



## CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, September 23, 2021

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

### AGENDA

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**CALL TO ORDER**      9:30 a.m.

#### AGENDA

1. Adoption of Agenda

#### PRESENTATIONS AND DELEGATIONS

2. Holland Lands/Cultural Corner Committee and the Gibsons and District Public Library
  - i) Councillor Aleria Ladwig and Chief Administrative Officer Mark Brown, Town of Gibsons
  - ii) Communication: Town of Gibsons dated September 16, 2021 with Select Committee Terms of Reference  
(Voting – D, E, F, and ToG) Annex A  
Pages 1-5
3. Janet Hodgkinson, Board Chair and Heather Evans-Cullen, Library Director, Gibsons and District Public Library  
Regarding: Future Expansion of Library Services  
(Voting – D, E, F and ToG) Annex B  
pp. 6-18

#### REPORTS

4. 2021 Strategic Plan Review  
*Chief Administrative Officer*  
(Voting – All Directors) Annex C  
pp. 19-30
5. Budget Project Status Report  
*Senior Leadership Team*  
(Voting – All Directors) Annex D  
pp. 31-48
6. Standing and Select Committee Review  
*Chief Administrative Officer*  
(Voting – All Directors) Annex E  
pp. 49-52
7. New Legislative Authority for Electronic Meetings  
*Corporate Officer*  
(Voting – All Directors) Annex F  
pp. 53-57

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|--|----------------------|
| <b>8.</b> Budget 2022 Communication and Public Engagement Plan<br><i>Manager, Communications and Engagement</i><br><b>(Voting – All Directors)</b>             | Annex G<br>pp. 58-60 |
| <b>9.</b> Award Report for Financial Audit Services<br><i>General Manager, Corporate Services / Chief Financial Officer</i><br><b>(Voting – All Directors)</b> | Annex H<br>pp. 61-63 |
| <b>10.</b> Grants Status Update<br><i>Budget and Financial Analyst</i><br><b>(Voting – All Directors)</b>  | Annex I<br>pp. 64-67 |

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**TOWN OF GIBSONS**

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September 16, 2021

ATTN: Lori Pratt, Chair  
Board of Directors, Sunshine Coast Regional District  
1975 Field Road  
Sechelt, BC, V0N 3A1

Dear Chair Pratt,

**Re: Holland Lands/Cultural Corner Committee and Gibsons & District Library delegation request for the September 23 CAS meeting.**

On March 3, 2021, the Gibsons and District Public Library (GDPL) completed a "Future Space Needs Assessment". Subsequently, Town of Gibsons' Council requested that Town staff meet with representatives of the GDPL to discuss options for expansion of the library, and to determine the future space needs and enhancement opportunities for neighbouring properties, including the Sunshine Coast Regional Museum, School District #46, Arts Building and Visitors Centre.

To advance these discussions, it was determined that the Holland Lands/Cultural Corner Select Committee should be formed. On June 15, 2021, the Terms of Reference (see attached) for the Committee were adopted by Council of the Town of Gibsons.

Councillor Ladwig and Town CAO Mark Brown are the Town of Gibsons representatives, and the Committee has met on July 21 and September 8, 2021.

At the September 7, Regular Meeting of the Town of Gibsons, Council adopted the following resolutions regarding the *Sunshine Coast Regional District Assets on Town of Gibsons Property*:

THAT the Holland Lands Committee be provided with a summary of how funding is applied to an SCR D asset located on Town owned property;

AND THAT details of any financial limitations or implications for the expansion of an SCR D asset on Town property using Town funds be included in the summary.

The delegation from the Town of Gibsons is requesting that the aforementioned resolutions be presented to the Corporate and Administrative Services Committee for consideration and endorsement.

Yours truly,

Mark Brown  
CAO, Town of Gibsons

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**TOWN OF GIBSONS**

*"Nature is our most valuable asset"*



# Holland Lands/Cultural Corner Select Committee

Terms of Reference

## 1) ESTABLISHMENT AND AUTHORITY

The Gibsons and District Public Library (GDPL) completed a "Future Space Needs Assessment" on March 3, 2021. Council of the Town of Gibsons subsequently requested that Town staff meet with representatives of the GDPL to discuss options for expansion of the library, in conjunction with determining the future space needs and enhancement opportunities for the neighbouring properties. To facilitate and accomplish this consultation and visioning, it was determined that, pursuant to Section 142 of the *Community Charter*, a Task Force be established consisting of representatives of the affected organizations.

## 2) PURPOSE AND SCOPE

The purpose of the Committee is to study the feasibility of re-vitalizing the Holland Lands/Cultural Corner area of Lower Gibsons, and to make recommendation(s) to the Town of Gibsons Council, in order to:

- a) provide a strong focal point for the Town of Gibsons,
- b) address the space needs requirements for the Town of Gibsons, Gibsons & District Public Library, Sunshine Coast Regional Museum, School District #46, Arts Building and the local Visitors Centre,
- c) address any future space needs requirements from other organizations not currently located within the specific area, and
- d) make the current green and land space more useable for the public.

## 3) DURATION

The Committee will dissolve upon Council receiving the recommendations of the Holland Lands/Cultural Corner Task Force, projected to be prior to December 31, 2021. Notwithstanding the aforementioned duration, purpose and scope, the Council may, at its discretion, extend the length of time or increase the mandate of the Task Force.

## 4) COMPOSITION

The Committee is comprised of Seven (7) voting members as follows:

- a) One (1) Member of Council of the Town of Gibsons
- b) One (1) Member of the Gibsons and District Public Library Board
- c) One (1) Sunshine Coast Regional District representative
- d) One (1) School District #46 representative

- e) One (1) Sunshine Coast Regional Museum representative
- f) One (1) Arts Centre representative
- g) One (1) Lower Gibsons Business Association/Visitors Centre representative
- h) Additional non-voting members may be added for their expertise by the committee if required.

Committee members should be senior-level decision makers from each of the participating organizations.

All members shall provide the Corporate Officer with contact information including members' phone number(s), mailing and civic addresses, and email address prior to the first meeting to ensure materials are received prior to meetings.

## **5) APPOINTMENT AND MEMBERSHIP**

- a) The Committee shall appoint one member as Chair.
- b) If the Chair cannot attend the meeting, remaining members will identify a Chair for the meeting when quorum is available.
- c) The appointment of any member of the Committee may be rescinded at any time by the Council as set forth in Section 144 of the *Community Charter*.
- d) The resignation of any member of the Committee must be made in writing and in accordance with section 121 of the *Community Charter*.
- e) All members of the Select Committee will maintain confidentiality in accordance with section 117 of the *Community Charter*.
- f) Committee members will have no conflict of interest with Council or the Committee and should advise the members when a potential conflict may exist on a specific issue and recuse themselves for the duration of the discussions to which they have declared a conflict of interest.

## **6) REMUNERATION**

All expenses reasonably incurred in the carrying out of Committee business may be reimbursed by the Director of Finance with prior approval of the Corporate Officer or designate.

## **7) TERM AND TERMINATION**

Members of the Committee shall serve at the appointment of the Council.

## **8) DUTIES AND RESPONSIBILITIES**

- a) To define the scope of the project for re-vitalizing the Holland Lands area.
- b) To identify, recommend and prioritize the preferred facility spaces and the needs of the current occupants of the area, including developing a plan for the expansion of library service for Gibsons and Area residents.
- c) To identify any other potential non-profit or commercial occupants of a re-developed area.
- d) To make recommendations to Council for community and stakeholder input, consultation, and feed back in order to assist in the identification of community needs and requirements for the area, and to participate in any public meetings that are required.
- e) To liaise between Town Council and other community groups, government agencies, consulting firms, business and developers on matters related to the revitalization project if required.
- f) To make recommendations to the Town Council in ensuring that any new facilities meet or exceed environmental standards as well as being safe, accessible, functional and adaptable spaces.
- g) To explore public private partnerships for any re-development.
- h) To meet with selected consultants approved by Council to review the site assessment, architectural concepts, constructability and cost estimates and provide comments to Council.
- i) To report regularly to the Town Council on the Committee's progress.

## **9) AUTHORITY**

- a) The Committee has no delegated authority from Council.
- b) The Committee is reminded that they cannot direct staff or take any action contrary to existing Council Policies and Directives.

## **10) LIASONS**

- a) The following representatives will participate as staff liaisons and as non-voting members on the Committee:
  - i. The Town of Gibsons' Chief Administrative Officer (the CAO) (or designate) as the Town of Gibsons Council Liaison:
    - The CAO shall appoint a Recording Secretary to the Committee to provide administrative support including preparing the agenda and meeting minutes, maintaining a record of the approved minutes, notifying members of meetings, publishing the agenda for circulation to the attending Committee members, scheduling delegations, and making any arrangements required to facilitate the meeting.
  - ii. The Director of the Gibsons and District Public Library (or designate) as the GDPL Board Liaison.

- b) The role of the staff liaisons include:
  - i. Providing information and professional advice; and
  - ii. Serving as one of the communication channels to and from Town of Gibsons Council and the GDPL Board respectively
- c) The role of the Town of Gibsons Council liaison includes:
  - i. Bringing such matters to the Committee's attention as is appropriate for it to consider in support of Town of Gibsons' Council direction; and
  - ii. Serving as one of the communication channels to and from Council.

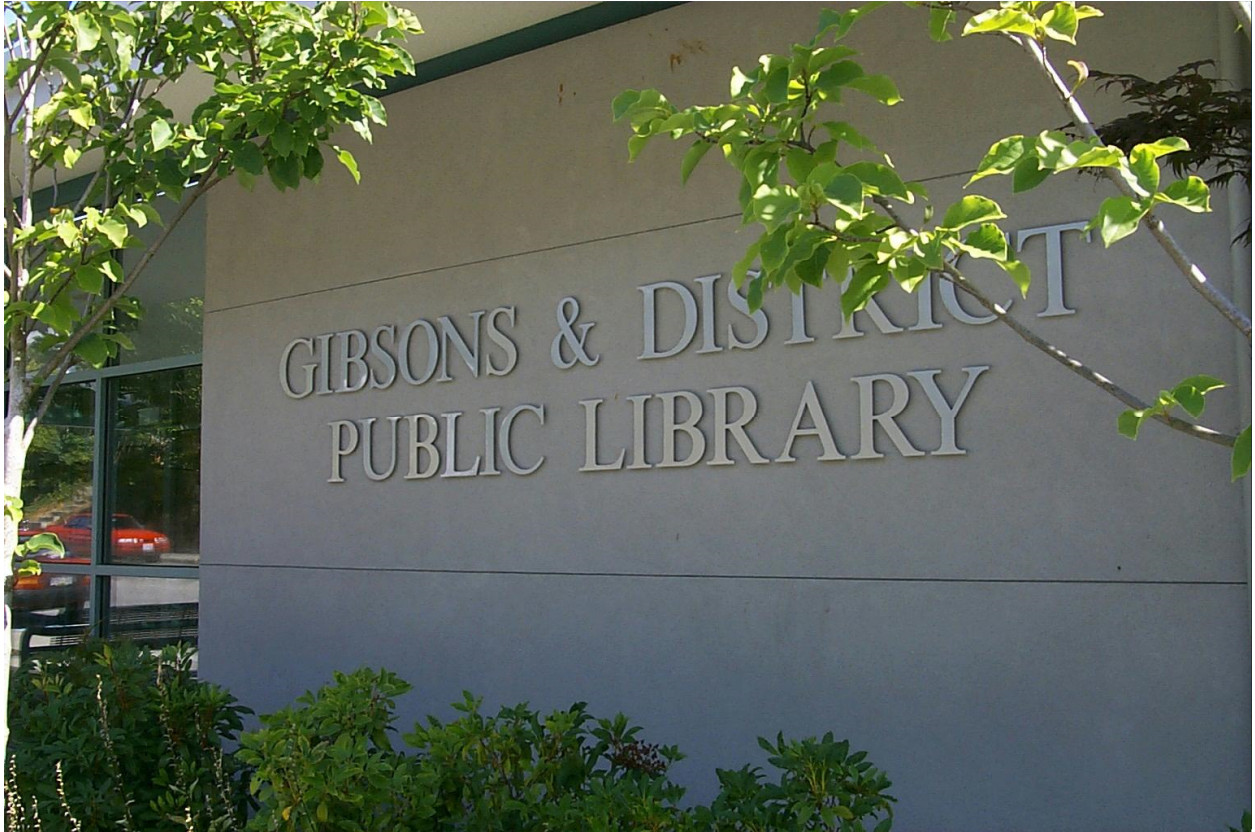
## 11) MEETINGS

- a) The Committee shall meet as often as determined by the Committee, virtually on Zoom.
- b) Substantial effort shall be made to make decisions by consensus, however where consensus cannot be achieved, simple majority shall govern.
- c) The quorum for the Committee is four (4) majority voting members appointed under section 4 (Composition).
- d) Should there be no quorum present within fifteen (15) minutes after the time appointed for the meeting, the recording secretary shall record in the minutes the names of the members present at the expiration of such fifteen (15) minutes and the meeting shall stand adjourned until the next scheduled meeting.
- e) Agendas and minutes for each Committee meeting shall be prepared and distributed in a timely manner, under the direction of the Chair.
- f) All Committee meetings must be open to the public except where the committee resolves to close a portion of it pursuant to Section 90 of the *Community Charter*.
- g) Committee members are subject to the Conflict of Interest legislation as outlined in Section 100 – 109 of the *Community Charter*.

## 12) REFERENCE DOCUMENTS

- a) The terms "Council" and "Committee" shall be interchangeable for the purpose of interpretation of these sections.
  - *Community Charter*, Section 90 – Open and Closed meetings
  - *Community Charter*, Section 117 – Duty to respect confidentiality
  - *Community Charter*, Section 122 – Resignation
  - *Community Charter*, Section 100-109 – Conflict of Interest

# GIBSONS & DISTRICT PUBLIC LIBRARY FUTURE SPACE NEEDS ASSESSMENT



March 3, 2021



## ACKNOWLEDGEMENTS

The authors of this report would like to thank the GDPL Library Board, Director and staff, our patrons, and all those from the Gibsons and SCRD communities who have participated in discussions and surveys, for their contributions, support and participation in helping to develop this study.

We humbly acknowledge that we work on the traditional unceded territory of the Skwxwú7mesh Úxwumixw (Squamish Nation) and Shishahl Nation (Sechelt Nation.)

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## EXECUTIVE SUMMARY

### THE ONLY THING THAT YOU ABSOLUTELY HAVE TO KNOW IS THE LOCATION OF THE LIBRARY.

*Albert Einstein*

From its humble beginnings in 1914 as a couple of boxes of books circulated among neighbours, the Gibsons & District Public Library has grown to become the province's 30th largest library system and the 10<sup>th</sup> largest by circulation per capita, with over 60% of our population as active members. As it has grown, the library has evolved from being a repository of information to assuming a key role as the community's social hub. We offer a wide variety of programs, provide crucial information and technology to those without access, and are a warm and welcoming space for all, regardless of income.

This growth has meant that the GDPL is working beyond its capacity. We make do with only 0.052 m<sup>2</sup> per capita instead of the average for comparable BC libraries of 0.064 and recommended values of 0.065 - 0.075 m<sup>2</sup> per capita. This means that we are currently functioning with less than 650 m<sup>2</sup> when other comparable libraries have 800 – 950 m<sup>2</sup>.

This lack of space is having a big impact on our ability to develop and expand. We have to aggressively cull our collection when we introduce new books. We cannot add to the programs offered because our meeting room is fully booked. We are limited in what new important technology we can introduce because creating such permanent spaces, which are vital to attracting the younger generations, would require eliminating current successful functions and programs. We are also one of the last free public places available to all residents of the coast regardless of means, a role we want to encourage, which puts pressure on the reading and relaxing seating areas within the building. All this is compounded by the rapid increase in population of the southern Sunshine Coast and further exacerbated by the current pandemic situation.

The need for additional floorspace was first identified in 2007. Since then, stop-gap measures have been used to fill the need. But in order to continue to develop as a library and properly service our residents, we must address the issue of space soon and explore ways to expand so that the GDPL continues to be the vital community hub that we all envision and desire.



## INTRODUCTION

Library service in Gibsons began in 1914 with a wooden box of books that circulated among the various homes and stores in town. By 1955 that collection was too big for its boxes and was moved into the first library building on Winn Road. By the 1980's the collection was again surpassing its available space so, after a public referendum, the Gibsons & District Public Library (GDPL) Board opened its striking new 7,170 square foot facility - the building owned by the Sunshine Coast Regional District (SCRD) on land leased from the Town of Gibsons and operated by the Library Director and Staff with oversight from the Library Board.

Since that time, our membership has grown dramatically, serving nearly 60% of the 13,000 area residents. It has expanded its role to include a wide range of programming and acts as a dynamic and thriving community hub for all, regardless of income. In 2019, we welcomed 110,593 in-person visits and had a membership of 7,811 patrons. The areas served (the Town of Gibsons and SCRD areas D, E & F) continue to grow, with no let-up in sight. Although the library building is only the 30th largest in BC, it is the 10th largest in circulation per capita. In addition, the GDPL's increasing function as one of the last free public places for people of all walks of life and income levels to relax out of the weather has put extra pressure on our available space.

The need for additional space, and proposed expansion solutions, was first identified in a 2007 report by MGB Architecture<sup>1</sup>. A reconfiguration was undertaken in 2015<sup>2</sup> to free up additional space within the existing building. However, the population boom and the steady increase in usage by our large membership mean that, once again, the GDPL is working beyond its capacity and in need of more square footage. During a Board/ Staff working session on November 7, 2019 this need was identified as an urgent priority. It is currently being exacerbated by the physical distancing requirements of the Covid-19 pandemic, but the problem was already becoming acute with the projected population increases, the need to develop our programming, and our expanding use as a community hub.

The current restrictions mean that the physical collection of books, magazines, audiobooks, DVDs, and CDs is being limited by the amount of shelf space available. Program offerings are unnecessarily limited due to lack of capacity. And with staffing levels higher than the building was designed to accommodate, employees are squeezed into a communal office area that does not allow for efficiency of workflow.

As a progressive and future focused organization, our vision being that all residents enrich their lives and communities through the library, we want to ensure we can continue to meet the essential ingredients of that for our expanding population. The unique physical beauty of GDPL, with its fabulous view over Howe Sound and the North Shore



<sup>1</sup> Gibsons & District Public Library – Library Expansion Planning, MGB Architecture & Design, 2007

<sup>2</sup> Gibsons and District Public Library Facility Study, Cameron Consulting Services, 2015

mountains, is greatly appreciated by both residents and the many tourists who visit, and it is a credit to our community that everyone can enjoy comprehensive library services from such a spectacular vantage point. We need to ensure that we can continue to meet our mission of connecting everyone to the world of culture, knowledge and ideas through our resources, expertise and inspiration.

## EXPLORING OUR LIBRARY

### BUILDING A FIRST CLASS LIBRARY

The Gibsons & District Public Library offers access to an extensive collection of books, newspapers and magazines, available both from the library itself and in partnership with other libraries around the province. We also have DVDs and music CDs available for loan. E-books and audiobooks may be signed out by members through the BC Libraries Cooperative's Library2Go service. Through the website, members can also access numerous e-magazines and e-newspapers, databases and subscription websites, online courses through Niche Academy, and stream independent movies and documentaries through Kanopy and Indieflix.

In response to Covid-19, GDPL has expanded its digital resources and online presence, resulting in a significant increase in membership. Loans of e-books and audiobooks have been increasing steadily and this trend will likely continue during and after the Covid-19 pandemic.

In addition to printed books, magazines, newspapers and periodicals, there are seven public computers, a printer, a scanner, and a photocopier for in-library use. Wi-Fi is available throughout and can be accessed outside the building at all hours. Many members without access to computers or Wi-Fi rely on these services and there is often a wait to access them. Unfortunately, the building has only one meeting room, with a maximum capacity of 39. We recently added a wireless projector and audio

system to expand the room's capabilities, but demand for it far exceeds its availability.



The space constraints mean that staff must aggressively weed the shelves when new books are introduced in order to prevent the available shelving from being overwhelmed. This effectively prevents the library from expanding its collection, which in turn limits our ability to become a net book lender and prevents us from developing niche fields of specialization, such as a Sunshine Coast living history section or an Indigenous Studies section in conjunction with the Sechelt and Squamish Nations. Excessive

**LIBRARIES STORE THE ENERGY  
THAT FUELS THE  
IMAGINATION. THEY OPEN UP  
WINDOWS TO THE WORLD  
AND INSPIRE US TO EXPLORE  
AND ACHIEVE, AND  
CONTRIBUTE TO IMPROVING  
OUR QUALITY OF LIFE.  
LIBRARIES CHANGE LIVES FOR  
THE BETTER.**

*Sidney Sheldon*

culling wastes taxpayer dollars as books are removed before their value and usefulness has ended, simply because there is no room to shelve them.

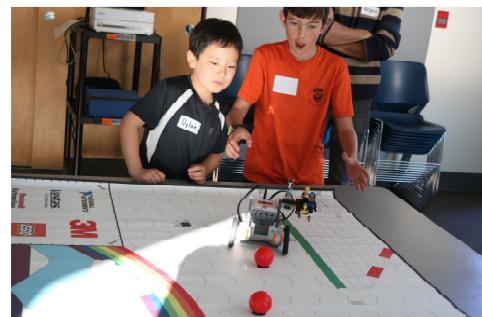
Even more importantly, culling the book selection too often prevents the diversity of opinion necessary for a first-class library. While you can order books from other libraries (although some key references are for “in-house use only”) this simply isn’t the same as browsing in your field of interest in your local library. In this era of “fake news” and internet conspiracy theories it is critical for a democratic society that libraries present a well-rounded perspective with a wide breadth of opinion, which is impossible when resources are over-culled.

## EMBRACING NEW TECHNOLOGY

Our lack of space also means we are unable to move into the future with the new and advancing technologies many libraries are embracing and which are essential for attracting younger generations. As a result of the Covid-19 pandemic, we expect that more people will be working, studying and learning remotely and will need technology to make this possible; this is particularly important in a smaller semi-rural area like the Sunshine Coast. If we wish to maintain our key position as a leading purveyor of information services, we need to expand and embrace new technology.

A consequence of the rapid advancements in technology is an increase in the digital divide between those who have and understand technology, and those who don’t. Bridging this divide will be both a challenge and an opportunity for libraries, and our technological resources will need to be expanded dramatically to prevent our membership from being left behind. The need for assistance in understanding the use of new digital technology will also increase with the population and with the introduction of even more devices connected to the internet – all requiring changes to staff skills, education, and expertise.

It is a common misperception that technology will reduce costs and space requirements for libraries. Although this is true of some technologies, such as e-books, technological change is resulting in a re-allocation of square footage to house new technology. The cost of stocking a library solely with e-books is cost prohibitive, significantly higher than buying hard copies. In addition, any room-saving from e-books is offset by requirements for such things as additional computer workstations, equipment storage, and training areas, in an increasingly interconnected and complex digital world. The American Library Association has identified some of the technologies that are likely to impact libraries, which include artificial intelligence, the internet of things, the use of robots and drones, and virtual reality. Many libraries are already embracing and providing spots for virtual reality rooms, makerspace collaborative areas and places where members can use technical equipment to explore and develop their digital creativity (produce art, record music, create podcasts and films, or simply copy family photos and videos). Libraries that have successfully introduced these kinds of digital



areas have needed to be very flexible in adjusting their planning with the resulting upsurge in patron use.

## EXPANDING PROGRAMMING

Urban sociologist, Eric Klinenberg could well have been referring to our own Gibsons & District Public Library when he said:

*“The accessible physical space of the library is not the only factor that makes it work well as social infrastructure. The institution’s extensive programming, organized by a professional staff that upholds a principled commitment to openness and inclusivity, fosters social cohesion among clients who might otherwise keep to themselves.”*

As the library has evolved, the regular programming services provided for patrons of all ages have become of equal or greater importance to the more traditional print materials. They include Story Time for both babies and preschoolers, Tween, Teen, Adult and Queer book clubs, conversation groups in French and Japanese, a knitting group, open microphone nights, a Lego builders club, a repair café and much more. Outreach and youth programs provided augment the government health and social services and are part of the vital social fabric necessary for those who need assistance. Staff regularly assist users with technology matters, including running several workshops on basic computer use and recently, in response to the Covid-19 pandemic, providing seminars on the use of online meeting tools such as Zoom. This year was particularly challenging with the social distancing requirements created by

**TO BUILD UP A LIBRARY IS  
TO CREATE A LIFE. IT’S  
NEVER JUST A RANDOM  
COLLECTION OF BOOKS.**

*Carlos Maria Domínguez*

the pandemic, but the library staff was able to make many programs available online to keep patrons connected. New in 2020, was an online Summer Reading Program for children and a Virtual Art Jam for all ages. Planning for the near future will include additional Truth and Reconciliation events to foster understanding and closer ties with the Squamish and Sechelt Nations.

While we currently have a very robust program, it is limited by the available space. Our lone meeting room, the Mainil Room, is normally fully booked, and when local organizations request the use of it they are often denied. For GDPL to continue to develop we must expand our programming reach to all segments of our community. The staff has identified a need to expand our services for young people, but adding new after-school events is impossible if there is already an established program in the requisite time slot.

Recently our staff reorganized and expanded the young children’s section of the library, resulting in a dramatic increase in use. The staff feels strongly that they need to create a similar dedicated area for teens but there is no option currently available. The result is to artificially limit participation by this essential group of future GDPL users.





Similarly, the Sunshine Coast has a very strong artistic presence, with internationally renowned leaders in all of the arts fields: painting, architecture, sculpture, literature, music, theatre, dance and cinema. We have already developed strong links with the Sechelt Festival of the Written Arts and broadening the scope of the artistic side of the library is a logical next step but impossible given our current size constraints.

Our programming has become so successful because we have adopted an “if you build it, they will come” approach, appropriately trying to offer something for all groups within the population. This approach is fundamental in expanding our position as a vital community hub. Unfortunately, we are now in a position where this is increasingly becoming impossible. In building a better library, the status quo is simply not an acceptable option and we must address our additional size requirement to continue expanding our successful programming.

## OUR ROLE IN THE COMMUNITY

The GDPL has evolved from being a repository of information to assuming a key role as the community’s social hub. We have embraced our responsibility as provider of a wide variety of services traditionally not associated with libraries. Increasingly the library is seen as one of the few remaining publicly funded areas where people can gather out of the weather regardless of their means, particularly relevant during the cold winter months.

As Town of Gibsons Mayor Bill Beamish said recently:

*“A dynamic library is critical to this community. Our library is our path to the wider world and a place where our community connects. Where even the most vulnerable members of our community feel welcomed and accepted.”*

This evolution has not been without challenges. Our service has been complicated by the coast’s steadily expanding population, particularly young families and the above-average demographic of seniors, resulting in a steady increase in membership and daily usage. We also live in an area faced with concerns of low-income, isolation and homelessness. Our developing popularity as a safe haven for the disadvantaged has impacted the available seating and reading areas and the GDPL’s ability to expand its physical collection and programming. Further compounding these issues are the challenges created by the Covid-19 pandemic, the economic downturn and fiscal restraint, all of which are expected to last into the future.

**OUR LIBRARY IS A CENTRE  
OF LEARNING AND  
KNOWLEDGE AND  
COMMUNITY GATHERING,  
THE IDEAL OF WHAT A  
LIBRARY SHOULD BE.**

*Patrick Bocking,  
Superintendent SD#46*

Until now the primary goals as laid out in our 2019 – 2023 strategic plan have been met effectively in spite of the intense population growth on the Sunshine Coast and the ongoing need for us to expand our resources. We want our library to continue to be a champion for the requirements of all in providing responsive services, a broad range of programming and an important meeting space, and as the community’s living room, allowing



people from all walks of life to interact. The GDPL's expanding responsibility within the community challenges our current size and a creative solution is needed in order that our vital functions can continue to meet the must-haves of an expanding population.

## FUTURE NEEDS

A rising population, changes in technology, and increasing levels of homelessness have combined to create a shortfall of available space that is becoming more acute with time. Compounding this is the fact that we are the 10th busiest library in the province for circulation per capita and have a much higher than average percentage of active library users.

**WITHOUT LIBRARIES WHAT  
HAVE WE? WE HAVE NO  
PAST AND NO FUTURE.**

*Ray Bradbury*

Currently the GDPL occupies 646 square meters (6950 ft<sup>2</sup>) on its main floor plus an outside balcony of 30 square meters (319 ft<sup>2</sup>). There is a below ground parking area of 650 square meters (6995 ft<sup>2</sup>) which is shared with the Town of Gibsons. The main floor is divided roughly into:

Administration	10%
Washrooms	5%
Books/Magazines	50%
Meeting Room	10%
Seating and Learning Areas	20%
Entranceway, Storage and Miscellaneous	5%

The building has a floor area ratio of 0.052 m<sup>2</sup>/capita, compared to an average for comparable BC libraries of 0.064, and recommended values of 0.065 - 0.075 m<sup>2</sup>/capita. As the population increases we will fall further behind if no action is taken.

For a community of our size our library should today be 800 - 950 square meters - an additional 150 to 300 square meters. The 2007 MGB report indicated 1644 m<sup>2</sup> would be needed by 2030. Additional floor area is essential to accommodate future progress.

Over the years, there have been considerable efforts made to maximize the utilization of what is available but the overall size limitation of the building is the major constraint to increasing the programs offered to our members. The administration office is crowded and inefficient. There is no room to expand our collection. There is no capacity for multiple room bookings so we cannot add to our programming. In short, we need more room for meeting rooms, administration, bookshelves, activity areas and reading areas.<sup>3</sup>

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<sup>3</sup> Many of these issues were previously identified in the 2007 and 2015 facility studies.

## OPTIONS FOR EXPANSION

The 2007 MGB study identified several options for expansion and concluded an expansion to the east and south would be preferred. In the 13 years since that report was written there have been changes in technology, construction costs, parking requirements, and community priorities. There are also alternatives to expansion, which might include partnering with other organizations or the construction of an entirely new building. However, given the immediacy of the problem and the unique requirements of the library, expansion in some form is the most practical and preferred solution.



Although the MGB study identified a preferred option for expansion, it would be prudent to consider other possibilities. Some options have been identified below as a starting point for further investigation. Further study will be required to determine the best and most cost-effective approach.

Option 1 (as described in the 2007 MGB report) – Expand the library to the east (towards the Town Hall) and on two levels to the south (towards the water). This option most directly addresses the needs of the GDPL.

Option 2 – Close in all or part of the parking area and repurpose it for internal library use. Currently the garage is underutilized, and parking used by the Town could potentially be moved to the Tourist Information Centre. The present parking lot could then be converted to a teen-focused area, a meeting room, computer areas and a makerspace area.

Option 3 – Enclose the deck for interior use. This would only provide a small additional area, insufficient to address future requirements. It would also remove a popular feature of the library and one that is used as additional seating during good weather.

## CONCLUSION

**A LIBRARY IN THE MIDDLE OF A COMMUNITY IS A CROSS BETWEEN AN EMERGENCY EXIT, A LIFE-RAFT AND A FESTIVAL. THEY ARE CATHEDRALS OF THE MIND; HOSPITALS OF THE SOUL; THEME PARKS OF THE IMAGINATION. ON A COLD RAINY ISLAND, THEY ARE THE ONLY SHELTERED PUBLIC SPACES WHERE YOU ARE NOT A CONSUMER, BUT A CITIZEN INSTEAD.**

*Caitlan Moran*

Since its inception in 1914, the Gibsons & District Public Library has expanded and changed its function from the traditional 'lender of books' to a vital multi-faceted community hub. It has become an anchor for those newly unemployed during the pandemic in these harsh economic times that are looking to upgrade their skills for re-employment or seeking assistance from government programs and online services.

It is a safe haven for the marginalized seeking a warm shelter and companionship. It is one of the few remaining accessible public places for patrons young and old, a meeting place for groups of likeminded individuals, and a resource centre par excellence. Our library plays a unique part in this community. All patrons are made to feel welcome and are treated equally and respectfully by our superb staff.

Unfortunately, the size of the present library has become inadequate for the rising population of the lower Sunshine Coast areas that it serves. For our patrons, we need more public meeting rooms, an area for teens to complement our young children's area, a larger area for increased public computer and technology access, a makerspace and creativity area to attract the new generation of library users and forge a closer link to our large artistic population, and increased seating for those who want to experience our vibrant community hub. To achieve the four primary goals set out in our 2019-2023 strategic plan, build community, encourage and enable lifelong learning, invigorate people and culture, and create welcoming spaces and resources, we need to investigate ways of expanding the physical area available and allow the Gibsons & District Public Library to continue to be the public focal point it has become. We need to provide the means by which it can improve and expand on that role into the distant future. The status quo is simply not an option.

**THE HEALTH OF OUR CIVILIZATION, THE DEPTH OF OUR AWARENESS ABOUT THE UNDERPINNINGS OF OUR CULTURE AND OUR CONCERN FOR THE FUTURE CAN ALL BE TESTED BY HOW WELL WE SUPPORT OUR LIBRARIES.**

*Carl Sagan*

## REFERENCES AND NOTES

Expanding Horizons: Gibsons & District Public Library Strategic Plan – 2019 to 2023

Gibsons & District Public Library – Library Expansion Planning, MGB Architecture & Design, 2007

Gibsons and District Public Library Facility Study, Cameron Consulting Services, 2015

Albert Einstein – German-born theoretical physicist

Ray Bradbury – American author

Carlos Maria Domínguez – Argentinian writer and journalist

Eric Klinenberg – American sociologist and scholar of urban studies, culture, and media

Caitlan Moran – English journalist, author, and broadcaster

Carl Sagan – American astronomer, scientist, and author

Sidney Sheldon – American writer, director, and producer

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – September 23, 2021

**AUTHORS:** Tracey Hincks and Dean McKinley, Office of the CAO

**SUBJECT:** 2021 STRATEGIC PLAN REVIEW

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### RECOMMENDATION(S)

**THAT** the report titled 2021 Strategic Plan Review be received for information;

**AND THAT** the 2021 Strategic Plan Review amendments be adopted and incorporated into the 2019-2023 Strategic Plan.

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### BACKGROUND

The 2019-2023 Strategic Plan was reviewed on June 11, 2021 via Zoom (Day 1) and then again on September 10, 2021 in a blended Boardroom/Zoom meeting (Day 2) in compliance with SCRD Board Policy 'Strategic Planning' - Section 13, Subsection 6430:

*2.1. The SCRD will prepare a strategic plan at the beginning of each Board's term and **will update the strategic plan throughout its term**. The strategic plan will address the key policy priorities and will be the key focus of the Board's work for our communities.*

*4.1. It is proposed that in the first six months of a new Board's election, the Board will meet to establish goals for the next three years. Furthermore, the Board will meet **yearly** thereafter to review and where necessary modify and add to the strategic goals identified by the Board. Throughout the year, all proposed amendments will be forwarded to the annual review meeting for consideration with the entire package of goals contained within the Strategic Plan. This process will guide the work of the Board and staff over the three years.*

### DISCUSSION

Day 1 – A review of the 2019-2023 Strategic Plan was conducted in which the Board reviewed and re-affirmed the 5 strategic focus areas. Four key points surfaced as such:

1. Rebuilding the Foundation
2. Dedicated time to Rebuilding our Systems and Processes
3. Develop Tools for Work Prioritization
4. Protect our most valuable Resource – our people

Notes from Day 1 are included as Attachment A.

Day 2 – Utilizing the Strategic Plan Report Card, the Board and Senior Leadership Team reviewed and amended the strategic plan strategies, tactics and target dates. The specific amendments for adoption are highlighted in **red** on the Revised 2019-2023 Strategic Plan Report Card (Attachment B).

### *Financial Implications*

The Strategic Plan will provide significant guidance and input for preparation and finalization of the SCRD's Financial Plan beginning in the 2022 budget year.

### *Communications Strategy*

A communications strategy is being formulated to inform and engage the public, community partners and stakeholders of the focus area goals, strategies, tactics and targets contained within the SCRD 2019-2023 Strategic Plan.

## **STRATEGIC PLAN AND RELATED POLICIES**

The 2019-2023 Strategic Plan reflects the collective vision of the SCRD Board of Directors and provides strategies to guide the SCRD's decisions and allocation of resources.

The plan also supports and encourages collaboration among our partners and community stakeholders in the pursuit of regional goals and aspirations.

## **CONCLUSION**

The SCRD board is committed to reviewing their Strategic Plan annually.

## **ATTACHMENTS:**

A – 2021 Strategic Plan Review Notes (June 11, 2021)

B – 2019-2023 Strategic Plan Report Card

Reviewed by:			
Manager		CFO/Finance	X - T. Perreault
GM	X - R. Rosenboom X - S. Gagnon X - I. Hall	Legislative	X - S. Reid
CAO	X - D. McKinley	Other	



## SUNSHINE COAST REGIONAL DISTRICT

### 2021 Strategic Plan Review

(2019-2023 Plan)

Held Via Zoom

June 11, 2021

#### DIRECTORS PRESENT:

Lori Pratt  
Darnelda Siegers  
Leonard Lee  
Andreas Tize  
Donna McMahon  
Mark Hiltz  
Alton Toth  
Bill Beamish

#### FACILITATOR /STAFF:

Facilitator  
Chief Administrative Officer  
GM Corporate Services / CFO  
GM Planning and Community Development  
GM Infrastructure Services  
Corporate Officer  
GM Community Services  
Senior Manager Human Resources  
Executive Assistant / Recorder

Patricia York  
Dean McKinley  
Tina Perreault  
Ian Hall  
Remko Rosenboom  
Sherry Reid  
Shelley Gagnon  
Gerry Parker  
Tracey Hincks

*CAO McKinley welcomed everyone and introduced the Board and staff including the groundwork for the spirit of enhancement of constructive dialogue and recognized that the review was taking place on the traditional lands of the shíshálh and Squamish Nations.*

#### 2021 Strategic Plan Review Session

Board Workshops were held as part of the strategic plan review pre-session work.

#### Board Workshops:

- May 26 – Records Management / Correspondence
- June 3 – Sustainable Development
- June 3 – Gas Tax Utilization Strategy

#### Surveys

Questionnaires were developed and circulated to Directors and the Senior Leadership Team (SLT) as part of the pre-work. Five surveys in total were disseminated utilizing the new electronic participation tool – Bang the Table.

## **Departmental Highlights & Overview**

The SLT gave high level overviews of their respective departments.

### **Monday, June 7**

1. CAO Opening Remarks / Administration – Dean McKinley
2. Human Resources – Gerry Parker
3. Corporate Services – Tina Perreault
4. Administrative and Legislative Services – Sherry Reid

### **Tuesday, June 8**

5. Infrastructure Services – Remko Rosenboom
6. Planning and Development & (part of) Community Services— Ian Hall and Shelley Gagnon

## **Overview of Strategic Plan Process - Our Plan for Today**

*Facilitator Patricia York gave an overview of the agenda and the expected outcomes of the strategic plan review process were discussed. The strategic plan was originally developed in 2019 with few constraints on budget and human resources and this review is intended to recalibrate the current plan to accomplish the desired outcomes.*

## **Recap of what we heard from departmental reports**

### ***The Good News***

- Lots of successes
- high morale
- Able to keep up service areas in trying times

### ***Challenges***

- Constantly in response mode
- Sustainability of Current Pace/Workload
- Recruitment/Retention Challenges
- Keeping up with Organizational Growth
- Lack of Prioritization of Strategic Initiatives
- Antiquated Systems and Processes

## **Increased Work Days**

Increased work days for SLT trending to 92 additional days for 2021. Not a sustainable trend.

**Word clouds. How are people doing?** Supported, excited, frustrated, busy

**Hand cloud,** resilience, committed, team support, serenity

## **Psychological Safety = better problem solving**

- Having a safe space to make a mistake,



- Having employees who are unafraid to speak up means they can bring their full creativity to problem solving

### ***Introvert or Extrovert?***

People are a mix of both.

Many of us have likely self-identified as introverts or extroverts, swearing by these labels. But in reality, these personality traits fall on a spectrum rather than introversion and extroversion being mutually exclusive. The people who tend to consistently fall toward the middle of the spectrum.

### **GOALS for Today**

- Goal 1 - Develop the filters to be used in adding or deleting projects to the strategic plan
- Goal 2 - Confirm the focus for the balance of the year
- Goal 3 - Gain agreement on how the Board and SLT work together to achieve the goals

### **Review of Polls**

The pre-session polls were discussed and reviewed. Patricia shared the survey results and added that the polls were really to get the team thinking about the strategic pillars from different perspectives; such as:

Staff / Board member

Taxpayer

Personal passion

### **Refinement of filters for adding or subtracting new projects**

Discussion ensued regarding filters for the Board and staff to use as they are thinking about which projects needs to be added or more likely subtracted from the current workload.

### **Refining the Pillars – What is most important? Out of 40 (top 5)**

- Outstanding and Cost-Effective Services (8)
- Management, Operational, Customer Service Excellence (7)
- Communications and Engagement (7)
- Governance Excellence (5)
- Financial Management (5)
- Stewardship (2)
- Partnerships and Collaboration (1)
- Economic Health (1)
- Growth Management (1)
- Housing (1)
- Advocacy (1)
- Social Well-Being (1)

### **Survey Doesn't address**

- Climate change
- Regional growth strategy

### **Breakout Groups**

All the participants were put into breakout groups. All groups were to define Governance Excellence as well as one other assigned pillar definition.

#### **Group 1**

##### *Outstanding & Cost-Effective Services*

1. Leonard Lee
2. Darnelda Siegers
3. Shelley Gagnon
4. Gerry Parker

#### **Group 2**

##### *Management, Operational, Customer Service Excellence*

1. Lori Pratt
2. Andreas Tize
3. Ian Hall
4. Remko Rosenboom

#### **Group 3**

##### *Communication & Engagement*

1. Donna McMahon
2. Bill Beamish
3. Sherry Reid
4. ~~Selina August~~

#### **Group 4**

##### *Financial Management*

1. Alton Toth
2. Mark Hiltz
3. Tina Perreault
4. Dean McKinley

Definitions are in the attached Slides.

### **Lunchtime Ponderings**

During lunch, the group was asked to think about the following questions:

1. What are the major challenges facing the SCRD?
2. What are the major priorities for the community?
3. What is the change the community wants?

Results are in the attached Slides.

### **It would make a difference if we had (could)...**

Patricia led the team through an exercise where they were asked to identify what would be nice to have.

Results are in the attached Slides.

**Criteria for Strategic Priorities:**

- Engaged with our communities by actively listening and sharing information
- Respectful of the views and interests of our residents, our peers, our partners and our staff
- Bold and deliberate, acting with courage and purpose

A free-flowing discussion ensued regarding tactics, the proposed amended target dates and the rationale for changes.

***Review Existing Focus Areas***

Community Resilience and Climate Change Adaptation

Goal: In the face of a global climate emergency we must move swiftly to reduce GHG emissions and enhance our region's resiliency to the effects of a changing climate.

Engagement & Communications

Goal: To proactively engage with our residents, partners and staff in order to share information and obtain their input on issues and decisions that affect them.

Asset Stewardship

Goal: To ensure that the SCRD's built and natural assets serve our residents now, and in the future.

Working Together

Goal: To lead, encourage and support our partners and stakeholders in working together to understand and address the opportunities and challenges facing our region.

Advocacy

Goal: To advance a collective voice to represent the interests of the region with the Provincial and Federal governments and other agencies responsible for providing governance and services in our region.

**Re-Affirmed 2019 – 2023 SCRD Strategic Plan**

The Board reviewed the 5 strategic focus areas. As a result, reaffirmed the current 2019-2023 SCRD Strategic Plan.

**In Summary – Making the Biggest Difference**

- Rebuilding the Foundation
- Dedicated time to Rebuilding our Systems and Processes

- Develop Tools for Work Prioritization
- Protect our most valuable Resource – our people

### **Wrap Up and Next Steps**

Dean McKinley, CAO Strategic Plan priorities will be integrated into the decision-making processes at both the governance and administrative levels and will guide the 2021 budget process, as well as the development of corporate work plans.

Responsible SLT member	Focus Area	Strategies	Tactics	Revised Targets (2020)	Proposed Targets (2021)	Alignment	Snapshot	Progress Summary	Critical dependencies
SR	Engagement and Communications	Develop public outreach strategy	Develop public engagement policy and review and update public participation toolkit	2021	2023 Q1	Yes	0%	Development of a public engagement policy and review of the participation toolkit has been deferred to focus efforts on developing Let's Talk SCRD and other forms of digital, print and electronic information and engagement tools.  In Q4 2021 and into 2022, Parks developing a formalized process for working with community groups for improvement projects in SCRD parks/assets	Capacity of Communications team in relation to other identified priorities.
SR			Provide training and ensure adequate resources for the planning and delivery of public engagement activities	2021	Accomplished this year but will ongoing	Yes	100%	Developed an engagement guide/resource and provided training for staff to facilitate implementation of the Let's Talk SCRD public engagement platform. The focus of public engagement has taken a temporary pivot from in-person initiatives to online as a result of the pandemic.	
SR			Develop displays, materials and other media to increase awareness about SCRD programs and services at SCRD facilities and events	2021	Accomplished this year but will be ongoing	Yes	100%	Developed display materials primarily in print and digital/electronic form as a result of the lack of in-person opportunities for engagement. Examples include producing the SCRD Annual Report, Financial Plan, informational/educational videos, animated whiteboard stories, creation of info-graphics, and development of informational newspaper ads. Electronic/digital content has been shared on the SCRD website, Let's Talk SCRD, Facebook, YouTube and published in the Coast Reporter newspaper. There has also been a significant increase in the volume of information we are putting out via news releases (at least tripled) which now also include 'good to know' information about SCRD facilities and services.	
SR			Review role and mandate of advisory committees and commissions	2021	Commissions 2023 Volunteer Advisory 2021	Yes	0%	This review will be primarily led by Legislative Services but must also involve the Planning and Infrastructure Services departments as they are the 'host' departments for SCRD advisory committees and commissions. A preliminary scan of committee and commission structures in other local governments has occurred however a review framework and scope of work still need to be developed. Some progress has been made with respect to the Planning division's proposed APC process improvements.	Capacity of Legislative Services and ability to align work plans to facilitate necessary collaboration with Planning and Infrastructure.
GP		Ensure effective internal engagement	Enhance the distribution of internal communication to include elected officials, volunteers and staff without e-mails.	ongoing	Substantially complete	Yes	100%	While perhaps never complete, "enhancement" has been achieved. Organization-wide "telephone tree" created via email, phone, text for COVID communications. CAO Corner. Let's Talk SCRD.	HR, in collaboration with Manager, Communications and Engagement and exempt staff.
GP			Review and update employee recognition programs	continuing	2021 Q4	Yes	-75%	Re-initiated long service awards, along with some individual STAR awards, team TIER awards, exempt SOAREE awards and SCRD logo items for staff appreciation. Plans to re-launch a Committee and revise further on hold during COVID.	Capacity of HR and recruitment of Employee Engagement Advisor
GP			Develop employee and volunteer engagement program	continuing	2022 Q1	Yes	-25%	Draft Volunteer Recognition Program created and reviewed in 2020. Employee Engagement Advisor job description now complete. Currently unable to fill due to the relief person's childcare and eldercare responsibilities during COVID. The approved 0.20 fte hours are hoped to be filled via substitution as we the latter part of winter of 2021 with more work in earnest planned for early 2022.	Capacity of HR and recruitment of Employee Engagement Advisor
SR		Enhance on-line tools to improve functionality and user experience	Redesign and replace corporate website	2021	2022	Yes	-25%	The redevelopment of the website was interrupted by COVID and impacted by the budget amendment to delay recruitment of a Communications and Engagement Manager. Other emerging communications-related priorities have taken precedent in 2021. The revised timeline aims to have vendor selected and workplan for redesign mapped out by end of 2021. Work on the replacement site will continue into 2022.	The replacement website will require major content editing that will impact other departments' work plans.
SR			Provide online access to services such as building permit applications and inspection scheduling, development applications, bill payment and development applications	2021	2022	Yes	-25%	Online payments available via MySCRD for Building permits, development applications and dog tags in addition to utility payments. Further development to occur in conjunction with the website renewal/redevelopment.	Enabled online payments. Preparing 2021 grant application to review processes and software options.
SR			Develop apps for services such as 'call for service' and waste/recycling collection	ongoing	ongoing	Yes	-75%	Implemented online garbage/green bin collection schedule app.	
RR	Plan for and ensure year-round water		Complete and adopt Water Sourcing Policy.	2021	2022	Yes	-25%	Project started and the for it need confirmed during 2021 drought response. Target completion Q2 2022	
RR			Investigate and/or develop water supply plans for North and South Pender, Langdale, Soames, Granthams, Eastbourne, Cove Cay, Egmont and Chapman Creek water systems	2023	2023	Yes	0%	Project for Regional system is currently in the planning stage	Budget Proposals for North and South Pender were deferred to 2022 Budget process
RR			Investigate and/or develop water supply sources for North and South Pender, Langdale, Soames, Granthams, Eastbourne, Cove Cay, Egmont and Chapman Creek water systems	2022-2024	2022-2024	Yes	-25%	Church Rd well field: awaiting licensing Langdale well field: development initiated Gray creek treatment upgrades: field confirmation of potential initiated Eastbourne well development: options confirmed and implementation initiated	
RR			Review and update Drought Management Plan to ensure alignment with water supply capacity	ongoing	ongoing	Yes	-75%	Additional updates proposed for 2022	
RR			Expand water conservation programs and increase engagement with residents and stakeholders on water conservation	ongoing	ongoing	Yes	-75%	Increased presence on website, social media and thru Let's Talk page Expanded Rainwater harvesting program Several Let's Talk Water events	Development COVID-19 Pandemic

2019-2023 Strategic Plan Report Card

RR	Asset Stewardship	availability now and in the future	Hold water summit to engage community stakeholders on long term water management strategy. <b>Hold public engagement events to provide status update on water supply expansion initiatives and implementation water metering program, including timelines for community engagement.</b>	2021/2022	2021/2022	Yes	0%	Delayed due to COVID-19 pandemic. Format and timing is being confirmed as part of project plan development for water supply plan development	Development COVID-19 Pandemic
RR			Complete development and implementation and plan for community engagement of a water metering program	2023	2023	Yes	-25%	Secured Long-Term Loan and planning for meter installation Phase 3 Expanded leak-notification program Expanded data-analytics Development of online portal underway Development CRM underway	Project management Capacity
RR			<del>Develop strategic action plan for protection of watersheds and aquifers to facilitate a conversation to create a new regional watershed protection service</del> <b>Undertake a feasibility study to facilitate a conversation to create a new regional service for the for protection of watersheds and aquifers.</b>	2022	2022	Yes	-25%	Feasibility Study for establishment new service initiated in June 2021 First results expected in Q4 2021. Could result in electoral approval for service establishment in 2022	
TP		Continue to develop and implement comprehensive asset management strategy	Develop and implement asset management plan components including asset inventory, condition assessments, levels of service, risk assessments, capital and operational maintenance plans and funding strategies	2023	2023	Yes	-25%	2021 Summer student engaged to work on Park asset inventory and condition index which is now 90% complete Rec Equipment asset inventory complete PHAF - asset inventory and condition index priority for 2022 FCI complete for SAC and GDAF AM Plans for Wastewater completed in 2019/2020. Plans progress for Regional Water, North and South Pender with preliminary draft to be completed by end of 2021 to partially inform rates. More detailed plans anticipated for 2022/2023. Parks AM Plans also continue to progress with dedicated resources hired to gather inventory. Capital and AM Plans continue to be modified for the Community Recreation Facilities and PH Pool planned for 2022. AM Staff also assisting with new ARO standard.	Resourcing available within critical services. Have faced staffing vacancies in key roles to assist with .
TP			Integrate asset management policies into growth management strategies/official community plans	TBD	TBD	Yes	0%		
TP			Incorporate natural asset management into Corporate Asset Management Strategy	2023	2023	Yes	-25%	Natural Asset considerations integrated into current plans and will b further explored for Water and Parks in particular. AM Staff have also attended several sessions to further explore how Natural Asset Management can be integrated as well as potential grant opportunities.	Completion of service level AM Plans such as water, wastewater and Parks which are underway.
RR		Achieve sustainable solid waste management	Update and implement Regional Organics Diversion Strategy, including curbside collection services, outreach and education program and organics ban from landfill	TBD	2022	Yes	-75%	Green Bin program initiated Oct 2020 Outstanding: Food waste drop-off option Pender Harbour and implementation landfill-ban	
RR			Undertake Solid Waste Management Demand Analysis and develop options for long-term solid waste management approach for garbage, recycling, organics	2021	2022	Yes	-25%	3 potential site for landfill identified and 1 for transfer station, including preliminary cost-estimates Second opinion on landfill sitting options to be initiated shortly	Project management Capacity
RR			Undertake effectiveness review of current Solid Waste Management Plan and update plan with future waste disposal strategies	2021-22	<b>2022/2023</b>	Yes	0%	Project to be initiated in Q4 2021 and could take up to 2 years to complete	Decision on long-term waste disposal option
RR			Re-establish Solid Waste Plan Monitoring Advisory Committee	2019		Yes	100%		
DM	Working Together	Enhance First Nations relations and reconciliation	<b>shishálh Nation</b> - Meet at the governance and administration levels to discuss opportunities for collaboration and process improvement	2021-2022	ongoing	Yes	-75%	Staff to staff relationship continues to build. Still more to do. Need to build relationship with new CAO. CFO included as part of monthly regional government meetings which has been very positive.	Capacity, priority, availability
DM			<b>Squamish Nation</b> - Meet at the governance and administration levels to discuss opportunities for collaboration and process improvement	2021-2022	ongoing	Yes	-25%	<b>Staff level relationships beginning to build. Much more to do. Efforts hampered by COVID and capacity.</b>	Capacity, priority, availability
DM			Enhance corporate and community knowledge and awareness of First Nations history and culture	2019-2022	ongoing	Yes	-75%	Corporate knowledge commenced 2020 Q4 with MI TEL'NEXW Leadership custom workshop. Different offerings planned for 2021 Q4.	Capacity, priority, availability
DM			Develop or update protocol agreements with First Nations governments	2020	ongoing	Yes	-75%	<b>SCRD staff are now substantially integrated into the process with shishálh Nation. Staff to consider revisiting approach on protocol agreements.</b>	Capacity, priority, availability
IH		Develop growth management plan	Pursue regional planning framework for local governments and First Nations to address regional growth with consideration to economic, social, and environmental values and impacts. <b>Phase 1</b>	2021	2022	Yes	-25%	An inter-governmental and multi-agency project team has been struck, with terms of reference confirmed. Project awarded to MODUS. Kickoff in Q3 2021. Completion planned for late Q1 2022.	Consultant proposals acceptable and within budget; buy-in from municipal partners

2019-2023 Strategic Plan Report Card

DM		Increase intergovernmental collaboration	Strive to align processes and policies across jurisdictions	2021	ongoing	Yes	100%	Several examples of success including planning process improvements, looking at possibilities for building process harmonization, bylaw consistency an other opportunities. This has been operationalized within our day to day operations.	Capacity, priority, availability
DM			Identify and implement opportunities for joint initiatives, collaboration and information sharing between local governments	2021-2022	ongoing	Yes	100%	This has been operationalized within our day to day operations.	Capacity, priority, availability
IH	Community Resilience and Climate Change Adaptation	Develop climate change adaptation strategy	Review climate change projections and complete climate change impact mapping	2021	2022	Yes	-25%	Agreement with ICLEI now in place and work has been initiated. Some intergovernmental dialogue occurring; coordinating invitations and a call for key partners input coming late Q3 2021.	Staffing - 0.0FTE allocated; staffing of 0.67FTE deferred to 2021
IH			Undertake risk/vulnerability assessments for communities and infrastructure	2021	2022	Yes	-25%	Agreement with ICLEI now in place and work has been initiated. Some intergovernmental dialogue occurring; coordinating invitations and a call for community input coming late Q3 2021.	
			Develop and implement asset adaptation strategies and measures including emergency plans, for priority risk areas	2022-23	2022-23	Yes	0%	Future work item. This is planned to follow items above. On track.	Staffing - 0.0FTE allocated; staffing of 0.67FTE deferred to 2021
IH		Update community energy and emissions plan	Update community emissions inventory	2021	2022	Yes	-75%	Project initiated and contract award pending (within budget). Intergovernmental notification/coordination will be coming late Q3 2021. Estimated completion January 2022	Staffing - 0.0FTE allocated; staffing of 0.67FTE deferred to 2021
IH			Set community emission reduction targets.	2022	2022/2023	Yes	0%	Future work item. This is planned to follow items above. On track.	Staffing - 0.0FTE allocated; staffing of 0.67FTE deferred to 2021
IH			Develop community partnership model for emission reduction projects	2023	2023	Yes	0%	Future work item. This is planned to follow items above. On track.	Staffing - 0.0FTE allocated; staffing of 0.67FTE deferred to 2021
IH		Achieve carbon neutrality (corporate)	Update corporate emissions inventory and set new targets	2021	2021	Yes	100%		Staffing - 0.12 FTE allocated to Corp Sustainability
IH			Undertake steps to achieve Climate Action Revenue Incentive Program (CARIP) Level 4 (carbon neutrality)	2022	2022	Yes	-75%	Policy framework report anticipated Q3/Q4 2021. Will require Board direction on next steps.	Updated inventory, staffing, project resourcing
SG			Develop corporate fleet management strategy	2021/2022	2022/2023	Yes	0%	Corporate Fleet Strategy identified as a priority beginning Q3/4 2022 Intent is to pursue grants to look at hiring a consultant to help develop the plan	
IH		Enhance COVID-19 Resilience	Review programs/facilities/services and in accordance with public health directives implement methods to deliver programs/services remotely	2021	ongoing	Yes	-75%	Recreation and Parks continue to respond to ongoing changes to Public Health Orders and the BC Restart Plan Ongoing challenges as a result of COVID in recruitment and retention of staff.	
IH		Promote Social Equity	Active commitment to fairness, justice and equality in the formulation and implementation of public policy, distribution of public services and management of all institutions serving the public directly or by contract	ongoing	ongoing	Yes	-25%	This could be operationalized through implementation of social equity lens.	
IH			Develop a social equity lens - mission - Checklist/framework for social equity for consideration when making board decisions	2021	2022	Yes	0%	Not started. In Sustainable Development division service plan.	

Emerging Items

n/a

		Topic	Audience	Revised Targets (2020)	Proposed Targets (2021)				Critical dependencies
		Transportation – improvements to highway infrastructure, development of cycling/pedestrian infrastructure, ferry service	Ministry of Transportation and Infrastructure, BC Ferries, Transport Canada, Member of the Legislative Assembly, Member of Parliament						
		Regional Land Use and Resource Planning with Province and First Nations - opportunities to participate in collaborative planning	Ministry of Forests, Lands and Natural Resource Operations and Rural Development, Ministry of Indigenous Relations and Reconciliation, Ministry of Municipal Affairs and Housing, Ministry of Transportation and Infrastructure, Indigenous and Northern Affairs Canada, Member of the Legislative Assembly, Member of Parliament						

	Advocacy	Watershed Governance – opportunities for improved protection of watersheds	Ministry of Forests, Lands and Natural Resource Operations and Rural Development, Ministry of Transportation and Infrastructure, Ministry of Environment and Climate Change Strategy, Department of Fisheries and Oceans, Member of the Legislative Assembly, Member of Parliament							
		Health Care – service improvements across health care spectrum	Ministry of Health, Vancouver Coastal Health, Member of the Legislative Assembly, Member of Parliament							
		Climate Emergency	Ministry of Environment and Climate Change Strategy, Member of the Legislative Assembly, Member of Parliament							
		Child Care – funding to support child care facilities and services and increased wages for workers and subsidies for users	Ministry of Children and Family Development, Ministry of Education, Member of the Legislative Assembly, Member of Parliament							
		Marine Protection - derelict vessels, habitat restoration	Fisheries and Oceans Canada, Coast Guard, Member of the Legislative Assembly, Member of Parliament							
		Housing – funding and partnership for affordable housing initiatives	Ministry of Municipal Affairs and Housing, Canada Mortgage and Housing Corporation, Member of the Legislative Assembly, Member of Parliament							
		Advanced Education funding and partnership opportunities for delivering post-secondary courses	Ministry of Advanced Education Skills and Training, Capilano University, Vancouver Island University, School District 46, Ministry of Education, Member of the Legislative Assembly, Member of Parliament							
		Mental Health and Addiction - cumulative effect of pandemic is drug addiction/homelessness and more intervention/treatment and support need for municipalities affected	Ministry of Health, Vancouver Coastal Health, Ministry of Mental Health and Addiction, Member of the Legislative Assembly, Member of Parliament							
		Local Government Structure and Regulation, Public process, Governance, Regulatory framework, Intergovernmental relations, Cumulative impact on decision making	Ministry of Municipal Affairs and Housing, Member of the Legislative Assembly, Member of Parliament							



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – September 23, 2021

**AUTHOR:** SCRD Senior Leadership Team

**RE:** BUDGET PROJECT STATUS REPORT – SEPTEMBER 2021

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### RECOMMENDATION(S)

**THAT the report titled Budget Project Status Report – September 2021 be received.**

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### BACKGROUND

The Budget Project Status Report (BPSR) provides the Sunshine Coast Regional District (SCRD) Board updates on projects as approved through the 2021 Budget process and other major projects added throughout the year. The focus of the BPSR is to report on the status of the various projects and to ensure the projects are on time and on budget.

### DISCUSSION

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

The 2021 budget projects are included in this report and most of the carried-forward projects show more comprehensive updates in this report. Some projects were deferred to 2022 budget deliberations for various reasons and are listed at the bottom of the spreadsheet. 2021 approved projects related to base budget increases or staffing requirements have not been included in the BPSR.

Staff have added proposed completion dates wherever possible.

### STRATEGIC PLAN AND RELATED POLICIES

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

### CONCLUSION

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

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

Attachment – Budget Project Status Report – September 2021

Sep-21

2021 BUDGET PROJECT STATUS REPORT

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	% Complete
1	CA	110	Buckley	\$125,145	\$9,855	Operating Reserves	2020	Jan-22		All	Regional	Website Redesign (Phase 2)	Contracted services to develop and implement a re-designed website that provides optimal content organization, integration with applications, ease of content manageability, and improved functionality and user experience. RFP under development.	Started
2	CA	115	Parker	\$8,000	\$0	Operating Reserves	2020			All	Regional	Certificate of Recognition (COR)	Delayed due to extended absence and impact on capacity. <b>New resource hired March, 2021 and commenced preliminary review in June, 2021.</b>	<b>Started</b>
3	CA	117	Nelson	\$75,000	\$0	Reserves	2021			All	Regional	Information Technology - Electronic Document and Records Management System (EDRMS) Functionality Enhancements	RFP prepared and posted to BC Bid. Project implements advanced Content Server functionality that was not turned on during the initial system roll out, and increases digital enablement of business processes and electronic interaction with and between staff and the public. RFP under development. <b>Awarded consulting contract to Cadence. Held project kickoff meeting.</b>	In Progress 25%
4	CA	117	Nelson	\$105,000	\$0	COVID-19 Restart Funding	2021			All	Regional	Information Technology - Digital Collaboration Solutions	This request is for a 2-year increase in funding for IT operating and capital budgets to expedite online collaborative software tools, digital services, and related equipment/devices. The project includes a temporary 2-year internal resource (1.0 FTE for 7 months in 2021, and 12 months in 2022). 2021: \$105,000 - comprised of: a) Temporary staffing: 2021 (7months) b) Professional services consulting c) Hardware purchases d) Software purchases/subscriptions New Job Description has been created and scheduled to be posted in late June 2021 <b>Project Initiation complete. Detailed planning phase underway. Backfill TFT staff position hired.</b>	In progress 25%
5	CA	117	Nelson	\$5,000	\$0	Operating Reserves	2021			All	Regional	Information Technology - Cyber Security Culture 2021	Support security culture development using cyber threat awareness training and testing for SCRD staff. Objective is to reduce risks related to external attack vectors which could capture login credentials and expose SCRD data to unauthorized third parties, potentially resulting in BC Privacy Commissioner investigations and ensuing reputational damage. <b>Options research underway. Obtained market sounding quotations.</b>	In Progress 25%
6	CA	131	Reid	\$30,000	\$0	Operating Reserves	2021	Jan-22		A, B, D, E, F	A-F, Islands, SD46	Elections / Electoral Area Services - Ballot Tabulators	Contracted services to provide vote tabulating machines for 2022 local government election. RFP to be developed in Q4 2021.	Not Started
7	CA	150	Reid	\$20,000	\$0	Taxation	2021	Jan-22		All	Regional	Feasibility (Regional) - Feasibility for Establishment of Community Social Service	Initiate a feasibility study for the establishment of a new contribution service for Community Social Services. Work is scheduled to commence Q4 2021.	Not Started
8	CA	110 / 115 / 117 / 200-290 / 365 / 366 / 370 / 504 / 520 / 615 / 650	SLT	\$207,000	\$0	Taxation / Operating Reserves / Support Services / COVID-19 Restart Funding	2020	Oct-21		All	Sechelt	Field Road Space Planning - additional funding approved 2021 included	2020 Project on hold and pending further review in light of COVID-19, health orders and WorkSafeBC requirements. The additional of the 2021 proposal seeks to undertake additional work to review and update the prior analysis to respond to COVID-19. This additional work is not a new direction; it is adapting and validating the previously-directed approach. Staff engagement and questionnaire on alternative work strategy is underway. Position space analysis classification summary underway, furniture assessment needs underway. Project aims to be complete in late Q2/Q3 2021. The project has been reframed as an Alternative Work Strategy to allow for flexible work for staff. The IT equipment, furniture and staff needs assessments have been completed with the implementation considerations as part of COVID- re-start for the corporation. <b>The Tender for Thin Clients that will enable staff to virtually host meetings is on the market and the camera, mics and furniture equipment has been ordered and awaiting delivery. Staff moves are well underway, with only a few moves left.</b>	In Progress 75%
9	CA	111 / 113	Perreault	\$100,000	\$0	Operating Reserves	2021			All	Sechelt	Asset Management / Financial Services - Implementation of New (PSAS) Asset Retirement Obligation (ARO)	New staff resource job description has been drafted and is scheduled to be posted in late June 2021. In 2021, the SCRD will need to implement the new Public Sector Accounting Standard (PSAS) for Asset Retirement Obligations (ARO). Internal and external professional services will be needed to facilitate the implementation. Staff have begun project scoping and data collection for new standard. <b>Continue to recruit for new Finance Resource to Assis with project (1 unsuccessful and 1 active recruitment underway). Internal work continues on project.</b>	Started

2021 BUDGET PROJECT STATUS REPORT

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10	CA	114 / 210 / 216 / 212 / 312 / 613 / 625	SLT	\$30,075	\$3,825	Taxation / Support Services	2020			Various	Various	SCRD Corporate Recycling Program.	Staff have started the Field Rd project. Staff will reassess project and timelines once facilities are re-opened. <b>Request for Proposal for Corporate Recycling for facilities, including food waste, has recently closed and phased implementation to begin in next month (Sept/Oct 21).</b>	Started
11	CA	114 / 310 / 312 / 370 / 650	Perreault/Shay	\$40,000	\$0	CARIP	2021			All	Sechelt	Electric Vehicle (EV) Charging Stations-Field Rd and Mason Rd (Phase 1)	Phase 1 to meet immediate needs for EV charging is underway. Business process flow completed and agreed upon. Business owners determined. Electrical contractor and scope ready for execution. RFQ for EV chargers under review. <b>Recent RFP closed for EV purchase and instalation at Field Rd and Mason Rd anticipated for Q4 2021.</b>	In Progress 50%
12	CA	506 / 510	Nelson	\$75,000	\$0	Operating Reserves	2021			All	Regional	Geographical Information Systems / Civic Addressing - Mapping Orthophoto Imagery Refresh 2021	RFP prepared, posted, and awarded. To maintain currency of SCRD Maps digital orthophoto imagery, last acquired during the spring of 2018. The GIS Services Section will acquire digital orthophoto imagery during leaf-off conditions in the spring of 2021, procured through an RFP process. The area of interest (aoi) would match the area captured in the 2018 acquisition. SCRD with 3rd party digital orthophoto providers, with outcome also benefitting District of Sechelt, Sechelt Indian Government District, Town of Gibsons, Islands Trust and BC Assessment. <b>Received all imagery products for the coverage area from contracted service provider, showing good quality and overall appearance of the imagery.</b>	In Progress 75%
13	CS	310	Walton	\$6,000	\$3,657	Operating Reserves	2021	Dec-21		B, D, E, F, DoS, SIGD, ToG	Sechelt	Public Transit - Building Improvements - Increased Safety	Increased Safety and Security at Mason Rd site (e.g. Security system, CCTV and improved external lighting). Requested a Privacy Impact Assessment (PIA) be completed for CCTV and security system on April 6, 2021. Increased Safety and Security at Mason Rd site (e.g. Security system, CCTV and improved external lighting). June 4 update, waiting for PIA to be completed for CCTV. Email sent to Electrical Contractor for quote on light pole installation. <b>Update August 12 - Quotes received. Will be unable to complete all the projects within the approved budget, but will move forward with the most critical item first (external parking lot lighting). Work anticipated to be completed in September. CCTV and security project to be carried forwarded to 2022, with most likely an additional budget request.</b>	Started
14	CS	310	Walton	\$16,262	\$7,257	Operating Reserves	2021			B, D, E, F, DoS, SIGD, ToG	Regional	Public Transit – COVID-19 Expenses – Recruitment Wages and Campaign	At the Infrastructure Services Committee meeting on February 11, 2021 the Board was advised of a 33% increase of overtime in 2020 compared to an average pre-pandemic operating year and that the forecasted overtime for 2021 is estimated to be 30% to 40% higher as well. To offset the potential increase in operating costs associated with overtime, staff are working with BC Transit to develop a recruitment campaign to hire more drivers. This budget would allow for the recruitment and training of four additional drivers and expenditures related to a recruitment campaign. As of June 4 we have hired 6 new drivers in the last 6 months. 2 of the drivers are 100% trained and the other 4 are currently still being trained or in the hiring process. <b>Update August 12 - A total of 8 new drivers hired and all expected to be trained by the end of September. Despite the hiring of additional drivers, due to their availability there are ongoing challenges filling all the shifts without having to pay overtime. Therefore remains recruitment is ongoing.</b>	In Progress 50%
15	CS	312	Walton	\$10,000	\$0	Capital Reserves	2020	Mar-21		All	Regional	Fleet Loaner Vehicle	Awaiting replacement vehicle to become available in Q4 2020 or Q1 2021.. Updated to Q2 2021 <b>Update August 12 - New vehicles are not expected until 2022 so this project is stalled and will need to be carried forward to 2022.</b>	In Progress 25%
16	CS	312	Walton	\$10,000	\$0	Operating Reserves	2020	Mar-21		All	All	Electric Vehicle Maintenance	Project is in planning stage <b>Update August 12 - RFQ for electric charges closed on August 6. RFQ evaluation team to meet on August 17. Once contract is awarded and we know what type of charges we will purchase Fleet will purchase appropriate tools and schedule staff training.</b>	Started

2021 BUDGET PROJECT STATUS REPORT

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	% Complete
17	CS	312	Walton	\$25,000	\$12,070	Reserves	2021	Dec-21		All	Sechelt	Maintenance Facility (Fleet) - Remove Contaminates, Polish and Paint Fuel Tanks	Preventative Maintenance (cleaning and painting) of fuel tanks used by transit and corporate fleet. Procurement in progress. <b>Update August 12 - tank polishing, maintenance and painting completed as of July 26. Small component to install a Wi-Fi tank reader. Draft RFQ sent to procurement on July 27.</b>	In Progress 75%
18	CS	312	Walton	\$4,000	\$0	Operating Reserves	2021	Dec-21		All	Sechelt	Maintenance Facility (Fleet) - HVAC Maintenance Safety System	Additional safety system for fleet staff to perform HVAC maintenance on top of busses. <b>Update August 12 - Expected that we will receive approved engineered anchor point in September. After this we can purchase harness system and install.</b>	Not Started
19	CS	312	Walton	\$6,000	\$3,657	Operating Reserves	2021	Dec-21		All	Sechelt	Maintenance Facility (Fleet) - Building Improvements - Increased Safety	Increased Safety and Security at Mason Rd site (e.g. Security system, CCTV and improved external lighting). Requested a Privacy Impact Assessment (PIA) be completed for CCTV and security system on April 6, 2021. Increased Safety and Security at Mason Rd site (e.g. Security system, CCTV and improved external lighting). Personal Impact Assessment and procurement materials are underway <b>Update August 12 - Quotes received. Will be unable to complete all the projects within the approved budget, but will move forward with the most critical item first (external parking lot lighting). Work anticipated to be completed in September. CCTV and security project budget to be carried forwarded to 2022, with most likely an additional budget request.</b>	In Progress 25%
20	CS	345	Gagnon	\$98,038	\$313,516	Taxation	2018	Mar-21		B, D, E, F, and Islands	All	Ports 5 Year Capital Plan Repairs (Halkett Bay approach, West Bay float).	<b>SCRD notified not successful in ICIP grant for ports capital renewal. Staff will review capital plan for phased tendering of work, aligned with Board-approved plan.</b>	In Progress 75%
21	CS	345	Gagnon	\$25,000	\$0	Taxation	2021			B, D, E, F, Islands	F Islands	Ports Services - New Brighton Dock Study	Potential condition review or other study of New Brighton Dock on Gambier Island. Scope to be determined. Letter inviting partnership sent to Squamish Nation. <b>Staff in dialogue with Squamish Nation about partnership approach.</b>	Not Started
22	CS	345	Gagnon	\$37,600	\$0	Taxation / Reserves	2020			B, D, E, F, and Islands	All	Ports Major Inspections	<b>Scope developed. Tendering of work to follow staff recruitment (in progress).</b>	Started
23	CS	400	Robinson	\$25,000	\$0	Reserves	2018	<b>Dec-21</b>		All	D and E with Regional Impact	Cemetery Business Plan	Develop and issue request for proposal to perform a comprehensive business and service review of SCRD Cemeteries. Scope to include a review of existing properties and infrastructure, developing options/recommendations for the future and a fees and charges comparison and review. Draft RFP in final review stage. once approved will be proceeding with purchasing to tender project early Q3 2021. <b>August 21 Update: Draft RFP under final review, anticipate release in Q3 2021</b>	In Progress 25%
24	CS	613	Robinson	\$1,272,500	<b>\$526,397</b>	Capital Renewal Fund	2019	2021/2022		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	Community Recreation - Capital Renewal Plan	<b>September 3 Update:</b> -15 projects have reached substantial completion. Projects substantially completed include SAC main pool, leisure pool and hot tub filters, SAC gym and cardio fitness room lighting, GACC ammonia compressor motors C1 and C2, SCA heat pad heat exchanger, SCA in floor heat hot water tank, GDAF exhaust fan replacements (2). -21 projects have been started with anticipated completion by Q4 2021. These projects include SAC replacement pumps ordered (11) to be installed during 2022 annual maintenance, SAC exhaust fans #2 - #4, SAC UV lights main pool and hot tub, SAC domestic hot water boiler, GACC ice install equipment, GACC Zamboni battery and charger, SCA scoreboard, SCA fire alarm system, SCA office renovation. -4 projects have been started and are anticipated to carry forward to 2022. These projects include SAC water piping - pump room, GDAF packaged roof top unit, SCA roof modified bitumen, SCA dehumidifier electric. -1 project has not been started and is anticipated to carry forward to 2022, SCA exterior door glazed.	In Progress 50%

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25	CS	615	Robinson	\$5,000	\$0	Taxation	2021	Sep-21		B, D, E, F, DoS, SIGD, ToG	Sechelt / Gibsons	Community Recreation Facilities - Fire Safety Systems Maintenance Cost Increase (Base Budget)	Increase base budget to cover additional mandatory maintenance costs to fire safety systems including fire alarm, sprinkler systems, roll up fire door releases, magnetic locks and backup power systems at GACC, GDAF, SAC, SCA. Procurement process started for fire safety systems maintenance . <b>September 3 Update: Procurement process completed, Fire safety systems maintenance scheduled for completion in Q3 2021.</b>	In Progress 50%
26	CS	615	Robinson	\$166,500	\$78,443	Operating Reserves	2020	Oct-21		B, D, E, F (Except F Islands), ToG, DoS, SIGD	Sechelt	Capital - Classified as "non-critical" in Asset Management Plan	Replace failing or end of life non critical capital components. SCA parking lot lighting replacement, SAC sound baffle replacement and re-hang lights still remain to be completed. RFP for SAC Baffles and Lights has now been completed and will be going to tender. SAC Baffles and Lights tender process completed, contract signing in progress. Project on track for completion Sept 2021. SCA parking lot lighting not started. <b>September 3 Update: SAC Baffles and Lights completed. SCA parking lot lighting tender process started, anticipated project completion Q4 2021.</b>	In Progress 75%
27	CS	615	Donn/Robinson	\$6,500	\$0	Operating Reserves	2021	Oct-21		B, D, E, F, DoS, ToG, SIGD	Sechelt	Community Recreation Facilities - Sechelt Aquatic Centre (SAC) Starting Platforms Retrofit or Replacement	<b>September 1 Update: In coordination with the Chinook Swim Club the SCRD's starting block/platform has been ordered and install will be complete in October 2021.</b>	In Progress 75%
28	CS	615	Robinson	\$4,000	\$0	Taxation	2021	Nov-21		B, D, E, F, DoS, ToG, SIGD	All	Community Recreation Facilities - Building Water Systems Management Plan	Stagnant water in a building water systems can facilitate the growth of disease-causing micro-organisms such as legionella bacteria. A water management plan, best practice and strongly recommended by VCH, identifies areas of concern within plumbing and building systems, establishes flushing, treatment, testing routines and documentation requirements. Requires expert analysis. A water system issue could lead to substantial business interruption. Procurement process started for development of water systems management plans. <b>September 3 Update: Procurement process completed, award pending. Anticipated project completion Q4 2021.</b>	In Progress 50%
29	CS	615	Robinson	\$60,000	\$0	Taxation	2021	Dec-21		B, D, E, F, DoS, SIGD, ToG	DoS, ToG	Community Recreation Facilities - Fall Protection Systems Upgrades - Phase One	In December of 2019 fall protection audits were completed at GACC, GDAF, SAC and SCA. Recommendations were noted in the audits. Based on estimated total project costs and staff capacity to complete projects, staff are recommending a phased approach to completing recommended upgrades. Projects will be prioritized based on a risk assessment with priority given to highest risk areas. Projects designated for phase one include GACC roof access ladders and hatch upgrades, SAC roof access ladders and hatch upgrades, SAC fall protection anchor points for surge tank maintenance, SAC fall protection anchor points for mechanical room floor hatch used to lift heavy equipment from lower mechanical room and SCA fixed ladder in mechanical room to access ammonia sensor located above mechanical equipment. <b>September 3 Update: This project is a priority for 2022 and will request a carry forward of funds.</b>	Not Started
30	CS	615	Robinson	\$13,000	\$1,264	Taxation	2020	Sep-22		B, D, E, F (Except F Islands), ToG, DoS, SIGD	Sechelt	Sunshine Coast Arena Refrigeration Plant Regulatory Items	To install additional ammonia sensor and extend ammonia relief vent line. Ammonia sensor completed, ammonia relief line extension not started. No change to progress but budget now shows as \$11,736 and expended zero dollars so far in 2021. <b>September 3 Update: Refrigeration engineer reviewing vent stack extension requirement with Technical Safety BC. Will need to Carry Forward to 2022.</b>	In Progress 25%

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31	CS	615	Robinson	\$410,000	\$25,862	Reserves	2019	Dec-22		B, D, E, F, DoS, ToG, SIGD	Sechelt	Community Recreation Facilities - Sechelt Aquatic Centre Facility Projects	Various projects identified. Currently working on reassessing wall panel conditions to develop a scope of work for repair based on current conditions. Quotation requested and received for additional testing to determine current status of wall panel condition. Scope of work being finalized. Revised quotation for additional testing to also include development of updated scope of repairs based on testing results requested. Revised quotation received. Consideration of grant application to be recommended Q4 2020. Grant Applications were submitted. Two grant applications submitted for wall panel project both still under review. <b>September 3 Update: Received confirmation that one grant submission was not successful. Second grant submission is still under review. Project is on hold until grant funds are secured.</b>	Started
32	CS	615	Donn	\$6,000	\$0	Taxation	2021			B, D, E, F, DoS, SIGD, ToG	All	Community Recreation Facilities - Scheduling Software	<b>September 1 Update: RFP for this project has been issued with a closing date of September 17, 2021. It is anticipated that implementation and training for the software will begin in Q4.</b>	In Progress 25%
33	CS	615	Donn	\$16,000	\$0	Operating Reserves	2021			B, D, E, F, DoS, SIGD, ToG	Regional	Community Recreation Facilities - Programming Review	<b>September 1 update: RFP for this project has been issued with a closing date of September 29, 2021. Anticipated completion date for project is April 30, 2022.</b>	In Progress 25%
34	CS	625	Robinson	\$1,000	\$0	Operating Reserves	2021	Nov-21		A	A	Pender Harbour Fitness and Aquatic Centre - Building Water Systems Management Plan	Stagnant water in a building water systems can facilitate the growth of disease-causing micro-organisms such as legionella bacteria. A water management plan, best practice and strongly recommended by VCH, identifies areas of concern within plumbing and building systems, establishes flushing, treatment, testing routines and documentation requirements. Requires expert analysis. A water system issue could lead to substantial business interruption. Procurement process started for development of water systems management plans. <b>September 3 Update: Procurement process completed, award pending. Anticipated project completion Q4 2021.</b>	In Progress 50%
35	CS	625	Donn	\$400	\$0	Taxation	2021			A	A	Pender Harbour Fitness and Aquatic Centre - Scheduling Software	<b>September 1 Update: RFP for this project has been issued with a closing date of September 17, 2021. It is anticipated that implementation and training for the software will begin in Q4.</b>	In Progress 25%
36	CS	625	Donn	\$4,000	\$0	Operating Reserves	2021			A	A	Pender Harbour Fitness and Aquatic Centre - Programming Review	<b>September 1 update: RFP for this project has been issued with a closing date of September 29, 2021. Anticipated completion date for project is April 30, 2022.</b>	In Progress 25%
37	CS	625	Donn	\$10,000	\$0		2020			A	A	PHAFC Annual Fitness Equipment Replacement	<b>September 1 Update: Staff have identified which item is to be replaced and have received budgetary quotes for its replacement. Purchasing has been engaged to confirm which procurement instrument is appropriate. Staff anticipate replacement to occur between the end of Q4 2021 and end of Q2 2022.</b>	Started
38	CS	650	Robinson	\$3,296	\$3,296	Taxation	2015	Oct-21	Apr-21	All EA including Islands	All EA including Islands	Signage Upgrade Project (\$20k annually 2015-2017)	Phase 1 of the dual-language parks signage project and various sign repairs and replacements throughout regional SCRCD parks. Project complete. Final invoicing still to occur. <b>August 21 Update: Invoicing has been finalized and plan for signage purchases to complete project underway. Final materials and signage will be purchased and installed Q4 2021.</b>	In Progress 75%
39	CS	650	Robinson	\$70,000	\$0	MFA 5- Year	2021	Oct-21		A, B, D, E, F	All	Community Parks - Equipment Purchase- (Sports Fields) - New Cab Tractor	2020 inspections indicate asset due for retirement. This equipment essential to delivering service level. In-year failure is possible and would require urgent response but staff consider this as asset stewardship rather than imminent failure based on condition. Staff have started researching and are currently working with Purchasing to develop a scope and advertise for available pricing. Fleet services is working with parks in q2 to develop RFP. <b>September 7 Update: RFP released. Anticipate closure and award in Q4 2021.</b>	In Progress 25%

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40	CS	650	Robinson	\$15,000	\$0	Operating Reserves	2021	Nov-21		A, B, D, E, F	B, D, E, F	Community Parks - Suncoaster Trail (Phase 2) <b>Community trail project</b>	Multi-year, phased and strategic approach to completion of the Suncoaster Trail (Halfmoon Bay to Gibsons/Langdale) based on the Final Trail Concept Design approved by the Board. Further information about phases and a supporting funding plan provided through the budget process. COVID-19 delayed community-led delivery of this portion of the project until summer/fall 2021. <b>August 21 Update: Community-led volunteer trail project postponed until at least Q4 2021 due to COVID 19. Staff set to meet with partners in late Q3.</b>	Started
41	CS	650	Robinson	\$26,700	\$0	Operating Reserves	2021	Dec-21		A, B, D, E, F	Various	Community Parks - Priority Repairs to Community Halls	Strategic priority repairs related to asset stewardship and community resilience. Projects identified and prioritized through condition assessments. Include minor capital and small energy efficiency projects that do not fit within capital plan. Set to review scope and work plan with Facility Services end of Q2. <b>Aug 21 Update: Facility services assigning work plan to address items Q3 2021. Plan is to complete project and all associated work by late Q4 2021</b>	Started
42	CS	650	Robinson	\$300,000	\$0	Capital Reserves	2020	Apr-22		A, B, D, E, F	Sechelt	Parks Building (Partial Replacement / Upgrade)	New modular shop, storage and work station space to house parks operations at Mason Road. Beginning to draft tender documents. Next steps are to review scope with manager and GM and determine appropriate course. Questions about site suitability and extend of modular construction. <b>August 21 Update: Project on hold.</b>	Started
43	CS	650	Robinson	\$40,000	\$0	Operating Reserves	2021	Dec-22		A, B, D, E, F	F	Community Parks - Bike Park / Pump Track Development at Sprockids Park	Partnership opportunity with Coast Mountain Bike Trail Association. Engineering and costing work underway. Project partnerships and efficiencies being explored. Meeting set for early Q3 with partner CMBTA on next steps. <b>August 21 Update: Meeting set with partner for late Q3.</b>	Started
44	CS	650	Gagnon	\$3,088,020	\$0	ICIP Grant / Various	2021			A, B, D, E, F	B	Community Parks - Coopers Green Hall Replacement / Upgrade	Replacement/upgrade for Coopers Green Hall. Staff report coming regarding next steps on this project and community feed back results. <b>September 7 Update: Board report reviewed in Q3. Minor change in scope to include net zero readiness. Moving forward to re-engage community partners to develop an operating plan. Have reached out to meet with Sechelt Nation representatives. Met with Architect to review Board resolutions and timing. New project timelines and cost estimates anticipated by end of Q4.</b>	Started
45	CS	650	Gagnon	\$62,263	\$4,620	Gas Tax	2016			All EA including Islands	B	Community Parks - Coopers Green Park - Hall and Parking Design Plans	Approval from MoTI for parking on road right of way received in 2016. Application for parking variance approved by Board of Variance (2016-Sep-30). Consulted with shísháhlh Nation re archaeological review. Engagement activities completed. RFP released May 19. Archaeology permit application confirmed. Task Force applications being collated for Board appointment. Architect hired; Task Force underway. Report to community on progress and open house March 2018. Design revised following open house. Project update included in Q2 departmental report. Schematic design completed. Task Force dissolved. Design development and project update report to CAS Committee in Q3. Design to be completed Q1 2019. Balance of work will be a carryforward item. Application to Investing in Canada Infrastructure Program completed Q1 2019, aligned with capital funding plan. Grant result announced July 2020. Staff preparing public participation analysis and recommendations for Q4 Committee, following Board direction. Staff to report back to Committee on resource requirements associated with additional/new project information (Q2). <b>September 7 Update: Community engagement session report presented to Board Q1 2021. Budget approved by Board in Q2 2021. Subsequent report reviewed in Q3 2021. Minor change in scope to include net zero readiness. Moving forward to re-engage community partners to develop an operating plan. Have reached out to meet with Sechelt Nation representatives. Met with Architect to review Board resolutions and timing. New project timelines and cost estimates anticipated by end of Q4.</b>	In Progress 50%



Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	% Complete
46	CS	680	Robinson	\$22,000	\$0	Operating Reserves	2020	Aug-21		A, B, D, E, F	Regional	Dakota Ridge Snowmobile Replacement and UTV Repair	Replacement of snowmobile unit 417 and repair of UTV unit 506 proceed with funding of up to \$29,000 from Dakota Ridge [680] operating reserve; UTV repairs complete but confirming invoicing. Snowmobile procurement underway; supply chain delays in 2020-2021. Expected Q4 2021. <b>September 7 Update: UTV repairs complete. Snowmobile procurement underway; supply chain delays in 2020-2021. Parks working with purchasing and expected to order Q4 2021.</b>	In Progress 50%
47	CS	680	Robinson	\$33,500	\$0	Operating Reserves	2020	Sep-21		A, B, D, E, F	D	One-Time Minor Capital - Upgrades and Renewal	One-time minor capital expenses to build a new roof on storage shed, new covered area on warming hut, signage upgrades, new visitor entry stairs, a new pass printer, and a new pull-behind grooming attachment. Parks planning and operations have begun work on the design, purchase and install of minor capital items in Q2 2021. <b>September 7 Update: Parks planning and operations are working on the design, purchase and install of minor capital items in Q2 2021. Some minor scope changes may be required. Set to discuss with Purchasing and Finance late Q3 2021.</b>	In Progress 25%
48	IS	150	Edbrooke	\$21,865	<b>\$0</b>	Operating Reserves	2021	Sep-21		All	Regional	Regional Feasibility - Watershed Governance Feasibility Study (0.4 FTE Water Sustainability Technician)	Position will be posted in April as a student position from May - Aug. Student hired and started on May 31, 2021.	<b>In Progress 75%</b>
49	IS	150	Edbrooke	\$89,836	<b>\$183</b>	Healthy Watershed Initiative Grant	2021	Dec-21		All	Regional	Water Service - Regional Watershed Management Plan (formerly project: Watershed Management Action Plan Development)	Development of a Regional Watershed Management Plan as part of Feasibility Study for new service establishment. Engagement of staff in Watershed Working Group and RFP to retain a consultant to provide strategic support is being developed and will be issued shortly. RFP closed in early June, and a contractor will be selected in June. <b>Contractor selected. Kickoff meeting held in July 2021. Interim report for HWI grant submitted in June 2021.</b>	<b>In Progress 25%</b>
50	IS	350	Rosenboom	\$1,500,376	<b>\$520,121</b>	Taxation	2020	Sep-21		All	Sechelt	Sechelt Landfill Ground Disturbance	Contract for Ground remediation and construction of new drop-off area is to be executed shortly with final project schedule to be completed shortly thereafter. Construction is underway. Project completion expected in Q3 2021	<b>In Progress 75%</b>
51	IS	350	Cooper	\$15,000	<b>\$15,000</b>	Taxation	2021	Nov-21		All	Regional	Regional Solid Waste - WildSafeBC	Contribution for hiring WildSafeBC Program Coordinator for the 2021 season. SCRD has had a WildSafeBC Program Coordinator 2006-2008 and 2012-2020. As Provincial co-funding is not likely in 2021, position will be 100% funded by SCRD with in-kind support from WildsafeBC. SCRD awarded Provincial funding for 2021. Position has been posted. 2021 Coordinator started in May. Program runs until November.	<b>In Progress 75%</b>
52	IS	350	Cooper	\$8,000	<b>\$0</b>	Taxation	2021	Dec-21		All	A	Regional Solid Waste - Pender Harbour Site Assessment	On-site improvements that need addressing are site drainage and drop-off area (loc bloc wall stability and ramp access). These improvements are beyond the scope and budget of annual site maintenance and require expertise beyond site operator and SCRD staff. To be initiated once a new contract is in place. RFP for landfill engineering consultant services closes July 5. <b>RFP awarded. Site visit was conducted in late September</b>	In Progress 50%
53	IS	350	Cooper	\$6,200	<b>\$0</b>	Eco-Fee	2021	Dec-21		All	Gibsons	Regional Solid Waste - Audit of South Coast Green Waste Drop-Off Depot	Feasibility and financial implications of an audit at the South Coast Green Waste Drop-off site to determine who is using the facility, what material is being dropped off including invasive species, the volume of material and the approximate percentage of users that are commercial and residential. <b>In initial planning stage due to workload and staff shortage.</b>	Started
54	IS	350	Cooper	\$5,000	<b>\$2,500</b>	User Fees	2021	Dec-21		All	Regional	Regional Solid Waste - Sechelt Landfill Semi-Annual Surveying	Frequent surveying of the contours of the Sechelt landfill is required to maximize use of the regulatory allowable airspace and hence maximize landfill life. to date, the lacking of this kind of surveying has occasionally resulted in loss of landfill life due to over or underfilling and hence being in non-compliance. 1 of 2 surveys completed in May.	In Progress 50%
55	IS	350	Cooper	\$5,000	<b>\$0</b>	Taxation	2021	Mar-22		All	A	Regional Solid Waste - Generator Replacement for Pender Harbour Transfer Station	Purchase and installation of a new generator for the Pender Harbour Transfer Station as current generator is failing. Generator is used as back-up power for the site. Awaiting confirmation from Procurement re: procurement approach. <b>Estimated work Q4 2021 / Q1 2022</b>	Not Started
56	IS	350	Cooper	\$67,900	<b>\$0</b>	Taxation	2021	Mar-22		All	Regional	Regional Solid Waste - Sechelt Landfill Monitoring Well Installation	As per the Operating Certificate, the SCRD is required to monitor groundwater conditions in and around the Sechelt Landfill. The SCRD samples water via 18 wells multiple times throughout the year. A recent Hydrogeological Assessment recommended installation of 4 new wells and decommissioning 2 old wells. <b>Estimated work Q4 2021 / Q1 2022</b>	Not Started



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57	IS	350	Cooper	\$10,000	\$0	Taxation	2021	Mar-22		All	A	Regional Solid Waste - Traffic Control Lights for Pender Harbour Transfer Station	Installation of traffic control lights for Pender Harbour Transfer Station to increase safety for customers and staff at site. <b>Estimated work Q4 2021 / Q1 2022</b>	Not Started
58	IS	350	Cooper	\$125,000	\$0	MFA 5-Year / Taxation	2021	Jul-22		All	Regional	Regional Solid Waste - Power Supply Repair Sechelt Landfill	The current propane generator that is used to supplement the solar-based power system for the Sechelt Landfill has failed mid-February 2021. The site is currently using a diesel generator on a temporary hook up until a new generator is procured and installed. Power is required for the scale, computer and telephone for example. <b>Development of RFP and SRW for connection to BC Hydro grid has been initiated</b>	In Progress 25%
59	IS	350	Cooper	\$29,500	\$0	MFA 5- Year	2021	Oct-22		All	Regional	Regional Solid Waste - Forklift for Sechelt Landfill	Purchase of a used forklift for loading the mattress trailer at the Sechelt landfill to full capacity thereby reducing possible injury to staff not having to manually load the truck and full trailers reduce shipping costs and lowers transportation-related GHG emissions. This is the recommended loading measure by WorkSafe BC. <b>Estimated work timing Q3 2022</b>	Not Started
60	IS	350	Rosenboom	\$150,000	\$0	Taxation	2021	Dec-22		All	Regional	Regional Solid Waste - Future Solid Waste Disposal Option Study (Phase 2)	This projects is for the development of preliminary design, cost estimates and advance the confirmation of the feasibility of a new landfill and transfer station. <b>Second opinion of landfill siting options being initiated</b>	Started
61	IS	350	Cooper	\$2,500,000	\$0	Landfill Closure Reserve Fund	2021	Dec-22		All	Regional	Regional Solid Waste - Sechelt Landfill Stage H+ Closure	The Design, Operation and Closure Plan (DOCP) requires that the landfill be progressively closed as it reaches its final height, in areas that will no longer receive waste.. Stage H+ represents an area that has reached its fill capacity based on height and now requires closure. Project to be initiated in <b>Q4 2022</b>	Not Started
62	IS	350	Cooper	\$100,000	\$0	Eco-Fee	2021	Dec-22		All	Regional	Regional Solid Waste - Waste Composition Study	Conduct a waste composition study of residential garbage collection, drop-off bins at Pender Harbour Transfer Station and Sechelt Landfill and commercial garbage delivered to the Sechelt Landfill. Study would occur at two points in 2021 and will support the evaluation of the implementation of new organics diversion services and guide the SWMP update (incl. waste disposal post landfill closure). <b>Delayed until 2022</b>	Not Started
63	IS	350	Cooper	\$150,000	\$0	Taxation	2021	Dec-22		All	Sechelt	Regional Solid Waste - Biocover Feasibility Study - Phase 2	Phase 2 Study to be initiated to determine the feasibility of utilizing a Biocover during the final closure of the Sechelt Landfill instead of traditional fill as cover. <b>Timing Q4 2021</b>	Not Started
64	IS	350	Cooper	\$150,000	\$0	Eco-Fee	2021	Dec-23		All	Regional	Regional Solid Waste - Solid Waste Management Plan Update	Update the SCRD's Solid Waste Management Plan (SWMP) as per MoE guidelines, the expectation is at a minimum of every 10 years. The SWMP was last updated in 2011. SWMP update is dependent on decision on long-term solid waste disposal option and required to be updated for that option to be implemented. <b>Delayed until 2022</b>	Not Started
65	IS	365	Misiurak	\$75,000	\$0	Operating Reserves	2020	<b>Apr-22</b>		A and SIGD	A	North Pender Harbour Water Service - Water Supply Plan	RFP being drafted	Started
66	IS	365	Walkey	\$11,650	\$0	Reserves	2019	<b>Dec-22</b>		A and SIGD	A	Pool Road Waterline Replacement / Right of Way Acquisition	Survey and legal services required as part of the water main installation project completed in 2017. ROW acquisition is pending other work in the immediate area that will impact ROW discussions. <b>No movement on this project due to land owners.</b>	In Progress 50%
67	IS	365	Walkey	\$5,000	\$0	Operating Reserves	2020	<b>Dec-22</b>		A and SIGD	A	Confined Space Document Review - South Pender Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. <b>RFQ to be issued in Q1 2022.</b>	Not Started
68	IS	365	Walkey	\$2,500	\$0	Operating Reserves	2020	<b>Dec-22</b>		A	A	Confined Space Document Review - North Pender Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. <b>RFQ to be issued in Q1 2022.</b>	Not Started
69	IS	365	Walkey	\$125,000	\$0	Gas Tax	2020	<b>Dec-22</b>		A	All	Emergency Generator	The purchase of a generator for the North Pender system that can provide emergency backup energy to operate the Garden Bay Pump Station is required. Initial product specifications have been completed. Timing of procurement is dependent on specifications required for anticipated water treatment improvements. <b>Awaiting results of Treatment Feasibility study.</b>	In Progress 25%
70	IS	365	Walkey	\$20,000	\$0	Operating Reserves	2021	<b>Dec-22</b>		A and SIGD	A	North Pender Harbour Water Service - Garden Bay Pump Station – Treatment Improvements (Phase 1)	Feasibility study to review engineering solutions to address the current risk of significantly increased turbidity levels and ensuring regulatory compliance in a timely manner. The study will evaluate the feasibility of treatment systems that will be capable of reducing turbidity and organics. <b>Delayed due to staffing levels.</b>	Not Started
71	IS	366	Misiurak	\$75,000	\$0	Operating Reserves	2020	<b>Apr-22</b>		A	A	South Pender Harbour Water Service - Water Supply Plan	RFP being drafted	Started

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72	IS	366	Misiurak	\$149,500	<b>\$185</b>	Gas Tax	2021	<b>Apr-22</b>		A	A	South Pender Harbour Water Service - McNeil Lake Dam Upgrades	RFP Closed on June 18, 2021. <b>Consultant selection completed. Dam surveys began in late August. Ongoing survey work continuing.</b>	Started
73	IS	366	Walkey	\$50,000	<b>\$12,181</b>	Capital Reserves	2020	<b>Dec-22</b>		A	A	Treatment Plant Upgrades	Replacement of treatment system components will allow for more efficient operation of the SP water treatment plant. Procurement of equipment initiated in Q3 and to be continued in Q4 2020. <b>PO for additional instrumentation sent to supplier (turbidity meters and controllers)</b>	In Progress 75%
74	IS	366	Walkey	\$108,000	<b>\$0</b>	Gas Tax	2021	<b>Dec-22</b>		A	A	South Pender Harbour Water Service - Dogwood Reservoir: Engineering and Construction	The Dogwood Reservoir is no longer in operation due to having excessive leak rates and a deteriorating structure: This project will included the modelling analysis of the need of replacement options and/or demolition is required. Analysis of the need of replacement options and/or demolition is required. Depending on the results of the modelling analyses the scope of this project will either temporarily line the existing reservoir or fully demolish and remove the existing structure. <b>Delayed awaiting modelling project completion.</b>	Not Started
75	IS	366	Walkey	\$50,000	<b>\$0</b>	Gas Tax	2021	<b>Dec-22</b>		A	A	South Pender Harbour Water Service - Upgrades - Phase 2	Additional funds are required to complete some previously identified upgrades at the South Pender Harbour Water Treatment Plant including online turbidity instrumentation replacement, completion of weir automation and other upgrades that are necessary but not able to be funded utilizing Phase 1 (2020) funding balances. <b>Planning underway.</b>	<b>Started</b>
76	IS	366	Walkey	\$80,000	<b>\$0</b>	MFA 5- Year	2021	<b>Dec-22</b>		A	A	South Pender Harbour Water Service - 2021 Vehicle Purchases	Annual replacement of aged vehicle(s); #436 truck is 12 years old, has high mileage and rust is becoming an issue. Replace with truck with similar capabilities. <b>Tender documents issued.</b>	<b>In Progress 25%</b>
77	IS	370	Walkey	\$125,000	<b>\$111,460</b>	Capital Reserves	2020	Dec-21		A, B, D, E, F, F Islands and DoS	Regional	Regional Pressure Reducing Valve Replacements	PRV's have been purchased and installation is underway. <b>Francis PRV's has been purchased and installed.</b>	In Progress 75%
78	IS	370	Edbrooke	\$35,000	<b>\$4,588</b>	Operating Reserves	2020	Dec-21		A, B, D, E, F, F Islands and DoS	All	Water Supply and Conservation Public Engagement 2020 (including Water Summit)	Delayed implementation of some initiatives due to pandemic. Initiatives are now being developed as part of the implementation of 2021 Water Public Participation Plan. <b>Implementation of the Water Public Participation Plan is underway. This includes website updates, advertisements (print and digital), Let's Talk water events, and development of engagement strategies for Fall 2021.</b>	In Progress 25%
79	IS	370	Misiurak	\$360,000	<b>\$275,035</b>	Operating Reserves	2020	<b>Dec-21</b>		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Reservoir Feasibility Study Phase 4	Project on Hold pending completion of First Nations consultation.	In Progress 75%
80	IS	370	Rosenboom	\$50,000	<b>\$0</b>	Operating Reserves	2020	Dec-21		A, B, D, E, F, F Islands and DoS	D	Chapman Creek Environmental Flow Requirements Update	Project delayed due to impacts pandemic on contractor's ability to focus on project. Part of the components of the EFN analyses are being completed and initial discussions with FLNRORD have been initiated. Approval not expected prior to summer 2021.	In Progress 50%
81	IS	370	Walkey	\$50,000	<b>\$40,000</b>	Reserves	2020	Dec-21		A, B, D, E, F and DoS	D	Chapman Lake Siphon System Upgrade	An engineered review was completed in 2019 for system improvements required for the Chapman siphon system for ongoing work. <b>Siphon was inspected by divers and modifications were made to the screens and tie downs.</b>	In Progress 75%
82	IS	370	Edbrooke	\$46,500	<b>\$0</b>	Short Term Debt	2020	Jan-22		A, B, D, E, F, F Islands and DoS	Regional	Vehicle Purchases - Strategic Infrastructure Division	Options and analysis currently being reviewed. This will be advertised for tender soon. <b>ONLY 1 VEHICLE PURCHASE FOR 2021 \$93,000/2. Procurement process underway.</b>	In Progress 50%
83	IS	370	Edbrooke	\$25,000	<b>\$0</b>	User Fees	2019	Mar-22		A, B, D, E, F and DoS	Regional	Water Sourcing Policy	Project scoping based on current water supply source development status is underway.	Started
84	IS	370	Walkey	\$25,000	<b>\$9,714</b>	Capital Reserves	2020	<b>Mar-22</b>		A, B, D, E, F, F Islands and DoS	D	Chapman Water Treatment Plant Hot Water Upgrade	Staff are coordinating this project with the on site generation project to find efficiencies and cost savings. Design is complete and tanks are being installed. <b>Removal of existing equipment completed and some new installed. Delayed due to contractor availability.</b>	In Progress 50%
85	IS	370	Misiurak	\$50,000	<b>\$6,542</b>	Reserves	2018	<b>Apr-22</b>		A, B, D, E, F and DoS	E	Chaster Well Upgrades (Well Protection Plan - Phase 2)	On hold; design complete, specifications to be finalized	In Progress 50%
86	IS	370	Misiurak	\$240,500	<b>\$0</b>	Capital Reserves	2021	<b>Apr-22</b>		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Chapman and Edwards Dam Improvements	<b>Consultant selection completed. Dam surveys began in late August. Ongoing survey work continuing.</b>	Started
87	IS	370	Misiurak	\$1,377,600	<b>\$0</b>	Capital / Operating Reserves	2021	<b>May-22</b>		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Groundwater Investigation Round 2 Phase 3	<b>RFP being drafted with advertisement in September.</b>	<b>Started</b>

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88	IS	370	Rosenboom	\$25,000	<b>\$12,067</b>	Reserves	2020	Jun-22		A, B, D, E, F and DoS	Regional	Implementation of shishálh Nation Foundation Agreement	Resolution 266/19 No. 7 - Foundation Agreement	In Progress 75%
89	IS	370	Misiurak	\$375,000	<b>\$176,234</b>	Operating Reserves	2020	<b>Jun-22</b>		A, B, D, E, F, F Islands and DoS	Regional	Groundwater Investigation - Phase 2 (Part 2)	Additional scope added and well siting currently underway. Long-term monitoring at Langdale site to continue until Q2 2022.	In Progress 75%
90	IS	370	Misiurak	\$1,692,000	<b>\$76,242</b>	Reserves	2020	<b>Jun-22</b>		A, B, D, E, F and DoS	B, D, E, F, DOS	Chapman Water Treatment Plant Chlorination System Upgrade	<b>Board awarded construction contracts on September 9th.</b>	In Progress 50%
91	IS	370	Misiurak	\$750,000	<b>\$0</b>	Capital Reserves	2020	<b>Sep-22</b>		A, B, D, E, F, F Islands and DoS	F	Reed Road and Elphinstone Road Water Main Replacement	Work included in construction tender of Church Road project, will occur in 2021.	In Progress 50%
92	IS	370	Misiurak	\$8,270,000	<b>\$819,160</b>	Capital Reserves / Long Term Loan	2020	<b>Sep-22</b>		A, B, D, E, F, F Islands and DoS	F	Groundwater Investigation - Phase 4A - Church Road	Final construction documents completed. Tendering contingent upon water license issuance. Ongoing discussions work province on FN consultation and ToG-water rights	In Progress 75%
93	IS	370	Edbrooke	\$30,000	<b>\$0</b>	Operating Reserves	2020	Dec-22		A, B, D, E, F, F Islands and DoS	Regional	Bylaw 422 Update	<b>Reviewing potential proposals for changes to Bylaw 422.</b>	Started
94	IS	370	Edbrooke	\$20,000	<b>\$0</b>	Operating Reserves	2021	Dec-22		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Water Supply Plan: Public Participation Regional Water System	Budget to allow for communication and public participation activities in support of this process (e.g. mail outs, surveys, digital communication and if possible in-person events). <b>Developing a framework to apply to the different water system, to apply to each water system.</b>	Started
95	IS	370	Walkey	\$200,000	<b>\$6,589</b>	Operating Reserves	2020	<b>Dec-22</b>		A, B, D, E, F, F Islands and DoS	D	Chapman Water Treatment Plant Sludge Residuals Disposal and Planning	The Chapman Creek Water Treatment Plant produces residuals that need to be dewatered and disposed of. RFP was issued and all bids were significantly in excess of budget, hence RFP was cancelled. Staff are currently exploring alternative approaches. <b>Staff are working with Lehigh (transferring residuals to Lehigh mine site for dewatering) and long term solution (TBD) for residuals.</b>	In Progress 25%
96	IS	370	Walkey	\$74,125	<b>\$0</b>	Capital Reserves	2021	<b>Dec-22</b>		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Chapman and Edwards Lake Communication System Upgrade	Installation of a radio repeater to improve the reliability and create redundancy in the communication system with the lake level monitoring and control systems for Chapman and Edwards Lake. System will also allow for video monitoring of infrastructure at the lakes. <b>Testing equipment for potential install.</b>	<b>Started</b>
97	IS	370	Walkey	\$22,500	<b>\$0</b>	Operating Reserves	2020	<b>Dec-22</b>		A, B, D, E, F, F Islands and DoS	Regional	Confined Space Document Review- Regional Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. <b>RFQ to be issued in Q1 2022.</b>	Not Started
98	IS	370	Walkey	\$46,500	<b>\$0</b>	Short Term Debt	2020	<b>Dec-22</b>		A, B, D, E, F, F Islands and DoS	All	Utility Vehicle Purchase	Tender documents have been generated and will be advertised in Q4 2021. <b>Tender documents issued.</b>	In Progress 50%
99	IS	370	Walkey	\$250,000	<b>\$0</b>	Capital Reserves	2020	<b>Dec-22</b>		A, B, D, E, F, and DoS	A	Cove Cay Pump Station Rebuild and Access Improvements	Preliminary planning has taken place and further staff time is required to generate tender documents, RFQ to be issued in Q2. <b>RFP documents to be finalized in November.</b>	Started
100	IS	370	Walkey	\$250,000	<b>\$0</b>	Capital Reserves	2020	<b>Dec-22</b>		A, B, D, E, F, F Islands and DoS	D	Chapman Water Treatment Plant UV Upgrade	The UV treatment process at Chapman Creek Water Treatment plant has reached the end of its operational life and needs to be replaced with a new UV system with redundancy. Preliminary review of design is underway. Staff currently drafting RFP. <b>Draft of RFP completed.</b>	Started
101	IS	370	Walkey	\$210,000	<b>\$0</b>	MFA 5- Year	2021	<b>Dec-22</b>		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - 2021 Vehicle Purchases	Annually, infrastructure management and the fleet maintenance supervisor review the department's inventory of vehicles and make recommendations for replacement due to age, condition, mileage, etc. This process ensures that an optimal replacement cycle is followed to prevent excess repair costs, poor emissions, and to maintain a reliable fleet: 1) Vehicle #438: 2008 Ford F250 2WD Truck w/ Service Body Truck is 12 years old and approaching end of useful live and increasing repair cost anticipated, 2) Vehicle #474: 2012 Ford F350 Flat Deck Truck, Out of commission and 3)Vehicle #477: 2012 Ford F150 4X4 Truck, Ongoing significant repairs. <b>Tender Documents issued.</b>	Started
102	IS	370	Misiurak	\$70,000	<b>\$0</b>	Capital Reserves	2021	Dec-22		A, B, D, E, F, F Islands and DoS	E	Regional Water Service - Reed Road Pump Station Zone 4 Improvements	On hold, design to be completed pending sufficient engineering capacity	Not Started

2021 BUDGET PROJECT STATUS REPORT

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103	IS	370	Misiurak	\$350,000	\$0	Capital Reserves / Gas Tax / DCC	2021	Dec-22		A, B, D, E, F, F Islands and DoS	F	Regional Water Service - Eastbourne Groundwater Development	RFP being drafted	Started
104	IS	370	Misiurak	\$213,000	\$0	Operating Reserves	2021	Dec-22		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Water Supply Plan: Regional Water System Water Distribution Model Update and Technical Analysis	Ongoing work to fill in data gaps, RFP in draft form	Started
105	IS	370	Rosenboom	\$7,250,000	\$0	Long Term Loan	2020	Dec-22		A, B, D, E, F, F Islands and DoS	Sechelt and SIGD	Meters Installation Phase 3 District of Sechelt and Sechelt Indian Government District	AAP successful to secure the electoral approval for the Long-Term Loan for this project. Kick off meeting to be held in Q4	Started
106	IS	370	Misiurak	\$125,000	\$0	Operating Reserves	2021	Dec-23		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Feasibility Study Surface Water Intake Upgrades Gray Creek	RFP draft complete, to be released in Q3 2021	Started
107	IS	382	Misiurak	\$40,000	\$33,290	Reserves	2021	Jun-22		E	E	Woodcreek Waste Water Treatment Plant - Sand Filter Remediation	Draft ITT completed. ITT to be updated to address conveyance system pending successful notification and receipt of the Federal Grant.	In Progress 75%
108	IS	382	Misiurak	\$20,000	\$6,003	Operating Reserves / Gas Tax	2021	Jun-22		E	E	Woodcreek Park Wastewater Treatment Plant – Collection System Designs	On October 22, 2020 a grant application was submitted in support of the construction phase upgrades to the treatment plant and collection system. In order to allow for an expedited start of this project phase, this budget proposal allows for the inclusion of essential upgrades to the collection system to the final design and tendering package that is currently being prepared as part of the ongoing project started in 2020. Included being draft ITT documents.	In Progress 25%
109	IS	386	Walkey	\$20,000	\$5,652	Operating Reserves	2020	Dec-22		A	A	Lee Bay Wastewater Treatment Plant - Collection System Repairs	During CCTV review a pipe segment and manhole have been identified in the collection system needing repairs. Some repairs have been completed.	In Progress 25%
110	IS	387	Walkey	\$25,000	\$9,090	Operating Reserves	2020	Dec-22		B	B	Square Bay Waste Water Treatment Plant - Infiltration Reduction (Started 2019 - 2020 portion)	Staff are proceeding with repairs and upgrades to the collection system to reduce infiltration. Further analysis of various sections of collection system is underway. Review of options underway.	In Progress 50%
111	IS	387	Walkey	\$25,000	\$0	Operating Reserves	2021	Dec-22		B	B	Square Bay Waste Water Treatment Plant - Square Bay Infiltration Reduction	Various improvements to the treatment facility, collection system and pump replacements are required to help the treatment plant achieve its design effluent quality criteria as well as meet the current permit with the Municipal Wastewater Regulation (MWR). Additionally, de-registering with the MWR and registering with Vancouver Coastal Health Sewerage Regulation is required, as the plant does not meet the flow thresholds for the MWR. Under either regulation the improvements to the treatment facility and collection system are required. Review of as built drawings underway.	In Progress 25%
112	IS	387	Walkey	\$15,000	\$0	Capital Reserves / Gas Tax	2021	Dec-22		B	B	Square Bay Waste Water Treatment Plant - Square Bay Collection System Upgrade Planning	Various improvements to the treatment facility, collection system and pump replacements are required to help the treatment plant achieve its design effluent quality criteria as well as meet the current permit with the Municipal Wastewater Regulation (MWR). Additionally, de-registering with the MWR and registering with Vancouver Coastal Health Sewerage Regulation is required, as the plant does not meet the flow thresholds for the MWR. Under either regulation the improvements to the treatment facility and collection system are required. RFP being drafted for release in Q4.	Not Started
113	IS	391	Walkey	\$26,814	\$0	Capital Reserves / Gas Tax.	2021	Dec-21		B	B	Curran Road Waste Water Treatment Plant - Ocean Outfall Anchor Replacement Phase 2	In 2020, Phase 1 of the project included the replacement of 30 anchor weights and the engineer confirmed during the field work that 19 additional anchors are failing and will need to be replaced. Contract has been awarded early April 2021. Project to be completed in Q3 2021. Anchors installed and report received. Final comments required.	In Progress 75%

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	% Complete
114	IS	392	Walkey	\$30,000	\$18,072	Operating Reserves / Gas Tax	2021	Mar-22		D	D	Roberts Creek Co-Housing Waste Water Treatment Plant - Treatment System and Regulatory Enhancements	Various improvements to the treatment facility, collection system and pump replacements are required to help the treatment plant achieve its design effluent quality criteria as well as meet the current permit with the Municipal Wastewater Regulation (MWR). Additionally, de-registering with the MWR and registering with Vancouver Coastal Health Sewerage Regulation is required, as the plant does not meet the flow thresholds for the MWR. Under either regulation the improvements to the treatment facility and collection system are required. The Co-Housing representatives have indicated that the community members fully support this budget proposal and the use of the service areas reserves for this purpose. Several assessments completed and repairs made, additional repairs and upgrades are being planned and required materials obtained. <b>Some parts received and when all are received work will begin to install and repair. Community meeting was held for updates.</b>	In Progress 25%
115	IS	365 / 366 / 370	Edbrooke	\$50,000	\$0	Operating Reserves	2021	Dec-21		A, B, D, E, F, F Islands and DoS	Regional	Water Service - Water Metering Program: Development of Customer Relationship Management Tool	Development of software to allow for: 1)on-line tool linked to MySCRD, 2)automatization of leak-detection and notification process and 3)improved customer support by staff. Kick-off meeting occurred March and implementation scheduled for June. Developed criteria for a the CRM Management Tool, in collaboration with IT.	Started
116	IS	365 / 366 / 370	Edbrooke	\$33,000	\$0	User Fees	2021	Dec-21		A, B, D, E, F, F Islands and DoS	Regional	Water Service - Water Metering Program: Neptune 360 - Software and Hardware	Software and hardware are required to read the water meters owned by the SCRD. Allows the purchase of some hardware to support the meters installed as part of the Meter Installation Phase 3 project. <b>Working with contractor on necessary data validation.</b>	Started
117	IS	365 / 366 / 370	Walkey	\$40,000	\$0	Operating Reserves	2021	Dec-21		A, B, D, E, F, F Islands and DoS	Regional	Water Service - Water Metering Program: Leak Correlator	Purchase Leak Correlator equipment and required staff training as per Board direction received following December 17, 2020 staff report. RFP being developed <b>RFQ documents are with Purchasing for tendering,</b>	In Progress 25%
118	IS	365 / 366 / 370	Walkey	\$30,000	\$0	Operating Reserves	2021	Dec-22		A, B, D, E, F, F Islands and DoS	Regional	Water Service - Water Metering Program: Leak Correlator Pilot (0.43 One Time Casual Employee for Pilot)	The pilot project allows for the testing of the leak correlator equipment to sample a portion of the water mains in all water systems to determine how much effort should be carried out as an ongoing plan; In the North and South Pender systems about 50% of the system would be tested (about 15 km each), while for the Regional system 9% (30 km) would be tested. In all cases mains with a high potential for leaks will be selected.	Not Started
119	IS	365/ 366 / 370	Edbrooke	\$60,000	\$4,518	User Fees	2020	Dec-21		All	Regional	Metering Program 2: Water Meter Data Analytics	Project has been initiated resulting from hiring new staff. <b>Database solution project scoping with IT to develop a new database.</b>	Started
120	IS	366 / 370	Walkey	\$56,650	\$0	User Fees	2021	Dec-22		A, B, D, E, F, F Islands and DoS	Regional	South Pender Harbour Water Service / Reginal Water Service - Dam Inspections and Emergency Response	Under the Dam Safety Regulations inspections of the dams is required, this require training staff, helicopter flight and the ongoing technical support by a dam safety engineer to oversee regular inspections and emergency responses.	Not Started
121	IS	383 / 384 / 385 / 387 / 388 / 393	Walkey	\$30,000	\$0	Operating Reserves	2021	Dec-22		A, B, E, F	A, B, E, F	Wastewater Treatment Plants (Various) - Outstanding Right of Way	Wastewater plants and collection lines often cross private property to allow for correct alignment. Infrastructure on private land needs to be maintained and operated by the SCRD and need legal Statutory Right of Way (SROW) or easements are required. Through the Asset Management Plan development and further investigation of a number of wastewater plants and collection systems have been identified as missing these documents for various reasons. <b>Square Bay ROW under review.</b>	Started
122	IS	384 / 385	Walkey	\$18,000	\$3,354	Capital Reserves / Gas Tax.	2021	Dec-21		B	B	Jolly Roger/Secret Cove Waste Water Treatment Plant - Headworks Improvements	Both Wastewater Plants headworks need to be upgraded with new stainless steel trash screens and other related improvements. <b>Screens have been replaced. Project final review required.</b>	In Progress 75%
123	PD	136	Shay	\$20,000	\$0	Operating Reserves	2021			All	Regional	Regional Sustainability Services - Building Adaptive and Resilient Communities	ICLEI Building Adaptive and Resilient Communities Framework started. Strategic plan priorities related to Climate Change and Resilience include, as a near-term action, reviewing climate change projections and completing climate change impact mapping. This analysis will guide many/most of the adaptation strategies that might be undertaken by SCRD or through community partnerships. Partnership initiated, and initial meeting of stakeholders being organized.	In Progress 25%

2021 BUDGET PROJECT STATUS REPORT

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	% Complete
124	PD	136	Shay	\$50,000	\$0	Operating Reserves	2021			All	Regional	Regional Sustainability Services - Community Emissions Analysis	Quantification and verification support for community energy and emissions inventory. Holistic inventory following the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories. RFP results being evaluated. Award anticipate late Q3/early Q4.	In Progress 25%
125	PD	200	Treit	\$50,000	\$0	Capital Reserves	2021			A, B, D, E, F	A, B, D, E, F	Bylaw Enforcement - Bylaw Vehicle	Purchase additional vehicle for bylaw department. RFQ is being developed. <b>RFQ closes September 13.</b>	Started
126	PD	210	Michael	\$400,789	\$0	Short Term Debt	2020	Dec-21		E, F, and ToG	Gibsons	Fire Truck Replacement (Engine #1)	Scope developed. Working with other fire departments for joint bid. Delivery not expected until 2021. RFQ issued, closes September 5, 2020. Award report to CAS Oct 22nd. Carryforward project. <b>Pre-delivery meeting scheduled for September, expected delivery ahead of schedule.</b>	In Progress 75%
127	PD	210	Michael	\$70,000	\$0	Taxation	2021	<b>Dec-21</b>		E,F and ToG	E,F and ToG	Gibsons and District Volunteer Fire Department - Benefits for Volunteer Firefighters	Insurance Benefits for Volunteer Firefighters <b>RFP issued.</b>	Started
128	PD	210	Michael	\$25,000	\$0	Capital Reserves	2021	<b>Q1 2022</b>		E, F and ToG	E, F and ToG	Gibsons and District Volunteer Fire Department - Hazardous Materials Response Trailer	Trailer for the storage and transportation of hazardous materials response equipment. <b>Scope being developed for RFQ.</b>	Not Started
129	PD	210	Michael	\$150,000	\$0	Capital Reserves	2021	<b>Q3 2022</b>		E, F and ToG	E, F and ToG	Gibsons and District Volunteer Fire Department - Emergency Generator	Backup power generation for both fire halls.	Not Started
130	PD	210	Michael	\$100,000	\$0	Capital Reserves	2021	<b>Q3 2022</b>		E, F and ToG	E, F and ToG	Gibsons and District Volunteer Fire Department - Rescue Truck Upgrade	End of life upgrades to rescue truck to extend service life. <b>Awaiting delivery of new Engine 1 prior to starting this project.</b>	Not Started
131	PD	212	Higgins	\$220,000	\$0	MFA 5- Year	2021			D	D	Roberts Creek Volunteer Fire Department -Self Contained Breathing Apparatus and Fill Station	In Progress, <b>Awaiting delivery</b>	In Progress 50%
132	PD	212	Higgins	\$75,000	\$0	Operating Reserves	2021			D	D	Roberts Creek Volunteer Fire Department - Training Structure	In Progress, <b>machine work on site now.</b>	Started
133	PD	212	Higgins	\$32,792	\$0	Taxation	2021			D	D	Roberts Creek Volunteer Fire Department - Benefits for Volunteer Firefighters	<b>RFQ being developed</b>	Started
134	PD	212	Higgins	\$350,000	\$0	Capital Reserves	2020			D	D	Engine #1 Replacement	PO sent. Truck ordered, <b>manufacturer's delays, no delivery date.</b>	Started
135	PD	216	Daley	\$500,000	\$0	Capital Reserves / ST Loan	2020	Jul-21		B	B	Tanker (Tender) Replacement	<b>In Production, delivery date December 2021</b>	<b>In Progress 25%</b>
136	PD	216	Daley	\$45,000	\$0	Taxation	2021			B	B	Halfmoon Bay Volunteer Fire Department - Firehall #2 Redevelopment	<b>Contractor selected, work in process</b>	<b>Started</b>
137	PD	216	Daley	\$52,930	\$0	Taxation	2021			B	B	Halfmoon Bay Volunteer Fire Department - Benefits for Volunteer Firefighters	Insurance Benefits for Volunteer Firefighters <b>RFQ being developed</b>	Started
138	PD	218	Treit	\$31,200	\$0	Taxation	2021			A	A	Egmont Volunteer Fire Department - Benefits for Volunteer Firefighters	Insurance Benefits for Volunteer Firefighters RFQ being developed.	Started
139	PD	220	Treit	\$128,000	\$0	Capital Reserves	2020			All	Regional	Radio Tower Capital Project Consulting Services	Waiting for authorization agreement to be signed by SCRD	Started
140	PD	220	Treit	\$25,000	\$1,701	Taxation	2018			All	Regional	911 Tower and Spectrum Upgrading	Applications for new repeater frequencies submitted (to improve communications). Waiting for SCRD to sign Letter of Authorization with Planetworks Consulting.	Started
141	PD	220	Treit	\$46,600	\$0	Capital Reserves	2020			All	Gibson	Gibsons Radio Tower	Signal Testing has been completed.	Started
142	PD	220	Treit	\$268,900	\$0	Capital Reserves	2020			All	Sechelt	Chapman Creek Radio Tower	Obtaining quotes for geotech. Waiting for geotech report. <b>RFP for tower construction has been issued.</b>	In Progress 25%
143	PD	220	Treit	\$141,400	\$0	Capital Reserves	2020			All	Regional	911 Emergency Communications Equipment Upgrade	Signal Testing has begun. Waiting for SCRD to sign agreement with Telus.	Started
144	PD	222	Treit	\$24,635	\$0	Grant / Operating Budget	2020	Dec-21		All	Regional	Emergency Operations Centre / Mass Communications Project	Currently training with system.	In Progress 75%
145	PD	222	Treit	\$20,000	\$0	Reserves	2019			All	Regional	Contracted Services for Statutory, Regulatory and Bylaw Review	Resources are required to implement the recommendations outlined in Section 5 of the Emergency Plan Review which were prioritized for action. The scope of work would include assisting member municipalities in addressing the legislative and bylaw revisions, while ensuring alignment and communication between the parties. <b>RFP is being developed.</b>	Started
146	PD	222	Treit	\$17,000	\$0	Operating Reserves	2021			A-F, DoS, ToG	Sechelt	Sunshine Coast Emergency Planning - Trailer Removal	Removal and disposal of trailer at Mason Road, formerly used as secondary Emergency Operation Centre location Waiting for electrician to move electrical service. <b>Service being moved September 7.</b>	Started



2021 BUDGET PROJECT STATUS REPORT

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	% Complete
147	PD	500	Pady	\$50,000	\$0	Operating Reserves	2020	Mar-21		All	Regional	Regional Growth Framework - Baseline Research	Planned for late 2020 initiation. Coordination with member municipalities will be part of next steps. Project brief developed and shared with member municipalities and First Nations. Tendered. In evaluation process. <b>Kick off meeting with consultant (MODUS) and intergovernmental/regional project team anticipated late Q3/early Q4.</b>	Started
148	PD	504	Pady	\$43,990	\$25,705	Reserves	2017			A, B, D, E, F	B, D, E, F	Rural Planning - Zoning Bylaw 310	Consulting contract and other project costs to assist with review/drafting of new zoning bylaw. Consultant has provided the final draft and completed the work within the scope of their project proposal. Staff are reviewing the draft and refining. Focused time being applied to this project to finish draft. <b>Staff working to have draft for introduction in Q4 2021.</b>	In Progress 75%
149	PD	210, 212, 216, 218	Treit	\$10,000	\$0	Reserves	2018			A, B, D, E, F and ToG	Various	Fire Department Records Management Software	VFD Document System - Fire Pro 2 Software Package. Draft project initiation brief developed. Fire Chiefs, IT and RMS team meeting in Q4.	Started

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Line No.	Dept.	Function	Mgr.	Budget \$	Final Cost	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	% Complete
1	CA	110	Buckley	\$18,794	\$0	Operating Reserves	\$2,020			All	Regional	Public Engagement Platform	To procure an online community engagement platform which will create a central online meeting place where SCRD staff can initiate public engagement through a range of tools designed to inform, seek public feedback, exchange ideas, and measure community response to issues of interest. Platform soft-launch as Let's Talk SCRD was April 12 - full roll-out on public site April 21.	Completed
2	CA	115	Parker	\$10,000	\$10,000	Reserves	2019		Jun-21	All	Regional	Collective Agreement Negotiations Support	The Collective Agreement term ended on December 31, 2019 but will continue in full force until it is renegotiated (unless a strike or lockout). Negotiations delayed due to COVID-19 and unavailability of union.	Completed
3	CS	310	Walton	\$24,000	\$0	Operating Reserves / BC Transit Restart	2021			B, D, E, F, DoS, SIGD, ToG	Regional	Public Transit - COVID-19 Expenses – Materials and Supplies	In support of the Provincial Health Orders and ongoing safety requirements due to COVID-19, it is required that all buses are disinfected daily as well as deep cleaned once per week. The SCRD is responsible for procuring all disinfecting and PPE products until the safety requirement of disinfecting the buses is no longer required. COMPLETED WITH BUDGET ADOPTION	Completed
4	CS	310	Walton	\$110,887	\$0	Operating Reserves / BC Transit Restart	2021			B, D, E, F, DoS, SIGD, ToG	Regional	Public Transit - COVID-19 Expenses – Wages (1.4 FTE)	In support of the Provincial Health Orders and ongoing safety requirements due to COVID-19, it is required that all buses are disinfected daily as well as deep cleaned once per week. This cleaning is over and above the regular cleaning undertaken by staff. As such the SCRD created two temporary full time Transit Assistant positions to undertake this cleaning. COMPLETED WITH BUDGET ADOPTION	Completed
5	CS	310	Walton	\$80,000	\$0	Operating Reserves	2021			B, D, E, F, DoS, SIGD, ToG	Regional	Public Transit – COVID-19 Expenses – Wages (Overtime)	At the Infrastructure Services Committee meeting on February 11, 2021 the Board was advised of a 33% increase of overtime in 2020 compared to an average pre-pandemic operating year and that the forecasted overtime for 2021 is estimated to be 30% to 40% higher as well. The increase in overtime is a direct result of the following operational challenges due to COVID-19 and is a one-time for 2021. COMPLETED WITH BUDGET ADOPTION	Completed
6	CS	310	Walton	\$6,000	\$0	Taxation	2021			B, D, E, F, DoS, SIGD, ToG	B, D, E, F, DoS, SIGD, ToG	Public Transit - Increase Funding for Free Transit Ticket Program	Funding increase for the existing Free Transit Ticket Program in response to increased demand by clients from local service providers receiving income assistance, disability, and/or low income. COMPLETED WITH BUDGET ADOPTION	Completed
7	CS	400	Robinson	\$24,000	\$18,920	Operating Reserves	2020	May-21	Jul-21	All	D and E with Regional Impact	Seaview Cemetery - Additional Columbarium Purchase.	Purchase and install an additional columbarium at the Seaview Cemetery be approved in the amount of \$24,000 and funded from Cemetery [400] operating reserves; Foundation is prepared on-site. Materials and services ordered. Currently awaiting delivery and install. Pad prepared on-site. Delivery and install complete. Currently awaiting final skim coat to be applied by contractor in early Q3. <b>Aug 21 Update: Project completed. New columbarium installed on pad and finished. Niche plot sales began Aug. 1 2021</b>	Completed

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	% Complete
8	CS	615	Robinson	\$25,000	\$14,556	Operating Reserves	2020	May-21	May-21	B, D, E, F (Except F Islands), ToG, DoS, SIGD	Gibsons and Sechelt	Community Recreation Facilities - Future Planning - End of Useful Life Assessment	Facility study to model investment scenarios for building end-of-life for SCRD legacy recreation facilities (SCA and GDFA). Project tender has closed with award and completion anticipated by end of 2020. Site work complete. Just waiting for the draft report from the contractor. Draft reports received, reviewed and return to consultant for revision. Final reports have been submitted by consultant. Consultant to review staff report for accuracy. Final invoice pending. <b>September 3 Update: Final reports received. Report to Board anticipated for Q4.</b>	Completed
9	CS	650	Robinson	\$1,345	\$1,345	Taxation	2017	Nov-21	Apr-21	All EA including Islands	All EA including Islands	Community Parks - Parks Bridge Capital Maintenance	Engineering-recommended upgrades to strategic bridge repair priorities within SCRD Parks. Recent work on 2 bridges in 2020 within Cliff Gilker Park. Woodburn bridge repair scheduled 2021 to complete project. Project complete. Final invoicing underway. <b>Aug 21 Update: Project Complete late Q3 2021</b>	Completed
10	CS	650	Robinson	\$32,370	\$1,023	Operating Reserves	2019	Jun-21	Jun-21	All EA including Islands	F	Goodwin House Removal	Demolition and removal of the surplus vacant building at Shirley Macey Park. Project tendered and evaluation underway. Project complete. Final invoicing currently in progress late Q2 2021. <b>Aug 21 Update: Project complete and invoicing finalized July 2021</b>	Completed
11	CS	650	Robinson	\$60,000	\$41,444	Capital Reserves	2020	Feb-21	Nov-21	A, B, D, E, F	All	Sports Field Equipment - Deep Aerator	Procurement process underway for purchase and delivery of all required equipment. Anticipate final delivery mid-Q4. Award issued and purchase early October 2020. Exploring options for equipment sharing with regional sports field partners. Equipment purchased and invoice received. Equipment in use for regular sports field operations.	Completed
12	CS	680	Robinson	\$0	\$0	User Fees / Taxation	2021	Jun-21	Jun-21	A, B, D, E, F	Regional	Dakota Ridge - Increase User Fee/Reduce Tax Subsidy	Over the last three years and especially in 2020, Dakota Ridge has experienced a steady increase in use which has generated higher than expected revenue, resulting in a year-end surplus. Therefore, it is recommended that this be formalized in the Budget for 2021 with an increase in the user fee of \$12,000 and a reduction to the tax subsidy of the same amount. Project completed.	Completed
13	CS	680	Robinson	\$25,000	\$20,229	Operating Reserves	2020	Dec-21	Dec-21	A, B, D, E, F	D	Pisten Bully Track Replacement	Equipment repair costs for parts, delivery and service on Piston Bulley Groomer Work is completed but still confirming invoicing. <b>September 7 Update: All work is completed as of Q2 2021.</b>	Completed
14	IS	350	Rosenboom	\$175,000	\$82,556	Taxation	2020	May-21	Jul-21	All	Regional	Future Waste Disposal Options Analysis Study	Results of Part 1 and 2 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. <b>Results Part 3 were presented at July ISC meeting. Second opinion being initiated</b> as part of Phase 2 project	Completed
15	IS	350	Cooper	\$10,000	\$0	Taxation	2020			All	Sechelt	Share Shed Sinkhole Repairs	Being completed as part of larger Ground Disturbance Project.	Completed
16	IS	350	Cooper	\$100,000	\$0	Taxation	2021			All	Regional	Regional Solid Waste - Increase to Green Waste Program Funding	Green Waste Recycling Program variable costs have increased due to increased tonnage received. Completed via budget adoption.	Completed
17	IS	350	Cooper	\$42,000	\$0	Taxation	2021			All	Regional	Regional Solid Waste - Solid Waste Programs Coordinator	The Solid Waste Programs Coordinator position is responsible for key programs and services delivered by the Solid Waste Services Division. From 2013 to 2020 this position was funded 50% from Eco Fee Reserves. A recent review concluded that this is not supported by the use of Eco Fee Reserves as defined by Bylaw 670 and this situation needs to be rectified. The appropriate funding is through Taxation from Regional Solid Waste [350]. Completed via budget adoption.	Completed
18	IS	350	Cooper	\$30,000	\$0	Taxation	2021			All	Regional	Regional Solid Waste - Recycling Depot Funding	Over last several years the actual revenue from Recycle BC is less than budgeted to over initial estimation of tonnage collected materials. Contribution from taxation needs to be increased to offset this. Completed via budget adoption.	Completed
19	IS	350	Cooper	\$8,000	\$0	User Fees	2021			All	A	Regional Solid Waste - Road Maintenance Budget increase for Pender Harbour Transfer Station	Increase budget for maintenance of access road to maintain an acceptable driving surface by conducting more frequent grading. Completed via budget adoption.	Completed
20	IS	366	Misiurak	\$250,000	\$106,490	Reserves	2019	Mar-21		A	A	Mark Way / Chris Way / Bargain Harbour Road Water Main Replacements	Project Complete	Completed
21	IS	370	Edbrooke	\$113,500	\$0	Operating Reserves	2021	Dec-21	Sep-21	A, B, D, E, F, F Islands and DoS	DoS and SIGD	Regional Water Service - Metering Program: Electoral Approval Process Meters Installation Phase 3	Funding required to cover cost increases that are not expected to be covered by the budget approved in 2020 based on anticipated project initiation in late 2021. Final budget amount to be confirmed based on detailed cost estimates that will be completed prior to Round 1 budget. Preparations for AAP are underway. <b>Electo approval was received in July 2021.</b>	Completed



Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	% Complete
22	IS	370	Walkey	\$25,000	\$10,181	Capital Reserves	2020	Apr-21	Sep-21	A, B, D, E, F, F Islands and DoS	E	Cemetery Reservoir Fencing Access	Road work and grading completed, significant challenges with securing fencing contractor <b>Fencing and Road works completed.</b>	<b>Completed</b>
23	IS	370	Misiurak	\$200,000	\$0	Reserves	2018	<b>Oct-21</b>	Oct-21	A, B, D, E, F and DoS	B, D, DOS	Exposed Water Main Rehabilitation	<b>Repainting of the Chapman, and Sechelt Inlet Road Segments Completed in August. Project in closeout.</b>	<b>Completed</b>
24	IS	370	Misiurak	\$200,000	\$138,015	Operating Reserves	2020	Feb-21		A, B, D, E, F, F Islands and DoS	B	Groundwater Investigation - Phase 3 - Grey Creek	Results were presented at January 20, 2021 Special Infrastructure Services Committee meeting	Completed
25	IS	370	Misiurak	\$94,229	\$11,363	Reserves	2018	Mar-21		A, B, D, E, F and DoS	F	Langdale Well - Pump Station Upgrade	Replacement pump, motor and piping installed. Well has been cleaned and redeveloped. Project Commissioning was successfully completed and project is in close out.	Completed
26	IS	370	Walkey	\$200,000	\$136,318	Short Term Debt	2020	Mar-21		A, B, D, E, F, F Islands and DoS	All	Equipment Purchase - Excavator and Trailer	Excavator and Trailer have been purchased and are in use.	Completed
27	IS	370	Misiurak	\$175,000	\$0	Capital Reserves	2020			A, B, D, E, F, F Islands and DoS	F	Langdale Pump Station (Phase 2)	Upgraded pump station was successfully completed and project is in close out.	Completed
28	IS	381	Walkey	\$7,429	\$0	Operating Reserves / Grant	2020	Jun-21	Sep-21	A	A	Feasibility Study Greaves Wastewater Service Area	Feasibility study on future infrastructure improvements is underway. Contractor has been to site and staff are awaiting draft documents. Awaiting final reports <b>Feasibility study on future infrastructure improvements completed.</b>	<b>Completed</b>
29	IS	390	Walkey	\$7,439	\$0	Operating Reserves / Grant	2020	Jun-21	Sep-21	A	A	Feasibility Study Merrill Wastewater Service Area	Feasibility study on future infrastructure improvements is underway. Contractor has been to site and staff are awaiting draft documents. Awaiting final reports <b>Feasibility study on future infrastructure improvements completed.</b>	<b>Completed</b>
30	IS	152 / 153	Cooper	\$42,944	\$0		2020		Jun-21	B, D	B, D	Manual Curbside Collection Service Establishment - Area B / D	Report forthcoming to April 12, 2021 ISC. Follow-up report on June 10, 2021 ISC. <b>SCRD Board deferred to Solid Waste Management Plan Update</b>	Completed
31	IS	322-342	Rosenboom	\$4,277	\$0	Taxation	2021		Jun-21	Various	Various	Various Street Lighting - Transition to LED-streetlights	Rate increase to fund capital investment for transition to LED-lights.	Completed
32	IS	365/ 366 / 370	Walkey	\$25,000	\$23,885	Operating Reserves	2020	Jan-21		All	Sechelt	Mason Road Utility Building Space Planning	Completed	Completed
33	IS	381-388 and 390-395	Rosenboom	\$44,620	\$0	User Fees	2021		Jun-21	A, B, D, E, f	A, B, D, E, f	Various Wastewater Treatment Plants - Wastewater Treatment Facilities Pumping Expenses Base Budget Increase	In May 2020 the District of Sechelt increased septage waste disposal fees to achieve full cost recovery for septage disposal fees. The septage disposal fees increased to \$0.13/L from \$0.05.	Completed
34	PD	210	Michael	\$2,839	\$0	Taxation	2019		Jun-21	E, F, and ToG	Gibsons	Hazardous materials response equipment	Hazardous material response equipment required for ammonia response at the Gibsons and Area Community Centre (GACC). Equipment committee struck, currently evaluating project requirements and scope of work. Equipment is on order. Expected to be fully complete by Q3, 2020 Minor equipment purchases remain. Will be complete by end of 2020. Complete.	Completed
35	PD	212	Higgins	\$5,000	\$0	Reserves	2018			D	D	Site Design		<b>Completed</b>
36	PD	216	Daley	\$7,000	\$0	Operating Reserves	2020			B	B	Facility Audit Report	Completed	Completed
37	PD	222	Treit	\$114,850	\$55,055	Grant	2020	Jul-21	Jul-21	All	Regional	Regional Sunshine Coast Wildfire Protection Plan	Draft plan has been received. Plan accepted by Board. <b>Plan completed.</b> Final invoicing in progress.	<b>Completed</b>
38	PD	222	Treit	\$16,300	\$0	Grant	2020			All	Regional	Emergency Support Services ESS 20/20 Project	All Equipment has been purchased.	Completed
39	PD	210 / 212 / 216 / 218	Treit	\$71,830	\$0	Grant and Capital Reserve	2020		May-21	Various	A, B, D, E, F and ToG	Fire Departments - CEPF Wildfire Resiliency Project	Various Operating and Capital Components for each of the Fire Departments All purchases complete and received. Final report to UBCM is pending.	Completed
40	VARIOUS	310 / 312 / 370 / 650	Walton	\$24,000	\$0	Capital and Operating Reserves	2020		Jun-21	All	Regional	Replacement of Mason Road Gate	Contract awarded in Q4 2020, installation has occurred Q1 2021	<b>Completed</b>

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	% Complete
CANCELLED PROJECTS														
1	CS	615	Robinson	\$0	\$0	MFA 5- Year / Taxation	2021	Sep-21		B, D, E, F, DoS, SIGD, ToG	DoS	Community Recreation Facilities – Sechelt Aquatic Centre (SAC) Fire Sprinkler System Repair or Replacement	On December 31, 2020 the fire sprinkler system at the Sechelt Aquatic Center developed a leak and a contractor was called in to repair the leak. Upon disassembly of the sprinkler piping to repair the leak it was discovered that there is significant microbiologic corrosion in the piping which has compromised sprinkler pipe walls leading to pinhole leak(s) and reducing the flow capacity of the piping. RFP posted and closed, one bid received. Award report going to board June 2021. <b>September 3 Update: A project budget will come through the 2022 capital renewal funds with work to begin later in 2022. Board Resolution 165/21 - June 10, 2021</b>	Cancelled

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	% Complete
1	IS	350	Cooper									Regional Solid Waste - Rediversion of Waste from Sechelt Landfill	The Sechelt Landfill has an annual capacity limit of 15,000 tonnes. In 2019, the total tonnage was over 12,000 tonnes. If the annual limit is reached, the landfill would be required by MoE to close and re-open on January 1, when the annual tonnage is “reset” to zero. The budget will fund the transportation and disposal costs of materials being re-diverted to a landfill off-coast. Materials to be targeted for re-diversion to be determined by the Board in Q4 2020 and thus the project budget might need to be amended afterwards.	Deferred
2	IS	350	Cooper									Regional Solid Waste - Increase to Landfill Operations Funding	All local governments on the coast have or are in the process of implementing a residential curbside collection program for food waste. The implementation of these programs is reducing the material tonnages disposed of at the landfill and hence the revenue received from tipping fees for Municipal Solid Waste (MSW). The proposed budget amount did only consider the expected tonnage decreases related to the implementation of the SCRD organics curbside collection program (“green bin program”) while such program for the District of Sechelt is expected to be initiated sometime in 2021.	Deferred
3	IS	365 / 366 / 370	Walkey									Regional Water Service - Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources	Study to confirm the technical, regulatory and financial feasibility of several options for additional surface water supply sources to address long-term water demand	Deferred
4	CS	615	Gagnon									Community Recreation Facilities - Sechelt Aquatic Centre (SAC) (Failed) Heat Pump Replacement	In 2020 the leisure pool heat pump failed. This is an energy efficiency measure that reduces use of natural gas for heating but is not critical to operation. Staff are currently analyzing replacement options/costs, simple payback and emission reduction/cost saving potential, taking into account the entire energy system of the facility. Cost is very approximate.	Deferred

Open Projects by Year	
2015	1
2016	1
2017	1
2018	5
2019	5
2020	51
2021	85
TOTAL	149

% Complete Summary		
Not Started	25	12.9% Work has not been started for project.
Started	53	27.3% Work is in preliminary stages.
In Progress 25%	28	14.4% Up to 25% progress
In Progress 50%	20	10.3% Up to 50% progress
In Progress 75%	23	11.9% Up to 75% progress
Completed	40	20.6% 100% Finished
Deferred	4	2.1% Project was deferred by motion.
Cancelled	1	0.5% The project listed as cancelled was determined as a) not required by Board or b) the project
TOTAL	194	100% evolved into a new project and is referred to in status column (line number)

DEFINITION	
Policy Codes Key	
SP - Strategic Plan	
WE - We Envision	
ITSP - Integrated Transportation Study Plan	
CRWP - Comprehensive Regional Water Plan	
PRM - Parks and Rec Master Plan	
SARP - Chapman Creek Watershed Source Assessment Response Plan	
EVDF, HMBF, RCF, GF - Fire Departments (strategic plans)	
PDTNP - Parks Division Trail Network Plan	
TFP - Transit Future Plan	
AAP - Agricultural Area Plan	
AMP - Asset Management Plan	
ZW/S - Zero Waste / Sustainability	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – September 23, 2021

**AUTHOR:** Dean McKinley, Chief Administrative Officer

**SUBJECT:** **STANDING AND SELECT COMMITTEE REVIEW**

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### RECOMMENDATION(S)

**THAT the report titled Standing and Select Committee Review be received for information;**

**AND THAT effective January 2022, the Policing and Public Safety and Transportation Advisory select committees be integrated into the newly established Community Services Committee to appear as quarterly delegations;**

**AND THAT the proposed changes to the Select Committee structure be referred to the October 2021 Transportation Advisory Committee and Policing and Public Safety Committee meetings for information;**

**AND FURTHER THAT the Standing Committee Terms of Reference be amended to reflect the revised committee structure.**

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### BACKGROUND

At the direction of the Board Chair, SCRD staff have established a fourth Standing Committee (Community Services) to be implemented in January 2022 and added to the 2022 Board meeting calendar.

In addition, the Board resolved the following at the July 22, 2021 regular Board meeting:

217/21            THAT staff bring forward options to reconfigure the structure of the Sunshine Coast Policing and Public Safety Committee and the Transportation Advisory Committee as well as identify potential scheduling efficiencies for these meetings in contemplation with the 2022 Board meeting schedule.

**The purpose of this report is to provide options to align the Policing and Public Safety Committee and Transportation Advisory Committee with the newly established Community Services Standing Committee.**

The Sunshine Coast Regional District (SCRD) currently has two Select Committees which meet on a quarterly cycle (the 3<sup>rd</sup> Thursday of every 4<sup>th</sup> month) as follows:

- Policing and Public Safety Committee (POL)
- Transportation Advisory Committee (TAC)

### **Policing Committee Background**

First established in 2003, the SCRD Policing and Public Safety Committee is a Select Committee of the SCRD Board. POL was originally formed in response to RCMP restructuring on the Sunshine Coast, when the Gibsons and Sechelt RCMP detachments merged to form one Sunshine Coast regional unit. At that time, the Town of Gibsons had formally requested that the SCRD consider establishing a regional task force on policing in order to review issues of concern related to the transition. The Sunshine Coast Regional Task Force on Policing held its inaugural meeting on April 24, 2003. In May 2003, the SCRD Board adopted Terms of Reference to formally establish a Sunshine Coast Policing Committee at the recommendation of the Regional Task Force.

### **Transportation Advisory Committee (TAC) Background**

According to the draft terms of reference, the TAC was first established in December 8, 1992, as a Select Committee of the of the SCRD Board. The purpose of TAC was to review and translate the official Settlement Plan for Roberts Creek into an official community plan (OCP) and prepare an OCP for the Hillside Industrial area. It was also to initiate OCPs for Pender Harbour, Garden Bay, Earl's Cove and Egmont and review the Elphinstone and West Howe Sound OCPs. At the time, the District of Sechelt and Town of Gibsons were in the process of undertaking major drafts to their OCPs. All these areas experienced significant growth resulting in many road network and transportation issues. The purpose of TAC was to conduct a Land Use Transportation Study involving all communities of the Coast. Its overall purpose was to recommend infrastructure improvements and policies for land-based transportation elements addressing requirements for land use development over a 25-year period.

While the major focus of the study was to review recommendations with respect to the major road network system, other transportation elements such as provisions for exiting and future transit services, ferry services, bicycle and pedestrian routes and uses were also to be considered in the study.

This work culminated in the [Integrated Transportation Study](#) which was completed in August 2011 and adopted by the SCRD Board.

### **DISCUSSION**

The *Local Government Act* provides that a Board may appoint a select committee to inquire into any matter and report its findings to the Board. The *Act* assumes that select committees have a **finite** lifespan.

The *Act* also provides that the Chair may establish standing committees for matters that would be better dealt with by committee. Persons who are not directors may be appointed by the board to a select committee or by the chair to a standing committee. At least one member of each select and standing committee must be a director.

Recent changes within the organization have presented an opportunity to review internal processes including a discussion of committee structure.

While this report is focused on the specific Board direction to have staff bring forward options to reconfigure the structure of the Sunshine Coast Policing and Public Safety Committee and the Transportation Advisory Committee, staff do note that there has also been discussion at the Board table regarding the Natural Resources Advisory Committee and the Agricultural Advisory

Committee. Should the Board so direct, staff could bring a report to a future CAS meeting on those select committees.

*Analysis:*

The Policing and Public Safety Committee and Transportation Advisory Committee have been established as 'select' committees, although arguably they have functioned more like standing committees due to their operational continuation beyond completion of their initial prescribed mandate. These committees have a long history at the SCRD and provide an opportunity for issue identification and networking.

Currently, minutes from both Select Committees are forwarded to their "parent" Standing Committee (for example: Policing to Planning and Community Development Committee). The respective standing committees then determine whether there are recommendations within those minutes that should be forwarded to the Board to be considered for action and adoption. As a result, there can be a one-month or longer time lag before adoption (action) of any recommendation made at a Select Committee meeting creating unnecessary delays.

*Recommendations:*

To address these time lag inefficiencies, staff recommend integrating both select committees into the newly established Community Services Committee as standing delegations to appear quarterly.

This would be efficient in terms of time commitment required by staff and Committee members. Policing and Transportation issues would be dealt with in a more timely manner as they would go direct to the Community Services Committee and could then be actioned by the Board within one week as opposed to waiting one month or more. The loss of face-to face meetings with Policing and Transportation Advisory Committee members must also be considered, however, regularly scheduled delegations to the Community Services Committee will provide an opportunity to ensure those relationships are maintained.

For Example:

**1. Policing and Public Safety Issues Delegation**

- The RCMP representative to appear on a quarterly basis to the Community Services Committee Meeting as a delegation to provide an update to the Board and community (similar to both the District of Sechelt and Town of Gibsons).

**2. Transportation Issues Delegation**

- Ministry of Transportation and Infrastructure (MOTI) representative to appear on a quarterly basis to Community Services Committee as a delegation to provide an update to the Board and community
- TraC to provide update quarterly
- BC Ferries to provide quarterly update

All reports, communications and other matters that might have previously been provided at the Select Committee meeting could be directly referred to the Community Services Committee

agenda as supplemental material to be included as part of the delegation (eg) RCMP report, crime statistics, and/or policing priorities reports.

Delegations on Policing or Transportation matters would be scheduled at regular intervals or as needed during Community Services Committee meetings. The Board may choose to implement a standing delegation for any length of time and frequency that they so choose. This proposed change would allow for receiving information of interest in a timely manner and would also ensure that valuable face-to-face time with the RCMP, MOTI and other agencies and community groups is maintained.

#### *Financial Implications*

There are minimal financial implications as the recommendation is to integrate two separately scheduled Select Committees into the newly established Community Services Committee.

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

Staff recommend implementing this new structure starting in January 2022. This provides time to effectively communicate the change with members of the Policing and Public Safety Committee and Transportation Advisory Committee as well as provide information to the community.

If approved staff will incorporate the change into the 2022 meeting schedule and will update the Standing Committee Terms of Reference. Both reports will be brought forward for consideration at the October Corporate and Administrative Services Committee meeting.

#### *Communications Strategy*

Information on changes will be widely shared on the SCRD website, social media channels, and communicated through a press release.

### **STRATEGIC PLAN AND RELATED POLICIES AND BYLAWS**

While establishing standing committees is within the purview of the Board Chair, having an open dialogue and building consensus within the Board reflects the organization's values *Working Together* and *Engagement and Communication*.

### **CONCLUSION**

Staff recommend integrating both the Policing and Public Safety Committee and Transportation Advisory Committee into the newly established Community Services Committee as standing delegations to appear quarterly to support and inform the Board's decision-making processes. Staff recommend implementing this new structure starting in January 2022, including updating the 2022 meeting schedule and the Standing Committee terms of reference.

Reviewed by:			
GM	X – I. Hall	Finance	X - T. Perreault
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 – September 23, 2021

**AUTHOR:** Sherry Reid, Corporate Officer

**SUBJECT:** NEW LEGISLATIVE AUTHORITY FOR ELECTRONIC MEETINGS

### RECOMMENDATIONS

**THAT** the report titled New Legislative Authority For Electronic Meetings be received for information;

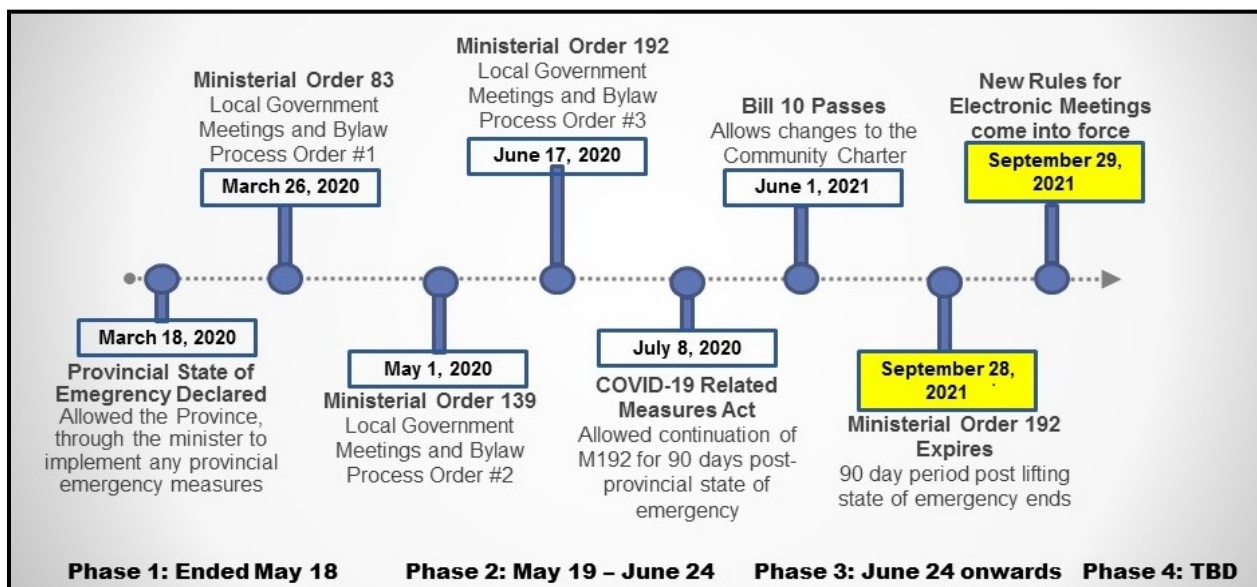
**AND THAT** an amendment to *Sunshine Coast Regional District Board Procedures Bylaw No. 717, 2018* be prepared to authorize electronic meetings for SCRD Board, Committee, Board of Variance, volunteer advisory committee and commission meetings to align with the new legislative authority;

**AND THAT** an amendment to *Sunshine Coast Regional District Board Procedures Bylaw No. 717, 2018* be prepared to align the current provisions for electronic participation in meetings (hybrid) for SCRD Board, Standing and Select Committee meetings with the new legislative authority;

**AND FURTHER THAT** all related policies, procedures and public notices be updated to reflect the implementation of electronic meetings.

### BACKGROUND

Following the declaration of a provincial state of emergency in March 2020 due to the COVID-19 global pandemic, the province issued a series of Ministerial Orders to modify the rules set out in legislation to allow local government meetings and public hearings to continue to be held electronically. A legislative timeline mapping out that response is provided below.



In June 2021, Bill 10: *Municipal Affairs Statutes Amendments Act, 2021* was passed. Bill 10 includes changes to the *Community Charter* to provide permanent authority for electronic meetings for municipalities. The province has indicated that further work to update electronic meeting regulations for regional districts will also occur to align meeting rules to ensure that the new, broader electronic meeting authorities apply to all local governments. The new rules authorizing electronic meetings will come into force by regulation on September 29, 2021 after the authority to hold electronic meetings under the *COVID Related Measures Act* and *Ministerial Order 192* expires on September 28, 2021.

## DISCUSSION

The purpose of this report is to provide an update on changes to the legislative authority related to electronic meetings and to seek direction on procedure bylaw amendments that will be necessary to align SCRD meeting processes with this new authority coming into effect on September 29, 2021.

The following definitions are provided for clarity:

*Electronic meeting* means a meeting where all members of the Board participate electronically.

*Electronic participation* allows for a hybrid meeting and refers to a meeting where some members of the Board attend in-person, and other members of the Board attend by electronic means.

### Authority Under Current Procedure Bylaw (Pre-COVID Rules)

The Board Procedures Bylaw No. 717 currently provides authority for electronic participation in meetings:

#### **16. Participation in Meetings Electronically**

- (1) While it is preferable for Members to attend in person, Members may participate in a Board or Committee meeting by means of electronic or other communication facilities if the Member is unable to be present at the meeting location for reasons pertaining to absence from the Regional District, health reasons or poor travel conditions.
- (2) A Member participating in a meeting under this section is deemed to be present at the meeting.
- (3) Meetings may be conducted by either audio only or a combination of audio and visual means but must be conducted in a manner which allows the public to hear, or watch and hear the proceedings unless the meeting is closed to the public under the authority of section 90 of the Charter.
- (4) The Member presiding over a meeting must be physically present. In the event the designated Chair opts to participate electronically, the Vice Chair must assume the chair. In the absence of the Vice Chair, the Members present must elect a presiding Member for that meeting.
- (5) A quorum of the Board must be physically present in the designated meeting location identified in the public notice.



(6) Despite (4) and (5) above, in the event of a health, environmental or safety emergency, where it is not possible to have a quorum or the Chair or Vice Chair physically present for a meeting, all or any portion of the Members may participate in a Board or Committee meeting by means of electronic or other communication facilities, so long as they comply with the remaining requirements of this section.

(7) A Member participating by audio means only must indicate their vote verbally.

(8) If any portion of the meeting is closed to the public under the authority of section 90 of the Charter, the Member who is requesting to participate electronically must state that they have assured adequate privacy for the closed portion of the meeting.

(9) Although the Regional District will make every effort to accommodate electronic participation in meetings as required, nothing in this bylaw will be construed to guarantee any Member electronic access to a Regional District meeting. Electronic participation in meetings will be restricted by equipment capacity.

#### New Authority for Electronic Meetings

While fully electronic meetings may be a useful tool in certain circumstances, the guidance from the province notes that as a best practice, they should not be a substitute for all in-person meetings. Staff are seeking direction to determine whether there is an interest in authorizing fully electronic meetings and hybrid meetings and if so, under what circumstances.

Over the last 18 months the advantages of meeting electronically have been noted including ease of accessibility leading to greater public attendance at SCRD public meetings, as well as enhanced transparency. Another benefit to consider are the potential cumulative GHG emissions saved resulting from the reduced need for directors, staff, invited guests, delegations and the public to travel to Field Road to attend in-person. Equal consideration should also be given to the fact that not all members of the community have adequate access to technology and therefore it is necessary to ensure quality in-person meeting experiences for those who prefer to physically attend public meetings.

Should electronic meetings be permanently adopted, the following legislative requirements must be adhered to:

- Be authorized in the procedure bylaw;
- Be conducted in accordance with the procedure bylaw;
- Establish procedures for giving advance notice of regular meetings to be held electronically;
- Provide notice of the way in which the regular meeting is to be conducted and the place where the public can attend to hear, or watch and hear, the regular meeting;
- Provide a location for the public to attend to hear, or watch and hear the meeting;
- Use technology that enables the meeting participants and the public to hear, or watch and hear, each other (members participating in electronic regular council (board) meetings are deemed to be present at the meeting); and,
- Have a designated municipal (regional district) officer at the place where the public can attend.

The following table offers a high-level summary of the recommended actions to implement the new electronic meeting framework:

**Summary Table - New Legislative Authority for Electronic Meetings and Electronic Participation in Meetings**

Type of Meeting	Fully Electronic Meeting*			Electronic Participation (Hybrid)*			Current Authority in Procedure Bylaw	Recommended Action
	New Authority	Staff Recommended	IT Supported	New Authority	Staff Recommended	IT Supported		
Board	Yes	Yes	Yes	Yes	Yes	Yes	Partial	Amend Procedure Bylaw to facilitate electronic and hybrid meetings
Standing or Select Committees	Yes	Yes	Yes	Yes	Yes	Yes	Partial	Amend Procedure Bylaw to facilitate electronic and hybrid meetings
Public Hearings (PH)	Yes	Yes	Yes	Yes	Yes	Yes	N/A	Update procedures to facilitate electronic PHs
Board of Variance (BoV)	Yes	Yes	No	Yes	No	Yes	N/A	Return to in-person meetings with allowance for fully electronic meetings
Volunteer Advisory Committees/ Commissions	Yes	Yes	No	Yes	No	Yes	N/A	Return to in-person meetings with allowance for fully electronic meetings

\* The SCRD Boardroom is the physical location for in-person attendance at all hybrid public meetings. IT presence is required for all electronic live-streamed statutory public meetings.

#### *Organizational and Intergovernmental Implications*

Through COVID and part of a prior approved budget project, audio-visual (A/V) solutions are currently in place to facilitate live-stream broadcasting and electronic meetings from the Boardroom. As we are still early in the process of adapting to electronic and hybrid-style meetings, further A/V enhancements to the Boardroom may need to be considered, particularly for hybrid meetings, in order to provide a more permanent and reliable meeting experience for all participants whether they are joining the meeting remotely, attending in-person or watching from another location via the online YouTube livestream. Any enhancements to the existing set-up would require a new Budget Proposal as both equipment and staff resourcing would be required.

#### *Financial Implications*

The permanent addition of electronic meetings will require dedicated IT support for all live-streamed statutory meetings if the Board chooses to continue with this level of service. Supporting the virtualization of meetings through COVID has resulted in 20-30% of dedicated IT resource which in turn has not been available for other IT projects. Any increases in service levels would require more resources and would form part of a new Budget Proposal.

Electronic meetings have resulted in savings of approximately \$400 per month in catering expenses.

*Timeline*

Local governments are unable to legally amend their procedure bylaw or do readings of the amended procedure bylaw prior to September 29 because the current rules do not provide this authority until after the new legislative rules come into force on September 29, 2021. The earliest an amendment bylaw can be brought forward for readings is the October 14, 2021 Regular Board meeting. This means there will be a period of time between September 29 and the adoption of a procedure bylaw amendment whereby the SCRD will revert back to pre-COVID meeting rules as they are currently set out in the Board's Procedures Bylaw.

**STRATEGIC PLAN AND RELATED POLICIES**

Ensuring openness, transparency, accessibility, and accountability for all SCRD meetings is supported by the Board's strategic goal for Engagement and Communications.

**CONCLUSION**

On September 28, 2021, the SCRD's authority to conduct electronic meetings under Ministerial Order 192 expires. The new rules for electronic meetings will come into force by Regulation on September 29, 2021. The Province has indicated that further work will be done to update regulations for regional districts with the intention to align meeting rules to ensure that the new, broader electronic meeting authorities apply to all local governments. Staff recommend proceeding with the preparation of a procedure bylaw amendment as well as other related policies and procedures to implement the new broader, permanent authority for electronic meetings.

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee Meeting - September 23, 2021

**AUTHOR:** Aidan Buckley, Manager, Communications and Engagement

**SUBJECT:** BUDGET 2022 COMMUNICATIONS AND PUBLIC ENGAGEMENT PLAN

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### RECOMMENDATION(S)

**THAT the report titled Budget 2022 Communications and Public Engagement Plan be received for information.**

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### BACKGROUND

The Sunshine Coast Regional District's (SCRD) public budget process will begin later this year as the SCRD Board considers priorities for the Region in 2022. A key part of the SCRD's budget process is to ensure that residents on the Sunshine Coast are informed and engaged on decisions being made by the Board that will affect them.

The purpose of this report is to provide the SCRD Board with the communications and public engagement plan being put in place by the SCRD Communications Team for this year's budget.

### DISCUSSION

The Budget 2022 Communications and Public Engagement Plan will incorporate identified best practices from previous years along with the integration of new tools available to the SCRD this year.

Key to this year's plan will be the use of the SCRD's Public Engagement Platform, Let's Talk SCRD. This platform allows communications staff to develop a single page for residents to be informed about the budget. Staff can also engage with residents via tools such as a question and answer section and surveys, all of which are available to access on this single page.

The following outlines some of the key communications and public engagement actions being taken through the budget process.

1. Survey. The SCRD Communications team will launch a survey on September 26<sup>th</sup> on the SCRD's Engagement Platform. This short survey will ask for resident's feedback on service priorities in the SCRD. The survey will also provide SCRD Communications staff guidance on how we can best reach residents, be it through traditional print media and / or online. Results from this survey will be provided to the SCRD Board prior to November 2021 pre-budget discussions. A news release will also be issued with the survey results on the third week of October. Paper copies of this survey will be made available at recreation facilities on the Sunshine Coast.

2. Let's Talk Budget. In conjunction with the survey, the SCRD's Communications Team will launch an engagement project page on the Let's Talk SCRD platform. This page will contain a budget timeline, survey, budget documents and a place for residents to ask their questions about the budget. This will be the main landing page for all things budget. The current budget page on the SCRD website will contain a link to click through to the Let's Talk Platform.
3. Local media advertisements. Last year, the SCRD provided information on utility rates via a full-page advert in local media. This advertisement included a letter from the SCRD Board Chair outlining challenges being addressed through the SCRD Budget. This letter and advert were also posted on social media and the SCRD's website. This year's plan will incorporate this approach.
4. Budget Information Sessions. Last year, SCRD Directors hosted information sessions focused on the effects of the budget on their respective Electoral Areas and Municipalities. These sessions were relatively well attended and provided an excellent opportunity for residents to ask questions directly to their elected officials. This year's plan will incorporate and plan for these sessions more effectively.
5. News releases. The SCRD will issue news releases at each round of budget, providing information to residents on how the budget is going to affect taxation in their Electoral Area or Municipality. Last year, the SCRD utilized a format of taxation per hundred thousand of assessed home valuation to explain the budget to residents. This was well received and this year's plan will incorporate this approach.
6. Collateral. The SCRD Communications team has researched budget collateral that is provided by other Regional Districts and Municipalities to help explain the budget process and impact of the budget on residents. This collateral includes brochures and infographics that the SCRD Communications Team intends to develop for the SCRD and then make available for residents and community groups in the Region.
7. Regional collaboration. The SCRD Communications Team will work with communications staff from the District of Sechelt, Town of Gibsons and the shíshálh Nation to utilize their channels so residents in those areas are aware of how the SCRD Budget may affect them.
8. New tools. The SCRD Communications Team has acquired news tools which allow for storytelling in a more visual manner. These tools include a video production software called "Doodly." This software will allow the SCRD to produce high quality whiteboard animations to help explain topics pertaining to the SCRD Budget.

The information above captures the main priorities through the Budget Communications and Engagement process. The Communications Team will also utilize social media and the SCRD website to share information about the budget process.

#### *Organizational and Intergovernmental Implications*

The SCRD will work with community groups and stakeholders in the Region so that budget information is shared proactively as the budget process continues. The SCRD will also ensure that discussion of budget implications of projects is part of other engagement activities such as Let's Talk Water events.

*Financial Implications*

For 2022, it is not anticipated that additional funds will be required over and above what is functional area budgets for communication, engagement and advertising.

**STRATEGIC PLAN AND RELATED POLICIES**

Engagement and Communication is a focus area in the SCRD Board's Strategic Plan. The plan outlined in this report will allow us to meet the goal of proactively engaging with our residents, partners and staff on issues that affect them.

**CONCLUSION**

The approach outlined in this report brings forward best practices from previous years and integrates new tools to allow the SCRD communicate with residents effectively throughout the budget process.

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – September 23, 2021

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

**SUBJECT:** AWARD REPORT FOR FINANCIAL AUDIT SERVICES

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### RECOMMENDATION(S)

**THAT the report titled Award Report for Financial Audit Services be received for information;**

**AND THAT the contract for financial audit services be awarded to MNP LLP for ‘up-to’ a five-year term with an ‘up-to’ amount of \$244,665 (excluding GST) for the 2021-2025 fiscal years;**

**AND THAT the 2021-2025 Financial Plan be amended accordingly;**

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

**AND FURTHER that this recommendation be forwarded to the September 23, 2021 Regular Board Meeting.**

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### BACKGROUND

Per section 692 of the *Local Government Act* (LGA), section 17 of the *Hospital District Act* (HDA) and 169 of the *Community Charter*, a Regional District Board must appoint an Independent Auditor to report to the Board on the annual financial statements and any other matters deemed pertinent.

The Sunshine Coast Regional District (SCRD) typically goes out for Requests for Proposals (RFP) for audit services every five years. Commencing with the 2021 fiscal year, audit services are required for the SCRD and Sunshine Coast Regional Hospital District (SCRHD). In addition, the Provincial Government requires the SCRD to provide an Audit Report in regard to the Hillside Development Foreshore Leases related to the lease revenues.

The purpose of this report is to provide a summary of the recent RFP and award a contract for Financial Audit Services for the SCRD, SCRHD and Foreshore Leases.

### DISCUSSION

In July 2021 an initial RFP seeking proposals from qualified firms for the provision of external financial audit services for the SCRD, SCRHD and the Hillside Development Foreshore Leases was issued. There were no bid submissions received so the SCRD re-issued a Negotiated Request for Proposal (NRFP) -No. 2111301 on August 6, 2021 on BC Bid, the Regional District

web site and advertised in the Coast Reporter. It closed on September 3, 2021 and two addendums were issued.

Led by Purchasing, the evaluation team consisted of 3 team members. The evaluation committee reviewed and scored the proposal against the criteria set out in the NRFP. Purchasing received two compliant proposal.

The term of the proposed contract is for two years, with the option to renewal for an additional 3 years at the Regional District's discretion.

The following pricing was provided based on the two-year fixed term and the 'up-to' five-year term:

<b>Name</b>	<b>Total 2-year Contract Value (in the amount up to, not including GST)</b>	<b>Total for the up-to 5-year Contract Value (in the amount up to, not including GST)</b>
BDO Canada LLP	<b>\$162,975</b>	<b>\$445,889</b>
MNP LLP	<b>\$70,560</b>	<b>\$196,665</b>

Both proponents assumed the audit will be conducted remotely and disbursements are not included as part of the above quotes. There may be a need to have Auditors on site during the course of the contract such as through the first year of transition and toward the new Public Sector Accounting Standard for Asset Retirement Obligations (ARO) coming into effect for fiscal year-ends 2022/2023. Therefore, an additional amount of up to \$18,000 to allow for disbursements is recommended which could cover a five-year term.

The proposals also allow for additional works to be conducted through the term of the contract on an hourly basis and a contingency is recommended to allow for assistance, especially toward the new ARO standard. The Board approved additional funds toward implementation of the new standard through the 2021 Budget and an additional up to amount of \$30,000 is recommended.

Therefore, it is recommended that a contract of up-to \$244,665 be awarded to MNP LLP as they met the specifications as outlined in the proposal, are the highest scoring proponent and provide the best value for the financial audit services required for the SCR D, SCRHD and Foreshore Leases.

#### *Financial Implications*

The proposed financial audit fees are anticipated to be accommodated within the 2021 Budget for the SCR D, SCRHD and the Hillside Foreshore Leases. The SCR D audit fees are recovered through Support Services through the Financial Services function [113]. Increases will be required for the SCRHD and Hillside Foreshore Leases for 2022 onward. The SCRHD is a separate corporate entity and the formal amendment will come forward as part of the Provisional Budget for 2022 and is expected to increase from \$4,500 to \$6,000 for 2022 and escalate by approximately 6% thereafter. For the Hillside Foreshore Leases the current budget is \$1,715 and is recommended to be increased to \$3,200 with a 6% increase thereafter. It is recommended that the 2021-2025 Financial Plan (starting 2022) be amended accordingly.



If the contract is extended for the subsequent terms in the third to fifth year, additional funds may be required and Board approval for Financial Plan amendments would be sought if needed.

*Timeline for next steps*

If the recommended proposal is approved, the contract will be executed as soon as possible to begin preparation of the 2021 interim audit which is typically scheduled for late November/early December.

A formal Audit Planning Letter from MNP LLP would then be presented to the Board's (SCRD/SCRHD) to outline the upcoming process.

**STRATEGIC PLAN AND RELATED POLICIES**

The Financial Audit is a legislated requirement.

**CONCLUSION**

Legislation requires that the SCRD and SCRHD appoints an Independent Auditor to report to the Board on the annual financial statements and any other matters deemed pertinent.

The term of the proposed contract is for two years, with the option to renewal for an additional 3 years of which the SCRD received two compliant proposals for RFP 2111301.

It is recommend that based on overall score and value that the contract be awarded to MNP LLP.

Reviewed by:			
Manager		Finance	X–B. Wing
GM		Legislative	
CAO	X – D. McKinley	Purchasing	X-V. Cropp

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee - September 23, 2021

**AUTHOR:** Alex Taylor, Budget and Financial Analyst

**SUBJECT:** GRANTS STATUS UPDATE

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### RECOMMENDATION(S)

**THAT the report titled Grants Status Update be received for information.**

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### BACKGROUND

The Sunshine Coast Regional District (SCRD) applies regularly for grants available to undertake projects in every department each year. Staff diligently search for new grant opportunities and alignment where possible, with the Board's Strategic Plan, Corporate Plans or currently approved projects. The last grants status update was presented at the March 25, 2021 Corporate and Administrative Services Committee meeting.

The purpose of this report is to update the Committee on any recent grant application notifications, pending applications, grants in progress and completed grants as well as provide information on potential new opportunities expected to be available in the near future.

### DISCUSSION

Information on recent grant application notifications, pending applications, grants received and in progress and completed grants are detailed in the tables that follow:

#### *Grant Application Notifications*

The table below summarizes recent grant application notifications:

Program Name	Administered By	Project	Funding Requested / Received	Status	Area(s) Affected
Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Sechelt Aquatic Centre Building Review and Energy Efficient Improvement	\$230,989	Declined	Regional
Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Ports Capital Renewal	\$543,262	Declined	Areas B , D, E, F
Community Emergency Preparedness Fund	Union of BC Municipalities	Dam Breach Analysis- Chapman Lake, Edwards Lake, McNeil Lake, and Harris Lake	\$143,000	Approved	A, B, D, E, F, DOS
Community Resiliency Investment Program	Union of BC Municipalities	FireSmart Economic Recovery Fund	\$455,737	Approved	Regional

Local Government Development Approvals Program Fund	Union of BC Municipalities	Planning Enhancement Project	\$253,000	Approved	A,B,D,E,F
Canada Summer Jobs 2021	Employment and Social Development Canada	Parks Maintenance Worker and Junior Estimator Construction Summer Students	\$8,778	Approved	A,B,D,E,F

### *Pending Grant Applications*

Below is an updated summary of pending grant applications submitted or in progress for which no notification has been received to date:

<b>Program Name</b>	<b>Administered By</b>	<b>Project</b>	<b>Funding Request</b>	<b>Submission Date</b>	<b>Area(s) Affected</b>
Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Sechelt Aquatic Centre Building Review and Energy Efficient Improvement	\$230,989	November 12, 2020	Regional
Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Woodcreek Park Wastewater Treatment Plant System Upgrade	\$769,000	October 21, 2020	Area E

### *Grants Received and in Progress*

The table below summarizes approved grant funding for project works and programs which are currently planned or in progress or which are substantially complete pending submission of a final grant claim and report:

<b>Program Name</b>	<b>Administered By</b>	<b>Project</b>	<b>Approved Funding</b>	<b>Project Completion Deadline</b>	<b>Area(s) Affected</b>
Community Resiliency Investment Program	Union of BC Municipalities	Sunshine Coast FireSmart Project	\$455,738	June 3, 2022	Regional
Community Emergency Preparedness Fund	Union of BC Municipalities	Emergency Operations Centers and Training - SCRD EOC/Mass Communications Project	\$24,635	October 29, 2021	Regional
Local Government Development Approvals Program Fund	Union of BC Municipalities	Planning Enhancement Project	\$253,000	August 15, 2023	A,B,D,E,F
Infrastructure Planning Grant Program	BC Ministry of Municipal Affairs and Housing	Waste Water Feasibility Studies (Greaves, Merrill)	Greaves - \$6,500 Merrill - \$6,500	March 31, 2022	Area A

Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Coopers Green Hall Replacement	\$2,013,641	December 31, 2025	Area B
COVID-19 Safe Restart Grant for Local Government	BC Ministry of Municipal Affairs and Housing	Allocated to various projects for 2021-2022	\$521,000	December 31 2022	All
BC Transit COVID-19 Safe Restart	BC Transit	Transit service (conventional and custom)	\$814,614	Est. December 31, 2023	B, D,E, F, ToG, DoS, SIGD
Healthy Watersheds Initiative Grant	Real Estate Foundation of BC	Regional Watershed Management Planning	\$125,000	December 15, 2021	Regional
Canada Summer Jobs 2021	Employment and Social Development Canada	Parks Maintenance Worker and Junior Estimator Construction Summer Students	\$8,778	February 26, 2022	A,B,D,E,F
Community Emergency Preparedness Fund	Union of BC Municipalities	Dam Breach Analysis- Chapman Lake, Edwards Lake, McNeil Lake, and Harris Lake	\$143,000	July 29, 2022	A, B, D, E, F, DOS

### *Completed Grants*

The table below is a summary of recently completed grants:

<b>Program Name</b>	<b>Administered By</b>	<b>Project</b>	<b>Funding Received</b>	<b>Completion Date</b>	<b>Area(s) Affected</b>
Community Resiliency Investment Program	Union of BC Municipalities	Community Wildfire Protection Plan – Regional Application	\$114,850	June 30, 2021	Regional
Community Emergency Preparedness Fund	Union of BC Municipalities	Volunteer and Composite Fire Department Equipment and Training - SCRD Wildfire Resiliency Project	\$100,000	May 28, 2021	A, B, D, E, F, and TOG
Community Emergency Preparedness Fund	Union of BC Municipalities	Emergency Support Services – ESS 20/20 (Equipment and Training)	\$8,259.50	August 31, 2021	Regional

### *Upcoming Opportunities*

Staff continuously seek out and monitor grant funding opportunities that align with approved or future planned projects identified in long-term capital plans. Approximately 75 grant programs and funding streams are tracked on an ongoing basis.

At present, there are several open intakes under separate funding streams. Staff are currently reviewing opportunities that align with grant program guidelines and will bring forward a subsequent report to committee with recommended projects to proceed to the application stage.

The Go Electric Fleets Program is an initiative intended to support public and private light-duty fleet transition to zero-emission vehicles. This program offers various approaches to help applicants in adopting zero-emission vehicles through financial and technical support. Rebates are available to B.C. registered companies, Indigenous and Local governments, and public sector organizations with light-duty fleet vehicles. Staff are currently looking into purchasing EV Chargers and utilizing the EV Charger rebate offered under this program. Staff are also looking to pursue a facility assessment and facility improvement rebate offered under this program. Given that the scope of these projects is yet to be determined, these opportunities have not been included in the 2021-2025 Financial Plan.

#### *Financial Implications*

Grants received and in progress have been incorporated into the 2021-2025 Financial Plan. Staff will bring a further report detailing any financial implications if the SCRD is successful in receiving funding for any of the pending grant applications.

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

Staff are continuously monitoring for grant funding opportunities that align with the Board's Strategic Plan and departmental work plans and will bring forward further reports with details on any new application intakes and opportunities as program details are announced.

### **STRATEGIC PLAN AND RELATED POLICIES**

Reviewing grant opportunities for projects identified in the Strategic Plan or capital plans is consistent with the Financial Sustainability Policy and embodies the spirit of the Mission Statement "To provide leadership and quality services to our community through effective and responsive government."

### **CONCLUSION**

The SCRD applies regularly for grants available to undertake projects in every department each year that align with the Financial Plan and/or the Board's Strategic Plan.

Details on recent application notifications, pending grant applications, grants received and in progress and completed grants are provided for information.

Staff are continuously monitoring for new funding opportunities and will report back on new application intakes and opportunities as program details are announced.

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