



CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, October 28, 2021

**Held Electronically and Transmitted via the SCRD Boardroom,
1975 Field Road, Sechelt, B.C.**

AGENDA

CALL TO ORDER 9:30 a.m.

AGENDA

1. Adoption of Agenda

PRESENTATIONS AND DELEGATIONS

2. Colin Stansfield, Sunshine Coast Regional Economic Development Organization (SCREDO) Annex A
Pages 1-5
Regarding: SCREDO Update
(Voting – A, B, D, E, F)

REPORTS

3. Corporate General Ledger Budget Variance Report – 3rd Quarter (Attachment A: Year to Date Variance by Service not included (96 pages) please see this link <https://www.scrd.ca/agendas>) Annex B
pp. 6-12
Manager, Financial Services
(Voting – All Directors)
4. Funding Community Recreation Facilities Capital Renewal Through Parcel Taxes Annex C
pp. 13-17
General Manager Corporate Services / Chief Financial Officer
(Voting – B, D, E, F, DoS, ToG, SIGD)
5. Standing Committee Terms of Reference Annex D
pp. 18-23
Corporate Officer
(Voting – All Directors)
6. 2022 Meeting Schedule Annex E
pp. 24-37
Deputy Corporate Officer
(Voting – All Directors)
7. Status of Operating and Capital Reserves as at September 30, 2021 Annex F
pp. 38-43
Budget and Financial Analyst
(Voting – All Directors)

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|--|----------------------|
| 8. Gas Tax Community Works Fund Update
<i>Budget and Financial Analyst</i>
(Voting – A, B, D, E, F) | Annex G
pp. 44-47 |
| 9. Corporate Space Plan Update
<i>General Manager, Corporate Services / Chief Financial Officer</i>
(Voting – All Directors) | Annex H
pp. 48-51 |
| 10. Director Constituency and Travel Expenses (July to September 2021)
<i>Accounts Payable Technician</i>
(Voting – All Directors) | Annex I
pp. 52-53 |
| 11. Contracts between \$50,000 and \$100,000
<i>Manager, Purchasing and Risk Management</i>
(Voting – All Directors) | Annex J
pp. 54-55 |
| 12. Church Road Well Field Project – Update
<i>Manager, Capital Projects</i>
(Voting – A, B, D, E, F and DoS) | Annex K
pp. 56-58 |

COMMUNICATIONS**NEW BUSINESS****IN CAMERA****ADJOURNMENT**



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SCREDO

About Us

The Sunshine Coast Regional Economic Development Organization (SCREDO) is an arms-length non-profit society contracted by local government in the Lower Sunshine Coast to undertake community and economic development services.

Through dedicated programming, consumer campaigns and public policy interventions, SCREDO seeks to build a sustainable, thriving and diverse regional economy that is aligned with community values, expands opportunities for all residents and improves overall community wellbeing.

- First Service Agreement with Sunshine Coast Regional District, Town of Gibsons, District of Sechelt, and Sechelt Indian Government District, 2017-2020
- Service Agreement renewed in January 2020 for 5-year term, 2021-2025

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ELEMENTS OF OUR MANDATE

Encouraging a strong economic future for the Sunshine Coast

1. Programs to support workforce development and education;
2. business retention and expansion (BRE) programs;
3. lobbying on topics of shared regional interest;
4. attracting business investment, including entrepreneurial businesses, through regional marketing, information provision and other techniques;
5. development and new resident attraction;
6. information collection and dissemination; and
7. working collaboratively on key regional facilities and infrastructure.

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SMALL BUSINESS

SUNSHINE COAST BUSINESS RECOVERY CENTRE

- Established as cooperative platform to help Coast entrepreneurs recover from impacts of COVID-19 through access to expert business advice, educational services and easy-to-use free resources

BC MARKETPLACE REGIONAL PROFILE

- Supporting Sunshine Coast businesses to create or enhance their online presence and reach more customers at no cost

SHOP LOCAL

- Consumer campaign encouraging Coast residents and visitors to shop local to help businesses navigate through and beyond the pandemic

MOBILE VENDING & ECONOMIC ACCESS TO SHARED PUBLIC SPACE

- Research to strengthen the spectrum of livelihood generation strategies, such as vending, and the role of public space in helping residents thrive in changing communities

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INVESTMENT ATTRACTION

INVESTSUNSHINECOAST.CA

- Updated investment attraction website built around interactive data visualizations, dynamic maps, and compelling imagery and stories that promote the Coast's opportunities, strengths and assets

ECONOMY & EMPLOYMENT LANDS WHITE PAPER

- Designed to fill existing information gaps regarding the state and trajectory of the local economy, and both the location and nature of available lands for economic activity
- Mapping tool developed which identifies employment land parcels, scores those parcels based on typical end-user location criteria, and clearly presents the extent and configuration of those parcels
 - Customizable tool allows for quick response to investor inquiries including proactive identification of parcels that match priority sector or user requirements

SITE-SPECIFIC INVESTMENT PROSPECTUS & BUSINESS ATTRACTION STRATEGY

- Showcasing key infrastructure and investment opportunities in the region and developing tactical set of tools to attract high-priority industries

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WORKFORCE DEVELOPMENT

REGIONAL LABOUR MARKET STRATEGY

- Examining the trends and issues related to employment and workforce development as identified by educators, employers, community members, and network partners on the Sunshine Coast
- Findings will support multi-year strategic planning, employment strategies, economic resiliency, and education and training strategies across the region

MICRO-CREDENTIALING & UP-SKILLING

- Providing opportunities for learners at any stage in their career journey, including those who have been reluctant to pursue post-secondary education, to gain the critical competencies and skills required to thrive in the future economy and workforce

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PROVINCIAL NOMINEE PROGRAM

ENTREPRENEUR IMMIGRATION REGIONAL PILOT

- Introduced to attract foreign entrepreneurs with a desire to start a business in a regional community outside of a major population centre
- Early success (volume of inquiries, process innovation, and approved applications) stunted by COVID travel restrictions

RE-ENROLMENT: ENDORSEMENT & UPDATED PRIORITY SECTORS

- “Pilot” extended for an additional three years with improvements to program design including greater NAICS code flexibility, policy changes and service enhancements
- SCREDO working with SCR D staff to draft recommendations for regional re-enrolment with updated NAICS codes that address lessons learned through first phase and reflect current investment priorities

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RESEARCH & PUBLICATION

TAKING THE PULSE: REGIONAL BUSINESS AND SECTORIAL SNAPSHOT

- Collaboration between SCREDO and staff in the Regional Economic Operations Branch at FLNRORD
- 2021 Snapshot provided cross-sectional overview of the Sunshine Coast’s regional economy and business climate with focus on industrial composition, employment intensity, revenue ranges, and dominant sectors
- 2022 edition will incorporate data from the 2021 Census along with updated business registry information

HIDDEN PROFESSIONALS STUDY

- While there is an expanding body of literature that speaks to the changing trends and realities of remote work, there is little research regarding the benefits and needs of the home-based entrepreneurs, independent contractors, freelancers and work-from-home employees who call the Sunshine Coast home
- Purpose of the study is to learn more about Hidden Professionals’ role as valuable economic base that deserves recognition and inclusion in traditional business retention and expansion, entrepreneurial development, workforce development and investment attraction initiatives

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REGIONAL COLLABORATION

HOUSING EMERGENCY ACTION TABLE

- Steering Committee & Rental Incentives Working Group

REGIONAL GROWTH STRATEGY

- Regional Growth Baseline Research Project Steering Committee

SUNSHINE COAST TOURISM & DESTINATION BC

- Sunshine Coast Destination Management Council & Vancouver, Coast and Mountains Sustainability Council

VANCOUVER ISLAND & COAST ECONOMIC DEVELOPMENT ASSOCIATION

- Executive Committee

BC SOCIAL PROCUREMENT INITIATIVE

- Steering Committee & Vendor Outreach Working Group

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SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – October 28, 2021

AUTHORS: Brad Wing, Manager, Financial Services

SUBJECT: SUNSHINE COAST REGIONAL DISTRICT Q3 CORPORATE FINANCIAL VARIANCE

RECOMMENDATION(S)

THAT the report titled Sunshine Coast Regional District Q3 Corporate Financial Variance be received for information.

BACKGROUND

As part of the Sunshine Coast Regional District's (SCRD) financial process, quarterly variance reports are provided to the Committee for the second and third quarters, with the fourth quarter provided at year-end.

Due to the foreseeable financial impacts of the COVID-19 pandemic, the SCRD adjusted the 2021-2025 Financial Plan Bylaw for services such as Transit [310], Community Recreation Facilities [615], Pender Harbour Fitness and Aquatic Centre [625], and Community Parks [650] where revenues and expenses would likely be reduced.

This budget variance report provides an overview for key line items that make up the financial impacts in the amended 2021-2025 Financial Plan for the third quarter (Q3) period ending September 30, 2021.

DISCUSSION

Variance Analysis to September 30, 2021

The Variance by Service - YTD report provides a Statement of Revenues and Expenses by Service for the period ending September 30, 2021 and it is listed as Attachment A and can be viewed at [SCRD-Agendas-2021](#). Please note the 'Budget YTD (\$)' column represents the budget from January to September 2021. The anticipated percentage for this period is 100%. A summary report is attached hereto as Attachment B.

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

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

Timing Differences

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

Overall Revenue and Expenditure Position

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

User fees and charges in most functions are trending at or above expected YTD budget values with some minor variances due to timing differences. Services where user fee revenue tends to be more variable include Transit [310], Solid Waste [350], Building Inspection [520], Community Recreation Facilities [615] and Community Parks [650]. Fee revenue for these services must be monitored closely to ensure mitigation strategies can be put in place should unfavorable variances occur. A summary of the current state of user fee revenue for each of these services is detailed below:

- Transit [310] – favourable variance of \$60,068; 117% of YTD budget (Q2 – favourable variance of \$23,948, 110% of YTD budget). This trend is expected to continue through to year end as ridership levels continue to recover from the pandemic.
- Solid Waste [350] – favourable variance of \$20,232; 101% of YTD budget (Q2 – unfavorable variance of \$111,480, 93% of YTD budget). Recent increases to tipping fees for several materials has helped to mitigate an unfavorable fee revenue variance from Q2. Seasonal factors will likely put downward pressure on this line item through to year end as tipping fee revenue has historically been highest in Q2 & Q3.
- Building Inspection [520] – favourable variance of \$102,049; 116% of YTD budget (Q2 – favourable variance of \$57,052, 114% of YTD budget). This trend is expected to continue in the short term based on continued strong building activity. Permit fee revenue is also tied to construction values and generally increases over time as values increase.
- Community Recreation Facilities [615] – unfavourable variance of \$56,863; 91% of YTD budget. (Q2 – unfavourable variance of \$51,175, 88% of YTD budget). This is an expected variance based on the Provincial Health orders in place up until July 1. Fee revenue was projected to increase in the latter half of the year and it is expected that this variance will shift towards a more favourable position by year end based on the continued resumption of regular operations and seasonal factors such as arena operations and the re-opening of the Sechelt Aquatic Centre.
- Community Parks Service [650] – unfavourable variance of \$17,406; 69% of YTD budget (Q2 – unfavorable variance of \$29,882, 21% of YTD budget). This revenue line is impacted by reduced hall rental revenue due to COVID restrictions and seasonality with respect to the Katherine Lake Campground. It is expected that the unfavorable variance

will increase in Q4 due to the Katherine Lake Campground now being closed for the season. Mitigation strategies will need to be put in place to avoid a deficit in this service.

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

Other items such as transfers to/from reserves and debt repayments are generally tied to specific project expenditures and as a result, variances in these line items can be more pronounced. These variances do not translate into the bottom line surplus/deficit as funding for projects is transferred monthly to match project expenditures.

Expense Line Item Review

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

The anticipated Wages and Benefits expense percentage should be 100% for this period (to September 30); actual expenses incurred overall total 91% (Q2 – 87%) for a favorable variance of \$1.52M (Q2 - \$1.39M). A portion of this variance is attributable to timing differences associated with staffing new positions approved as part 2021 budget and should be partially offset in the fourth quarter. The remaining variance is mainly attributable to temporary vacancies as a result of staff turnover and is anticipated this will persist through to year end.

The anticipated Operating expense percentage should be 100% for this period; actual expenses incurred overall total 76% (Q2 - 73%) inclusive of budgets for one-time projects. Excluding one-time items, base budget operating expenses are 88% (Q2 - 86%) of the YTD budget for a favourable variance of 1.36M (Q2 - 1.04M). The percentage spent is slightly less than two preceding year's amounts of 92% in 2019 and 89% in 2020 for the same period. The overall variance total for 2021 is mainly a result of the following expense object variances of \$30,000 or more:

- Advertising and Promotion – favourable variance of \$37,876 (62% of budget)
- Training and Development – favourable variance of \$160,563 (39% of budget)
- Travel - favourable variance of \$60,389 (42% of budget).
- Conferences and Seminars – favourable variance of \$32,748 (19% of budget)
- Electricity - favourable variance of \$75,672 (85% of budget).
- Waste Disposal – favorable variance of \$40,290 (82% of budget)
- Materials and Supplies – unfavourable variance of \$46,258 (106% of budget)
- Rentals and Leases - favourable variance of \$110,554 (82% of budget).
- Insurance – favourable variance of \$33,516 (92% of budget)
- Contracted Services - favourable variance of \$206,335 (95% of budget).

- Office Expense - favourable variance of \$62,016 (57% of budget).
- Repairs and Maintenance - favourable variance of \$394,882 (73% of budget).
- Professional Fees – favourable variance of \$95,334 (62% of budget)
- Software – favourable variance of \$33,518 (88% of budget)

Interest charges for debt are \$210,069 under budget year to date due to timing differences and delays in debt issuance for projects that have been delayed or deferred.

Surplus/Deficit Positions

The majority of functions are in a surplus position, with the SCRD's overall surplus being \$3,943,312 (Q2 - \$2,724,310) which is equivalent to 9% (Q2 - 10%) of year to date revenue. As per the *Local Government Act* (LGA), and unlike a municipality, each Regional District Service must be distinct from one another, therefore, surplus or funds from one service cannot be transferred to another. Likewise for reserve funds. The surplus/deficit position on the variance report is located under the 'Variance (\$)' column. Deficits are indicated in brackets ().

An analysis of deficit positions greater than \$2,000 is provided below as well as a follow up on any services which reported a deficit at Q2 but are now in a surplus position. Functional area summaries are as follows:

- [110] General Government – Surplus of \$157,646 as of September 30 (Deficit of \$28,813 as of June 30). This surplus is attributable to lower than budgeted operating expenses and a timing difference for Grant in Lieu of Tax revenue and the \$190,000 Regional District Basic Grant which were received in early July. The timing differences for the Grant in Lieu of Tax revenue was identified as the reason for the Q2 deficit as funds had not yet been received.
- [121-129] Grants in Aid Functions – Combined deficit of \$27,259 (No deficit reported in Q2). These deficits are purely a timing difference. Grants in Aid are paid out in the third quarter each year; all functions are expected to be within budget at year end.
- [220] 911 Emergency Telephone – Deficit of \$2,197 as of September 30 (No deficit reported in Q2). This deficit is a result of higher than budgeted staff wages; the overall deficit is being mitigated by \$12,500 in unbudgeted revenue associated with the new tower at Roberts Creek Fire Hall.
- [312] Fleet Maintenance – Deficit of \$5,818 as of September 30 (No deficit reported in Q2). This minor deficit is a result of increased overhead expenses. The internal charge out rate for this service has been static for over 10 years and may no longer be sufficient to cover overhead expenses and wages.
- [313] Building Maintenance Services – Deficit of \$27,396 as of September 30 (Deficit of \$18,731 as of June 30). This deficit is attributable to lower recoveries in the first quarter due to reduced billable hours resulting from temporary staffing shortages. Internal billings had recovered in Q2 and it was anticipated this deficit would be mitigated by year end; however, recoveries were again lower in July and August which has contributed to an increase in the deficit for this function since Q2.

- [345] Ports - Surplus of \$44,889 as of September 30 (Deficit of \$5,533 as of June 30). The Q2 deficit for this function was due to higher than anticipated repairs and maintenance expenses to June 30. Lower operating expenses in Q3 have resulted in this function shifting to a surplus position.
- [346] Langdale Dock- Deficit of \$7,858 as of September 30 (Deficit of \$15,715 as of June 30). The deficit is a result of a timing difference due to full revenue not yet recorded against the full contract payment. This budget is expected to be balanced for 2021.
- [382] Woodcreek Park Waste Water Plant – Surplus of \$4,394 as of September 30. (Deficit of \$5,435 as of June 30). The Q2 deficit was due to higher than budget expenditures for wages and materials and supplies due to a pump failure.
- [393] Lily Lake Village Waste Water Plant - Deficit of \$2,036 as of June 30 (Deficit of \$3,134 as of June 30). This deficit is mainly due to higher than budget expenditures for material and supplies to address asset failure and a new regulatory requirement to install additional monitoring equipment as reported at Q2.
- [504] Rural Planning Services – Deficit of \$8,493 (No deficit reported in Q2). This deficit is a result of higher than budgeted wages. Actual wages expensed to this function are proportionately higher than budgeted wage allocations. As such, this deficit is offset by surpluses in other Planning department functions (Regional Planning, Hillside etc.)
- [650] Community Parks – Deficit of \$32,909 as of September 30 (Deficit of \$15,749 as of June 30). This deficit is due to lower than budgeted user fee revenue and higher than budgeted wages.

Financial Implications

Surpluses are transferred to reserves at yearend for use towards future one-time funding, rate mitigation or other specific initiatives as approved by the Board. Deficits for individual services must be funded either through operational reserves or in the following year's budget, usually through taxation.

The Regional District overall is in a strong financial position as evidenced by the overall year to date surplus and minimal service level deficits. However, there are some individual services experiencing revenue and/or cost pressures which may lead to deficits at year end. Staff will continue to monitor these closely and apply mitigation strategies wherever possible to avoid deficits.

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

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

A number of normal variances to revenues and expenses are noted in the report and are affected by timing throughout the year.

Staff recommend that this report be received for information.

Attachment A: Year to Date Variance, by Service: January 1 to September 30, 2021
(available at: <https://www.scrd.ca/agendas-2021>)

Attachment B: Year to Date Variance- Summary: January 1 to September 30, 2021

Reviewed by:			
Manager		CFO/Finance	
GM	X	Legislative	
Acting CAO	X-T. Perreault	Human Resources	



Budget Version: Amended Budget
From Period: 202101
To Period: 202109

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Grants in Lieu of Taxes	98,254	54,000	(44,254)	182%
Tax Requisitions	18,013,950	18,333,143	319,193	98%
Frontage & Parcel Taxes	4,433,583	4,436,635	3,052	100%
Government Transfers	3,738,855	4,534,006	795,151	82%
User Fees & Service Charges	10,887,033	10,443,310	(443,723)	104%
Member Municipality Debt	1,250,475	1,371,379	120,904	91%
Investment Income	479,772	507,618	27,846	95%
Developer Contributions	0	408,375	408,375	0%
Internal Recoveries	5,393,138	5,399,470	6,332	100%
Other Revenue	1,138,233	743,756	(394,477)	153%
Total Revenues	45,433,317	46,231,713	(798,396)	98%
Expenses				
Administration	4,024,520	4,024,520	0	100%
Wages and Benefits	14,986,016	16,502,774	1,516,758	91%
Operating	12,774,492	16,823,488	4,048,996	76%
Debt Charges Member Municipalities	993,576	1,371,379	377,803	72%
Debt Charges - Interest	936,623	1,146,692	210,069	82%
Amortization of Tangible Capital Assets	3,765,141	3,616,831	(148,310)	104%
Total Expenses	37,465,205	43,485,831	(6,020,626)	86%
Other				
Capital Expenditures (Excluding Wages)	3,178,265	27,671,815	24,493,550	11%
Proceeds from Long Term Debt	0	(14,350,175)	(14,350,175)	0%
Debt Principal Repayment	1,626,204	1,841,894	215,690	88%
Transfer to/(from) Reserves	1,968,320	(7,592,780)	(9,561,100)	-26%
Transfer to/(from) Appropriated Surplus	1,699,311	115,436	(1,583,875)	1472%
Transfer to/(from) Other Funds	(1,276,484)	(108,808)	1,167,676	1173%
Transfer to/(from) Accumulated Surplus	0	(73,402)	(73,402)	0%
Prior Year (Surplus)/Deficit	12,045	133,826	121,781	9%
Unfunded Amortization	(3,765,141)	(3,616,831)	148,310	104%
Transfer (to)/from Unfunded Liability	600,000	(1,275,000)	(1,875,000)	-47%
Total Other	4,042,495	2,745,954	1,296,541	147%
Suplus/(Deficit)	3,925,617	(72)	3,925,689	-5452246%

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee– October 28, 2021

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

SUBJECT: **Funding COMMUNITY RECREATION FACILITIES CAPITAL RENEWAL THROUGH PARCEL TAXES**

RECOMMENDATION(S)

THAT the report titled Funding Community Recreation Facilities Capital Renewal Through Parcel Taxes be received for information;

AND THAT the Community Recreation Facilities Services [615] Capital Renewal Plan remain being funded through property taxation (ad valorem) and not transitioned to parcel tax.

BACKGROUND

At the [September 17, 2020 Corporate and Administrative Services Committee](#), the Financial Sustainability Policy was brought forward for review and amendments which were partially approved at the October 8, 2020 Regular Board Meeting. One of the suggested Policy amendments was as follows:

4.12. Allocation of Funding for Services¶¶

In order to ensure transparent accounting of the true costs of delivering a regional district service, clarity on the revenue allocation and cost recovery is necessary. The Regional District, where possible, will work towards the following: ¶¶

4.12.1. - Policy: The SCRD considers that revenues generated from user fees, property taxation (ad valorem), operational grants, or other revenues will be allocated to fund the operational costs of a service. ¶¶

4.12.2. - Policy: Parcel Taxes, frontage fees, capital grants, or other revenues will be used to fund major capital projects associated with the service. In some cases, capital may be more appropriately funded through property taxation, such as debt servicing costs or minor capital purchases. ¶¶

At the January 28, 2021 regular Board meeting, the following resolution was adopted, partial excerpt below:

027/21 **Recommendation No. 8**

Community Recreation Facilities 2021 Financial Outlook and COVID-19 Implications

AND FURTHER THAT staff bring back a report in Q2 2021 on the legislative process and implications of transitioning the Community Recreation Facilities Capital Renewal funding through parcel taxes versus property taxation.

Bylaw 1058 was adopted July 21, 2005 to establish the Community Recreation service function and outline the guidelines of providing for the construction, capital improvements, operation and maintenance of the Sechelt Aquatic Centre, Sechelt Arena, Gibsons and Area Community Centre, and Gibsons and District Aquatic Facility. In regards to Cost Recovery, the Bylaw is written in part as follows:

5. Cost Recovery – Debt Servicing

As provided for in Section 803 of the *Local Government Act*, the annual cost for debt servicing of SCRD debt for the service shall be recovered by a parcel tax imposed in accordance with Division 4.3 of Part 24 of the *Local Government Act*.

5.1 Cost Recovery – Costs other than SCRD debt

As provided for in Section 803 of the *Local Government Act*, the annual cost of providing the service, excluding those costs for debt servicing of SCRD debt, shall be recovered by one or more of the following:

- (a) Property value tax imposed in accordance with Division 4.3 of Part 24 of the *Local Government Act* on improvements only;
- (b) fees and charges imposed under section 363 of the *Local Government Act*;
- (c) revenues raised by other means authorized by the *Local Government Act* or another Act;
- (d) revenues received by way of agreement, enterprises, gift, grant or otherwise

Bylaw 577 was adopted February 23, 2006 to authorize the preparation of a parcel tax assessment roll for the Community Recreation Facilities Service Area. The Bylaw is written in part as follows:

AND WHEREAS the Regional Board of the Sunshine Coast Regional District is empowered by the *Local Government Act* to requisition an amount to be levied and collected by the imposition of a parcel tax to meet the annual cost for the debt servicing of Regional District debt for the Community Recreation Facilities Service;

The purpose of this report is to inform the Board of the legislative process and financial implications if the Community Recreation Facilities Capital Renewal funding was recovered through parcel taxes versus property taxation (ad valorem).

DISCUSSION

As part of the Financial Sustainability Policy amendment and discussions on the Community Recreation Capital renewal funding in 2021, it was contemplated to transition the capital funding through to parcel tax versus property taxation. An analysis of the legislative process and financial implications are as follows:

Legislative Implications

The Community Recreation Facilities Establishing Bylaw 1058 and Parcel Tax Roll Bylaw 577 are currently written to only allow for the requisition of parcel tax to fund debt servicing costs. Therefore, several sections would need to be amended, such as:

- Sections 5 of Bylaw 1058 would have to be amended to further the scope of parcel tax recovery to include capital expenditure costs.
- The apportionment of costs section would need to be amended to include specifics regarding capital expenditures. The apportionment of costs would be on the basis of a parcel tax equally on all parcels in the service area.

In addition, Bylaw 577- Community Recreation Facilities Parcel Tax Roll Bylaw restricts the requisition of parcel taxes within this service to the annual debt servicing costs. In order to requisition a parcel tax, Bylaw 577 would have to be amended to extend the purview of requisitioning parcel taxes within the service to include funding capital expenditures. In order to amend each Bylaw, various legislative procedures are to be followed.

An amendment to the *Community Recreation Facilities Service Establishing Bylaw No. 1058, 2005* requires 2/3 director consent from service participants (Electoral Areas B, D, E, F, District of Sechelt, Town of Gibsons and the Sechelt Indian Government District) as well as approval from the Inspector of Municipalities at the Province before it can be adopted. An amendment bylaw would be brought to the Board for consideration of three readings, after which a certified copy of the bylaw, along with the signed director consents and a summary of the proposed changes would be forwarded to the province for their review and approval.

The Board has authority to proceed with readings and adoption of an amendment to Bylaw 577 once the amendment to bylaw 1058 has been approved and adopted.

Organizational and Intergovernmental Implications

Transitioning from property tax to parcel tax would increase work load to both the SCRD and the participating member municipalities. For example, validating the various parcel tax rolls are much more labour intensive compared to the process for property taxation.

Financial Implications

Taxation for the Community Recreation Facilities service is recovered on improvements only, therefore, those with land without a dwelling are not charged.

The annual debt servicing costs are expected to be \$1,698,073 for 2022 and are 100% recovered through parcel taxes. The ad valorem or property taxation is estimated at \$5.4 million for 2022 based on the draft Financial Plan.

The Community Recreation Facilities Capital Renewal funding is budgeted for approximately \$770,000 in 2022 with a 2% increase to the plan in each subsequent year. Since the Community Recreation service has been established, capital items have been recovered through property taxation.

If the 2022 capital renewal funding transitioned to parcel tax, the rate would be approximately \$169.69 per parcel which equates to a \$49.17 increase per parcel from 2021. Conversely, a

transition to parcel tax in 2022 would result in approximately \$770,000 less in taxation or \$14.63 per \$100,000 of assessment value (improvements only) for residential properties.

The following table provides examples as to the estimated overall financial impact to each property class based on the average property values from 2021 (improvements only-Source BC Assessment):

Area	Expected increase (Decrease) under \$49.17 Parcel Tax					
	Residential	Utilities	Major Industry	Light Industry	Business / Other	Rec / Non-Profit
Area B	10.65	(1,494.41)	(362.32)	46.11	(80.76)	
Area D	1.78	(76.51)	(420.04)	43.88	(49.08)	49.09
Area E	8.56	17.35		0.43	(73.75)	
Area F	9.84	(491.79)	(2,546.84)	(35.22)	3.39	
ToG	18.49	(380.40)		(137.63)	(135.44)	
DoS	12.11	(276.96)		(70.15)	(108.91)	
SIGD	33.04	(10.11)		(2,668.20)	(478.06)	
Break-Even Assessment Point	335,990	95,997	98,821	98,821	137,139	335,990

If the Community Recreation Capital renewal funding was transitioned to parcel tax, on average, the residential class would see a small increase. The utilities and Major industry classes would see the largest decreases on average as these properties typically have the highest improvement assessment values compared to the other property classes.

The Break-even figure listed in the table above depicts the assessment value at which there would be a zero dollar increase from implementing a parcel tax. Any properties with assessment values below this break-even figure would pay more under a Parcel Tax model while any properties with improvement assessment values above this figure would see a decrease in the amount that they would have to pay.

Summary of Analysis and Recommendation

Based on this above legislative and financial analysis, it is not recommended that the Community Recreation Facilities Capital renewal funding be transitions to parcel tax as it negatively impacts the overall service participants paying into the service.

The Community Recreation Facilities Capital Renewal Plan is reviewed and presented to the Board annually. It is very clear in the Financial Plan how both operational and capital is funded, therefore, aligns with the Policy.

STRATEGIC PLAN AND RELATED POLICIES

The information provided in this report is consistent with the Board's Strategic Focus Area of Asset Stewardship as well as the Financial Sustainability Policy.

CONCLUSION

Staff have explored the legislative, procedural and financial implications of transitioning the Community Recreation capital renewal plan contribution from being funded through property taxation to parcel tax. In order to complete this transition, Bylaws 1058 and 577 would need to be amended to include capital expenditures as an allowable expenditure for the purpose of requisitioning parcel taxes under the Community Recreation service.

Based on the legislative and financial implications, it is not recommended that the Community Recreation Facilities Capital Renewal funding be transition to parcel tax from property taxation as it disproportionally shifts the taxation burden to lower valued properties.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – October 28, 2021

AUTHOR: Sherry Reid, Corporate Officer

SUBJECT: **STANDING COMMITTEE TERMS OF REFERENCE**

RECOMMENDATION(S)

THAT the report titled Standing Committee Terms of Reference be received for information;

AND THAT the revised Standing Committee Terms of Reference for the Community Services Committee, Corporate and Administrative Services Committee, Infrastructure Services Committee, and the Planning and Development Committee be adopted as presented.

BACKGROUND

Per the section 218 (2) of the *Local Government Act*, the Board Chair may establish committees for matters the chair considers would be better dealt with by committee, and may appoint persons to those committees. Staff have been directed to establish a new Community Services standing committee to support the business of the Community Services department which was re-introduced into Sunshine Coast Regional District's (SCRD) organization structure earlier this year.

Further, at the September 23, 2021 regular Board meeting, the Board resolved the following (in part) with respect to the Select Committee structure:

259/21 **Recommendation No. 11** *Advisory Committees – Policing and Public Safety and Transportation*

THAT effective January 2022, the Policing and Public Safety and Transportation Advisory Select Committees be integrated into the newly established Community Services Committee;

The purpose of this report is to bring forward updated Terms of Reference for all four standing committees that have been re-aligned as a result of the re-introduction of a Community Services department within SCRD's organization structure.

DISCUSSION

The standing committee structure reflects SCRD departmental alignment but has the flexibility to include cross-departmental matters when the need arises. Recent changes within the organization have presented an opportunity to review internal processes including a discussion

of committee structure. The re-introduction of a fourth standing committee for Community Services aligns the department restructure that occurred earlier this year and will also provide greater flexibility with respect to managing timelines and the volume of business being routed to committee agendas. Staff have updated the Terms of Reference to reflect the new structure and have appended them in Attachment A.

STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

The revised Standing Committee Terms of Reference have been brought forward as a result of changes to the standing and select committee structure. The revised configuration reflects SCRD departmental alignment. Staff recommend approval of the revised Terms of Reference as proposed.

Attachment A: Revised Standing Committee Terms of Reference

Reviewed by:			
Manager		Finance	
GM	X – I. Hall	Legislative	
Acting GM	X – S. Walkey		
Acting CAO	X – T. Perreault	Other	

Community Services Committee

1. Purpose

- 1.1 The purpose of the Community Services Committee is to consider issues pertaining to the areas of responsibility of the Sunshine Coast Regional District (SCRD) Community Services Department, apart from those that are within the purview of land use / planning and development, and to make recommendations to the SCRD Board on these issues.

2. Duties/Mandate

- 2.1 The Community Services Committee is a Standing committee of the Board that will review and make recommendations to the Board with respect to the policy formulation and decision making on the following matters:

- Recreation Facilities & Programs
- Regional Recreation Programs
- Parks
- Dakota Ridge
- Bicycle/Walking Paths
- Cemeteries
- Ports
- Fleet Maintenance
- Building/Facility Maintenance
- Joint Use of Schools
- Street Lighting
- Transit
- Transportation Issues
- Policing and Public Safety Issues

This list may be amended as the need arises. Matters outside of the mandate of the Committee may be considered as necessary to meet operational requirements.

- 2.2 Committees and Agencies falling within the mandate of the Community Services Committee include:

- Ports Monitors (POMO)
- Joint Use of Schools & Sub-Committee
- Community Schools
- Community Services Society

3. Membership

- 3.1 The Community Services Committee is comprised of all Directors of the SCRD Board.
- 3.2 The Chair and Vice Chair of the Committee will be appointed annually by the Chair of the Sunshine Coast Regional District.

4. Operations

- 4.1 The Community Services Committee will meet on the 3rd Thursday of each month commencing at 2:00 p.m. unless otherwise scheduled by the SCRD Board or the Chair of the Committee.

Approval Date		Resolution No.	
Approval Date		Resolution No.	
Approval Date		Resolution No.	

TERMS OF REFERENCE

Corporate and Administrative Services Committee

1. Purpose

- 1.1 The purpose of the Corporate and Administrative Services Committee is to consider issues pertaining to the Corporate and Administrative functions of the Sunshine Coast Regional District (SCRD) and to make recommendations to the SCRD Board on these issues.

2. Duties/Mandate

- 2.1 The Corporate and Administrative Services Committee is a Standing committee of the Board that will review and make recommendations to the Board with respect to policy formulation and decision making on the following matters:

- Administrative Bylaws
- Budget
- Corporate Strategic Planning
- Finance
- Information Technology
- GIS and Civic Addressing
- Libraries
- Legislative Services
- Corporate Communications
- Five Year Financial Plans
- Rural Grants-in-Aid
- Human Resources
- Local Government Structure
- Administration Building
- Asset Management
- Purchasing and Risk Management
- Economic Development
- Local Government Elections

This list may be amended as the need arises. Matters outside of the mandate of the Committee may be considered as necessary to meet operational requirements.

- 2.2 Committees and Agencies falling within the mandate of the Corporate and Administrative Services Committee include:

- Municipal Finance Authority
- Municipal Insurance Association
- Federation of Canadian Municipalities
- Gibsons and District Library Board / Sechelt Public Library
- Island Coastal Economic Trust (ICET)
- Union of BC Municipalities (UBCM)
- Association of Vancouver Island Coastal Communities (AVICC)

3. Membership

- 3.1 The Corporate and Administrative Services Committee is comprised of all Directors of the SCRD Board.
- 3.2 The Chair and Vice Chair of the Committee will be appointed annually by the Chair of the Sunshine Coast Regional District.

4. Operations

- 4.1 The Corporate and Administrative Services Committee will meet on the 4th Thursday of each month commencing at 9:30 a.m. unless otherwise scheduled by the SCRD Board or the Chair of the Committee.

Approval Date	February 10, 2011	Resolution No.	062/11 Rec. No. 5
Approval Date	February 12, 2015	Resolution No.	058/15 Rec. No. 6
Approval Date	July 28, 2016	Resolution No.	338/16 Rec. No. 12
21			

TERMS OF REFERENCE

Infrastructure Services Committee

1. Purpose

- 1.1 The purpose of the Infrastructure Services Committee is to consider issues pertaining to the Infrastructure Services Department of the Sunshine Coast Regional District (SCRD) and to make recommendations to the SCRD Board on these issues.

2. Duties/Mandate

- 2.1 The Infrastructure Services Committee is a Standing committee of the Board that will review and make recommendations to the Board with respect to policy formulation and decision making on the following matters:

- Water
- Solid Waste
- Wastewater

This list may be amended as the need arises. Matters outside of the mandate of the Committee may be considered as necessary to meet operational requirements.

- 2.2 Committees and Agencies falling within the mandate of the Infrastructure Services Committee include:

- Solid Waste Management Plan Monitoring Advisory Committee
- Water Supply Advisory Committee
- Joint Watershed Management Advisory Committee

3. Membership

- 3.1 The Infrastructure Services Committee is comprised of all Directors of the SCRD Board.
- 3.2 The Chair and Vice Chair of the Committee will be appointed annually by the Chair of the Sunshine Coast Regional District.

4. Operations

- 4.1 The Infrastructure Services Committee will meet on the 2nd Thursday of each month commencing at 9:30 a.m. unless otherwise scheduled by the SCRD Board or the Chair of the Committee.

Approval Date	February 10, 2011	Resolution No.	062/11 Rec. No. 5
Approval Date	February 12, 2015	Resolution No.	058/15 Rec. No. 6
Approval Date	July 28, 2016	Resolution No.	338/16 Rec. No. 11

TERMS OF REFERENCE

Planning and Development Committee

1. Purpose

- 1.1 The purpose of the Planning and Development Committee is to consider issues pertaining to the areas of responsibility of the Sunshine Coast Regional District (SCRD) Planning and Development Department and to make recommendations to the SCRD Board on these issues.

2. Duties/Mandate

- 2.1 The Planning and Development Committee is a Standing committee of the Board that will review and make recommendations to the Board with respect to policy formulation and decision making on the following matters:

- Rural Planning
- Regional Planning
- Land Related Environmental Issues
- Natural Resources Issues
- Hillside Development
- Climate/Energy and Emissions Management
- Building Permits and Inspection
- Animal Control
- Bylaw Enforcement / Compliance
- S. C. Emergency Program
- 9-1-1 Emergency Telephone
- Fire Departments

This list may be amended as the need arises. Matters outside of the mandate of the Committee may be considered as necessary to meet operational requirements.

- 2.2 Committees and Agencies falling within the mandate of the Planning and Development Committee include:

- Gibsons and District Fire Commission
- Sunshine Coast Emergency Planning Committee
- Advisory Planning Commissions (All Electoral Areas)
- Board of Variance
- Natural Resources Advisory Committee
- Agricultural Advisory Committee
- Howe Sound Community Forum
- Heritage Protocol Committee

3. Membership

- 3.1 The Planning and Development Committee is comprised of all Directors of the SCRD Board.
- 3.2 The Chair and Vice Chair of the Committee will be appointed annually by the Chair of the Sunshine Coast Regional District.

4. Operations

- 4.1 The Planning and Development Committee will meet on the 3rd Thursday of each month commencing at 9:30 a.m. unless otherwise scheduled by the SCRD Board or the Chair of the Committee.

Approval Date	February 10, 2011	Resolution No.	062/11 Rec. No. 5
Approval Date	February 12, 2015	Resolution No.	058/15 Rec. No. 6
Approval Date	July 28, 2016	Resolution No.	338/16 Rec. No. 11
23			

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – October 28, 2021

AUTHOR: Jennifer Hill, Deputy Corporate Officer

SUBJECT: 2022 MEETING SCHEDULE

RECOMMENDATIONS

THAT the report titled 2022 Meeting Schedule be received for information;

AND THAT the 2022 Meeting Schedule be considered for adoption as presented.

BACKGROUND

The schedule of meetings for the Sunshine Coast Regional District (SCRD) Board and Board Committees is adopted annually. Changes to the meeting schedule can be made throughout the year by resolution or in alignment with *Board Procedures Bylaw No. 717*.

DISCUSSION

The proposed schedule follows in “Attachment A”. Most months, the schedule of meetings follows the standard timing as noted below:

Board	2 nd and 4 th Thursdays (2:00 p.m.)
Infrastructure Services Committee	2 nd Thursday (9:30 a.m.)
Planning and Development Committee	3 rd Thursday (9:30 a.m.)
Community Services Committee	3 rd Thursday (2:00 p.m.)
Corporate and Administrative Services Committee	4 th Thursday (9:30 a.m.)

One notable change proposed for the 2022 standard schedule is the addition of a fourth standing committee, the Community Services Committee (CSC), whose meetings would be held on the third Thursday of each month starting at 2:00 p.m. As a result, the Planning and Community Development Committee (PCD) would then be renamed to the Planning and Development Committee (PDC), and would continue to meet on the third Thursday of each month starting at 9:30 a.m. Also, per resolution No. 259/21 from the September 23, 2021 Board meeting, the Policing and Public Safety and Transportation Advisory Select Committees will no longer hold separate quarterly meetings, but rather will be integrated into the newly established Community Services Committee.

Regional Hospital District Board meetings have not been included in the proposed schedule, and will be scheduled as required.

The suggested exceptions to the above schedule are as follows:

January

- The Special Corporate and Administrative Services (CAS) Committee Round 2 Budget meeting has been scheduled for January 24th, 25th and 26th.

February

- The Electoral Area Directors Forum takes place February 8th and 9th while the Local Government Leadership Academy (LGLA) Leadership Forum has been scheduled for February 9th, 10th and 11th; therefore, the Board meeting on February 10th was cancelled and the Infrastructure Services Committee meeting was moved up to February 3rd.
- The Parcel Tax Roll Review Panel meeting has been scheduled for Thursday, February 24th at 9:00 a.m., just prior to the regularly scheduled Corporate and Administrative Services Committee meeting.

August

- No meetings scheduled – summer break.

September

- The Planning and Development Committee and Community Services Committee meetings were moved up from September 15th to September 1st to accommodate Directors attending the Union of BC Municipalities (UBCM) Convention that has been scheduled for September 12th to 16th.

November

- The post-election Inaugural Board meeting (Oaths of Office and Election of the Chair and Vice Chair) has been scheduled for Thursday, November 10th at 2:00 p.m. and the November 10th Infrastructure Services Committee meeting has been cancelled.

December

- Only one Board meeting is scheduled for December.
- There is no Corporate and Administrative Services Committee meeting scheduled for December.
- The Field Road office will be closed on December 26th, 27th and January 2nd for statutory holidays. The office will also be closed December 28th, 29th and 30th for the annual holiday office closure and will re-open on Tuesday, January 3, 2023.

STRATEGIC PLAN AND RELATED POLICIES

Preparation and adoption of the 2022 Meeting Schedule is in accordance with the Notice of Regular Meetings requirements set out in *Sunshine Coast Regional District Board Procedures Bylaw No. 717*.

CONCLUSION

Staff are requesting approval for the 2022 Meeting Schedule.

Attachment A: 2022 Meeting Schedule

Reviewed by:			
Manager		Finance	
GM		Legislative	X – S. Reid
Acting CAO	X – T. Perreault	Other	

January

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 New Year's Day Statutory Holiday
2	3	4	5	6	7	8
9	10	11	12	13 9:30am Infrastructure Services Committee Meeting 2:00pm Regular Board Meeting	14	15
16	17	18	19	20 9:30am Planning and Development Committee Meeting 2:00pm Community Services Committee	21	22
23	24 9:30am Special CAS Committee (Round 2 Budget Meeting)	25 9:30am Special CAS Committee (Round 2 Budget Meeting)	26 9:30am Special CAS Committee (Round 2 Budget Meeting)	27 9:30am Corporate and Administrative Services Committee Meeting 2:00pm Regular Board Meeting	28	29
30	31					

February

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3 9:30am Infrastructure Services Committee Meeting	4	5
6	7	8 Electoral Area Directors' Forum	9 Electoral Area Directors' Forum LGLA – Leadership Forum	10 LGLA – Leadership Forum	11 LGLA – Leadership Forum	12
13	14	15	16	17 9:30am Planning and Development Committee Meeting 2:00pm Community Services Committee	18	19
20	21 Family Day Statutory Holiday	22	23	24 9:00am Parcel Tax Roll Review Panel 9:30am Corporate and Administrative Services Committee Meeting 2:00pm Regular Board Meeting	25	26
27	28					

March

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10 9:30am Infrastructure Services Committee Meeting 2:00pm Regular Board Meeting	11	12
13	14	15	16	17 9:30am Planning and Development Committee Meeting 2:00pm Community Services Committee Meeting	18	19
20	21	22	23	24 9:30am Corporate and Administrative Services Committee Meeting 2:00pm Regular Board Meeting	25 High Ground 2022 Annual Civic Governance Forum	26 High Ground 2022 Annual Civic Governance Forum
27	28	29	30	31		

April

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 AVICC 2022 Convention	2 AVICC 2022 Convention
3 AVICC 2022 Convention	4	5	6	7	8	9
10	11	12	13	14 9:30am Infrastructure Services Committee Meeting 2:00pm Regular Board Meeting	15 Good Friday Statutory Holiday	16
17	18 Easter Monday Holiday	19	20	21 9:30am Planning and Development Committee Meeting 2:00pm Community Services Committee Meeting	22	23
24	25	26	27	28 9:30am Corporate and Administrative Services Committee Meeting 2:00pm Regular Board Meeting	29	30

May

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12 9:30am Infrastructure Services Committee Meeting 2:00pm Regular Board Meeting	13	14
15	16	17	18	19 9:30am Planning and Development Committee Meeting 2:00pm Community Services Committee Meeting	20	21
22	23 Victoria Day Statutory Holiday	24	25	26 9:30am Corporate and Administrative Services Committee Meeting 2:00pm Regular Board Meeting	27	28
29	30	31				

June

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2 Federation of Canadian Municipalities Annual Conference and Trade Show (Regina)	3 Federation of Canadian Municipalities Annual Conference and Trade Show (Regina)	4 Federation of Canadian Municipalities Annual Conference and Trade Show (Regina)
5 Federation of Canadian Municipalities Annual Conference and Trade Show (Regina)	6	7	8	9 9:30am Infrastructure Services Committee Meeting 2:00pm Regular Board Meeting	10	11
12	13	14	15	16 9:30am Planning and Development Committee Meeting 2:00pm Community Services Committee Meeting	17	18
19	20	21	22	23 9:30am Corporate and Administrative Services Committee Meeting 2:00pm Regular Board Meeting	24	25
26	27	28	29	30		

July

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 Canada Day Statutory Holiday	2
3	4	5	6	7	8	9
10	11	12	13	14 9:30am Infrastructure Services Committee Meeting 2:00pm Regular Board Meeting	15	16
17	18	19	20	21 9:30am Planning and Development Committee Meeting 2:00pm Community Services Committee Meeting	22	23
24	25	26	27	28 9:30am Corporate and Administrative Services Committee Meeting 2:00pm Regular Board Meeting	29	30
31						

August

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 BC Day Statutory Holiday	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 9:30am Planning and Development Committee Meeting 2:00pm Community Services Committee Meeting	2	3
4	5 Labour Day Statutory Holiday	6	7	8 9:30am Infrastructure Services Committee Meeting 2:00pm Regular Board Meeting	9	10
11	12 Union of BC Municipalities (UBCM) Convention (Whistler)	13 Union of BC Municipalities (UBCM) Convention (Whistler)	14 Union of BC Municipalities (UBCM) Convention (Whistler)	15 Union of BC Municipalities (UBCM) Convention (Whistler)	16 Union of BC Municipalities (UBCM) Convention (Whistler)	17
18	19	20	21	22 9:30am Corporate and Administrative Services Committee Meeting 2:00pm Regular Board Meeting	23	24
25	26	27	28	29	30	

October

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10 Thanksgiving Day Statutory Holiday	11	12	13 9:30am Infrastructure Services Committee Meeting 2:00pm Regular Board Meeting	14	15 General Local Election Voting Day
16	17	18	19	20 9:30am Planning and Development Committee Meeting 2:00pm Community Services Committee Meeting	21	22
23	24	25	26	27 9:30am Corporate and Administrative Services Committee Meeting 2:00pm Regular Board Meeting	28	29
30	31					

November

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10 2:00pm Inaugural Board Meeting (Oaths of Office and Election of the Chair and Vice Chair)	11 Remembrance Day Statutory Holiday	12
13	14	15	16	17 9:30am Planning and Development Committee Meeting 2:00pm Community Services Committee Meeting Meeting	18	19
20	21	22	23	24 9:30am Corporate and Administrative Services Committee Meeting 2:00pm Regular Board Meeting	25	26
27	28	29	30			

December

2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8 9:30am Infrastructure Services Committee Meeting 2:00pm Regular Board Meeting	9	10
11	12	13	14	15 9:30am Planning and Development Committee Meeting 2:00pm Community Services Committee Meeting	16	17
18	19	20	21	22	23	24
25	26 Statutory Holiday for Christmas Day	27 Statutory Holiday for Boxing Day	28 Field Road Holiday Office Closure	29 Field Road Holiday Office Closure	30 Field Road Holiday Office Closure	31

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – October 28, 2021

AUTHOR: Alex Taylor, Budget and Financial Analyst

SUBJECT: STATUS OF OPERATING AND CAPITAL RESERVES AS AT SEPTEMBER 30, 2021

RECOMMENDATION(S)

THAT the report titled Status of Operating and Capital Reserves as at September 30, 2021 be received for information.

BACKGROUND

This purpose of this report is to provide the Committee with information regarding the status of the Sunshine Coast Regional District's (SCRD's) operating and capital reserves, which is provided on a semi-annual basis.

DISCUSSION

As at September 30, 2021 the Regional District has \$32,571,842 of Reserve funds and \$10,620,955 of Parkland Acquisition, Development Cost Charges (DCC's) and Gas Tax Community Work Funds invested in term deposits, the Municipal Finance Authority (MFA) bond fund, high interest savings accounts, and individual corporate bond placements. In addition, the SCRD had \$3,453,091 of Landfill Closure Reserve funds invested in term deposits and high interest savings accounts. Combined investments for the above noted funds totaled \$46,645,888.

Detailed balances of Operating and Capital reserves, Landfill Closure Reserves, Parkland Acquisition, DCC's, and Gas Tax Community Works Fund accounts are shown in Attachments A through C.

The difference between the amounts set aside in reserve and the amount invested is due to the timing of investment transfers and short term cash flow requirements. These differences will be addressed by either a future subscription or redemption to the investment as appropriate.

Tax requisition funds collected in August 2021 are held in two high interest savings accounts and are available for use as required to meet operating cash flow requirements. The amount held as of September 30 was \$15,610,646.

Reserves are a source of funding for future capital and service level needs which are contemplated as part of the overall Financial Planning processes, such as capital renewal funding as part of asset management planning. For example, reserve funds for fire departments, community recreation and the wastewater services are for planned future projects. Capital renewal plans and funding policy levels are set by the Board on an annual basis.

STRATEGIC PLAN AND RELATED POLICIES

Investment decisions are guided by the Corporate Investment Policy which states that funds are to be invested in a socially responsible manner that will provide the highest investment return with the maximum security while meeting the cash flow and the statutory requirements of the *Community Charter* and *Local Government Act*.

CONCLUSION

As of September 30, 2021, the SCRD has \$46,645,888 invested for Reserves, Parkland Acquisition, DCC's, Gas Tax Community Works Funds and Landfill Closure Reserves. There was also \$15,610,646 of 2021 tax requisition funds invested in a high interest savings account.

Differences between amounts set aside in reserves and amounts invested are due to the timing of investment transfers and short-term cash flow requirements.

Attachments A to C – Investments of Reserves Tables

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

Attachment A
Investments of Reserves
As at September 30, 2021

Page 1 of 2

Bylaw	Description	2021 Opening Balance	Transfers	YTD Interest	Closing Balance	Budgeted Transfers	Unallocated / Committed Capital Renewal Funding
General							
504	Administration - Capital	\$ 654	\$ -	\$ 3	\$ 657	0	\$ 654
495	Administration - Vehicle Acquisition	44,553	-	226	44,779	0	\$ 44,553
648	Administration - Operating	425,612	3,786	2,159	431,557	(144,064)	\$ 281,548
648	Administration - Operating (Risk Management)	37,083	-	188	37,271	10,000	\$ 47,083
648	Finance - Operating	564,641	-	2,867	567,508	(100,000)	\$ 464,641
496	Office Building Upgrades - Capital	229,347	20,000	1,154	250,501	20,000	\$ 249,347
	Office Building Upgrades - Operating	100,569	-	511	101,080	(4,475)	\$ 96,094
648	Human Resources - Operating	216,104	9,277	1,092	226,474	(20,055)	\$ 196,049
504	Information Services - Capital	285,495	214,601	1,226	501,322	(113,284)	\$ 172,211
648	Information Services - Operating	125,065	-	635	125,700	(5,000)	\$ 120,065
648	Area D Grant in Aid - Operating	3,378	-	17	3,395	0	\$ 3,378
648	Elections - Operating	151,953	14,000	764	166,717	(16,000)	\$ 135,953
648	Corporate Sustainability - Operating	119,074	-	605	119,678	0	\$ 119,074
648	Regional Sustainability - Operating	87,106	(10,000)	431	77,537	(70,000)	\$ 17,106
	Feasibility Studies - Area B	28,182	-	143	28,326	0	\$ 28,182
	Feasibility Studies - Area D	28,182	-	143	28,326	0	\$ 28,182
649	Bylaw Enforcement - Vehicle Acquisition	67,168	-	341	67,509	(50,000)	\$ 17,168
677	Bylaw Enforcement - Operating	99,494	(264)	505	99,736	(750)	\$ 98,744
	Halfmoon Bay Smoke Control - Operating	2,580	(803)	11	1,788	(1,071)	\$ 1,509
650	Roberts Creek Smoke Control - Operating	13,193	(802)	65	12,455	(1,070)	\$ 12,123
497	Gibsons and District Fire Protection - Land	43,870	-	223	44,092	0	\$ 43,870
489	Gibsons and District Fire Protection - Capital	379,808	197,321	1,810	578,939	(80,339)	\$ 299,469
678	Gibsons and District Fire Protection - Operating	78,284	-	398	78,682	(1,950)	\$ 76,334
490	Roberts Creek Fire Protection - Capital	451,001	150,000	2,211	603,212	(202,500)	\$ 248,501
679	Roberts Creek Fire Protection - Operating	176,063	(4,516)	895	172,443	(106,278)	\$ 69,785
491	Halfmoon Bay Fire Protection - Capital	524,295	125,000	2,596	651,891	(177,500)	\$ 346,795
	Halfmoon Bay Fire Protection - Operating	49,663	-	252	49,915	(8,350)	\$ 41,313
601	Egmont Fire Protection - Capital	129,858	1,307	639	131,804	(7,500)	\$ 122,358
	Egmont Fire Protection - Operating	87,626	-	445	88,071	0	\$ 87,626
492	Emergency Telephone 911 - Capital	797,719	65,957	3,861	867,537	(475,100)	\$ 322,619
	Emergency Telephone 911 - Operating	47,372	(799)	238	46,810	(24,199)	\$ 23,173
493	Sunshine Coast Emergency Planning - Capital	37,739	-	192	37,931	0	\$ 37,739
	Sunshine Coast Emergency Planning - Operating	41,379	(336)	210	41,253	(37,955)	\$ 3,424
651	Animal Control - Vehicle Acquisition	57,217	-	291	57,508	0	\$ 57,217
680	Animal Control - Operating	144,087	(264)	732	144,555	(750)	\$ 143,337
529	Transit - Capital	-	-	-	-	0	\$ -
652	Transit - Operating	857,722	-	4,356	862,077	(136,055)	\$ 721,667
563	Fleet Maintenance - Capital	98,110	-	498	98,609	(90,641)	\$ 7,469
	Fleet Maintenance - Operating	152,192	(12,400)	759	140,550	(46,900)	\$ 105,292
	Building Maintenance - Operating	84,290	-	428	84,718	0	\$ 84,290
486	Ports - Capital	690,869	255,389	3,076	949,334	(414,736)	\$ 276,133
607	Ports - Operating	55,123	18,000	270	73,393	(39,600)	\$ 15,523
653	Regional Solid Waste - Operating	178,115	27,000	1,039	206,154	(123,739)	\$ 54,376
670	Zero Waste Initiatives (Eco Fee) - Operating	312,715	48,030	1,701	362,446	(215,330)	\$ 97,385
653	Landfill - Operating	20,107	(750)	99	19,456	(14,801)	\$ 5,306
654	Refuse Collection - Operating	114,445	(33,966)	496	80,975	(45,288)	\$ 69,157
655	Cemetery - Operating	374,944	(920)	1,853	375,877	(31,000)	\$ 343,944
515	Pender Harbour Health Clinic - Capital	58,428	(15,000)	223	43,650	(35,000)	\$ 23,428
681	Regional Planning - Operating	127,678	-	648	128,326	(50,000)	\$ 77,678
656	Rural Planning - Vehicle Acquisition	18,849	-	96	18,945	0	\$ 18,849
657	Rural Planning - Operating	93,429	(1,250)	475	92,654	(21,840)	\$ 71,589
504	Property Information & Mapping - Capital	64,064	15,000	317	79,381	15,000	\$ 79,064
648	Property Information & Mapping - Operating	178,126	(44,713)	830	134,243	(60,000)	\$ 118,126
	Civic Addressing - Operating	107,576	-	546	108,122	(15,000)	\$ 92,576
659	Building Inspection - Vehicles Acquisition	25,306	6,000	125	31,431	6,000	\$ 31,306
	Building Inspection - Operating	1,150,369	(1,426)	5,843	1,154,786	(4,055)	\$ 1,146,314
715	Hillside - Operating	904,662	13,787	4,587	923,036	13,787	\$ 918,449
590	Community Recreation Facilities - Capital	2,562,927	(69,717)	12,723	2,505,933	(821,601)	\$ 1,741,326
682	Community Recreation Facilities - Operating	314,324	(67,134)	1,566	248,756	(274,888)	\$ 39,436
494	Pender Harbour Pool - Capital	47,145	21,320	228	68,693	15,000	\$ 62,145
660	Pender Harbour Pool - Operating	289,779	-	1,472	291,251	(5,850)	\$ 283,929
	School Facilities - Joint Use - Operating	7,323	-	37	7,360	0	\$ 7,323
609	Gibsons & Area Library - Capital	80,010	50,000	380	130,390	50,000	\$ 130,010
	Gibsons & Area Library - Operating	55,163	-	280	55,443	0	\$ 55,163
533	Community Parks - Capital	454,770	150,000	2,230	607,000	(199,019)	\$ 255,751
662	Community Parks - Operating	225,708	10,165	1,179	237,052	(87,421)	\$ 138,287
683	Bicycle and Walking Paths - Operating	254,758	10,000	1,288	266,046	(65,000)	\$ 189,758
	Area A - Bicycle and Walking Paths - Operating	97,150	-	493	97,644	0	\$ 97,150
	Regional Recreation Programs - Operating	38,617	-	196	38,813	0	\$ 38,617
	Dakota Ridge - Operating	297,910	-	1,513	299,422	(80,500)	\$ 217,410
Total General Reserve Funds		\$ 16,068,115	\$ 1,160,881	\$ 79,931	\$ 17,308,927	\$ (4,396,667)	\$ 11,671,448.13

Attachment A
Investments of Reserves
As at September 30, 2021

Page 2 of 2

Bylaw	Description	2021 Opening Balance	Transfers	YTD Interest	Closing Balance	Budgeted Transfers	Unallocated / Committed Capital Renewal Funding
Water Services							
589	North Pender Harbour - Capital	\$ 290,316	\$ 111,373	\$ 1,384	\$ 403,074	\$ 131,590	\$ 421,906
605	North Pender Harbour - Operating	354,001	(422)	1,798	355,376	(166,101)	\$ 187,900
602	South Pender Harbour - Capital	629,130	157,379	2,755	789,264	30,525	\$ 659,655
663	South Pender Harbour - Operating	701,347	21,313	3,550	726,209	(104,551)	\$ 596,796
488	Regional - Capital	8,293,134	1,722,940	41,719	10,057,793	(3,901,098)	\$ 4,392,036
498	Regional - Land	18,570	-	94	18,664	0	\$ 18,570
664	Regional - Operating	3,282,057	(216,359)	16,020	3,081,717	(1,651,941)	\$ 1,630,116
Total Water Services Reserves		\$ 13,568,554	\$ 1,796,222	\$ 67,321	\$ 15,432,097	\$ (5,661,576)	\$ 7,906,977.80
Waste Water Plants							
512	Greaves Road - Capital	\$ 3,340	\$ -	\$ 17	\$ 3,357	\$ 1,212	\$ 4,552
608	Greaves Road - Operating	11,353	(1,000)	57	10,411	(1,668)	\$ 9,685
665	Woodcreek Park - Capital	30,224	-	154	30,377	22,046	\$ 52,270
666	Woodcreek Park - Operating	158,927	(6,003)	778	153,702	(30,771)	\$ 128,156
512	Sunnyside - Capital	19,747	-	100	19,847	2,222	\$ 21,969
608	Sunnyside - Operating	13,776	-	70	13,846	(1,869)	\$ 11,907
512	Jolly Roger - Capital	40,439	-	205	40,644	262	\$ 40,701
608	Jolly Roger - Operating	21,389	-	109	21,498	(6,246)	\$ 15,143
512	Secret Cove - Capital	13,225	-	67	13,292	668	\$ 13,893
608	Secret Cove - Operating	33,334	-	169	33,503	(4,691)	\$ 28,643
512	Lee Bay - Capital	266,713	-	1,354	268,067	18,258	\$ 284,971
608	Lee Bay - Operating	291,046	-	1,478	292,524	(15,475)	\$ 275,571
512	Square Bay - Capital	46,713	-	237	46,950	0	\$ 46,713
608	Square Bay - Operating	58,290	(565)	294	58,019	(52,975)	\$ 5,315
512	Langdale - Capital	760	-	4	764	8,080	\$ 8,840
608	Langdale - Operating	51,115	-	260	51,374	(9,305)	\$ 41,810
512	Canoe Road - Capital	3,328	-	17	3,345	(40)	\$ 3,288
608	Canoe Rd - Operating	3,876	-	20	3,895	1,986	\$ 5,862
512	Merrill Crescent - Capital	-	-	-	-	1,266	\$ 1,266
608	Merrill Crescent - Operating	3,365	(1,000)	17	2,382	(2,694)	\$ 671
512	Curran Road - Capital	31,199	(10,087)	158	21,271	4,303	\$ 35,502
608	Curran Road - Operating	43,737	-	222	43,959	1,026	\$ 44,763
512	Roberts Creek Co-Housing - Capital	2,620	-	13	2,634	9,424	\$ 12,044
608	Roberts Creek Co-Housing - Operating	48,527	(15,232)	232	33,526	(33,095)	\$ 15,432
667	Lily Lake Village - Operating	64,695	-	329	65,024	(5,628)	\$ 59,067
668	Painted Boat - Capital	5,333	-	27	5,360	6,868	\$ 12,201
669	Painted Boat - Operating	62,625	-	318	62,943	1,542	\$ 64,167
N/A	No Bylaw - Sakinaw Ridge - Operating	26,352	-	33	26,384	(920)	\$ 25,432
728	Sakinaw Ridge Capital Reserve	-	-	-	-	20,751	\$ 20,751
Total Waste Water Plants Reserves		\$ 1,356,047	\$ (33,887)	\$ 6,739	\$ 1,328,899	\$ (65,463)	\$ 1,290,584
Total Reserve Funds		\$ 30,992,716	\$ 2,923,216	\$ 153,990	\$ 34,069,923	\$ (10,123,706)	\$ 20,869,010.15
Investments					\$ 32,571,842		
Accrued Interest					\$ 55,256		
Over/ (Under) Subscribed					\$ (1,442,826)		

Attachment B
Investments of Landfill Closure Reserve
As at September 30, 2021

Account	Opening Balances	YTD Interest	Transfers To (From)	Closing Balance
Pender Harbour Landfill Closure Liability	\$ 459,321		-	\$ 459,321
Pender Harbour (Unfunded)	<u>(459,321)</u>	-	-	<u>(459,321)</u>
Net Funded Liability	<u>-</u>			<u>-</u>
Sechelt Landfill Closure Liability	6,813,310		-	6,813,310
Sechelt Landfill (Unfunded)	<u>(4,206,867)</u>	48,080	-	<u>(4,158,786)</u>
Net Funded Liability	<u>2,606,443</u>			<u>2,654,523</u>
				<u>-</u>
Total Landfill Closure Reserve	\$ 2,606,443	48,080	-	\$ 2,654,523

Investments	3,453,091
Accrued Interest	1,053
Over (Under) Subscribed	799,621

Attachment C
Investments of Gas Tax, Parkland Aquisition and Devemopment Costs Charges
As at September 30, 2021

Description	Opening Balance	Transfers	YTD Interest	Closing Balance
Gas Tax Community Works Fund				
Area A	\$ 1,557,440	\$ 249,257	\$ 5,492	\$ 1,812,190
Area B	1,046,227	257,923	3,750	1,307,900
Area D	1,393,871	323,826	4,983	1,722,680
Area E	1,721,425	347,237	6,119	2,074,780
Area F	906,319	193,519	3,229	1,103,066
Parkland Acquisition	660,497	1,182	2,259	663,937
Development Cost Charges				
North Pender Harbour Water Service	38,473	69	132	38,673
South Pender Harbour Water Service	173,049	2,310	592	175,951
Regional Water Service	2,232,632	165,277	7,981	2,405,890
Totals	\$ 9,729,933	\$ 1,540,600	\$ 34,536	\$ 11,305,068

Investments	\$	10,618,953
Accrued Interest		14,043
Over/ (Under) Subscribed	\$	(672,073)

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – October 28, 2021

AUTHOR: Alex Taylor, Budget and Financial Analyst

SUBJECT: GAS TAX COMMUNITY WORKS FUND UPDATE

RECOMMENDATION(S)

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

BACKGROUND

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

Since 2005, \$10,673,393 has been received from the Gas Tax Fund under the 2005-2015 CWF Agreement and the renewed 2014-2024 CWF Agreement. Funding is based on Regional District rural area population (2016 census) and payments are typically advanced on a semi-annual basis with funds allocated to the five rural areas per the SCRD Board Federal Gas Tax - Community Works Fund Policy. Funds may be used toward eligible costs in various infrastructure investment categories. Eligible investments permitted to be funded from Community Works Funds are those associated with acquiring, planning, designing, constructing or renovating a tangible capital asset; or strengthening the ability of local governments to improve local or regional planning and asset management.

DISCUSSION

Funding Allocation

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

2021 Accelerated Payment & Top-up

On August 11, 2021, UBCM notified the they would be providing a \$664,822 one-time top up of the Gas Tax funds for 2021. As a result of this additional funding, the SCRD effectively doubled the Gas tax funding for 2021 to \$1,359,908.

Summary of Funding Commitments

Unspent funding received as at December 31, 2020 totaled \$6,625,282. This year's first payment totalling \$695,085 was received in the first week of June. This was an accelerated payment and encompasses the whole amount that the SCRD was eligible to receive under the current agreement. Proceeding this advanced payment, the government provided a top-up for \$664,822 in August and brings the total available funding for projects to \$7,985,190. Of this, \$831,043 is currently budgeted or committed for projects and \$7,154,147 remains uncommitted.

A summary of CWF allocations and funding commitments by Electoral Area for 2021 is provided in Table 1 below with more detailed information in Attachment A, titled Gas Tax Community Works Fund Update.

Table 1: Summary of Gas Tax Community Works Funding (No Top-up)				
Electoral Area	Unspent Funding as at December 31, 2020	2021 Funding Allocations	2021 Funding Commitments	Uncommitted Funds for Available for 2021
Area A- Egmont/Pender Harbour	\$ 1,557,440	\$ 246,470	\$ (381,000)	\$ 1,422,910
Area B - Halfmoon Bay	1,046,227	256,051	(387,550)	914,728
Area D - Roberts Creek	1,393,871	321,332	(7,899)	1,707,304
Area E - Elphinstone	1,721,425	344,157	(10,000)	2,055,582
Area F - West Howe Sound	906,319	191,897	(44,594)	1,053,622
Totals	\$ 6,625,282	\$ 1,359,908	\$ (831,043)	\$ 7,154,147

Incomplete Projects

There is a total of \$88,918 in incomplete active transportation projects which remain open on the SCRD's Annual Expenditure Report to UBCM. Expenditures to date for these projects have not yet resulted in a tangible capital asset, there is no further direction on the projects, and they were not included in the 2021-2025 Financial Plan.

Community Services staff anticipate bringing a report to a future Committee on recommended next steps and planning toward active transportation, including outstanding projects. Should these projects remain incomplete at the completion of the current agreement, there is a risk that the funding be required to be returned.

Funding Strategy

As previously noted in the past CAS reports, the 10-year Gas Tax Fund agreement is set to expire in March 2024. The government recognizes that there is a considerable amount of funds in local government Gas Tax-Community Works Fund accounts that are still unspent. UBCM is working with local governments to ensure that unspent funds are utilized for capital projects within the timeframe of the program.

UBCM has notified the SCRD that there has been an expansion of the CWF investment categories to now include fire halls and fire station infrastructure. SCRD staff are exploring any

potential fire station projects that fit the criteria to be eligible for CWF gas tax funding. Should any projects to determined to be eligible, a future staff report will be brought forward.

Given that pre-budget deliberations will commence on November 1st – 2nd, staff are exploring opportunities that may meet the eligibility criteria to be funded under this program. As projects are brought forward Gas tax will be contemplated as a potential funding source and will be brought forward as a recommendation to the pre-budget discussions. Options for CWF-Gas Tax funds have also been offered as possibilities toward regional project funding such as for the Community Recreation Facilities and Regional Water projects. How we consider funding apportionment where member municipalities are participants still needs to be further explored.

STRATEGIC PLAN AND RELATED POLICIES

Reporting on the funds align with the SCRD Board Federal Gas Tax - Community Works Fund Policy.

CONCLUSION

This report is an update on the current status of the CWF (provided through the Federal Gas Tax Fund) including funding commitments, year to date spending and uncommitted funds available to be spent on eligible projects. There is \$7,985,190 of CWF available to fund eligible projects in 2021. Of this, \$831,043 has been committed for projects and \$7,154,147 remains uncommitted.

Attachment A: Gas Tax Community Works Funds Update

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

**Gas Tax Community Works Fund
Summary of Commitments
2021 Funding Year**

		A	B	D	E	F	Total
CWF Funding	Function	Z10159	Z10160	Z10161	Z10162	Z10163	
Balance of 2020 Uncommitted Funds to 2021		\$ 1,501,384	\$ 652,289	\$ 1,345,218	\$ 1,660,546	\$ 874,427	\$ 6,033,864
2020 Interest Earned		56,056	36,295	48,653	60,879	31,892	233,775
Balance of 2020 Committed Funds to 2021 (Carry Forwards)			357,643			-	357,643
Funding Available as at December 31, 2020		\$ 1,557,440	\$ 1,046,227	\$ 1,393,871	\$ 1,721,425	\$ 906,319	\$ 6,625,282
2021 Anticipated Funding Allocation (based on 2016 Census data)							
First Installment (June)		125,977.58	130,874.57	164,241.35	175,907.72	98,083.92	695,085.14
Second Installment (August)		120,492.75	125,176.53	157,090.58	168,249.02	93,813.52	664,822.40
Funding Available for Projects in 2021		\$ 1,803,911	\$ 1,302,277	\$ 1,715,203	\$ 2,065,582	\$ 1,098,215	\$ 7,985,190
2021 Budgeted and Committed Funding							
Area A- Garden Bay Pump Station – Feasibility Study – Treatment Improvements	365	20,000					20,000
Area A- Emergency Generator	365	125,000					125,000
Area A- McNeil Lake Dam Upgrades	366	78,000					78,000
Area A- Dogwood Reservoir Feasibility	366	108,000					108,000
Area A- South Pender Harbour Water Treatment Plant - Upgrades - Phase Two	366	50,000					50,000
Area B - Coopers Green Park - Hall & Parking Design Plans (CF)	650		57,643				57,643
Area B - Coopers Green Hall Replacement (Committed Funds per Res. 209/17 No. 3)	650		300,000				300,000
Area B- Jolly Rodger WWTP Headworks Replacement	384		4,500				4,500
Area B- Curran WWTP-Ocean Outfall Anchor Replacement Phase 2	391		13,407				13,407
Area B- Square Bay System Upgrade Planning	387		7,500				7,500
Area B- Secret Cove WWTP Headworks Replacement	385		4,500				4,500
Area D- Treatment System and Regulatory Enhancements	392			7,899			7,899
Area E- Woodcreek Park-WWTP Collection System Designs	382				10,000		10,000
Area F- Eastbourne Groundwater Investigation	370					44,594	44,594
		\$ 381,000	\$ 387,550	\$ 7,899	\$ 10,000	\$ 44,594	\$ 831,043
Uncommitted CWF Gax Tax Funds for 2021		\$ 1,422,911	\$ 914,727	\$ 1,707,304	\$ 2,055,582	\$ 1,053,621	\$ 7,154,147
CWF Funds allocation (per capita basis using 2016 Census data)		18.12%	18.83%	23.63%	25.31%	14.11%	100.00%

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee Meeting – October 28, 2021

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

SUBJECT: CORPORATE SPACE PLAN UPDATE

RECOMMENDATION(S)

THAT the report titled Corporate Space Plan Update be received for information.

BACKGROUND

The Sunshine Coast Regional District (SCRD) Corporate Space Plan has changed the use of space at Field Road. In 2019 this project was brought forward to the Board for consideration to review building and site functionality to deliver services and to improve worker morale by improving workspace layout through renovations and expansions and to improve site efficiency, flow and safety for the following locations:

- Field Road
- Mason Road
- Lagoon Road

The sites had the following issues:

Field Road Facility/Site

- Insufficient meeting space
- Insufficient touchdown space
- No receiving area
- Oversized offices (poor use of space)
- Poor room acoustics
- Lack of HVAC control
- Shortage of staff support areas
- Lack of fire suppression in IT building

Mason Road Facility/Site

- Insufficient staff workspace
- No female changeroom (Utilities)
- Lack of parking space
- Poor site circulation
- Informal material storage
- Department fragmentation
- Shortage of appropriate indoor storage
- Condemned items stored on site

Cornerstone consultants were hired to provide options and presented their report to the [October 2019 Corporate & Administrative Services Committee](#) and the following resolutions were adopted at the November 14, 2019 Board:

284/19 **Recommendation No. 1** *Collaboration Options for Corporate Space and Site Planning*

THAT staff consult with other local governments to determine what space needs exist and where there may be opportunities to combine services and/or sites coast-wide.

Recommendation No. 2 *Requirements and Timing for Corporate Space and Site Planning*

THAT staff bring forward a report to Committee that identifies a long- term plan for staffing requirements (for a minimum of 20 years), and identifies necessary short-term space requirements that can be acted upon immediately, and identifies the long-term space requirements that will be necessary based on the proposed 20-year staffing plan;

AND THAT timing options be considered to determine what actions need to occur in the immediate short-term and what items can wait for implementation as part of the long-term plan.

The Plan provided by Cornerstone recommended several options, however, a more modest approach was taken. As part of the 2020 Budget, a proposal was approved to implement some quick-wins out of the Corporate Space Plan for Field Rd. (\$73,689) and Mason Rd. (\$20,000). In addition to space/site improvements, this proposal was to accommodate newly approved staff hires. Mason Rd improvements were completed. An additional \$100,000 Budget request was approved through the COVID restart funding in 2021 to accommodate additional staffing requests as well as COVID-19 safety measures. It is important to note that the Board Room was not included in scope of the space planning as the project to implement live-stream was under-way.

During the September 2021 Corporate and Administrative Services Committee, it was requested that an update be provided to a future Committee. This report provides an update on the status of these projects.

DISCUSSION

Physical-space plans and the persistence of the pandemic has proven a good time for a paradigm shift for the SCRD. Emerging telework and space sharing opportunities has led to exploring alternative work strategies (AWS), which pivots prior space plans towards enabling a mix of flexible telework and Field Road office space sharing within existing building footprints.

AWS establishes ways that we can all make best use of SCRD space at Field Rd. Staff who are mobile and not at Field Road 100% of the time do not have a dedicated workspace at the office. They may share an office work from various touchdown space in the office and sometimes at home, depending on the day's needs.

The strategy explores using the existing facilities and requiring no building renovations to accommodate the required spaces changes. The project has provided the following benefits:

1. Space for new staff joining SCRD
2. In a number of areas where staff spend lots of time in the office, the space we use will be better (e.g. access to natural light)
3. Access to more meeting or breakout rooms
4. Touchdown stations will create opportunities for staff coming from other worksites from time to time
5. The project helped support a move back to 'normal operations' as directed by the Provincial Health Officer
6. Help support fiscal responsibility by reducing operational costs
7. Reducing environment impacts to support our commitment to be carbon neutral

What's happened so far?

Staff from all Divisions were involved in space assessment to provide their input as to required space and tools.

Work from Home: Many staff were able to maintain productivity working from home to varying degrees as determined suitable by function and at their manager's discretion.

Office Reconfiguration: The office space has now been reconfigured, furniture moved and schedules derived. Touchdown stations have been marked and sanitizing products ordered for each use. These have been initiated using our existing Building Maintenance services team.

Office Clean Up: A number of offices spaces have been cleaned up and organized to allow for more usable space.

Information Technology (IT) resources: IT is currently procuring and implementing upgrades to our telephony (voice) and virtual desktop (AV) capabilities to better support hybrid (in-person and remote) meetings and telework.

Let's Talk: The site has been set-up for Frequently Asked Questions and information updates as a staff engagement and communication means.

Internal communication and Change Management: Regular Staff meetings, one-on-one's, regular project updates are being provided to staff.

Project Completion Milestone: Once most office moves and a significant amount of the IT enablement has completed, an internal open-house celebration is planned.

Financial Implications

The Corporate Space Planning project is being funded through the already approved combined budgets totaling \$173,689 for Field Road Administration Building.

Implementing AWS strategies saves the SCRD and taxpayers money in deferring costly renovations to facilities.

Timeline for next steps or estimated completion date

Many work packages in the project timeline have been completed; however, pandemic-driven demand for telework IT enablements has risen globally while supply chain challenges have delayed procurement of thin clients.

It is expected that office related moves will be completed by December 31, 2021 with IT enablement to continue into Q1 2022 as resources become available.

STRATEGIC PLAN AND RELATED POLICIES

n/a

CONCLUSION

The Corporate Space Planning initiative has been underway since 2019 and as a result of newly approved staff resources and the pandemic, implementing modest quick wins were approved.

A paradigm shift toward telework and space sharing opportunities has led to exploring alternative work strategies (AWS), which pivots prior space plans towards enabling a mix of flexible telework and Field Road office space sharing within existing building footprints.

Implementing AWS strategies saves the SCRD and taxpayers money in deferring costly renovations to facilities. This also reduces our corporate and community carbon footprint by making the most efficient use of space and reducing car traffic from commuting.

Reviewed by:			
Manager	X-V. Cropp X-D. Nelson	Finance	
GM		Legislative	
Acting CAO	X-T. Perreault	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – October 28, 2021

AUTHOR: Michelle Goetz, Accounts Payable Technician

SUBJECT: DIRECTOR CONSTITUENCY AND TRAVEL EXPENSES FOR PERIOD ENDING SEPTEMBER 30, 2021

RECOMMENDATION

THAT the report titled Director Constituency and Travel Expenses for Period Ending September 30, 2021 be received for information.

BACKGROUND

The 2021 Financial Plan for line items Legislative Services Constituency Expenses and UBCM/AVICC Constituency Expenses provide a combined budget of \$20,300. The applicable policy provides a maximum \$2,500 allowance per Director from Legislative Services [110] and an additional \$1,000 for Electoral Area Directors from UBCM/AVICC [130] for the expense of running an elected official office. Based on historical use, the amount budgeted is less than the amount available under the policy.

Travel expenses budgeted within Legislative Services and UBCM/AVICC – Electoral Area Services total \$36,144 for mileage, meals, hotel and other various charges associated with travelling or attending conferences on Sunshine Coast Regional District (SCRD) business, as outlined under the applicable Board policy.

DISCUSSION

The total amount posted to Constituency Expenses for the nine month period ending September 30, 2021 is \$3,627 leaving a remaining budget of \$16,673.

The total amount posted to Legislative and UBCM/AVICC Travel Expenses is \$3,607 leaving a remaining budget of \$32,537.

Figures are based on expense reports submitted up to October 8, 2021 for the nine month period ended September 30, 2021 and a breakdown by Electoral Area is provided below.

Electoral Area	Constituency Expense	Travel Expense (Excluding GST)
Director Area A	\$ 1,515	\$ 1,004
Director Area B	22	819
Director Area D	1,330	423
Director Area E	247	1,037
Director Area F*	513	100
Director DOS (2)	-	224
Director TOG	-	-
Director SIGD	-	-
YTD Totals	\$ 3,627	\$ 3,607
<i>*Includes alternate Director travel expenses of \$79</i>		

STRATEGIC PLAN AND RELATED POLICIES

Applicable Board policies:

- 5-1800-1 - Reimbursement of Travel and Other Expenses
- 5-1800-2 - Constituency Expenses

Proposed amendments to both of the above noted policies were reviewed at the Special Corporate and Administrative Services Committee meeting on September 29, 2021.

Based on the Committee's recommendations, an amended *Reimbursement of Travel and Other Expenses* policy was approved by the Board on October 14, 2021 while the *Constituency Expenses* policy was referred to a future Committee meeting for further consideration (Board resolutions 273/21 No. 4 & 5).

CONCLUSION

The 2021 Financial Plan for Constituency Expenses and Travel Expenses provides a total budget of \$56,444. For the period ending September 30, 2021, the total amount posted to Constituency and Electoral Expenses is \$7,234 leaving a remaining budget of \$49,210.

Reviewed by:			
Manager		Finance	X - B. Wing
GM		Legislative	
Acting CAO	X-T. Perreault	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – October 28, 2021

AUTHOR: Valerie Cropp – Manager, Purchasing and Risk Management

SUBJECT: Contracts Between \$50,000 and \$100,000 From July 1 to September 30, 2021

RECOMMENDATION

THAT the report titled Contracts between \$50,000 and \$100,000 from July 1 to September 30, 2021 be received for information.

BACKGROUND

The Sunshine Coast Regional District's (SCRD) Delegation Bylaw No. 710 directs staff to provide the Committee with a quarterly report of all new contracts entered into that fall between \$50,000 and \$100,000.

This report includes vendor, purpose, function, amount and the authoritative budget.

DISCUSSION

A total of 116 contracts/purchase orders were issued during the time period July 1 to September 30, 2021 with seven valued between \$50,000 and \$100,000.

	Supplier	Account Code	Awarded	Budget
1.	Pacific Ropes Contracting Ltd	613 – Community Recreation Facilities	\$50,985.01	Capital
	2161305 Supply and Installation of Pool Sound Baffles			
2.	Cadence Solutions	117 – Information Technology	\$67,500.00	Operating
	2111701 Electronic Document Management Systems Functionality Enhancements			
3.	Sandale Utility Products	370 – Regional Water Services	\$75,666.30	Capital
	EOC Task 22575 Edwards Siphon Pipe			
4.	Park Derochie Inc	370 – Regional Water Services	\$81,977	Capital
	2137003 Exposed Water Mains Rehabilitation			
5.	Econics Services Inc.	150 - Feasibility Studies – Regional	\$86,200	Operating
	2115001 Regional Watershed Management Action Plan			
6.	Waterhouse Environmental Services Corporation	370 – Regional Water Services	\$89,505	Operating
	Supply & Delivery of ISOPAC (Bulk)			
7.	Andrew Sheret Limited	370 – Regional Water Services	\$95,021.32	Capital
	2137006 Supply and Delivery Class 350, DI Pipes and Fittings			

STRATEGIC PLAN AND RELATED POLICIES

The disclosure of Contract Awards aligns with the Board's Purchasing Policy and Delegation Bylaw.

CONCLUSION

SCRD Delegation Bylaw No. 710 requires that a report be provided quarterly to Committee on contracts between \$50,000 and \$100,000.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – October 28, 2021

AUTHOR: Stephen Misiurak, P.Eng. Manager, Capital Projects

SUBJECT: CHURCH ROAD WELL FIELD PROJECT – UPDATE

RECOMMENDATION(S)

THAT the report titled Church Road Well Field Project - Update be received for information;

AND THAT the contract with Associated Environmental Consultants Inc. for the Groundwater Investigation - Phase 4A be increased by \$50,000 to up to \$912,157 (excluding GST);

AND THAT the delegated authorities be authorized to execute the contract;

AND THAT should the water license for the Church Road Well Field Project not be issued, that the expenses to date be funded through operational reserves;

AND FURTHER THAT these recommendations be forwarded to the October 28, 2021 Board meeting.

BACKGROUND

Currently the Sunshine Coast Regional District (SCRD) has a contract with Associated Environmental Consultants Inc. (AE) for engineering and permitting services for the Groundwater Investigation Phase 4A – Church Road Well Field project. At the September 9, 2021 Infrastructure Services Committee meeting, staff presented [a report](#) with a status update of this project.

The purpose of this report is to request an amendment to the contract with AE for the additional work required in support of providing the necessary construction tendering and permitting assistance for completing the tendering services and awarding the construction project. At the conclusion of the tender, staff will provide a formal Board Recommendation for the Contract Award of the Church Road Well Field Project construction contract in December 2021.

DISCUSSION

Status update

In November 2019, SCRD staff met with the Squamish Nation staff to introduce this project and inform them about the application for a Water License. Due to the COVID-pandemic, delays occurred that impacted the workload of all staff involved. In late July, 2021 staff presented the project to the Squamish Nation, with FLNRORD in attendance. On September 17, 2021, the Squamish Nation provided the following formal project response to FLNRORD, "...our archaeology team is satisfied with the process and engagement and our environmental review is satisfied with the proposal. Squamish Nation has no further comments." On September 24,

2021, FLNRORD, acknowledged the Nation's response and formally closed the project consultation process.

Financial Implications

The additional support will complete the following tasks:

- Assist the SCRD in the formal tendering process,
- Respond to technical engineering bidding questions that may arise,
- Assist in the review of all the bids received,
- Provide a written recommendation to the SCRD staff for the recommendation of the construction contract award,
- Provide additional permitting data requested by FLNRORD.

The estimated costs of these services are in the additional amount of up to \$50,000.

It is recommended to increase the value of the contract for this project with Associated Environmental Consultants Inc. by \$50,000 from \$862,157 to up to \$912,157.

Given that the total approved budget for the entire development of this well field is \$8,270,000, this contract increase does not require an increase to the project budget or the 2021-2025 Financial Plan.

If for any reason the water license is not issued and the construction does not proceed, the project, which is currently funded from capital reserves and long-term debt, would then need to be funded through user fees or operational reserves. As of the date of this report, \$895,650 has been expensed of which \$862,157 has been expensed by AE.

Along with the construction contract award report in December 2021, staff will also be presenting a construction management services contract award report to address the engineering needs for the construction phase. Staff will provide a project funding update and associated Financial Plan Bylaw amendments at that time.

Timeline for next steps

Staff with the assistance from AE is providing the final response comments to FLNRORD and it is anticipated the water license will be issued in short order.

The following is a summary of the projected next steps:

- Tendering Period October-December, 2021
- Review of tenders and reference checks, Mid December, 2021
- Contract Award - Special Board Meeting Late December, 2021
- Contractor Mobilization – January, 2022
- Commence Construction February, 2022

- Project Completion Late summer, fall 2022

Staff will consider all options available to the SCRD to shorten the construction and commissioning timeline such that the new infrastructure can be brought online during the summer of 2022.

STRATEGIC PLAN AND RELATED POLICIES

The Groundwater Investigation Project supports the SCRD Board's 2019-2023 Strategic Plan to plan for and ensure year-round water availability now and in the future.

CONCLUSION

The purpose of this report is to seek approval to amend the SCRD's contract with Associated Environmental Consultants Inc. to allow for the ongoing support for the tendering and permitting support for the Church Road Well Field Project.

The amended contract value would be increased from \$862,157 up to \$912,157 (excluding GST).

Reviewed by:			
Manager		CFO/Finance	
Acting GM	X-S. Walkey	Legislative	
Acting CAO	X – T. Perreault	Purchasing & Risk Management	X-V. Cropp