	<i>2021 Funding Required:</i>	\$0
	<i>Funding Source(s):</i>	N/A
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Following pre-budget meeting, staff worked with SCREDO to identify opportunities to review marine boat ramps as part of a planned 'blue infrastructure review' coordinated with regional economy roundtables.</p> <p>Staff will collaborate to support SCREDO's work in this area through [500] Regional Planning and in alignment with the Strategic Plan.</p> <p>No budget request is being made for this item.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 39,587	\$ 12,587	\$ 30,587	\$ 12,587	\$ 30,587
Major Inspections Contribution	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Major inspections projects	-\$ 45,000	\$ -	-\$ 36,000	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 12,587	\$ 30,587	\$ 12,587	\$ 30,587	\$ 48,587

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$495,851	\$860,851	\$910,851	\$ 960,851	\$1,010,851
Cap. Maint. Contribution	\$315,000	\$315,000	\$315,000	\$ 315,000	\$ 315,000
Sig. Damages Contribution	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 5,000
Capital projects	\$0*	-\$315,000	-\$315,000	-\$ 315,000	-\$ 315,000
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$860,851	\$910,851	\$960,851	\$1,010,851	\$1,015,851

*2021 capital project funding requirement is pending ICIP grant result.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Graeme Donn, Manager, Recreation Services
Ken Robinson, Manager, Facility Services and Parks

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [615] COMMUNITY RECREATION FACILITIES

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [615] Community Recreation Facilities be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

B- MANDATORY – Regulatory Compliance

1	<i>Function Number – Project Name:</i>	[615] – Community Recreation Facilities – Fire Safety Systems Annual Maintenance Cost Increase - Base Budget
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F (Except F Islands), ToG, DoS, SIGD
	<i>2021 Funding Required:</i>	\$5,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	Fire safety systems including fire alarms, sprinkler systems, fire door releases and emergency lighting systems are critical to the safe operation of the recreation facilities. Fire safety plans are required

		to be in place at each of the recreation facilities and were due for an update in 2020. Through the updating of the fire plans the maintenance requirements of the fire safety systems has increased substantially to meet current regulations. Several of the identified maintenance items within the fire safety plans are beyond the expertise and capabilities of facility services staff requiring additional funding for service contracts.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	Not Applicable

C- MANDATORY – Safety Requirement

2	<i>Function Number – Project Name:</i>	[615] – Community Recreation Facilities – Fall Protection Systems Upgrades Phase One
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F (Except F Islands), ToG, DoS, SIGD
	<i>2021 Funding Required:</i>	\$60,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	In December of 2019 fall protection audits were completed at GACC, GDAF, SAC and SCA. Non-compliances and recommendations were noted in the audit reports. Based on the 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 / non-compliant 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.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	Throughout the life of the fall protection systems some items require regular inspection and recertification by an engineer. Costs for regular recertification are estimated at \$5,000 per annum. If this budget proposal is approved and work completed staff will proceed with a base budget increase proposal for 2022 budget to cover ongoing regular recertification costs.

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

3	<i>Function Number – Project Name:</i>	[615] – Community Recreation Facilities – Building Water Systems Management Plan
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F (Except F Islands), ToG, DoS, SIGD
	<i>2021 Funding Required:</i>	Revised to \$4,000 (Pre-Budget value \$16,000)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	Stagnant water in a building water systems can facilitate the growth of disease-causing micro-organisms such as legionella bacteria. A water management plan identifies areas of concern within plumbing and building systems, establishes flushing, treatment, testing routines and documentation requirements. This requires external resources with the expertise to create water management plans. Vancouver Coastal Health strongly recommends a water management plan be created and

		implemented for the SCRD recreation facilities. A water system issue could lead to substantial business interruption.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	If this project is approved by the board in 2021 staff will bring forward in 2022 a base budget proposal to implement the water management plan.

4	<i>Function Number – Project Name:</i>	**NEW [615] – Community Recreation Facilities – Sechelt Aquatic Centre (SAC) Starting Platforms Retrofit or Replacement
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F (Except F Islands), ToG, DoS, SIGD
	<i>2021 Funding Required:</i>	Option 1: \$7,750 Option 2: \$13,000 Option 3: \$20,500
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	The 6 swimming pool starting platforms at SAC are used by members of the Chinook Swim Club and other competitive level swimmers. These starting platforms are original equipment from when the facility opened in 2007 and the textured surface of the platforms has degraded over time. The starting blocks have now (January 2021) been put out of service due to condition. Loss of these starting platforms will impact the ability of the Chinook Swim Club members and other competitive swimmers to train for swim meets and competitions. Staff have investigated options to repair or replace the current starting platforms and a simple repair is not possible due to replacement parts being obsolete. Staff continue to look for

		<p>options but at this time three options exist.</p> <p>Option 1: Replace textured surface with a similar textured surface – requires adapter plate.</p> <p>Option 2: Replace textured surface with wedge style enhanced starting platform topper. Swim Club indicates most pools are moving to this style of starting platform, and this is their preferred approach.</p> <p>Option 3: Full replacement of starting platforms with similar style to current starting platforms. May require replacement of deck sockets, staff are working on confirming this. Pricing given does not include replacement of deck sockets.</p>
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	Starting platforms will need to be repaired or replaced again in approximately 10 – 12 years.

E- BOARD STRATEGIC AND CORPORATE GOALS

5	<i>Function Number – Project Name:</i>	[615] – Community Recreation Facilities – Sechelt Aquatic Centre (SAC) (Failed) Heat Pump Replacement
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F (Except F Islands), ToG, DoS, SIGD
	<i>2021 Funding Required:</i>	\$0 – not recommended to proceed in 2021; staff will research further and may propose work for 2022.
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	Asset management plan would be updated to reflect replacement and future replacement cycles updated.
	<i>Rationale / Service Impacts:</i>	In 2020 the leisure pool heat pump failed. This is an energy efficiency

		<p>measure that reduces use of natural gas for heating but is not critical to the operation. Staff analyzed replacement options/costs and emission reduction/cost saving potential, taking into account the entire energy system of the facility. Staff were unable to fully quantify the energy savings loss and impact on GHG emissions with the available data due to the effect of Covid-19 on facility operating hours and reduction in facility patronage.</p> <p>Staff recommend this item be deferred to 2022 to allow for further analysis of the impact on energy efficiency, facility emissions and development of a detailed business case for replacement.</p>
	<i>Climate Action Impact</i>	Replacement of the leisure pool heat pump reduces the reliance on natural gas for pool water heating. This will reduce carbon emissions which aligns with the SCRD strategic goal to reduce GHG emissions.
	<i>Life Cycle Cost Breakdown</i>	To be determined.

6	<i>Function Number – Project Name:</i>	[615] – Scheduling Software
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, C, F, E, Dos, ToG, SIGD
	<i>2021 Funding Required:</i>	\$6,000 (ongoing, base budget increase)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>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 fixed cost.</p> <p>Without the presence of a scheduling software, any scheduling changes or communication that goes out must be</p>

		<p>manually sent to each Staff. This has the potential to impact service delivery if the messaging is delayed or when Staff do not have access to email.</p> <p>A formal scheduling software will allow Staff to receive notifications in a timely manner, issue critical messaging to all Staff at once and will greatly improve efficiency with timely communication and feedback.</p> <p>Although there will be staff time associated with learning the software, this time will be recuperated almost immediately with the efficiencies of the software and less time spent manually communicating information to Staff and awaiting responses.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Annual fee for service of \$3 per Aquatics staff per staff per month for around \$6,000

F- LOW COST, HIGH VALUE

7	<i>Function Number – Project Name:</i>	[615] – Programming Review
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, C, F, E, Dos, ToG, SIGD
	<i>2021 Funding Required:</i>	\$16,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>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.</p> <p>Deliverables would include tools to report on performance measures,</p>

		community needs assessment and standardized program evaluation. These tools would be grounded in SCRD and community values and industry best practices. The outcome will provide the direction for staff to determine and maintain programming service levels based on the resources available. In the absence of this foundational work, staff will continue with historical methods which may have inherent biases and flaws.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$1,433,055	\$1,433,055	\$1,433,055	\$1,433,055	\$1,433,055
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$1,433,055	\$1,433,055	\$1,433,055	\$1,433,055	\$1,433,055

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 79,210	\$ 79,210	\$ 79,210	\$ 79,210	\$ 79,210
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 79,210	\$ 79,210	\$ 79,210	\$ 79,210	\$ 79,210

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Graeme Donn, Manager, Recreation Services
Adrianne O'Donohue, Assistant Manager, Recreation Services

SUBJECT: **2021 ROUND 1 BUDGET PROPOSAL FOR [625] PENDER HARBOUR AQUATIC AND FITNESS CENTRE**

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [625] Pender Harbour Aquatic and Fitness Centre be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

1	Function Number – Project Name:	**NEW [625] – One-time Base Budget Adjustment to Address Impacts of COVID-19
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	A
	2021 Funding Required:	\$37,940 increase to taxation; based on a \$10,660 reduction to overall operating expenditures
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	N/A

	<i>Rationale / Service Impacts:</i>	<p>The operating budget for Pender Harbour Aquatic and Fitness Centre will be impacted by COVID-19 in 2021.</p> <p>A revenue reduction of \$48,600 (about 50%) is forecast based on current information and anticipated gradual recovery.</p> <p>On a one-time basis operating expenditures can be reduced by \$10,660 due primarily to a reduction in programming that is allowed to be offered under Public Health Orders.</p> <p>The remaining gap of \$37,940 must be addressed as part of the budget process, in alignment with SCRD's <i>Financial Sustainability Policy</i>.</p> <p>Options to address:</p> <ol style="list-style-type: none"> 1. A one-time/single year increase to taxation; or 2. A reduction in service to balance the budget. <p>The proposal as drafted reflects Option 1.</p> <p>If Option 2 is preferred, staff request a motion THAT staff provide information at the 2021 Round 2 budget meetings on service reductions to reduce the Pender Harbour Aquatic & Fitness Centre [625] 2021 operating budget by at least \$37,940.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A – one-time, single year budget adjustment

2	<i>Function Number – Project Name:</i>	[625] – Building Water Systems Management Plan
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$1,000 (Revised from \$4,000 at pre-budget)
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	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.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	If this project is approved by the board in 2021 staff will bring forward in 2022 a base budget proposal to implement the water management plan.

F- LOW COST, HIGH VALUE

3	<i>Function Number – Project Name:</i>	[625] – Programming Review
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$4,000
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	N/A

	<i>Rationale / Service Impacts:</i>	<p>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.</p> <p>Deliverables would include tools to report on performance measures, community needs assessment and standardized program evaluation. These tools would be grounded in SCRD and community values and industry best practices.</p> <p>The outcome will provide the direction for staff to determine and maintain programming service levels based on the resources available.</p> <p>In the absence of this foundational work, staff will continue with historical methods which may have inherent biases and flaws.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

E- BOARD STRATEGIC AND CORPORATE GOALS

4	<i>Function Number – Project Name:</i>	[625] – Scheduling Software
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$400 (ongoing, base budget increase)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Software will save staff time (hundreds of hours annually); increase clarity; support internal engagement, communication and retention. Use of

		<p>scheduling software is an industry standard. Ongoing annual fixed cost.</p> <p>Without the presence of a scheduling software, any scheduling changes or communication that goes out must be manually sent to each Staff. This has the potential to impact service delivery if the messaging is delayed or when Staff do not have access to email.</p> <p>A formal scheduling software will allow Staff to receive notifications in a timely manner, issue critical messaging to all Staff at once and will greatly improve efficiency with timely communication and feedback.</p> <p>Although there will be Staff time associated with learning the software, this time will be recuperated almost immediately with the efficiencies of the software and less time spent manually communicating information to Staff and awaiting responses.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Annual fee for service for \$3 per Aquatics staff per staff per month for around \$400 at PHAFC.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$187,771	\$179,771	\$179,771	\$179,771	\$179,771
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
BP #1	-\$ 4,000	\$ -	\$ -	\$ -	\$ -
BP #2	-\$ 4,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$179,771	\$179,771	\$179,771	\$179,771	\$179,771

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 71,485	\$ 84,485	\$ 97,485	\$ 110,485	\$ 123,485
Annual contribution	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ -
Annual gym equipment	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000
Closing Balance in Reserve	\$ 84,485	\$ 97,485	\$ 110,485	\$ 123,485	\$ 113,485

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Kevin Clarkson, Parks Superintendent

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [650] COMMUNITY PARKS

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [650] Community Parks be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

A- MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	[650] – Community Parks - Equipment Purchase- (Sports Fields) - New Cab Tractor
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2021 Funding Required:</i>	\$70,000
	<i>Funding Source(s):</i>	MFA 5-Year Vehicle and Equipment Loan
	<i>Asset Management Plan Implications:</i>	<p>An asset management plan for Parks is currently being developed.</p> <p>This equipment replacement request relates to an existing core asset that has been deemed subject to an imminent asset failure, and any purchase of replacement equipment would focus on</p>

		maximizing useful life/value to community.
	<i>Rationale / Service Impacts:</i>	Replacement unit for the in-service tractor currently used by Parks operations. 2020 inspections indicate asset due for retirement. This equipment essential to delivering service level.
	<i>Climate Action Impact</i>	<p>Newer equipment will be more efficient to operate and maintain for some time. A new tractor is also anticipated to be lighter and more maneuverable, creating fuel and resource efficiencies through normal operations.</p> <p>Staff researched potential for replacement with an electric vehicle. No such equipment is currently made, though several manufacturers have large EV tractors in development.</p>
	<i>Life Cycle Cost Breakdown</i>	<p>2021-\$7,500 principle and interest (1/2 year)</p> <p>2022-2024 \$14,500 / 2025 \$7,500</p> <p>Maximizing useful life of operational equipment and assets reduces the overall cost of operating the Parks service (assuming the same service level).</p> <p>This initiative will have annual repair and maintenance costs and a new tractor will eventually require future replacement.</p>

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

2	<i>Function Number – Project Name:</i>	[650] Community Parks – Priority Repairs to Community Halls
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$26,700
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	<p>An asset management plan for Parks is currently being developed. As such, staff recommend a stepped-approach be implemented to maintain current assets.</p> <p>Projects undertaken through this initiative relate to existing core assets only, and work would focus on maximizing useful life/value to community.</p>
	<i>Rationale / Service Impacts:</i>	<p>Project intends to target priority projects that were recommended through building audits at all SCRD community hall facilities.</p> <p>Completing these projects ensures the SCRD can continue to provide existing service levels and maximize life expectancy of the assets. Projects will be non-capital in nature.</p> <p>No new assets are to be developed under this initiative; as that would be a service level change.</p> <p>Repairs include: roofing repairs, building accessibility/code repairs, surfacing work, window repairs and replacements and electrical improvements.</p> <p>Each community hall will see some work completed in 2021.</p>

	<i>Climate Action Impact</i>	Some the projects completed under this funding will equate to energy savings. SCRD climate impact is also offset through strategic investment in asset preservation (i.e. regular roof inspections and repairs will equate to less costs and replacement material when the problem becomes worse over time).
	<i>Life Cycle Cost Breakdown</i>	Negligible.

E- BOARD STRATEGIC AND CORPORATE GOALS

3	<i>Function Number – Project Name:</i>	[650] – Asset Management Summer Youth Staffing Support (up to 0.6 FTE increase)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2021 Funding Required:</i>	\$10,000 with potential additional hours if grant approved 0.3 FTE increase, or up to 0.6 FTE if grant received
	<i>Funding Source(s):</i>	Taxation, with possible grant funding offset
	<i>Asset Management Plan Implications:</i>	An asset management plan for Parks is currently being developed. This project will serve to advance progress on the parks asset management planning process through dedicating specific human resources at targeted next steps.
	<i>Rationale / Service Impacts:</i>	One-time human resources lift to advance asset management planning in Parks. Potential grant opportunity. Tasks undertaken through this initiative relate to identifying, classifying and documenting existing core and supplementary parks service assets. Work would focus on maximizing useful life/value to community by identifying fiscal requirements for planning for

		comprehensive future asset replacement at all SCRD parks properties.
	<i>Climate Action Impact</i>	<p>Parks-related issues resulting from longer, drier weather patterns and a changes in long-standing seasonal cycles are directly impacting parks service adaptability.</p> <p>This project will help identify future needs while taking into account climate changes (i.e. water tables near built bridge infrastructure). Information gathered during this project will assist in preventative maintenance and the effective allocation of available funding resources. Parks will therefore become more adaptable and resilient to emerging climate effects within the SCRD.</p>
	<i>Life Cycle Cost Breakdown</i>	Intended and scoped as a one-time, short term project, any long-term costs to SCRD are negligible. Conversely, through this projects' targeted efforts to further asset management for the Parks Division, Parks staff will gain efficiencies in proactively managing parks asset maintenance and replacement.

F- LOW COST, HIGH VALUE

4	<i>Function Number – Project Name:</i>	[650] – Sprockids-Bike Park/Pump Track Community Initiative-Design and Management Plan
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2021 Funding Required:</i>	<p>\$40,000 for the 2021 Stage 1 work</p> <p>(total project cost order-of-magnitude estimate of \$270,000)</p>
	<i>Funding Source(s):</i>	<p>CWF-Gas Tax, with potential grant offset</p> <p>As well, for this or future phases:</p> <ol style="list-style-type: none"> 1. Opportunity for community investment and alternate offset funding and support leveraging.

		<p>Local volunteers, businesses and community groups have informally offered varying levels of support and resources towards the project.</p> <p>2. Grant opportunity: BC Ministry of Tourism, Arts, Culture and Sport (BCMTCAS) regional tourism destination development program. SCRD Parks has been invited to work with Destination BC and regional partners to prioritize projects that target regional tourism development initiatives.</p> <p>3. The project is applicable for local funding contributions from sources like the Sunshine Coast Community Forest, Rotary, etc. and may be applicable for any economic resiliency funding streams that the province may announce in 2021.</p>
	<i>Asset Management Plan Implications:</i>	<p>Project to focus on design and management planning, but long-term project roll-out and operation includes asset management implications. This includes any maintenance and investment required to maintain standard over time.</p> <p>Phase 1 work would develop options for ongoing management and funding sources for required reinvestment/maintenance.</p>
	<i>Rationale / Service Impacts:</i>	<p>In December 2021, end-of-life bike skills structures at Sprockids were decommissioned and removed. There is community demand (and interest to support) redevelopment of the area. A pump track offers the opportunity to build skills and fitness.</p> <p>2-year project. Phase 1 focuses on planning and design using consultants and staff. Project would be shovel-ready at end of Phase 1.</p> <p>Stage 2 (construction) could be undertaken as early as 2022 and is (very preliminarily) estimated to cost an</p>

		<p>additional \$230,000. Grant, in-kind or partnership resources could reduce costs to SCRD.</p> <p>Project would see staff working with the community to engage a consultant in the required design and engineering work. Project consultations, costing and management planning will be part of the scope.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>No lifecycle costs associated with work proposed in Phase 1.</p> <p>If developed, a pump track would require regular inspections, reporting, land management administration, vegetation management, debris clean-up, minor fixes, safety remediation, hazard tree assessments and removal. Typical operating costs are \$12,000 to \$18,000 per year. Re-capitalization costs are typically 5-15% of the construction value every 3-5 years (i.e. approximately \$5,000 per year).</p> <p>The specifics of these costs, and a model to support them, will be researched as part of Phase 1.</p>

G- OTHER or NOT CURRENTLY CLASSIFIED

5	<i>Function Number – Project Name:</i>	[650] – Coopers Green Hall Replacement
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2021 Funding Required:</i>	\$3,088,020

		<table><tr><th>Funding Source</th><th>January 2019 Planned Amount</th><th>Current Budget</th><th>St</th></tr><tr><td>HMBCA Contribution (as at November 2018)</td><td>\$208,620</td><td>\$222,000</td><td>Co</td></tr><tr><td>Bear Creek IPP Community Amenity Contribution</td><td>\$137,046</td><td>\$191,000</td><td>Co</td></tr><tr><td>Narrows inlet IPP Community Amenity Contribution</td><td>\$10,000</td><td>\$10,000</td><td>Co</td></tr><tr><td>Investing in Canada Infrastructure Program¹</td><td>\$2,013,642</td><td>\$2,013,642</td><td>Fix eli</td></tr><tr><td>Gas Tax – Community Works Fund</td><td>\$0</td><td>\$0</td><td>No sta</td></tr><tr><td><u>Subtotal</u></td><td><u>\$2,369,308</u></td><td><u>\$2,436,642</u></td><td>Ba</td></tr><tr><td>UNFUNDED GAP</td><td>\$591,192</td><td>\$651,378</td><td>Es</td></tr><tr><td><u>Total</u></td><td><u>\$2,960,500</u></td><td><u>\$3,088,020</u></td><td></td></tr></table>	Funding Source	January 2019 Planned Amount	Current Budget	St	HMBCA Contribution (as at November 2018)	\$208,620	\$222,000	Co	Bear Creek IPP Community Amenity Contribution	\$137,046	\$191,000	Co	Narrows inlet IPP Community Amenity Contribution	\$10,000	\$10,000	Co	Investing in Canada Infrastructure Program ¹	\$2,013,642	\$2,013,642	Fix eli	Gas Tax – Community Works Fund	\$0	\$0	No sta	<u>Subtotal</u>	<u>\$2,369,308</u>	<u>\$2,436,642</u>	Ba	UNFUNDED GAP	\$591,192	\$651,378	Es	<u>Total</u>	<u>\$2,960,500</u>	<u>\$3,088,020</u>	
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	<u>Total</u>	<u>\$2,960,500</u>	<u>\$3,088,020</u>																																			
	<p>\$651,378 (to be confirmed) – pending Board-directed community engagement session (to be completed prior to R2 budget)</p> <p>As reported to July 2020 Corporate and Administrative Services Committee:</p> <ul style="list-style-type: none">• 2019 estimated project total project cost: \$2,886,000 (escalated to \$3,088,020 at Q1 2021)• Unfunded gap, earlier proposed to be addressed through short-term borrowing: \$651,378• Community fundraising has continued, reducing the unfunded gap																																					
<i>Funding Source(s):</i>	Grant funding, donations, short term borrowing (to be confirmed)																																					
<i>Asset Management Plan Implications:</i>	Previously reported through staff reports. Future operating and maintenance requirements proposed to be shared with Community Association through an operating agreement.																																					
<i>Rationale / Service Impacts:</i>	<p>This project is prioritized in the Coopers Green Park Management Plan.</p> <p>An Investing in Canada Infrastructure Program grant has been awarded to SCRD.</p> <p>As directed by the Board, staff are proceeding with a community check-</p>																																					

		in / engagement session to review project scope. Results will be reported prior to Round 2 budget meetings.
	<i>Climate Action Impact</i>	Have been reported in prior staff reports. Energy sources other than fossil fuels are contemplated (same as existing building).
	<i>Life Cycle Cost Breakdown</i>	Have been reported in prior staff reports. Future operating and maintenance requirements proposed to be shared with Community Association through an operating agreement.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 68,472	\$ 68,472	\$ 68,472	\$ 68,472	\$ 68,472
Annual Cap Plan Contribution	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
Capital projects	-\$ 55,000	-\$ 55,000	-\$ 55,000	-\$ 55,000	-\$ 55,000
Closing Balance in Reserve	\$ 68,472	\$ 68,472	\$ 68,472	\$ 68,472	\$ 68,472

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 126,489	\$ 99,789	\$ 99,789	\$ 99,789	\$ 99,789
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
BP #2 - Hall Repairs	-\$ 26,700	\$ -	\$ -	\$ -	\$ -
	\$ -				
Closing Balance in Reserve	\$ 99,789	\$ 99,789	\$ 99,789	\$ 99,789	\$ 99,789

Reviewed by:			
Manager	X - K. Robinson	Finance	X – T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other HR	X – G. Parker

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1,2 and 5, 2021

AUTHOR: Ken Robinson, Manager, Facilities Services and Parks

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [680]- DAKOTA RIDGE RECREATION
SERVICE AREA

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [680]- Dakota Ridge Recreation Service Area be received.

BACKGROUND

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

DISCUSSION

G- OTHER or NOT CURRENTLY CLASSIFIED

1	<i>Function Number – Project Name:</i>	**NEW [680] —Increase User Fee/Reduce Tax Subsidy
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	\$12,000 Increase to User Fee (\$12,000) Decrease to Taxation
	<i>Funding Source(s):</i>	+User Fee/-Taxation-Net \$0
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Over the last three years and especially in 2020, Dakota Ridge has experienced a steady increase in use which has generated higher than expected revenue, resulting in a year-end surplus. Therefore, it is recommended that this be formalized in the Budget for 2021 with

		an increase in the user fee of \$12,000 and a reduction to the tax subsidy of the same amount
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	n/a

Financial Implications

Five-Year Operating Reserve Plan					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 220,820	\$ 251,820	\$ 251,820	\$ 251,820	\$ 251,820
Contributions Est. 2020	\$ 60,000	\$ -	\$ -	\$ -	\$ -
2020-Snowmobile	-\$ 29,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 251,820	\$ 251,820	\$ 251,820	\$ 251,820	\$ 251,820

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Sherry Reid, Corporate Officer
Remko Rosenboom, General Manager, Infrastructure Services

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [150] FEASIBILITY (REGIONAL)

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [150] Feasibility (Regional) be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

E - BOARD STRATEGIC AND CORPORATE GOALS

1	<i>Function Number – Project Name:</i>	[150] – Regional Watershed Management Plan (updated from Watershed Management Action Plan Development)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$25,463 (updated from \$125,000)
	<i>Funding Source(s):</i>	Grant
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The 2019-2023 Strategic Plan lists the tactic Develop strategic action plan for protection of watersheds and aquifers. The purpose of this project is to develop a Regional Watershed Management

		<p>Plan in support of the potential establishment of a new Watershed management service.</p> <p>This budget would cover the cost for retaining watershed management or water governance consultants and other expenditures related to this project.</p> <p>The work to define the service, public consultation, and costs associated with an elector approval process will be funded thru Budget Proposal #2 and the previously approved Watershed Governance Feasibility Study project.</p>
	<i>Climate Action Impact</i>	The Regional Watershed Management Plan will consider the impacts of climate change on the selected watersheds.
	<i>Life Cycle Cost Breakdown</i>	N/A

2	<i>Function Number – Project Name:</i>	[150] 1.0 FTE - Senior-Coordinator Strategic Initiatives
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	2021: \$74,652.75 (updated from \$99,537.00) 2022: \$24,884.25
	<i>Funding Source(s):</i>	Grant
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Additional staff resource in support of the Regional Watershed Management Plan project (Budget Proposal 1)
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

G-OTHER or NOT CURRENTLY CLASSIFIED

3	Function Number – Project Name:	[150] - Feasibility for Establishment of Community Social Service
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2021 Funding Required:	\$20,000
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	n/a
	Rationale / Service Impacts:	<p>Funding is required to initiate a feasibility study for the establishment of a new contribution service for Community Social Services. Preliminary costs to conduct the feasibility study include: work to define the service, public consultation, and costs associated with an Alternative Approval Process (AAP) to secure elector approval.</p> <p>The costs are funded through a temporary feasibility function through taxation. If the service is ultimately established, the costs incurred as part of the feasibility are deemed to be a cost of the service and would be recovered as such. This means the feasibility service participants would be credited and the new service participants would be charged the feasibility costs and any new costs of the service going forward.</p>
	Climate Action Impact	n/a
	Life Cycle Cost Breakdown	tbd

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1-2 and 5, 2021

AUTHOR: James Walton, Manager, Transit and Fleet

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [310] PUBLIC TRANSIT

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [310] Public Transit be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

C- MANDATORY – Safety Requirement

1	<i>Function Number – Project Name:</i>	[310] Public Transit – COVID-19 Expenses – Materials and Supplies
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, TOG, SIGD
	<i>2021 Funding Required:</i>	\$24,000
	<i>Funding Source(s):</i>	\$12,794 Operating Reserves (Safe Restart Fund) \$11,206 BC Transit
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	In support of the Provincial Health Orders and ongoing safety requirements due to COVID-19, it is required that all buses are disinfected daily as well as deep cleaned once per week. The SCRD is responsible for procuring all disinfecting and PPE products until the

		<p>safety requirement of disinfecting the buses is no longer required.</p> <p>While these costs have been incurred since Q2 2020, this budget proposal is intended to incorporate them into the 2021-2025 Financial Plan.</p> <p>At the January 14, 2021 Infrastructure Services Committee meeting staff informed the Board of the BC Transit Safe Restart Funds the SCRD is receiving in support of expenditures like these.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Until the status of COVID-19 is known, these expenses will be temporary for 2021, with re-evaluation in 2022.

2	<i>Function Number – Project Name:</i>	** NEW [310] Public Transit – COVID-19 Expenses – Wages (1.4 FTE)
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, TOG, SIGD
	<i>2021 Funding Required:</i>	\$110,888 (2021 only)
	<i>Funding Source(s):</i>	<p>\$59,114 Operating Reserves (Safe Restart Fund)</p> <p>\$54,773 BC Transit</p>
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>In support of the Provincial Health Orders and ongoing safety requirements due to COVID-19, it is required that all buses are disinfected daily as well as deep cleaned once per week. This cleaning is over and above the regular cleaning undertaken by staff. As such the SCRD created two temporary full time Transit Assistant positions to undertake this cleaning.</p> <p>While these costs have been incurred since Q2 2020, this budget proposal is intended to incorporate them into the 2021-2025 Financial Plan.</p>

		At the January 14, 2021 Infrastructure Services Committee meeting staff informed the Board of the BC Transit Safe Restart Funds the SCRD is receiving in support of expenditures like these.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Until the status of COVID-19 is known, these positions will be temporary for 2021, with re-evaluation in 2022.

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

3	<i>Function Number – Project Name:</i>	[310] Public Transit – Building Improvements – Increased Safety
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, TOG, SIGD
	<i>2021 Funding Required:</i>	<p>\$6,000 cost shared as follows:</p> <ul style="list-style-type: none"> • [310] Transit \$6,000 • \$6,000 [See BP through 312] • \$12,000-total project cost <p>2021 and beyond:</p> <p>\$480 annual security monitoring fee cost shared as follows:</p> <ul style="list-style-type: none"> • [310] Transit \$240 • \$240 [See BP through 312]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	The replacement costs of a security system and light will be included in the Asset Management Plan to be developed in the upcoming years.
	<i>Rationale / Service Impacts:</i>	Due to break-ins to the Mason Road yard and Transit/Fleet building in 2019

		<p>some long term safety and security improvements are required.</p> <p>For increased security lighting improvements are required to illuminate the north end of the fence line where we park the majority of our buses when in the yard. To best illuminate the back of the buses where the lighting is currently insufficient this would require a light pole to be installed and wiring into the Fleet/Transit building power source.</p> <p>Security system and CCTV installed for Transit/Fleet Building to increase security of assets and employees.</p>
	<i>Climate Action Impact</i>	Addition of new LED light will see minor increase in energy consumption
	<i>Life Cycle Cost Breakdown</i>	\$480 to cover the annual costs of security alarm monitoring fee.

E- BOARD STRATEGIC AND CORPORATE GOALS

4	<i>Function Number – Project Name:</i>	[310] Public Transit – Increase Funding for Free Transit Ticket Program
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, TOG, SIGD
	<i>2021 Funding Required:</i>	\$6,000 (Base Budget increase)
	<i>Funding Source(s):</i>	Grant or taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	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.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	2022 and onwards: \$6,000 (base budget increase)

G OTHER or NOT CURRENTLY CLASSIFIED

5	<i>Function Number – Project Name:</i>	[310] Public Transit – Annual Training Safety and Customer Service (0.19 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, TOG, SIGD
	<i>2021 Funding Required:</i>	\$20,416 (Base budget increase)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The current budget and FTE count for Transit Drivers or Transit Assistants does not currently allow them to take part in refresher training, safety training, customer service training, reading and understanding new or amended policies/procedures and or any mandatory training as established by the SCRD, BC Transit or Worksafe BC.</p> <p>Adding this time and wages for staff on an annual basis will allow engagement in team building, attention to safety and an increase in the overall customer experience from Transit Drivers to our ridership.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	2021 and onwards: \$20,416 base budget increase.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)							
	2021	2022	2023	2024	2025		
Item	Amount	Amount	Amount	Amount	Amount		
Opening Balance in reserve	\$ 207,088	\$1,087,610	\$1,087,610	\$1,087,610	\$1,087,610		
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -		
Safe Restart Fund	\$ 814,614						
COVID-19 Materials and Supplies	\$ 12,794						
COVID-19 Wages	\$ 59,114						
Building	\$ -	\$ -	\$ -	\$ -	\$ -		
Security Improvements	-\$ 6,000	\$ -	\$ -	\$ -	\$ -		
Closing Balance in Reserve	\$1,087,610	\$1,087,610	\$1,087,610	\$1,087,610	\$1,087,610		

Reviewed by:			
Manager		Finance	X – T. Perreault
GM	X – R. Rosenboom	Legislative	
CAO	X – D. McKinley	HR	X – G. Parker

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1-2 and 5, 2021

AUTHOR: James Walton, Manager, Transit and Fleet

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [312] MAINTENANCE FACILITY (FLEET)

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [312] Maintenance Facility (Fleet) be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

A- MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	[312] Maintenance Facility (Fleet) - Remove Contaminates, Polish and Paint Fuel Tanks
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2021 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Completion of preventative decontaminating, polishing and painting of the fuel tanks will extend the life span of the tanks by an estimated 5 years.
	<i>Rationale / Service Impacts:</i>	The fuel tanks were last decontaminated in 2016 are now aging and in need of decontamination, polishing and painting to elongate their life span and to continue to meet requirements of the BC

		Fire Code and Canadian Chemical Abstract Service Filtration codes.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Preventative maintenance of this nature could be expected every 5-7 years or sooner based on results of inspections.

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

2	<i>Function Number – Project Name:</i>	[312] Maintenance Facility (Fleet) – Building Improvements – Increased Safety
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, TOG, SIGD
	<i>2021 Funding Required:</i>	<p>One-time expense:</p> <p>\$12,000 cost shared as follows:</p> <ul style="list-style-type: none"> • [312] Fleet \$6,000 • \$6,000 [See BP through 310] <p>2021 and beyond:</p> <p>\$480 annual security monitoring fee cost shared as follows:</p> <ul style="list-style-type: none"> • [312] Fleet \$240 • \$240 [See BP through 310]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	The replacement costs of a security system and light will be included in the Asset Management Plan to be developed in the upcoming years.
	<i>Rationale / Service Impacts:</i>	Due to break-ins to the Mason Road yard and Transit/Fleet building in 2019 some long term safety and security improvements are required.

		For increased security lighting improvements are required to illuminate the north end of the fence line where we park the majority of our buses when in the yard. To best illuminate the back of the buses where the lighting is currently insufficient this would require a light pole to be installed, and wiring into the Fleet/Transit building power source.
	<i>Climate Action Impact</i>	Addition of new LED light will see minor increase in energy consumption
	<i>Life Cycle Cost Breakdown</i>	\$480 to cover the annual costs of security alarm monitoring fee.

3	<i>Function Number – Project Name:</i>	[312] Maintenance Facility (Fleet) - HVAC Maintenance Safety System
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, ToG and SIGD
	<i>2021 Funding Required:</i>	\$4,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Buses require frequent servicing of the HVAC systems. The HVAC systems are only accessible from on top of the buses. We currently only have one bay where Fleet Mechanics can perform this work safely. The current bay often has other buses or SCRD equipment parked in it that is demobilized and therefore we are unable to perform ad-hoc work on HVAC systems safely. There is a recommendation for a second safety harness system and this would require an approved engineered anchor point and a new retractable lanyard
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$28,021	\$28,021	\$28,021	\$28,021	\$28,021
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Security Improvements	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$28,021	\$28,021	\$28,021	\$28,021	\$28,021

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 103,961	\$ 68,961	\$ 68,961	\$ 68,961	\$ 68,961
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Polish and Paint Fuel Tanks	-\$ 25,000	\$ -	\$ -	\$ -	\$ -
Security Improvements	-\$ 6,000				
HVAC Maintenance Safety	-\$ 4,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 68,961	\$ 68,961	\$ 68,961	\$ 68,961	\$ 68,961

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: James Walton, Manager, Transit and Fleet

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [322 - 342] REGIONAL STREET LIGHTING

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [322 - 342] Regional Street Lighting be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

1	<i>Function Number – Project Name:</i>	[322 – 342] Various Street Lighting – Transition to LED-streetlights
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Various
	<i>2021 Funding Required:</i>	\$4,276 (updated from \$278.00) 322 = 10 lights \$247.20 324 = 10 lights \$247.20 326 = 2 lights \$49.44 328 = 1 lights \$24.72 330 = 141 lights \$3,485.52 332 = 2 lights \$49.44 334 = 1 light \$24.72 336 = 4 lights \$98.88 342 = 2 lights \$49.44
	<i>Funding Source(s):</i>	Taxation

	<i>Asset Management Plan Implications:</i>	Once new lights have been installed the estimated lifespan of the new lights is 20 years with little to no maintenance required.
	<i>Rationale / Service Impacts:</i>	<p>These services are associated with the 173 streetlights managed by the SCRD.</p> <p>This budget proposal is to offset the impacts of a rate increase to fund capital investment for transition to LED-lights from High Pressure Sodium lights and Mercury Vapor lights to meet mandatory federal compliance on environmental Polychlorinated Biphenyls (PCB) regulations.</p> <p>BC Hydro has proposed a temporary supplemental charge intended to recover the undepreciated value of current street lights being removed before their end of life. The charge is \$2.06 per month per street light for all street lights and would be in effect from May 1, 2021 through March 31, 2024.</p>
	<i>Climate Action Impact</i>	LED lights are more energy efficient than the current ones.
	<i>Life Cycle Cost Breakdown</i>	This upgrade will result in an estimated increase to monthly invoices of \$2.06 per light from May 1, 2021 through to March 31, 2024. At the end of the 48 month period after BC Hydro recovers their capital expenses it is estimated that monthly invoices will drop 3% from what they are in 2020.

Financial Implications

N/A

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Robyn Cooper, Manager, Solid Waste Services

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [350] REGIONAL SOLID WASTE

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [350] Regional Solid Waste be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

A- MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	[350] – Generator Replacement for Pender Harbour Transfer Station
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$5,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	The generator will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	The current generator that is used as back-up power for the Pender Harbour Transfer Station is failing. Power is required for the scale, computer and telephone for example. Without power or

		back-up power, the site would need to close. Funds to be used for the purchase and installation of a new generator.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Annual maintenance to be funded within approved budget as this is a replacement.

B- MANDATORY – Regulatory Compliance

2	<i>Function Number – Project Name:</i>	[350] – Sechelt Landfill Stage H+ Closure
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$2,500,000
	<i>Funding Source(s):</i>	Landfill Closure Reserve Fund
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	As per the Sechelt Landfill Design, Operations and Closure Plan (DOCP), the landfill is required to 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 in 2021. The funds include construction and design and contingency.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	This section of closure will then roll into the post-closure costs.

3	<i>Function Number – Project Name:</i>	[350] – Sechelt Landfill Monitoring Well Installation
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total: \$67,900 \$65,000 (One-Time) \$2,900 (Base Budget Increase)

	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	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 concluded that the installation of four new wells and decommissioning two old wells is required to meet provincial regulatory requirements.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Net increase of two wells will result in increased lab analysis costs of approximately \$2,900 per year to be funded from user fees/tipping fees. (Base Budget Increase.)

4	<i>Function Number – Project Name:</i>	[350] – Sechelt Landfill Surveying
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$5,000 (Base Budget Increase)
	<i>Funding Source(s):</i>	User Fees (Tipping Fees)
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Bi-annual surveying of the active face of the landfill would result in an increased regulatory compliance with the Ministry of Environment (MoE) approved Design, Operations and Closure Plan (DOCP), an improved maximization of airspace (maximize landfill life) and the avoidance of over or under filling (which would not be compliant with the DOCP). The current ortho-photographic surveys are not able to provide the desired level of detail.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Base Budget Increase

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

5	<i>Function Number – Project Name:</i>	[350] – Re-Diversion of Waste from Sechelt Landfill
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Estimated \$25,000 @ pre-budget with more info to come to R2
	<i>Funding Source(s):</i>	User Fees (Tipping Fees)
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>As per Board resolutions 267/20 No. 4 and 267/20 No. 10, staff have been directed to investigate ad-hoc re-diversion of waste received at the Sechelt Landfill to an off-coast disposal facility.</p> <p>The budget would fund the transportation and disposal costs of materials being re-diverted to a landfill off-coast. Materials to be targeted for re-diversion and associated budget amount to be determined based on report that will be brought forward at the February 11, 2021 Infrastructure Services Committee meeting. The budget proposal will be updated based on the Board direction received.</p>
	<i>Climate Action Impact</i>	Re-diversion of waste would result in an increase of trucks hauling containers of waste off-coast and thus would increase transportation related GHGs.
	<i>Life Cycle Cost Breakdown</i>	N/A

6	<i>Function Number – Project Name:</i>	[350] Future Solid Waste Disposal Options Study - Phase 2
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$150,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Any Asset management implication associated with a future waste disposal option will be assessed in future program phases.
	<i>Rationale / Service Impacts:</i>	<p>At the January 20, 2021 Special Infrastructure Services Committee meeting the Board provided staff with directions on next steps with respect to the development of long-term waste disposal options.</p> <p>This budget proposal is for the development of preliminary design, cost estimates and advance the confirmation of the feasibility of a new landfill and transfer station and will include assessments on items such as land use, land ownership, engineering, archeology, geology, ecology and regulatory framework. Public participation on these options would also be part of this project.</p>
	<i>Climate Action Impact</i>	Any of the long-term waste disposal options will have GHG emissions associated with them. The magnitude of those emissions is considered while confirming the feasibility of the potential options.
	<i>Life Cycle Cost Breakdown</i>	There will be future projects associated with the development of new solid waste disposal options. The new disposal options will impact the operational cost associated with waste disposal. The magnitude of these impacts will be further refined in this and future program phases.

7	<i>Function Number – Project Name:</i>	[350] – Forklift for Sechelt Landfill
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total: \$29,500 \$25,000 (One-Time) \$4,500 (Base Budget Increase)
	<i>Funding Source(s):</i>	MFA Equipment Loan, User Fees (tipping fees)
	<i>Asset Management Plan Implications:</i>	The forklift will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life
	<i>Rationale / Service Impacts:</i>	Purchase of a used propane 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.
	<i>Climate Action Impact</i>	Utilizing a forklift will increase the total number of mattresses in the trailer and thus reduce the number of trailer trips to the Vancouver-area recycler, thus reducing transportation-related GHGs.
	<i>Life Cycle Cost Breakdown</i>	Additional annual operating and maintenance costs: \$4,500 (Base Budget increase) Equipment purchase to be funded by Municipal Finance Authority (MFA) 5-Year Equipment Finance Loan. Annual loan payments estimated at \$5,122.

8	<i>Function Number – Project Name:</i>	**NEW [350] – Increase to Landfill Operations Funding
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$97,500
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>All local governments on the coast have or are in the process of implementing a residential curbside collection program for food waste.</p> <p>The implementation of these programs is reducing the material tonnages disposed of at the landfill and hence the revenue received from tipping fees for Municipal Solid Waste (MSW).</p> <p>The proposed budget amount did only consider the expected tonnage decreases related to the implementation of the SCRD organics curbside collection program (“green bin program”) while such program for the District of Sechelt is expected to be initiated sometime in 2021.</p> <p>As no Board direction has been received if the reduction in tipping fees should be offset by increasing taxation (as per this budget proposal) or thru an increase in MSW tipping fees, staff will bring forward a report on this subject to a February 2021 Committee meeting and will update this budget proposal as per the Board direction received at that meeting.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>Base Budget increase</p> <p>Additional taxation may be required in 2022 to offset loss of tipping fee revenue from the implementation of:</p> <ul style="list-style-type: none"> - a landfill disposal ban for food waste and food soiled paper and paper - Organics curbside collection program District of Sechelt

9	<i>Function Number – Project Name:</i>	**NEW [350] – Increase to Green Waste Program Funding
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$100,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The SCRD's green waste recycling program is funded from taxation. The total annual costs are a combination of fixed and variable. The one fixed cost is for the contracted-operations costs for the South Coast Green Waste Drop-off Depot. The variable costs are for hauling from the South Coast, Pender Harbour Transfer Station and Sechelt Landfill and processing of green waste from these sites and self-hauled loads directly to Salish Soils. The hauling and processing costs are variable based on the amount of green waste received.</p> <p>The 2020 approved budget was based on an estimated 4,300 tonnes of green waste, however, over 5,300 tonnes was received resulting in approximately \$100,000 budget shortfall.</p> <p>The proposed 2021 tax requisition amount for the green waste program is \$423,269. If the green waste tonnages in 2021 would be comparable to 2020 this would again result in an approximately \$100,000 budget shortfall. As a similar budget shortfall is anticipated staff are bringing forward this budget proposal.</p> <p>The total costs for Green Waste Program for 2021 and onwards will depend on the outcome of the tendering process for a site operator for the South Coast Green Waste Depot.</p> <p>Once the total program cost are known a staff report is forthcoming in Q2-Q3 2021 outlining total green waste program</p>

		costs with proposed funding models. Should Board direction result in changes to the funding model, the 2022 tax requisition will be adjusted accordingly.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Base Budget increase

E- BOARD STRATEGIC AND CORPORATE GOALS

10	<i>Function Number – Project Name:</i>	[350] – Waste Composition Study
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$100,000
	<i>Funding Source(s):</i>	Taxation Note: the current policy direction on the use of Eco-Fee Reserves does not allow them to be used in support of this project. Staff could bring forward a report to a February Committee meeting with recommendation to update this policy to allow this project to be funded from the Eco-Fee Reserves.
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	To guide current and future waste reduction and diversion efforts and evaluate current programs, a waste composition study is conducted to determine what is still being disposed in the garbage. The SCRDR last conducted such study in 2014/2015. The budget would be utilized to 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 any services the SCRDR has implemented

		<p>since 2014/2015 and informs the update to the SWMP and the future phases of the Future Solid Waste Disposal Option Study.</p> <p>Note: Should the SCRD proceed with implementing curbside collection of recycling, this budget item will be carry-forwarded to 2022 to ensure study is completed post-implementation of curbside recycling.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

11	<i>Function Number – Project Name:</i>	[350] – Solid Waste Management Plan Update
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$150,000
	<i>Funding Source(s):</i>	<p>Taxation</p> <p>Note: the current policy direction on the use of Eco-Fee Reserves does not allow them to be used in support of this project. Staff could bring forward a report to a February Committee meeting with recommendation to update this policy to allow this project to be funded from the Eco-Fee Reserves.</p>
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The <i>Environmental Management Act</i> requires that all regional districts prepare and submit a solid waste management plan to the provincial government. Final plans are approved by the Minister of Environment & Climate Change Strategy after sufficient public and stakeholder consultation has taken place.</p> <p>The Ministry's guidelines outline an expected update to Solid Waste Management Plans (SWMP) every 10</p>

		<p>years. The SCRD's SWMP was last updated in 2011.</p> <p>This project is anticipated to be initiated in Q4 2021 if at that time Board direction has been received for future waste disposal, otherwise it will be postponed until 2022.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

12	<i>Function Number – Project Name:</i>	[350] – Recycling Depot Funding
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$30,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The SCRD operates 3 recycling depots via contracted services as part of the provincial packaging and paper products extended producer responsibility (EPR) program operated by Recycle BC. The SCRD receives revenue based on tonnage and type of material (approx. 25% of total costs) and funds remaining depot costs from taxation.</p> <p>Over the last several years, the actual revenue from Recycle BC is less than budgeted compared to the initial estimation of tonnage of materials collected. An additional contribution from taxation is required to offset this difference.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Base Budget Increase

13	<i>Function Number – Project Name:</i>	[350] – Pender Harbour Transfer Station Site Assessment
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$8,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	The results of the assessment will be incorporated into future financial and asset management planning documents as applicable.
	<i>Rationale / Service Impacts:</i>	<p>The Pender Harbour Transfer Station requires several on-site improvements that are beyond the scope and budget of annual site maintenance and requires specialized engineering expertise. The types of improvements that need addressing are site drainage and construction to the public drop-off area (e.g. lock bloc wall stability and ramp access).</p> <p>The results of the assessment will be brought forward for 2022 budget or sooner if required.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

14	<i>Function Number – Project Name:</i>	[350] – Road Maintenance Budget Increase for Pender Harbour Transfer Station
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$8,000 (Base Budget Increase)
	<i>Funding Source(s):</i>	User Fees (Tipping Fees)
	<i>Asset Management Plan Implications:</i>	N/A

	<i>Rationale / Service Impacts:</i>	<p>Due to the increased use of the access road to the Pender Harbour Transfer Station and properties along Sakinaw Lake this road requires increased maintenance over and above what can be provided within the current road maintenance budget</p> <p>While this road is not part of our current land tenure for the transfer station, the SCRD has been maintaining this road for several decades. Staff will bring forward a report to February committee meeting on the process to seek formal jurisdiction for the maintenance of this road.</p> <p>Staff will present an updated budget proposal at Round 2 based on direction received at February Committee meeting.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Base Budget Increase

15	<i>Function Number – Project Name:</i>	[350] – 0.9 FTE Site Attendant
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	<p>Total 2021: \$52,570</p> <p>Salary: 2021: \$51,320 (Q2 2021 hire)</p> <p>2021 and onwards: Non-salary: \$1,250</p> <p>Salary 2022 and onwards: \$68,430</p>
	<i>Funding Source(s):</i>	User Fees (Tipping Fees)
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The current staffing levels do not allow for all loads delivered to the landfill or the transfer station to be screened for the appropriateness of the materials being disposed of. This is resulting in contamination of loads of recyclable materials being rejected by the recyclers,

		<p>resulting in additional hauling and disposal costs for the SCRD.</p> <p>The implementation of the cardboard ban in 2021 and the food waste and paper ban in 2022 will further increase the need for adequate waste screening of all loads delivered to the landfill or the transfer station.</p> <p>In order to have full-time waste screening during the opening hours of both sites require additional FTE.</p> <p>This additional FTE will allow for the following staffing levels during all operating hours: 3 Site Attendants at the Sechelt Landfill and 1 Site Attendant at the Pender Harbour Transfer Station.</p> <p>At February 2021 Infrastructure Services Committee the results of the review of the opening hours of both sites will be presented. Staff therefore recommend to defer a decision on this budget proposal to Round 2.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Base budget increase

16	<i>Function Number – Project Name:</i>	**NEW [350] - Audit of South Coast Green Waste Drop-off Depot
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$6,200
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	As per Board resolution 384/20 No. 7 that staff bring forward a report to Round 1 budget to confirm the feasibility and financial implications of an audit at the South Coast Green Waste Drop-off site to determine who is using the facility, what material is being dropped off

		<p>including invasive species, the volume of material and the approximate percentage of users that are commercial and residential.</p> <p>Staff propose the following approach for consideration:</p> <ul style="list-style-type: none"> -2 casual landfill site attendants to conduct the audit; attend the site as a pair -2 audits per day of the week for a total of 14 days over the months of April and May; 6 hours per day -Total of 168 site attendant staff hours to conduct audit that requires budget -Infrastructure Services Assistant, Solid Waste Programs Coordinator and Manager, Solid Waste Services to review audit results and prepare summary report within approved budget
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

17	<i>Function Number – Project Name:</i>	**NEW [350] – Biocover Feasibility Study – Phase 2
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$150,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	At the February 11, 2021 Infrastructure Service Committee meeting the results of the 2020 Biocover Feasibility Study project will be presented. This Budget Proposal will be updated based on direction received from the Board and presented at 2021 Round 2.
	<i>Climate Action Impact</i>	The installation of Biocover could reduce the methane emissions from the landfill.
	<i>Life Cycle Cost Breakdown</i>	N/A

F- LOW COST, HIGH VALUE

18	<i>Function Number – Project Name:</i>	[350] – Traffic Control Lights for Pender Harbour Transfer Station
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	The traffic control lights will be incorporated into future financial and asset management planning documents as applicable.
	<i>Rationale / Service Impacts:</i>	The vehicle traffic at the Pender Harbour Transfer Station continues to increase and the site does not have traffic control lights. Budget to be used for the installation of traffic control lights to increase safety for customers and staff at site.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Annual maintenance costs to be funded within approved budget.
19	<i>Function Number – Project Name:</i>	[350] – WildSafeBC
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	To reduce wildlife conflict and keep residents safe, the SCRDC has had a WildSafeBC Program Coordinator for 2006-2008 and 2012-2020. The program's mission is keeping wildlife wild and communities safe and is the provincial leader in preventing conflict

		<p>with wildlife through collaboration, education and community solutions.</p> <p>The budget is for the contribution towards hiring WildSafeBC Program Coordinator for the 2021 season in conjunction with a Provincial grant. The grant is contingent upon the Province continuing to provide the grant and that the SCRD be successful in receiving grant funds. The 2021 budget amount would allow for the Coordinator position to move forward should the SCRD not be successful in receiving a Provincial grant.</p> <p>Note: The approved budget for 2020 was \$10,000. The 2021 budget request is increased to \$15,000 in anticipation of not receiving provincial grant funding.</p> <p>Staff are in the process of submitting the application for a 2021 WildSafeBC Program and associated provincial grant funding.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

G- OTHER or NOT CURRENTLY CLASSIFIED

20	<i>Function Number – Project Name:</i>	[350] – Book Recycling at Pender Harbour Transfer Station and Sechelt Landfill
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Books are excluded from the BC Recycling Regulation and thus there is no provincial extended producer responsibility (EPR) for books. To address the gap, the SCRD initiated a

		<p>book recycling program (residential books only) at the Gibsons Recycling Depot in 2014 with an annual contract value of approximately \$5,500 funded from taxation.</p> <p>In 2019, the SCRD issued an RFP for book recycling services for up to three locations and only received one bid, for a location in Gibsons.</p> <p>As per Board resolution 267/20 No. 10, (in part), identifies that the SCRD explore setting up a drop-off for the recycling of residential books at the Pender Harbour Transfer Station and Sechelt Landfill. The books received from residents at the Sechelt Landfill and Pender Harbour Transfer Station would be collected for recycling. The budget would fund container rental, hauling and tipping fees.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Base Budget Increase

Financial Implications

Regional Solid Waste Operating

Five-Year Operating Reserve Plan - Reg. Solid Waste [Taxation Function]					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 52,452	\$ 52,452	\$ 52,452	\$ 52,452	\$ 52,452
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 52,452	\$ 52,452	\$ 52,452	\$ 52,452	\$ 52,452

Eco Fee

Five-Year Operating Reserve Plan - Eco Fees					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 277,470	\$ 283,470	\$ 289,470	\$ 295,470	\$ 301,470
Contributions	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
50% Waste Reduction Coord.	-\$ 42,000	-\$ 42,000	-\$ 42,000	-\$ 42,000	-\$ 42,000
Waste Reduction Initiatives Prog.	-\$ 5,000	-\$ 5,000	-\$ 5,000	-\$ 5,000	-\$ 5,000
Home Composter Rebate Prog.	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000
Closing Balance in Reserve	\$ 283,470	\$ 289,470	\$ 295,470	\$ 301,470	\$ 307,470

The Eco-fee Operating Reserve is funded from the \$5 per tonne fee charged on municipal solid waste received at Sechelt Landfill and Pender Harbour Transfer Station. The reserve plan above reflects the approved use of approximately \$42,000 towards the Waste Reduction Coordinator's wages in 2021 and \$42,000 in future years per the approved funding formula for this position.

Landfill Operating

Five-Year Operating Reserve Plan - Landfill					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197

Landfill Closure

Five-Year Capital Reserve Plan - Landfill Closure					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 2,589,533	\$ 889,533	\$ 1,689,533	\$ 2,489,533	\$ 3,289,533
Contributions	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Stage H+ Closure	-\$ 2,500,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 889,533	\$ 1,689,533	\$ 2,489,533	\$ 3,289,533	\$ 4,089,533

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1-2 and 5, 2021

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services
Shane Walkey, Manager, Utility Services
Steve Misiurak, Manager, Capital Projects

SUBJECT: **2021 ROUND 1 BUDGET PROPOSAL FOR [365] NORTH PENDER HARBOUR WATER SERVICE**

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [365] North Pender Harbour Water Service be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals by Category

B- MANDATORY – Regulatory Compliance

1	<i>Function Number – Project Name:</i>	**NEW [365] – Garden Bay Pump Station – Feasibility Study – Treatment Improvements
		Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Gas Tax
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The Garden Bay Water Treatment facility is a Class 2 facility that utilizes UV treatment and chlorination for disinfection of water drawn from Garden Bay Lake. As per the Canadian Drinking

		<p>Water Quality Standards and the Canadian Council of Ministers of the Environment guidelines, surface water treatment facilities should achieve less than 1 NTU (nephelometric turbidity units) for turbidity leaving the facility. Turbidity levels are important to the overall effectiveness of the treatment process and quality of treated water.</p> <p>The prolonged periods of warm weather resulting from the changing climate is causing more frequent turbidity and organics level spikes in Garden Bay Lake and increasing the likelihood for non-compliances with regulatory standards. While such non-compliances are currently still rare, staff are recommending that a feasibility study be commissioned to review engineering solutions to address this increasing risk in a timely manner.</p> <p>The study will evaluate the feasibility of treatment systems that will be capable of reducing turbidity and organics. Completed studies such as these are advantageous when applying for future Provincial or Federal grant programs.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	This study is a one-time purchase of engineering services, however, it may lead to recommendations to proceed with further engineering and/or construction for further phases.

E - BOARD STRATEGIC AND CORPORATE GOALS

2	<i>Function Number – Project Name:</i>	[365] – Water Metering Program: Leak Correlator
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total: \$40,000 \$2,000 [365]

		\$4,000 [see BP through 366] \$34,000 [see BP through 370]
	<i>Funding Source(s):</i>	Operating Reserves or Grant
	<i>Asset Management Plan Implications:</i>	<p>The replacement costs of the leak correlator will be included in the Asset Management Plan to be developed in the upcoming years.</p> <p>Using the leak correlator may reveal leaks on water mains that will need to be addressed in a timely manner. Results from field investigations will be documented to help inform the development of the Asset Management Plan.</p>
	<i>Rationale / Service Impacts:</i>	<p>Leak correlators are devices that use microphones to identify leaks on water mains. A segment of main is evaluated between two microphones.</p> <p>The leak correlator will assist staff in efficiently identifying the location of suspected leaks on water mains. To a certain extent, the leak correlator will also be used where and when possible to pro-actively assess mains in sandy soil where a leak would not necessarily surface.</p> <p>This tool will increase the community's confidence in the SCRD's leak management approach. The correlator's output could also be used to confirm a segment of main is not leaking with citizens that want further confirmation beyond existing tests.</p>
	<i>Climate Action Impact</i>	<p>The leak correlator will help the SCRD save water along with the embodied energy for treating and distributing the water.</p> <p>Additionally, climate change is likely to increase summer droughts, putting greater strain on the water system. Ensuring the water system is as efficient</p>

		as possible will help the community adapt to climate change.
	<i>Life Cycle Cost Breakdown</i>	n/a
3	<i>Function Number – Project Name:</i>	**NEW [365] – Water Metering Program: Leak Correlator Pilot (0.43 One Time Casual Employee for Pilot)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total: \$30,000 (0.43 FTE) \$7,500 [365] \$15,000 [see BP through [370] \$7,500 [see BP through 366]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The pilot project allows for the testing of the leak correlator equipment to sample a portion of the water mains in all water systems to determine how much effort should be carried out as an ongoing plan; In the North and South Pender systems about 50% of the system would be tested (about 15 km each), while for the Regional system 9% (30 km) would be tested. In all cases mains with a high potential for leaks will be selected.</p> <p>While such selection will not result in a representative sample for the system, it would allow for the most effective testing of the functionality of the equipment.</p> <p>We would provide an evaluation report in Q3 or Q4 2021 to enable us to prepare a 2022 budget proposal for a permanent leak detection program, if desired.</p>
	<i>Climate Action Impact</i>	The leak correlator pilot will help the SCRd save water along with the

		embodied energy for treating and distributing the water. Additionally, climate change is likely to increase summer droughts, putting greater strain on the water system. Ensuring the water system is as efficient as possible will help the community adapt to climate change.
	<i>Life Cycle Cost Breakdown</i>	N/A

4	<i>Function Number – Project Name:</i>	[365] – Water Metering Program: Neptune 360 Software and Hardware
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total: \$33,000 (updated from \$14,000) \$1,650 [365] \$3,300 [see BP through 366] \$28,050 [see BP through 370]
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Software and hardware are required to read the water meters owned by the SCRD. The old version of the software has been discontinued and replaced with Neptune 360 software as a service. This software includes the ability to read meters and relay that information to the billing software. It also acts as a water meter data warehouse that can store and export data. In the immediate term, this software will replace a significant amount of time that is dedicated to manually processing ICI metered accounts. In the near term, this is one step in getting customers access to their water

		consumption data on their MySCRD accounts. This budget would also allow the purchase of some hardware to support the meters installed as part of the Meter Installation Phase 3 project.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	2022: \$15,500 2023: \$24,000

5	<i>Function Number – Project Name:</i>	[365] – Water Metering Program: Development of Customer Relationship Management Tool
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total: \$50,000 \$2,500 [365] \$5,000 [see BP through 366] \$42,500 [see BP through 370]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Engaging water utility customers effectively is essential to achieve water conservation targets. As part of the Universal Water Metering Program in particular, there are opportunities to notify and support customers with leaks as well as provide personalized water use information to raise awareness about water consumption and the importance of conservation. The 2020 project <i>Metering Program 2: Water Meter Data Analytics</i> (SP101177, SP100182, SP101163) involved purchasing a water meter database software as well as outlining the Customer Relationship Management

		(CRM) capabilities desired. The CRM capabilities will replace large parts of the manual processes involved with notifying owners of their leaks and other consumption trends or issues. It will track interactions and assign tasks to enable staff to engage customers with timely and relevant communication.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Once the specific solution is developed, ongoing costs will be known. Efforts will be made to integrate and utilize existing tools to the greatest extent possible to increase usability and reduce ongoing costs.

6	<i>Function Number – Project Name:</i>	[365] – Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total \$225,000 \$5,000 [365] \$210,000 [See BP through 370] \$10,000 [See BP through 366]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	As per Resolution 320/20 (Recommendation 9) this budget proposal is for a desktop feasibility study to confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources, including Clowhom Lake, Sakinaw Lake, and Rainy River. Staff recommend to reconsider the timing of this project based on the confirmed potential for and associated workload with the development

		additional water sources in the upcoming years. The development of these sources could result in an expansion of the water supply such that it eliminates the 2025 Water Supply Deficit and significantly reduced that of 2035.
	<i>Climate Action Impact</i>	This study would assess the impact of climate change on the potential use of these sources as water supply. The impacts of climate change will also be included in the updated Water Supply Deficit and Conservation targets analyses for the Chapman System and develop them for the other water systems.
	<i>Life Cycle Cost Breakdown</i>	N/A

7	<i>Function Number – Project Name:</i>	[365] – Capital Infrastructure Project Technicians (1.5 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	2021 Salary Total (Q2-Q4, 1.125 FTE): \$100,524 (updated from \$104,187.00) 2021 Non-Salary Expenditures <ul style="list-style-type: none"> \$2,500 (office expenses) 2022 Salary Total: \$134,866 2022 Non-Salary Expenditures (base budget increase); training, conferences, office supplies, etc. \$1,575 <u>2021 Total: \$ 103,024</u> \$5,151 [365] \$87,571 [see BP through 370] \$10,302 [see BP through 366]
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A

	<p><i>Rationale / Service Impacts:</i></p>	<p>The Capital Projects division was created in 2019 and currently manages all major capital projects related to water supply, water mains, wastewater and ports and is currently staffed by a Manager, a coordinator and technician. The 2021 workplan for this division currently consist of projects with a combined total value in excess of \$13,000,000.</p> <p>The priority projects for 2021 include:</p> <ul style="list-style-type: none"> - Development of Church Road Well Field, Langdale Well Field and Maryanne West Well Field - Dam safety upgrades on Chapman, Edwards and McNeil Lakes dams - Water Main replacement programs Regional Water System, North Pender Water System and South Pender Water System - Update Chlorination system Chapman Creek Water Treatment Plan - Upgrades Woodcreek wastewater treatment plant - Rehabilitation exposed watermains - Water supply expansion Eastbourne water system - Water model development North Pender, South Pender and Regional water systems - Replacement of float, braces and piles at several docks <p>Due to the increasing focus on improving the asset management of the SCRD water, waste water and port assets and the ongoing efforts to expand the water supply, the long-term outlook for the workload of this division is not expected to reduce for at least the next 10 years.</p> <p>The proposed additional 1.5 FTE in capital projects would support the implementation of this workplan. Without this addition, the 2021 workplan would need to be reduced substantially and</p>
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		projects different until 2022 and future years.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	2022 and onwards: \$6,743 (Base budget increase)

G- OTHER or NOT CURRENTLY CLASSIFIED

8	<i>Function Number – Project Name:</i>	**NEW OPTION TO EXISTING CARRYFORWARD [365] – North Pender Harbour Water Service – Emergency Generator (<i>Carry-forward from 2020</i>)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2020 Funding Required:</i>	\$125,000
	<i>Funding Source(s):</i>	Gas tax (<i>changed from Capital reserves as approved in 2020</i>)
	<i>Asset Management Plan Implications:</i>	The addition of a generator for use at the Garden Bay Pump station and potentially other facilities requiring emergency energy will increase the system assets value and will also increase the required operating and maintenance budget to maintain the asset.
	<i>Rationale / Service Impacts:</i>	<p>The Garden Bay pump station historically included a stationary generator installed in the current facility which automatically kicked on during a hydro interruption.</p> <p>A number of years ago the generator's mechanical issues were determined to be irreparable and not cost effective. The generator was disposed of via advertised tender.</p> <p>The Regional Water System (370) owns a portable generator capable of operating the pump station which is stationed in West Sechelt. The electrical feed for the Garden Bay pump station</p>

		<p>was modified to receive both hydro and the portable generator.</p> <p>When required the portable generator would be mobilized from West Sechelt and transported to Garden Bay pump station and connected to the pump station.</p> <p>Purchasing a portable or permanently installed generator dedicated to North Pender water service area would ensure energy is supplied to the pump station almost simultaneous to hydro outages. Having a dedicated generator would ensure maximum pumping ability for the pump station in a power outage ultimately providing the maximum volume of water in an emergency that coincides with a power failure.</p> <p>Staff will review any opportunities to apply and receive an emergency preparedness grant to offset costs associated with the generator purchase, delivery, planning and installation.</p> <p>Staff will also review any cost saving opportunities including the purchase of good quality used equipment.</p>
	<i>Climate Action Impact</i>	<p>The operation of any diesel engines including generators has an environmental impact.</p>
	<i>Life Cycle Cost Breakdown</i>	<p>The purchase of a generator involves a one-time expenditure of an asset that will need ongoing annual O&M, ultimately increasing operating expenditures for the service area.</p>

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 39,530	\$102,530	\$ 102,530	\$ 102,530	\$ 102,530
2020 Operating Surplus	\$ 80,000	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 17,000	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 102,530	\$102,530	\$ 102,530	\$ 102,530	\$ 102,530

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 323,432	\$ 403,432	\$ 483,432	\$ 563,432	\$ 643,432
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Closing Balance in Reserve	\$ 403,432	\$ 483,432	\$ 563,432	\$ 643,432	\$ 723,432

Reviewed by:			
Manager		Finance	X – T. Perreault
GM	X – R. Rosenboom	Legislative	
CAO	X – D. McKinley	HR	X – G. Parker

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services
Shane Walkey, Manager, Utility Services
Stephen Misiurak, Manager, Capital Projects

SUBJECT: **2021 ROUND 1 BUDGET PROPOSAL FOR [366] SOUTH PENDER HARBOUR WATER SERVICE**

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [366] South Pender Harbour Water Service be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

A- MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	[366] – Dogwood Reservoir (Pre-Budget Proposed Initiatives for Feasibility and Construction have been combined)
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$108,000
	<i>Funding Source(s):</i>	Gas Tax
	<i>Asset Management Plan Implications:</i>	The Dogwood Reservoir has exceeded its useful life and has no residual value or amortization. If the construction of a temporary modification and/or new reservoir is required then the cost and amortization will be incorporated into

		future asset management planning schedules.
	<i>Rationale / Service Impacts:</i>	<p>The Dogwood Reservoir is a 5 meter tall, 272,000 litre wood stave reservoir located on Dogwood Drive in South Pender that was installed in 1964. The reservoir has deteriorated over the years and due to excessive leaking was drained and taken offline in early 2020.</p> <p>This project will involve hiring an engineering consultant to perform a water modeling and feasibility analysis of the South Pender water system in order to determine fire flow, water storage and the need (or not) for a replacement reservoir.</p> <p>If the results of the feasibility study identify the immediate requirement to reinstate the reservoir then construction initiatives will be required to modify or line the existing reservoir. If the feasibility study determines that the reservoir is no longer required, the reservoir will be decommissioned and demolished.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	If a temporary fix of the existing reservoir is required then lifecycle costing analyses will be performed until the design and construction of a replacement reservoir can be planned. If a brand-new reservoir is required at a later stage, then a lifecycle costing review of this option will be undertaken.

B- MANDATORY – Regulatory Compliance

2	<i>Function Number – Project Name:</i>	[366] – McNeil Lake Dam Upgrades
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$149,500 (updated from \$230,000)
	<i>Funding Source(s):</i>	Gas-Tax

	<i>Asset Management Plan Implications:</i>	Any modifications and/or new construction to the dam will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>In 2020, a project was undertaken to conduct Dam Safety Reviews (DSRs) of the McNeil Lake and the upstream Saddle Dam. The results were presented at the December 17, 2020 Infrastructure Services Committee meeting and recommended to complete upgrades to the McNeil dam to address structural deficiencies.</p> <ul style="list-style-type: none"> • Replace steel walkway access platform. • Reinstate/replace Low Level Outlet. • Replace stop log boom. • Provide new public signage. • Complete a downstream consequence of failure analysis. <p>This project in 2021 will involve the detailed design, engineering, permitting, and preparation of formal bid documents for the upgrades to the McNeil Lake Dam. The requested budget includes a 25% contingency allowance and one for staff wages.</p> <p>A 2022 Budget Proposal will be prepared for the construction phase.</p>
	<i>Climate Action Impact</i>	<p>The Dam Safety requirements were updated in 2016 and consider the flood risk associated with more intense rain events due to climate change.</p> <p>These upgrades will also allow for an improved operation of the dam during drought conditions.</p>
	<i>Life Cycle Cost Breakdown</i>	Completion of these capital improvements will extend the life of the Dam an estimated 25 years, with routine scheduled yearly maintenance.

3	<i>Function Number – Project Name:</i>	[366] – Dam Inspections and Emergency Response
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total \$56,650 \$14,150 [366] \$42,500 [See BP Through 370]
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	Any new construction, betterments or replacement of assets will be incorporated into future asset management planning. An Asset Management Plan for this service area and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	As presented at the December 17, 2020 Infrastructure Services Committee meeting the results from the 2020 Dam Safety Inspection Audit concluded that in order to meet its regulatory requirements the SCRD would need to implement comprehensive and on-going yearly Dam Safety inspections, monitoring and Response Program for the McNeil lake dam including the earthen McNeil Lake Saddle Dam.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	2022 and onwards: \$14,150 (Based budget increase)

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

4	<i>Function Number – Project Name:</i>	[366] – South Pender Harbour Water Treatment Plant - Upgrades - Phase Two
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A

	<i>2021 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Gas Tax
	<i>Asset Management Plan Implications:</i>	The updated condition and useful life of any new assets will be incorporated into any future asset management planning. A detailed Asset Management Plan for this service area and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	Additional funds are needed to complete upgrades at the South Pender Harbour Water Treatment Plant (SPHWTP) that were initially identified and approved as part of the 2020 budget adoption process. Phase Two of this work involves the replacement and upgrades of various WTP assets such as online turbidity instrumentation, completion of the weir automation and the procurement of other treatment plant equipment and components that need replacement.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Current annual base budget for small tools, equipment and supplies was not adequate to fund these expenditures. The project is a one-time expenditure and will not result in any additional annual O&M.

5	<i>Function Number – Project Name:</i>	[366] – 2021 Vehicle Purchases
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$80,000
	<i>Funding Source(s):</i>	MFA 5-Year Equipment Financial Loan and Grant
	<i>Asset Management Plan Implications:</i>	All new fleet vehicles will be incorporated into future financial and asset management planning documents in

		order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>The South Pender Harbour Water Service Area (SPHWSA) utilizes two (2) vehicles. These vehicles are required for the management and operation of the water utility and employee travel to and from sites throughout the region. 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.</p> <p>The following vehicle has been identified in need of replacement in 2021 based on the below mentioned reasons:</p> <ul style="list-style-type: none"> Vehicle #436: 2008 Ford F350 4X4 Truck w/ Service Body <p>This truck is 12 years old, has high mileage (220,000 km) and rust and other mechanical issues are becoming problematic.</p> <p>It is recommended that this vehicle be replaced with a similar sized 1-ton medium duty 4X4 truck w/ service body.</p> <p>Consideration will be given to trucks eligible for grant support under the CleanBC Go Electric Program.</p> <p>In addition to the factory ready truck types, additional aftermarket modifications and add-ons will be required to ensure the vehicles are fleet ready including add-ons such as a headache rack, seat covers, SCRD logo(s), fire extinguishers, etc.</p>
	<i>Climate Action Impact</i>	Engine emissions increase as the engine deteriorates resulting in higher particulate matter and nitrogen oxide

		emissions released into the environment. Replacement of these vehicles with efficient and modern trucks will have a beneficial impact on the Climate.
	<i>Life Cycle Cost Breakdown</i>	<p>This vehicle will be replacing an existing fleet vehicle and as such will not require additional operating budget funding to cover the annual expenses associated with fuel, insurance, repairs, etc.</p> <p>Equipment purchase to be funded by Municipal Finance Authority (MFA) 5-Year Equipment Finance Loan. Annual loan payments estimated at \$16,390.</p>

E- BOARD STRATEGIC AND CORPORATE GOALS

6	<i>Function Number – Project Name:</i>	[366] – Water Metering Program: Leak Correlator
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	<p>Total: \$40,000</p> <p>\$4,000 [366]</p> <p>\$2,000 [see BP through 365]</p> <p>\$34,000 [see BP through 370]</p>
	<i>Funding Source(s):</i>	Operating Reserves or Grant
	<i>Asset Management Plan Implications:</i>	<p>The replacement costs of the leak correlator will be included in the Asset Management Plan to be developed in the upcoming years.</p> <p>Using the leak correlator may reveal leaks on water mains that will need to be addressed in a timely manner. Results from field investigations will be documented to help inform the development of the Asset Management Plan.</p>
	<i>Rationale / Service Impacts:</i>	Leak correlators are devices that use microphones to identify leaks on water

		<p>mains. A segment of main is evaluated between two microphones.</p> <p>The leak correlator will assist staff in efficiently identifying the location of suspected leaks on water mains. To a certain extent, the leak correlator will also be used where and when possible to pro-actively assess mains in sandy soil where a leak would not necessarily surface.</p> <p>This tool will increase the community's confidence in the SCRD's leak management approach. The correlators output could also be used to confirm a segment of main is not leaking with citizens that want further confirmation beyond existing tests.</p>
	<i>Climate Action Impact</i>	<p>The leak correlator will help the SCRD save water along with the embodied energy for treating and distributing the water.</p> <p>Additionally, climate change is likely to increase summer droughts, putting greater strain on the water system. Ensuring the water system is as efficient as possible will help the community adapt to climate change.</p>
	<i>Life Cycle Cost Breakdown</i>	N/A

7	<i>Function Number – Project Name:</i>	**NEW [366] – Water Metering Program: Leak Correlator Pilot (0.43 One Time Casual Employee for Pilot)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	<p>Total: \$30,000 (0.43 FTE)</p> <p>\$7,500 [366]</p> <p>\$15,000 [see BP through [370]</p> <p>\$7,500 [see BP through 365]</p>

	<i>Funding Source(s):</i>	Operating Reserves or Grant
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The pilot project allows for the testing of the leak correlator equipment to sample a portion of the water mains in all water systems to determine how much effort should be carried out as an ongoing plan; In the North and South Pender systems about 50% of the system would be tested (about 15 km each), while for the Regional system 9% (30 km) would be tested. In all cases mains with a high potential for leaks will be selected.</p> <p>While such selection will not result in a representative sample for the system, it would allow for the most effective testing of the functionality of the equipment.</p> <p>We would provide an evaluation report in Q3 or Q4 2021 to enable us to prepare a 2022 budget proposal for a permanent leak detection program, if desired.</p>
	<i>Climate Action Impact</i>	<p>The leak correlator pilot will help the SCRD save water along with the embodied energy for treating and distributing the water.</p> <p>Additionally, climate change is likely to increase summer droughts, putting greater strain on the water system. Ensuring the water system is as efficient as possible will help the community adapt to climate change.</p>
	<i>Life Cycle Cost Breakdown</i>	N/A

8	<i>Function Number – Project Name:</i>	[366] – Water Metering Program: Neptune 360 Software and Hardware
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total: \$33,000 (updated from \$14,000)

		\$3,300 [366] \$1,650 [see BP through 365] \$28,050 [see BP through 370]
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Software and hardware are required to read the water meters owned by the SCRD. The old version of the software has been discontinued and replaced with Neptune 360 software as a service. This software includes the ability to read meters and relay that information to the billing software. It also acts as a water meter data warehouse that can store and export data.</p> <p>In the immediate term, this software will replace a significant amount of time that is dedicated to manually processing ICI metered accounts.</p> <p>In the near term, this is one step in getting customers access to their water consumption data on their MySCRD accounts.</p> <p>This budget would also allow the purchase of some hardware to support the meters installed as part of the Meter Installation Phase 3 project.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>The fee for Neptune 360 is based on the number of water meters in the system. When the final round of meter installations moves forward, the subscription fee will increase accordingly. Additionally, as an existing customer, the SCRD is benefiting from a discount for the first few years.</p> <p>2022: \$15,500 2023: \$24,000</p>

9	<i>Function Number – Project Name:</i>	[366] – Water Metering Program: Development of Customer Relationship Management Tool
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total: \$50,000 \$5,000 [366] \$2,500 [see BP through 365] \$42,500 [see BP through 370]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Engaging water utility customers effectively is essential to achieve water conservation targets. As part of the Universal Water Metering Program in particular, there are opportunities to notify and support customers with leaks as well as provide personalized water use information to raise awareness about water consumption and the importance of conservation. The 2020 project <i>Metering Program 2: Water Meter Data Analytics</i> (SP101177, SP100182, SP101163) involved purchasing a water meter database software as well as outlining the Customer Relationship Management (CRM) capabilities desired. The CRM capabilities will replace large parts of the manual processes involved with notifying owners of their leaks and other consumption trends or issues. It will track interactions and assign tasks to enable staff to engage customers with timely and relevant communication.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Once the specific solution is developed, ongoing costs will be known. Efforts will be made to integrate and utilize existing tools to the greatest extent possible to increase usability and reduce ongoing costs.

10	<i>Function Number – Project Name:</i>	[366] – Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total \$225,000 \$10,000 [366] \$5,000 [See BP through 365] \$210,000 [See BP through 370]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	As per Resolution 320/20 (Recommendation 9) this budget proposal is for a desktop feasibility study to confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources, including Clowhom Lake, Sakinaw Lake, and Rainy River. Staff recommend to reconsider the timing of this project based on the confirmed potential for and associated workload with the development additional water sources in the upcoming years. The development of these sources could result in an expansion of the water supply such that it eliminates the 2025 Water Supply Deficit and significantly reduced that of 2035.
	<i>Climate Action Impact</i>	This study would assess the impact of climate change on the potential use of these sources as water supply. The impacts of climate change will also be included in the updated Water Supply Deficit and Conservation targets analyses for the Chapman System and develop them for the other water systems.
	<i>Life Cycle Cost Breakdown</i>	N/A

11	<i>Function Number – Project Name:</i>	[366] – Capital Infrastructure Project Technician (1.5 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	<p>2021 Salary Total (Q2-Q4, 1.125 FTE): \$100,524 (updated from \$104,187.00)</p> <p>2021 Non-Salary Expenditures</p> <ul style="list-style-type: none"> \$2,500 (office expenses) <p>2022 Salary Total: \$134,866</p> <p>2022 Non-Salary Expenditures (base budget increase); training, conferences, office supplies, etc.</p> <p>\$1,575</p> <p><u>2021 Total: \$ 103,024</u></p> <p>\$10,302 [366]</p> <p>\$5,151 [see BP through 365]</p> <p>\$87,571 [see BP through 370]</p>
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The Capital Projects division was created in 2019 and currently manages all major capital projects related to water supply, water mains, wastewater and ports and is currently staffed by a Manager, a coordinator and technician. The 2021 workplan for this division currently consist of projects with a combined total value in excess of \$13,000,000.</p> <p>The priority projects for 2021 include:</p> <ul style="list-style-type: none"> - Development of Church Road Well Field, Langdale Well Field and Maryanne West well field

		<ul style="list-style-type: none"> - Dam safety upgrades dams on Chapman, Edwards and McNeil Lakes - Water Main replacement programs Regional Water System, North Pender Water System and South Pender Water System - Update Chlorination system Chapman Creek Water Treatment Plan - Upgrades Woodcreek wastewater treatment plant - Rehabilitation exposed watermains - Water supply expansion Eastbourne water system - Water model development North Pender, South Pender and Regional water systems - Replacement of float, braces and piles at several docks <p>Due to the increasing focus on improving the asset management of the SCRD water, waste water and port assets and the ongoing efforts to expand the water supply, the long-term outlook for the workload of this division is not expected to reduce for at least the next 10 years.</p> <p>The proposed additional 1.5 FTE in capital projects would support the implementation of this workplan. Without these additional the 2021 workplan would need to be reduced substantially and projects different until 2022 and future years.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	2022 and onwards: \$13,487 (Base budget increase)

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 511,138	\$ 554,638	\$ 554,638	\$ 554,638	\$ 554,638
2020 Operating Surplus	\$ 80,000	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 36,500	\$ -	\$ -	\$ -	\$ -
Contributions to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 554,638	\$ 554,638	\$ 554,638	\$ 554,638	\$ 554,638

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 446,408	\$ 647,831	\$ 849,254	\$ 1,050,677	\$ 1,252,100
2021 Budget Proposals	-	\$ -	\$ -	\$ -	\$ -
Contributions to Reserve	\$ 201,423	\$ 201,423	\$ 201,423	\$ 201,423	\$ 201,423
Closing Balance in Reserve	\$ 647,831	\$ 849,254	\$ 1,050,677	\$ 1,252,100	\$ 1,453,523

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services
Shane Walkey, Manager, Utility Services
Stephen Misiurak, Manager, Capital Projects

SUBJECT: 2021 ROUND 1 BUDGET PROPOSAL FOR [370] REGIONAL WATER SERVICE

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [370] Regional Water Service be received.

BACKGROUND

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

DISCUSSION**2021 R1 Budget Proposals – Categorized Mandatory****B- MANDATORY – Regulatory Compliance**

1	<i>Function Number – Project Name:</i>	[370] – Dam Inspections and Emergency Response
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total: \$56,650 \$42,500 [370] \$14,150 (see BP 366)
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	The results from the 2020 Dam Safety Inspection Audit recommended the Regional District implement a comprehensive and on-going yearly Dam Safety inspection, Monitoring, and Response Program for the Chapman

		Lake and Edwards Lake dams. Any new construction, betterments or replacement of assets will be incorporated into future asset management planning. An asset management plan for this service area and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	<p>These dams are used to regulate the water levels at Chapman and Edwards Lakes, which are the primary water sources for the Regional Water Service Area.</p> <p>The implementation of an annual Dam Safety inspection, monitoring, and response program will ensure the SCRD is in compliance with its Dam Operating Permit for each of the Dams and assurance that a comprehensive response program is annually updated that details the specific steps that are followed in case of a Dam breach emergency.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The costs for the implementation of the annual inspection and monitoring program will be an annual operating and maintenance cost. The findings of the annual O&M will contribute to further operating and capital costs for each dam.

2	<i>Function Number – Project Name:</i>	[370] – Chapman and Edwards Dam Improvements
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$240,500 (updated from \$290,000)
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Any modifications and/or new construction to the dam will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.

	<i>Rationale / Service Impacts:</i>	<p>In 2020, a project was undertaken to conduct Dam Safety Reviews (DSRs) of the Chapman and Edwards Lakes Dams. The results of the DSRs concluded with recommendations to complete some assorted work at both dams to address some noted deficiencies.</p> <p>The results from the 2020 Dam safety analysis identified the following deficiencies in need of correction:</p> <p>Both structural and safety improvements are required to be completed for the Chapman Lake Dam and Edwards Lake dam to bring the dams into compliance with Provincial regulations.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Raising the steel access walkway • Structural strengthening the Chapman Dam • Provide new public signage and security gates • Vegetation control at both dam sites • Complete a downstream consequence of failure analysis. <p>This project in 2021 will involve the detailed design, engineering, permitting, and preparation of formal bid documents for the upgrades to the Chapman and Edward Lake dams. The requested budget include a 25% contingency allowance and contingency for staff wages.</p> <p>A 2022 Budget Proposal will be prepared for the construction of the improvements.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Completion of the required structural and related safety improvements will preserve the longevity of these critical infrastructure facilities.

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

3	<i>Function Number – Project Name:</i>	[370] – Chapman Creek Water Treatment Plant (WTP) Chlorine Upgrades
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$1,000,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	The asset management implications of the replacement of the chlorination system will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>The Chapman Creek WTP utilizes a poisonous gaseous chlorine disinfection system that is hazardous in the event of an inadvertent gas leak and is considered outdated. In 2018 a budget of \$698,000 was approved to replace this system with a safer and more user friendly system.</p> <p>The current design work depicts the placement of two outdoor containment towers that will use the liquid brine solution along with an automatic feeder system to introduce the disinfectant into the water treatment process.</p> <p>The original project budget was unfortunately too limited in scope, and based on a different layout than currently considered and didn't account for annual increasing cost of services and materials. It's currently estimated that an additional \$1,000,000 would be required for the construction of the currently designed system. This budget would include a contingency allowance to</p>

		account for staff time spent on this project.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Annual O&M costs associated with maintaining the replacement disinfection treatment system will be confirmed during the next project phase and are estimated to be up to \$45,000 and are expected to be comparable to those of the current system.

4	<i>Function Number – Project Name:</i>	[370] – Regional Water Minor Capital Base Budget Increase
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Parcel Taxes
	<i>Asset Management Plan Implications:</i>	Funding for this proposal will be utilized to purchase, replace and/or remediate water infrastructure and as such will be reflected in current and future asset management planning.
	<i>Rationale / Service Impacts:</i>	The Regional Water Service has an existing annual base minor capital budget of \$80,000 that is utilized to fund asset replacements and/or minor capital upgrades. This budget allows for ad hoc purchases on an annual basis and supports expedited decision making and the procurement of waterworks' minor capital assets. The existing budget of \$80,000 has not changed since it was established over ten (10) years ago. Due to rising costs associated with replacing minor capital components of various mid-life assets such as the Chapman WTP and aging Pump Stations, PRVs and reservoirs, the existing budget is insufficient. This can be addressed with an increase to the base minor capital annual budget by \$50,000, which will provide a total of \$130,000 annually to

		fund minor capital purchases and projects.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Annual increase to the base minor capital budget of \$50,000.

5	<i>Function Number – Project Name:</i>	[370] – Reed Road Pump Station Zone 4 Improvements
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E
	<i>2021 Funding Required:</i>	\$70,000
	<i>Funding Source(s):</i>	Capital reserves
	<i>Asset Management Plan Implications:</i>	The replacement costs of this pump will be included in the Asset Management Plan to be developed in the upcoming years.
	<i>Rationale / Service Impacts:</i>	<p>Additional fire flow is desired in the Chapman Water System Zone 4 (north of Reed Road). Currently, fire protection is provided by storage in the Cemetery Road reservoir and the Zone 4 supply pumps in the Reed Road pump station. The Zone 4 pumps are not sized for fire flow and only provide approximately 10 l/s. This is less than the 30 l/s fire flow recommended by the Fire Underwriters Service.</p> <p>In order to address the fire flow deficiency, water system modelling will be completed to determine improvements to the Reed Road pump station and/or additional storage to provide the required fire flows</p> <p>Installation of an additional pump or water storage is supported by the Gibson Voluntary Fire department as it would allow for significantly improved firefighting potential in the increasingly developed area around Cemetery Road.</p>

		Based on the overall 2021 workload of the Capital Project division, this project may not be initiated prior to Q4 2021 or Q1 2022.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The maintenance costs for this pump will be funded from the existing operating budget.

6	<i>Function Number – Project Name:</i>	[370] – Chapman and Edwards Lake Communication System Upgrade
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$74,125
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Any new assets purchased as part of this project will be reflected in current and future asset management planning.
	<i>Rationale / Service Impacts:</i>	The communication systems at Chapman and Edwards Lakes used to monitor the lake levels and control the release of water from the dams into Chapman Creek rely on a satellite link and the internet to transmit data to and from the sites. This link is a single point of failure and at times can be unreliable. During the high water usage periods of the summer, operational staff rely on this system to meet the Regional Water system demand and to maintain the minimum water flow in Chapman Creek. A more direct and reliable communication link to Chapman and Edward Lakes is desired. Direct communication will allow for more reliability and more data to be transmitted from the site which could enable visual monitoring via photos that would be used to monitor the condition of the dam and lake levels. This project will involve preliminary testing, design, procurement, and installation of a

		dedicated radio system and other required modifications at Chapman Lake and the Field Road office.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	It is not anticipated that this project will result in any additional annual operating expenditures and could result in reductions to the number of annual helicopter flights and/or satellite subscription fees.

7	<i>Function Number – Project Name:</i>	[370] – 2021 Vehicle Purchases
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$210,000
	<i>Funding Source(s):</i>	MFA 5-Year Equipment Financing Loan and grant
	<i>Asset Management Plan Implications:</i>	All new fleet vehicles will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>Regional Water Service Area (RWSA) staff currently utilize 24 fleet vehicles. These vehicles are required for the management and operation of the water utility and employee travel to and from sites throughout the region. Annually, infrastructure staff 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.</p> <p>The following vehicles have been identified as in need of replacement in 2021 based on the below mentioned reasons:</p>

		<ul style="list-style-type: none"> • Vehicle #438: 2008 Ford F250 2WD Truck w/ Service Body <ul style="list-style-type: none"> ○ This truck is 12 years old, mileage is getting high (160,000 km) and 2WD is not suitable for winter conditions. ○ Replace with 1-ton medium duty 4X4 truck w/ service body: \$80,000 • Vehicle #474: 2012 Ford F350 Flat Deck Truck <ul style="list-style-type: none"> ○ This truck has a blown motor and is not worth fixing for the price of the motor. ○ Replace with 1-ton Flatbed Truck (4X4) w/ hydraulic dump/hoist capabilities: \$80,000 • Vehicle #477: 2012 Ford F150 4X4 Truck <ul style="list-style-type: none"> ○ This is a 'problem truck'; replaced the transmission and transfer case recently; high mileage (185,000 km) ○ Replace with ½ ton light duty pickup truck (4X4): \$50,000 <p>Consideration will be given to trucks eligible for grant support under the CleanBC Go Electric Program.</p> <p>In addition to the factory ready truck types, additional aftermarket modifications and add-ons will be required to ensure the vehicles are fleet ready including add-ons such as a headache rack, seat covers, SCRD logo(s), fire extinguishers, etc.</p>
	<p><i>Climate Action Impact</i></p>	<p>Engine emissions increase as the engine deteriorates resulting in higher particulate matter and nitrogen oxide emissions released into the environment. Replacement of these vehicles with</p>

		efficient and modern trucks will have a beneficial impact on the Climate.
	<i>Life Cycle Cost Breakdown</i>	<p>These vehicles will be replacing existing fleet vehicles and as such will not require additional operating budget funding to cover the annual expenses associated with fuel, insurance, repairs, etc.</p> <p>Equipment purchase to be funded by Municipal Finance Authority (MFA) 5-Year Equipment Finance Loan. Annual loan payments estimated at \$43,022.</p>

8	<i>Function Number – Project Name:</i>	[370] – SCADA Technician Staffing Increase (0.30 FTE)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	<p>2021: \$20,219 (Q2 hiring) (Updated from \$13,234)</p> <p>2022 and onwards: \$26,958</p>
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Currently the SCRD employees one SCADA Technician that provides all technical support for computer trending, new installations, construction review and implementation for all of the wastewater plants, pump stations and water treatment plants automation and data acquisition.</p> <p>SCADA technicians enable plant operators to control electronic equipment from their cell phones and while at a stationary computer. They implement and maintain the alarm systems and integrate all electronic equipment into the SCADA system and automated control systems.</p> <p>With more infrastructure and the need for more automation of controls such as at Chapman Dam, new wells or to keep</p>

		<p>the current assets maintained more staff are required to allow for a reliable 24/7 365 days a year availability of a SCADA technician.</p> <p>The 0.5 FTE SCADA technician position approved as part of the 2019 budget has not successfully been filled yet and is not expected to be filled given its part-time nature. This budget proposal would allow for the creation of a 0.8 FTE position which would be much more attractive for applicants.</p> <p>The District of Sechelt has indicated an interest in developing an agreement to provide them with 0.2 FTE SCADA support on a cost recovery basis. Once an agreement is reached this position would become 1.0 FTE.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Base Budget increase

E- BOARD STRATEGIC AND CORPORATE GOALS

9	<i>Function Number – Project Name:</i>	[370] – Groundwater Investigation Phase 3 - Round 2
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$1,377,600 (updated from \$500,000)
	<i>Funding Source(s):</i>	<p>Capital Reserves: \$931,100</p> <p>Operation Reserves: \$100,000</p> <p>DCC: \$346,500</p>
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Developing new water supply sources is one of the tactics listed in the 2019-2023 Strategic Plan. The Phase 2 - Round 2 Groundwater Investigation and Gray Creek Phase 3 project has resulted in the drilling of 4 deep test wells between Langdale and Gray Creek. The results

		<p>were presented at the Special Infrastructure Services meeting on January 20, 2021. As per the direction received at that meeting, the requested budget would allow for the initiation of the first steps to develop wells at the Langdale well site and to confirm the feasibility of the Maryanne West Park well site.</p> <p>The cost breakdown per site is:</p> <ul style="list-style-type: none"> - Maryanne West Park: \$100,000 - Langdale: \$1,277,100
	<i>Climate Action Impact</i>	The development of these wells will increase the resilience of the water supply for the Chapman system during drought conditions.
	<i>Life Cycle Cost Breakdown</i>	The requirement for any additional staff capacity or resources to operate and maintain the proposed well fields and associated infrastructure can only be quantified once the detailed design and operating regimes of the infrastructure are complete.

10	<i>Function Number – Project Name:</i>	**NEW [370] – Feasibility Study Surface Water Intake Upgrades Gray Creek
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$125,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Developing new water supply sources is one of the tactics listed in the 2019-2023 Strategic Plan. The Phase 2 - Round 2 Groundwater Investigation and Gray Creek Phase 3 project has resulted in the drilling of 4 deep test wells between Langdale and Gray Creek. The results were presented at the Special Infrastructure Services meeting on January 20, 2021. As per the Board direction received at that meeting

		direction was provided to explore the feasibility to upgrade the existing surface water intake well field in this area to allow for a year-round use of that water supply source. This project will include creek-flow monitoring and modelling and assessments to determine the appropriate treatment system for this site. A preliminary design and cost estimate will also be prepared.
	<i>Climate Action Impact</i>	The feasibility study will consider the impacts of climate change on the Gray Creek water system
	<i>Life Cycle Cost Breakdown</i>	The requirement for any additional staff capacity or resources to operate and maintain the proposed well fields and associated infrastructure can only be quantified once the detailed design and operating regimes of the infrastructure is complete.

11	<i>Function Number – Project Name:</i>	[370] – Eastbourne Groundwater Investigation
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	F
	<i>2021 Funding Required:</i>	Option 1: \$175,000 Option 2: \$350,000 (recommended) Option 3: \$475,000
	<i>Funding Source(s):</i>	Capital Reserves: \$107,406 Gas-Tax: \$44,594 (3 year per capital allocation) DCC: \$198,000
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Investigating and Developing water supply sources is one of the tactics listed in the 2019-2023 Strategic Plan. The Eastbourne system consists of multiple wells and is experiencing water supply challenges most summers. The results from the 2020 desktop study identified a water supply source that is

		<p>precipitation dependent and a supply deficit that worsens considerably during the long summer dry periods. The desktop study identified the need for up to three additional drilled deep aquifer wells into the bedrock to compensate for the supply deficit. The study also completed a long-term pump test of a private drilled well on the island and recommended the SCRD pursue negotiations with the private owner to take over this well as this will provide up to half the supply deceit once connected to the community system.</p> <p>Staff identified the following options for 2021:</p> <ol style="list-style-type: none"> 1) <u>Full development private well (\$175,000):</u> Land use agreement, design, permitting and construction of private well. Exploration of potential to develop new wells could start in 2022. 2) <u>Development Private well and only if unsuccessful, the drilling of two productive wells (\$350,000)</u> Option 1 and if development of private well is deemed impossible, then initiation of drilling up to three test wells to confirm potential yield, preliminary design and cost. 3) <u>Development Private well and test well drilling (\$475,000)</u> Option 1 and drilling of up to three test wells to confirm potential yield, preliminary design and cost.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The requirement for any additional staff capacity or resources to operate and maintain the proposed wells and associated infrastructure can only be quantified once the detailed design and operating regimes of the infrastructure is complete.

12	<i>Function Number – Project Name:</i>	[370] – Raw Water Reservoir - Development Phase 1 (proposed to be removed)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	-
	<i>2021 Funding Required:</i>	-
	<i>Funding Source(s):</i>	-
	<i>Asset Management Plan Implications:</i>	-
	<i>Rationale / Service Impacts:</i>	Staff recommend to cancel this budget proposal to be based as the 2020 Raw Water Reservoir project is still ongoing.
	<i>Climate Action Impact</i>	-
	<i>Life Cycle Cost Breakdown</i>	-

13	<i>Function Number – Project Name:</i>	[370] – Metering Program: Meters Installation Phase 3 District of Sechelt and Sechelt Indian Government District (Additional funding)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	DoS and SIGD
	<i>2021 Funding Required:</i>	\$250,000
	<i>Funding Source(s):</i>	Long-Term Loan
	<i>Asset Management Plan Implications:</i>	The replacement costs of the meters will be included in the Asset Management Plan to be developed in the upcoming years.
	<i>Rationale / Service Impacts:</i>	In 2020 the Board approved a \$7,000,000 budget for this project. This budget was determined based on the initiation of the project in 2020. Given that the project is currently not estimated to start until in late Q4 2021 at the earliest, additional budget is required to compensate for annual increases to the costs associated with materials and supplies, contractors and SCRD staff.

		Note: As part of the 2021 pre-budget meetings it was decided to defer the purchase of one Electric Vehicle for The Strategic Initiative Team. A budget proposal for this vehicle will again be brought forward for purchasing in 2022 as it would be required for the reading of the meters installed as part of this project.
	<i>Climate Action Impact</i>	Water meters are a key tool in addressing the current water supply deficit and increasing the resilience of the SCRD's water systems against climate change.
	<i>Life Cycle Cost Breakdown</i>	Water meters are expected to have a lifecycle of at least 20 years and require almost no maintenance until time of replacement. Replacement costs will be factored into the Asset Management plan for this water system that will be developed in the upcoming years.

14	<i>Function Number – Project Name:</i>	**NEW [370] – Metering Program: Electoral Approval Process Meters Installation Phase 3
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	DoS and SIGD
	<i>2021 Funding Required:</i>	\$113,500
	<i>Funding Source(s):</i>	Operational Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	At the September 17, 2020 Infrastructure Service Committee meeting the report Electoral Approval Process For Long-Term Borrowing To Fund Water Meter Installation - Phase 3 was presented. As per resolution (320/20) as adopted at the October 8, 2020 Board meeting, the SCRD is seeking electoral approval for a long-term loan in support of the Meters Installation Phase 3 project. The direction to staff is to first organize an Alternative Approval Process (AAP) and

		<p>to proceed with an Assent Vote (referendum) if the AAP was not unsuccessful.</p> <p>The proposed budget would allow for the organizing of both an AAP and, if required, a referendum as well as expenditures in support of public information and outreach.</p> <ul style="list-style-type: none"> - AAP/Referendum: \$93,500 - Public Information and Outreach: \$20,000 <p>As most of the proposed budget is associated with the organization of a referendum, the actual project costs would be significantly lower than the proposed budget if the electoral approval would be obtained via an AAP.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

15	<i>Function Number – Project Name:</i>	[370] – Water Metering Program: Leak Correlator
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	<p>Total: \$40,000</p> <p>\$34,000 [370]</p> <p>\$2,000 [see BP through 365]</p> <p>\$4,000 [see BP through 366]</p>
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	<p>The replacement costs of the leak correlator will be included in the Asset Management Plan to be developed in the upcoming years.</p> <p>Using the leak correlator may reveal leaks on water mains that will need to be addressed in a timely manner. Results from field investigations will be documented to help inform the</p>

		development of the Asset Management Plan.
	<i>Rationale / Service Impacts:</i>	<p>Leak correlators are devices that use microphones to identify leaks on water mains. A segment of main is evaluated between two microphones.</p> <p>The leak correlator will assist staff in efficiently identifying the location of suspected leaks on water mains. To a certain extent, the leak correlator will also be used where and when possible to pro-actively assess mains in sandy soil where a leak would not necessarily surface.</p> <p>This tool will increase the community's confidence in the SCRD's leak management approach. The correlators output could also be used to confirm a segment of main is not leaking with citizens that want further confirmation beyond existing tests.</p>
	<i>Climate Action Impact</i>	<p>The leak correlator will help the SCRD save water along with the embodied energy for treating and distributing the water.</p> <p>Additionally, climate change is likely to increase summer droughts, putting greater strain on the water system. Ensuring the water system is as efficient as possible will help the community adapt to climate change.</p>
	<i>Life Cycle Cost Breakdown</i>	N/A

16	<i>Function Number – Project Name:</i>	**NEW [370] – Water Metering Program: Leak Correlator Pilot (0.43 FTE One Time Casual Employee for Pilot)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total: \$30,000 (0.43 FTE) \$15,000 [370] \$7,500 [see BP through 365] \$7,500 [see BP through 366]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The pilot project allows for the testing of the leak correlator equipment to sample a portion of the water mains in all water systems to determine how much effort should be carried out as an ongoing plan; In the North and South Pender systems about 50% of the system would be tested (about 15 km each), while for the Regional system 9% (30 km) would be tested. In all cases mains with a high potential for leaks will be selected.</p> <p>While such selection will not result in a representative sample for the system, it would allow for the most effective testing of the functionality of the equipment.</p> <p>We would provide an evaluation report in Q3 or Q4 2021 to enable us to prepare a 2022 budget proposal for a permanent leak detection program, if desired.</p>
	<i>Climate Action Impact</i>	<p>The leak correlator pilot will help the SCRD save water along with the embodied energy for treating and distributing the water.</p> <p>Additionally, climate change is likely to increase summer droughts, putting greater strain on the water system. Ensuring the water system is as efficient as possible will help the community adapt to climate change.</p>
	<i>Life Cycle Cost Breakdown</i>	N/A

17	<i>Function Number – Project Name:</i>	[370] – Water Metering Program: Neptune 360 Software and Hardware
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	Total: \$33,000 (updated from \$14,000) \$28,050 [370] \$1,650 [see BP through 365] \$3,300 [see BP through 366]
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Software and hardware are required to read the water meters owned by the SCRD. The old version of the software has been discontinued and replaced with Neptune 360 software as a service. This software includes the ability to read meters and relay that information to the billing software. It also acts as a water meter data warehouse that can store and export data.</p> <p>In the immediate term, this software will replace a significant amount of time that is dedicated to manually processing the metered Industrial, Commercial and Institutional accounts.</p> <p>In the near term, this is one step in getting customers access to their water consumption data on their MySCRD accounts.</p> <p>This budget would also allow the purchase of some hardware to support the meters installed as part of the Meters Installation Phase 3 project.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The fee for Neptune 360 is based on the number of water meters in the system. When the final round of meter

		<p>installations moves forward, the subscription fee will increase accordingly. The anticipated rates for future years are:</p> <p>2022: \$15,500</p> <p>2023: \$24,000</p>
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18	<i>Function Number – Project Name:</i>	[370] – Water Metering Program: Development of Customer Relationship Management Tool
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	<p>Total: \$50,000</p> <p>\$42,500 [370]</p> <p>\$2,500 [see BP through 365]</p> <p>\$5,000 [see BP through 366]</p>
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Engaging water utility customers effectively is essential to achieve water conservation targets. As part of the Universal Water Metering Program in particular, there are opportunities to notify and support customers with leaks as well as provide personalized water use information to raise awareness about water consumption and the importance of conservation.</p> <p>The 2020 project <i>Metering Program 2: Water Meter Data Analytics</i> involved purchasing a water meter database software as well as outlining the Customer Relationship Management (CRM) capabilities desired. There are several CRM modules proposed to be developed in 2021 to replace large parts of the manual processes involved with notifying owners of their leaks and other consumption trends or issues. The CRM</p>

		will track interactions and assign tasks to enable staff to engage customers with timely and relevant communication.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The ongoing costs (staff and expenditures) for the CRM modules will depend on the ultimate solution to meet the desired capabilities and will therefore not be known until the project is completed. Efforts will be made to integrate and utilize existing tools to the greatest extent possible to increase usability and reduce ongoing costs.

19	<i>Function Number – Project Name:</i>	[370] – Water Supply Plan: Public Participation Regional Water System
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	\$20,000 Breakdown per water system: Base cost \$2,000 Chapman/Soames/Granthams \$15,000 Langdale \$1,000 Eastbourne \$1,000 Cove Cay/Egmont \$1,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Budget to allow for communication and public participation activities in support of the development of Water Supply Plans for each of the water systems (e.g. mail outs, surveys, digital communication and if possible in-person events).
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

20	Function Number – Project Name:	[370] – Water Supply Plan: Regional Water System Water Distribution Model Update and Technical Analysis
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2021 Funding Required:	\$213,000 (updated from \$187,000) Breakdown per water system: Base cost \$18,000 Chapman/Soames/Grantham \$156,000 Langdale \$13,500 Eastbourne \$12,000 Cove Cay/Egmont \$13,500
	Funding Source(s):	Operating Reserves
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	<p>In preparation of the Comprehensive Regional Water Plan (2013) the SCRD had a consultant prepare a hydraulic model of the distribution systems within the Regional Water system. These models have been used by the consultant to perform analyses for small areas when asked by the SCRD or developers. The model is not up-to-date and hence is not able to perform system wide analyses as required for development of a new Strategic Water plan for the water systems within the Regional Water system.</p> <p>This model, once updated, would be used to assess current and future states with respect to a variety of objects including for:</p> <ul style="list-style-type: none">- Fire Flows- Water Pressures- Average Daily Demand- Maximum Daily Demand- Peak Hourly Demand- Chlorine levels- Water Treatment capacity

		<p>These analyses are intended to be used to guide future improvements for the water systems.</p> <p>The technical analyses undertaken in support of this plan would include an update of the Water Supply Deficit and the effectiveness of water conservation measures for e.g. 2025, 2035 and 2050.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Annual licensing fee 2022 onwards: \$5,000 (Base budget increase)

21	<i>Function Number – Project Name:</i>	[370] – Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	<p>Total \$225,000</p> <p>\$ 210,000 [370]</p> <p>\$ 10,000 [See BP through 366]</p> <p>\$ 5,000 [See BP through 365]</p>
	<i>Funding Source(s):</i>	Operational Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>As per Resolution 320/20 (Recommendation 9) this budget proposal is for a desktop feasibility study</p> <p>to confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources, including Clowhom Lake, Sakinaw Lake, and Rainy River.</p> <p>Staff recommend to reconsider the timing of this project based on the confirmed potential for and associated workload with the development of additional water sources in the upcoming years. The development of these</p>

		sources could result in an expansion of the water supply such that it eliminates the 2025 Water Supply Deficit and significantly reduced that of 2035.
	<i>Climate Action Impact</i>	This study would assess the impact of climate change on the potential use of these sources for water supply. The impacts of climate change will also be included in the updated Water Supply Deficit and Conservation targets analyses for the Chapman System and confirm the Water Supply Deficit and Conservation targets for the other water systems.
	<i>Life Cycle Cost Breakdown</i>	N/A

22	<i>Function Number – Project Name:</i>	[370] – Capital Infrastructure Project Technician (1.5 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2021 Funding Required:</i>	<p>2021 Salary Total (Q2-Q4, 1.125 FTE): \$100,524 (updated from \$104,187.00)</p> <p>2021 Non-Salary Expenditures</p> <ul style="list-style-type: none"> \$2,500 (office expenses) <p>2022 Salary Total: \$134,866</p> <p>2022 Non-Salary Expenditures (base budget increase); training, conferences, office supplies, etc. \$1,575</p> <p><u>2021 Total: \$ 103,024</u></p> <p>\$ 87,571 [370]</p> <p>\$ 5,151 [see BP through 365]</p> <p>\$ 10,302 [see BP through 366]</p>
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A

	<p><i>Rationale / Service Impacts:</i></p>	<p>The Capital Projects division was created in 2019 and currently manages all major capital projects related to water supply, water mains, wastewater and ports and is currently staffed by a Manager, a coordinator and technician. The 2021 workplan for this division currently consist of projects with a combined total value in excess of \$13,000,000.</p> <p>The priority projects for 2021 include:</p> <ul style="list-style-type: none"> - Development of Church Road Well Field, Langdale Well Field and Maryanne West well field - Dam safety upgrades on Chapman, Edwards and McNeill Lakes - Water Main replacement programs Regional Water System, North Pender Water System and South Pender Water System - Update Chlorination system Chapman Creek Water Treatment Plan - Upgrades Woodcreek wastewater treatment plant - Rehabilitation exposed watermains - Water supply expansion Eastbourne water system - Water model development North Pender, South Pender and Regional water systems - Replacement of float, braces and piles at several docks <p>Due to the increasing focus on improving the asset management of the SCRD water, waste water and port assets and the ongoing efforts to expand the water supply, the long-term outlook for the workload of this division is not expected to reduce for at least the next 10 years.</p>
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		The proposed additional 1.5 FTE in capital projects would support the implementation of this workplan. Without these additional staff, the 2021 work plan would need to be reduced substantially and projects differed until 2022 and future years.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	2022 and onwards: \$114,636 (Base budget increase)

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 1,633,867	\$ 1,410,867	\$ 1,410,867	\$ 1,410,867	\$ 1,410,867
2020 Operating Surplus	\$ 650,000	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 873,000	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,410,867	\$ 1,410,867	\$ 1,410,867	\$ 1,410,867	\$ 1,410,867

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 4,126,069	\$ 3,302,938	\$ 4,902,938	\$ 6,502,938	\$ 8,102,938
2021 Budget Proposals	-\$ 2,423,131	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
Closing Balance in Reserve	\$ 3,302,938	\$ 4,902,938	\$ 6,502,938	\$ 8,102,938	\$ 9,702,938

Development Cost Charges					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 2,121,265	\$ 1,816,765	\$ 3,176,765	\$ 4,776,765	\$ 6,376,765
2021 Budget Proposals	-\$ 544,500	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 240,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,816,765	\$ 3,176,765	\$ 4,776,765	\$ 6,376,765	\$ 7,976,765

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: **SQUARE BAY WASTEWATER TREATMENT PLANT UPDATE**

RECOMMENDATION(S)

THAT the report titled “Square Bay Wastewater Treatment Plant Update” be received for information.

BACKGROUND

The existing wastewater treatment plant, located in Area B in Square Bay, is an Upflow Sludge Blanket Filtration (USBF) wastewater treatment plant commissioned in 2019 that discharges treated effluent via sub-marine ocean outfall. The 1380m of collection system has 83 houses connected to the sewer system out of a total of 93 properties in the Square Bay development.

The purpose of this report is to provide an update on the current status of the Square Bay Wastewater Treatment facility and collection system.

DISCUSSION

In 2015 Opus DaytonKnight Consultants Ltd. perform a condition review of the Square Bay wastewater treatment facility to provide upgrade options and recommendations to address the aged facility in the form of the Square Bay Sewage Treatment Plant Upgrade Report (TPUR). In October 2016 the Ministry of Community, Sport and Cultural Development awarded a grant for ~ \$700,000 under the Clean Water and Wastewater Fund to be used for the design and construction of a new WWTP for the community of Square Bay based on the TPUR. A tender for design build was awarded in 2018 to ECOfluid Systems Inc. and the new plant was commissioned in early 2019.

The wastewater treatment process is a single sludge denitrification, extended aeration activated sludge process that incorporates USBF an anoxic selector zone and sludge pre-thickening. Downstream processes include sand filtration and UV disinfection to produce treated effluent. the treatment plant itself is functioning according to the expectations and permit requirements.

The wastewater collection system was installed in 1970 and has approximately 635 m of 150 mm diameter asbestos cement (AC) and 625 m of 150mm diameter polyvinyl chloride (PVC) gravity mains and 120 m of 75 mm diameter PVC force main.

An integral part of the collection system are 34 manholes and a lift station on Crab Road that pumps the sewage up towards Susan Way where it continues by gravity to the plant. The Crab

Road lift station along with three manholes were installed by SCRD staff and local contractors and commissioned in 2014 for ~ \$75,000. This new lift station and manholes were an upgrade to the nearby out dated and undersized lift station.

Inflow and Infiltration

Inflow and infiltration (I&I) are terms used to describe the ways groundwater and storm water enter into dedicated wastewater systems. There are various sources of I&I one of which is groundwater that enters through cracks or leaks in the sanitary pipes that may be caused by age, loose joints, poor design, installation errors and root infiltration. Many of the sewer pipes in the Square Bay service area lie beneath the ditches which in themselves are designed to collect surface water. These sewer pipes are especially susceptible to infiltration when they crack or break.

Wet weather magnifies existing I&I as rain or snow melt events start filling ditches and then into the sanitary system which occasionally causing the wastewater treatment plant to exceed maximum treatment volumes and wastewater treatment processes are disrupted causing a treatment plant bypass.

The Square Bay wastewater plant has experienced very high I&I flow events that are beyond the plants capability to treat all of the incoming flows. These high flows have required a “plant bypass” which is a controlled bypass of the wastewater treatment plant. Since the new USFB has been in service there have been five bypasses. The new wastewater plant has enabled us to accurately measure the average dry weather flow which assists in identifying the I&I volumes. No bypasses occurred in 2019 and those that occurred in 2020 and 2021 are included in the table below.

Date	Volume	Duration	Cause
November 3 rd , 2020	150m3	29.5 hours	High flows to treatment facility due to rain event
November 13 th , 2020	40m3	13 hours	High flows to treatment facility due to rain event
December 29 th , 2020	93m3	5 hours	High flows to treatment facility due to rain event
January 1 st , 2021	90m3	19 hours	High flows to treatment facility due to rain event
January 13 th , 2021	80m3	4 hours	High flows to treatment facility due to rain event

As a requirement of the Square Bay wastewater treatment plants Ministry of Environment and Climate Change permit a Non-Compliance Report must be submitted when the plant is bypassed. These reports must describe the location, spill site, quantity, circumstances around the bypass and the details of action taken. To date the ministry has not initiated any actions in response to these bypass incidents. Staff are expecting this would change if they will continue and no action has been to address the issues.

I&I problems are difficult to resolve due to the challenges of identifying the exact location of the deficiency in the collection system and because the infrastructure is costly to replace and repair. The reduction and control of I&I in sanitary sewer systems should be considered as a long-term monitoring and maintenance program.

The Square Bay Wastewater Local Service Area Asset Management Plan completed in 2019 describes the collection system as in poor condition.

In 2019 \$25,000 was committed to locating and repairing I&I along with a program to camera the insides of all of the collection system by CCTV. The CCTV identified 33 locations in the piping system that had defects and require repairs. In 2020 another \$25,000 was budgeted for I&I repairs. These funds allowed staff to eliminate and troubleshoot I&I concerns by raising and repairing a number of manholes, replacing sections of piping, removing root infiltration and monitoring flows during rain events. There has been a significant effort to monitor, locate and record information relating to various issues. By reducing I&I capital and operating costs can be lowered. Reducing pump run times and filtration volumes will extend the life of assets.

Options and Analysis

Funding is required for ongoing actions to avoid future bypasses and regulatory non-compliances at the plant. These funds will be used for repairing small sections of the piping and manholes to reduce I&I but funding is also required for long term planning to for more substantial upgraded to the collection system.

A \$25,000 budget proposal will be proposed for 2021 for staff to continued repairs to manhole and service connections that while also reviewing areas that can have more extensive work completed within budget.

Long term planning for the collection system replacement is required. To upgrade larger sections of the Square Bay collection piping and manholes engineered planning and design along with a legal survey will be required to generate a Square Bay Sewage Collection System Upgrade Report. The report will provide design criteria and a cost estimate for the sections of the system that needs upgrading or replacement. A \$15,000 budget proposal will be proposed for the 2021 budget.

To apply, to be considered and be successful for grant opportunities such as the SCRD was for the treatment plant upgrades an engineered report identifying design and cost estimates assists the grant decision makers to clearly understand the SCRD is prepared, is proactive and ready to move forward with improvements.

Financial Implications

In consideration of the ongoing monitoring and maintenance and long-term planning staff will propose two budget proposals for 2021.

- \$25,000 budget proposal for ongoing repairs and maintenance to the collection system from operating reserves.
- \$15,000 budget proposal for engineer planning and design that will generate a Collection System Upgrade Report from capital reserves/gas tax.

STRATEGIC PLAN AND RELATED POLICIES

The two proposed projects for 2021 are supporting the 2019-2023 Strategic Plan and specifically the tactic 'Develop and implement asset stewardship plan components including asset inventory, condition assessments, levels of service, risk assessments, capital and operational maintenance plans and funding strategies".

CONCLUSION

The Square Bay WWTP functioning as designed during normal flows but must be bypassed during high flow Inflow and Infiltration (I&I) events.

In 2019 and 2020 funds were committed to address I&I and a CCTV review was conducted. Staff have raised and repaired a number of manholes, replaced a section of piping, removed root infiltration and monitored flows during rain events

Funding is required for ongoing actions such as repairing small sections of the piping and manholes to reduce I&I but funding is also required for long term planning to upgrade sections of the piping. In consideration of the ongoing monitoring and maintenance and long-term planning staff will propose two budget proposals for 2021.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 1 Budget
February 1, 2 and 5, 2021

AUTHOR: Shane Walkey, Manager, Utility Services
Stephen Misiurak, Manager, Capital Projects

SUBJECT: **2021 ROUND 1 BUDGET PROPOSAL FOR [381-395] WASTEWATER TREATMENT PLANTS**

RECOMMENDATION(S)

THAT the report titled 2021 Round 1 Budget Proposal for [381-395] Wastewater Treatment Plants be received.

BACKGROUND

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

DISCUSSION

2021 R1 Budget Proposals – Categorized Mandatory

A- MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	[382] – – Woodcreek Park Wastewater Treatment Plant – Collection System Designs
	<i>Areas Affected (A-F, Regional, Islands):</i>	E
	<i>2021 Funding Required:</i>	\$20,000 (updated from \$844,000).
	<i>Funding Source(s):</i>	\$10,000 Operating reserves \$10,000 Gas Tax (50% project cost)
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The Woodcreek Park WWTP has deficiencies to the primary and secondary treatment system as well as problems related to aeration,

		<p>inflow/infiltration and a collection system in need of repairs. These issues prompted the SCRD to commission a condition assessment and preliminary engineering review of the system by MSR engineering consultants. The findings and recommendations of this review identify several infrastructure replacement and repairs required in order to ensure the ongoing functionality of this wastewater system and regulatory compliance.</p> <p>The full results of this study can be found here were presented at the November 19, 2020 Infrastructure Service Committee meeting.</p> <p>The total project costs are estimated at: \$919,000:</p> <ul style="list-style-type: none"> - \$844,000 Final Design, permitting, construction (potentially grant funded) - \$75,000 Staff Wages. <p>On October 22, 2020 a grant application was submitted in support of the construction phase of this project. In order to allow for an expedited start of this project phase, this budget proposal allows for the inclusion of essential upgrades to the collection system to the final design and tendering package that is currently being prepared as part of the ongoing project started in 2020.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A
2	<i>Function Number – Project Name:</i>	[384-385] – Jolly Roger / Secret Cove – Wastewater Treatment Plant – Headworks
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2021 Funding Required:</i>	Total: \$18,000 [384] - \$9,000

		[385] - \$9,000
	<i>Funding Source(s):</i>	\$4,500 Capital Reserves [384] \$4,500 Capital Reserves [385] \$9,000 Gas-Tax (50% project cost)
	<i>Asset Management Plan Implications:</i>	The replacement of the headwork assets will be incorporated into the Asset Management Plan for this facility in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>The Jolly Roger wastewater treatment facility was put into service in 1979 and the Secret Cove wastewater treatment facility was put into service in 1991.</p> <p>Current issues with the headworks at both facilities are resulting in pump damage/failures and higher than normal staff time and associated operating costs. Urgent improvements to the headworks are needed to prevent ongoing damage to pumps within the treatment facility and improve effluent quality discharged into the ocean. This project will involve the procurement and replacement of the stainless steel trash screen as well as other contracted services including, but not limited to, pumping trucks, fabrication and/or concrete works.</p> <p>This project will be jointly funded between the Jolly Roger and Secret Cove WWTP functions with the following breakdown of total budgeted costs to be split 50/50:</p> <ul style="list-style-type: none"> • Material and Contracted Services <ul style="list-style-type: none"> ○ \$16,000 • Staff Wages and Benefits <ul style="list-style-type: none"> ○ \$2,000
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

3	<i>Function Number – Project Name:</i>	[391] – Curran Road Wastewater Treatment Plant – Ocean Outfall Anchor Replacement Phase 2
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2021 Funding Required:</i>	\$26,814
	<i>Funding Source(s):</i>	\$13,407 Capital Reserves \$13,407 Gas Tax (50% project cost)
	<i>Asset Management Plan Implications:</i>	The replacement of the outfall anchors will be incorporated into the Asset Management Plan for this facility in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	The Curran Road ocean outfall was installed when the Curran Road wastewater treatment plant was commissioned in 1982-1983. During a 2018 underwater inspection of the outfall, it was determined that the majority of the pipe ballast/anchoring on the outfall was failing and requires replacement. Phase 1 of the replacement project was completed in the Summer of 2020 and during the work the contractor informed SCRD staff that the remaining 19 anchors now require replacement. Phase 2 of this project will involve the replacement of all remaining anchors.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

B- MANDATORY – Regulatory Compliance

4	<i>Function Number – Project Name:</i>	[383, 384, 385, 387, 388 and 393] - Outstanding Right of Way
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, E, F
	<i>2021 Funding Required:</i>	\$30,000 (updated from \$12,500)
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A

	<p><i>Rationale / Service Impacts:</i></p>	<p>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 legal Statutory Right of Ways (SROW) or easements are required. Through the Asset Management Plan development and further investigation, a number of wastewater plants and collection systems have been identified as missing these documents for various reasons. This project will involve surveyors and notaries to complete the legal work needed to resolve the outstanding issues and staff time to manage the project.</p> <p>The transfer of SROW's over portions of private property will involve communication with land owners and/or past developers as required.</p> <p>While the actual costs per facility will depend on the specific situation for that facility and the process required to address it, for budgeting purposes the following funding split between various WWTP's is proposed:</p> <ul style="list-style-type: none"> • 383 – Sunnyside: <ul style="list-style-type: none"> ○ Contracted Services \$4,000 ○ Internal Staff Labor: \$1,000 • 384 – Jolly Roger: <ul style="list-style-type: none"> ○ Contracted Services \$4,000 ○ Internal Staff Labor: \$1,000 • 385 – Secret Cove: <ul style="list-style-type: none"> ○ Contracted Services \$4,000 ○ Internal Staff Labor: \$1,000 • 387 – Square Bay: <ul style="list-style-type: none"> ○ Contracted Services \$4,000 ○ Internal Staff Labor: \$1,000 • 388 – Langdale: <ul style="list-style-type: none"> ○ Contracted Services \$4,000 ○ Internal Staff Labor: \$1,000 • 393 – Lilies Lake: <ul style="list-style-type: none"> ○ Contracted Services \$4,000 ○ Internal Staff Labor: \$1,000
	<p><i>Climate Action Impact</i></p>	<p>N/A</p>
	<p><i>Life Cycle Cost Breakdown</i></p>	<p>Base Budget Increases</p>

5	<i>Function Number – Project Name:</i>	**NEW [392] - Roberts Creek Co-Housing Wastewater Treatment Plant – Treatment System and Regulatory Enhancements
	<i>Areas Affected (A-F, Regional, Islands):</i>	D
	<i>2021 Funding Required:</i>	\$30,000
	<i>Funding Source(s):</i>	\$22,101 Operating Reserves \$7,899 Gas Tax (3 year per capita allocation)
	<i>Asset Management Plan Implications:</i>	The replacement of any assets will be incorporated into the Asset Management Plan for this fascility in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>The Roberts Creek Co-Housing wastewater treatment facility was put into service in 2003. The treatment facility was designed to treat a total of 51m³/day of effluent flow however the plant averages less than 10m³/day of flow which is causing significant issues with effluent quality and overall system performance.</p> <p>Various improvements to the treatment facility, collection system and pump replacements are required to help the treatment plant achieve its design effluent quality criteria as well as meet the current permit with the Municipal Wastewater Regulation (MWR).</p> <p>Additionally, de-registering with the MWR and registering with Vancouver Coastal Health Sewerage Regulation is required, as the plant does not meet the flow thresholds for the MWR. Under either regulation the improvements to the treatment facility and collection system are required.</p> <p>This project will involve staff time to manage the infrastructure and regulatory enhancements as well as oversee communication and engagement with the</p>

		community members of Roberts Creek Co-Housing.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	This project may result in operational cost reductions and efficiencies through improvements in overall facility functionality and associated staff resources, permitting/sampling, and administrative time.

6	<i>Function Number – Project Name:</i>	**NEW [387] – Square Bay Infiltration Reduction
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2021 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	The condition of the collection system in the Square Bay Wastewater Treatment Local Service Area is in poor condition as noted in the Square Bay Local Service Asset Management Plan.
	<i>Rationale / Service Impacts:</i>	<p>During the 2019 and 2020 budget process funds were approved towards investigating and remediating surface and ground water infiltration into the Square Bay WWTP collection system.</p> <p>A number of initiatives have taken place including replacing a section of the collection system piping and repairing manholes and a service lead.</p> <p>Unfortunately there are still high infiltration events that cause bypasses of the plant process which is cause for concern, bypassing treatment process is not an acceptable practice. These bypass events are reported to the Ministry of Environment and Climate Change Strategy as required by the permit.</p> <p>Reducing the amount of water entering the facility will benefit the treatment process and will result in reduced staff time, mechanical operations such as pumps and</p>

		aerators, contractor expense and increased regulatory compliance.
	<i>Climate Action Impact</i>	Reducing the amount of liquid treated at the facility will realize reductions in energy consumption and the need for staff to travel to the site.
	<i>Life Cycle Cost Breakdown</i>	<p>These one-time repairs will result in ad hoc asset replacements (i.e. manholes and piping) that will lengthen the useful life of the asset until permanent replacement is completed.</p> <p>Staff expect reductions in O&M expenditures at the treatment plant due to lower volumes of liquid being treated.</p>

7	<i>Function Number – Project Name:</i>	**NEW [387] - Square Bay Collection System Upgrade Planning
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2021 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	<p>\$7,500 Capital Reserves</p> <p>\$7,500 Gas-tax (50% project cost)</p>
	<i>Asset Management Plan Implications:</i>	The condition of the collection system in the Square Bay Wastewater Treatment Local Service Area is in poor condition as noted in the Square Bay Local Service Asset Management Plan.
	<i>Rationale / Service Impacts:</i>	<p>The Square Bay Wastewater Treatment Plant collection system requires upgrades and replacement due to ongoing infiltration concerns and moderate and severe defects as identified in a 2018 CCTV inspection.</p> <p>This budget proposal will enable a Qualified Professional to conduct a review of the existing collection system and provide recommendations and preliminary design/legal survey for upgrading and associated capital costs.</p> <p>The report that will be generated will assist in any grant opportunities that may</p>

		be available for this type of upgrade. A similar report was used in the successful grant application for the construction of the new Square Bay Wastewater Treatment Plant.
	<i>Climate Action Impact</i>	Upgrading the collection system will reduce the amount of liquid treated at the facility due to infiltration reduction which will realize reductions in energy consumption and the need for staff to travel to the site.
	<i>Life Cycle Cost Breakdown</i>	<p>The Upgrade report is a one-time cost that will enable more accurate planning and budgeting for capital replacement of the collection system.</p> <p>Upon completion of the collection system upgrade staff expect reductions in O&M expenditures at the treatment plant due to lower volumes of liquid being treated.</p>

2021 R1 Budget Proposals by Category

D- BUSINESS CONTINUITY (Mandatory – requires decision)

8	<i>Function Number – Project Name:</i>	[381-388 and 390-395] – Wastewater Treatment Facilities Pumping Expenses Base Budget Increase
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2021 Funding Required:</i>	\$44,620
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	In May 2020, the District of Sechelt adopted an amendment for Bylaw 483-3, moving towards full cost recovery for septage disposal fees. The septage disposal fees increased to \$0.13/L from \$0.05/L. A budget increase for all the waste water facilities is required to offset these increased costs.

		<p>This proposal requires the following total annual increases to the base operating budgets of the facilities identified below:</p> <ul style="list-style-type: none"> • 381 – Greaves Rd: \$230 • 382 – Woodcreek Park: \$5,520 • 383 – Sunnyside: \$230 • 384 – Jolly Roger: \$3,680 • 385 – Secret Cove: \$3,680 • 386 – Lee Bay: \$7,360 • 387 – Square Bay: \$7,360 • 388 – Langdale: \$5,520 • 390 – Merrill Crescent: \$920 • 391 – Curran Rd: \$3,680 • 392 – Roberts Creek: \$3,680 • 393 – Lilies Lake: \$920 • 394 – Painted Boat: \$920 • 395 – Sakinaw Ridge: \$920
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The increases identified above for each location is an annual increase to the base budget but may be subject to further increases depending on the costs levied by pumping contractors and/or disposal fee amendments in the future.

Financial Implications

Woodcreek Park Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 128,984	\$ 131,484	\$ 131,484	\$ 131,484	\$ 131,484
2020 Operating Surplus	\$ 2,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 131,484	\$ 131,484	\$ 131,484	\$ 131,484	\$ 131,484

Woodcreek Park Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 33,065	\$ 26,715	\$ 30,365	\$ 34,015	\$ 37,665
2021 Budget Proposals	-\$ 10,000	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 3,650	\$ 3,650	\$ 3,650	\$ 3,650	\$ 3,650
Closing Balance in Reserve	\$ 26,715	\$ 30,365	\$ 34,015	\$ 37,665	\$ 41,315

Sunnyside Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 11,925	\$ 8,425	\$ 8,425	\$ 8,425	\$ 8,425
2020 Operating Surplus	\$ 1,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 5,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 8,425	\$ 8,425	\$ 8,425	\$ 8,425	\$ 8,425

Sunnyside Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 19,080	\$ 23,455	\$ 27,830	\$ 32,205	\$ 36,580
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375
Closing Balance in Reserve	\$ 23,455	\$ 27,830	\$ 32,205	\$ 36,580	\$ 40,955

Jolly Roger Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 12,732	\$ 12,732	\$ 12,732	\$ 12,732	\$ 12,732
2020 Operating Surplus	\$ 5,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 5,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 12,732	\$ 12,732	\$ 12,732	\$ 12,732	\$ 12,732

Jolly Roger Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 39,616	\$ 37,746	\$ 40,376	\$ 43,006	\$ 45,636
2021 Budget Proposals	-\$ 4,500	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 2,630	\$ 2,630	\$ 2,630	\$ 2,630	\$ 2,630
Closing Balance in Reserve	\$ 37,746	\$ 40,376	\$ 43,006	\$ 45,636	\$ 48,266

Secret Cove Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 28,925	\$ 31,425	\$ 31,425	\$ 31,425	\$ 31,425
2020 Operating Surplus	\$ 7,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 5,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 31,425	\$ 31,425	\$ 31,425	\$ 31,425	\$ 31,425

Secret Cove Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 12,846	\$ 13,296	\$ 18,246	\$ 23,196	\$ 28,146
2021 Budget Proposals	-\$ 4,500	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 4,950	\$ 4,950	\$ 4,950	\$ 4,950	\$ 4,950
Closing Balance in Reserve	\$ 13,296	\$ 18,246	\$ 23,196	\$ 28,146	\$ 33,096

Square Bay Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 56,516	\$ 26,516	\$ 26,516	\$ 26,516	\$ 26,516
2020 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 30,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 26,516	\$ 26,516	\$ 26,516	\$ 26,516	\$ 26,516

Square Bay Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 44,835	\$ 37,335	\$ 37,335	\$ 37,335	\$ 37,335
2021 Budget Proposals	-\$ 7,500	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 37,335	\$ 37,335	\$ 37,335	\$ 37,335	\$ 37,335

Langdale Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 33,669	\$ 41,169	\$ 41,169	\$ 41,169	\$ 41,169
2020 Operating Surplus	\$ 12,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 5,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 41,169	\$ 41,169	\$ 41,169	\$ 41,169	\$ 41,169

Langdale Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 4,080	\$ 4,830	\$ 5,580	\$ 6,330	\$ 7,080
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750
Closing Balance in Reserve	\$ 4,830	\$ 5,580	\$ 6,330	\$ 7,080	\$ 7,830

Curran Road Wastewater Service Are					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 43,942	\$ 34,942	\$ 34,942	\$ 34,942	\$ 34,942
2020 Operating Surplus/(Deficit)	(\$9,000)	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 34,942	\$ 34,942	\$ 34,942	\$ 34,942	\$ 34,942

Curran Road Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 30,405	\$ 30,298	\$ 43,598	\$ 56,898	\$ 70,198
2021 Budget Proposals	-\$ 13,407	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 13,300	\$ 13,300	\$ 13,300	\$ 13,300	\$ 13,300
Closing Balance in Reserve	\$ 30,298	\$ 43,598	\$ 56,898	\$ 70,198	\$ 83,498

Roberts Creek Cohousing Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 35,850	\$ 13,749	\$ 13,749	\$ 13,749	\$ 13,749
2020 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 22,101	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 13,749	\$ 13,749	\$ 13,749	\$ 13,749	\$ 13,749

Roberts Creek Cohousing Wastewater Service Area					
Five-Year Capital Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 8,852	\$ 13,352	\$ 17,852	\$ 22,352	\$ 26,852
2021 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions to Reserves	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Closing Balance in Reserve	\$ 13,352	\$ 17,852	\$ 22,352	\$ 26,852	\$ 31,352

Lilies Lake Wastewater Service Area					
Five-Year Operating Reserve Plan					
(use table illustrating capital contributions and expenditures, if available)					
	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 56,300	\$ 58,800	\$ 58,800	\$ 58,800	\$ 58,800
2020 Operating Surplus	\$ 7,500	\$ -	\$ -	\$ -	\$ -
2021 Budget Proposals	-\$ 5,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 58,800	\$ 58,800	\$ 58,800	\$ 58,800	\$ 58,800

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