



**SUNSHINE COAST REGIONAL DISTRICT  
FINANCE COMMITTEE  
REVISED AGENDA**

Monday, November 25, 2024, 9:30 a.m.

Tuesday, November 26, 2024, 9:30 a.m.

**IN THE BOARDROOM OF THE SUNSHINE COAST  
REGIONAL DISTRICT OFFICES AT 1975 FIELD ROAD, SECHELT, B.C.**

---

	<b>Pages</b>
<b>1. CALL TO ORDER</b>	
<b>2. AGENDA</b>	
2.1 Adoption of Agenda	
<b>3. PRESENTATION AND DELEGATION</b>	
3.1 2025 Round 1 Budget Overview Chief Administrative Officer / Chief Financial Officer <b>(Voting - All Directors)</b>	
3.2 Heather Evans-Cullen, Library Director and Rob Bennie, Board Chair, Gibsons and District Public Library Regarding: 2025 Budget Request <b>(Voting - D, E, F and Gibsons)</b>	5
3.3 Renee Pelletier, Treasurer, Skookumchuck Museum / Egmont Heritage Centre Regarding: 2025 Budget Request <b>(Voting - All Directors)</b>	13
3.4 Nick Gaskin, Executive Director and John Rathbone, Finance and Administration Manager, Pender Harbour Health Centre Regarding: 2025 Budget and Capital Project Request <b>(Voting - All Directors)</b>	15
3.5 Denise Woodley, Director of Program and Staff Development and Shayne Forster, Lead of Youth Services, Sunshine Coast Community Services Regarding: 2025 Budget Request for Youth Outreach Worker Program <b>(Voting - Electoral Areas' Grant-in-Aid individual Functions [121-129] - All         Directors)</b>	41
<b>4. REPORTS</b>	
4.1 Community Partners - 2025 Budget Requests Chief Administrative Officer / Chief Financial Officer <b>(Voting - Various Depending on Function)</b>	66
4.2 Draft Corporate Work Plan Update Chief Administrative Officer / Chief Financial Officer <b>(Voting - All Directors)</b>	69

4.3	Canada Community-Building Fund - Community Works Funds Scope Update Manager, Budgeting and Grants <b>(Voting - All Directors)</b>	91
4.4	Growing Communities Fund Update Manager, Budgeting and Grants <b>(Voting - All Directors)</b>	97
4.5	2024 Project Carry-forward Requests Senior Leadership Team <b>(Voting - All Directors)</b>	102
4.6	2025 Proposed Projects Spreadsheets	110
4.7	2025 Round 1 Budget Proposal - Regional Water Services [370] Manager, Utility Services Manager, Capital Projects General Manager, Infrastructure Services <b>(Voting - A, B, D, E, F and Sechelt)</b>	125
4.8	2025 Round 1 Budget Proposal - Water Services [365, 366, 370] Manager, Utility Services Manager, Capital Projects <b>(Voting - A, B, D, E, F, Sechelt and sNGD)</b>	139
4.9	2025 Round 1 Budget Proposal - Wastewater Treatment Plants [381-395] Manager, Utility Services <b>(Voting - All Directors)</b>	157
4.10	2025 Round 1 Budget Proposal - Feasibility - Area A [151] Manager, Utility Services <b>(Voting - All Directors)</b>	167
4.11	Solid Waste Management Plan Update - Inclusion of Long Range Disposal Options Manager, Solid Waste Services <b>(Voting - All Directors)</b>	169
4.12	2025 Round 1 Budget Proposal - Regional Solid Waste [350] Manager, Solid Waste Services <b>(Voting - All Directors)</b>	172
4.13	2025 Round 1 Budget Proposal - General Government [110] Chief Administrative Officer / Chief Financial Officer <b>(Voting - All Directors)</b>	181
4.14	2025 Round 1 Budget Proposal - Field Road Building Maintenance [114] Chief Administrative Officer / Chief Financial Officer <b>(Voting - All Directors)</b>	184
4.15	2025 Round 1 Budget Proposal - Human Resources [115] Senior Manager, Human Resources <b>(Voting - All Directors)</b>	188
4.16	2025 Round 1 Budget Proposal - Information Services [117] Manager, Information Services	191

	<b>(Voting - All Directors)</b>	
4.17	2025 Round 1 Budget Proposal - Corporate Fleet Rate Increase [210, 212, 216, 218, 313, 370, 650] General Manager, Community Services <b>(Voting - All Directors)</b>	193
*4.18	Sunshine Coast Regional District (SCRD) Volunteer Fire Departments [210, 212, 216, 218] - Firefighter Compensation Action Plan Project Results General Manager, Planning and Development <b>(Voting - A, B, D, E, F, Gibsons)</b>	195
4.18.1	2025 Round 1 Budget Proposal - Gibsons and District Fire Protection [210] Fire Chief <b>(Voting - E, F and Gibsons)</b>	221
4.19	2025 Round 1 Budget Proposal - Roberts Creek Fire Protection [212] Fire Chief <b>(Voting - All Directors)</b>	226
4.20	2025 Round 1 Budget Proposal - Halfmoon Bay Fire Protection [216] Fire Chief <b>(Voting - All Directors)</b>	231
4.21	2025 Round 1 Budget Proposal - [218] Egmont and District Fire Protection Senior Manager, Protective Services <b>(Voting - All Directors)</b>	236
4.22	2025 Round 1 Budget Proposal - Emergency Telephone 911 [220] General Manager, Planning and Development <b>(Voting - All Directors)</b>	239
4.23	2025 Round 1 Budget Proposal - Public Transit [310] Manager, Transit Services <b>(Voting - B, D, E, F, Gibsons, Sechelt, sNGD)</b>	244
4.24	2025 Round 1 Budget Proposal - Public Transit and Fleet Maintenance Facility [310 and 312] General Manager, Community Services <b>(Voting - All Directors)</b>	250
4.25	2025 Round 1 Budget Proposal - Building Maintenance [313] Manager, Facility Services <b>(Voting - All Directors)</b>	253
4.26	2025 Round 1 Budget Proposal - Mason Road Yards [315] General Manager, Community Services <b>(Voting - All Directors)</b>	255
4.27	2025 Round 1 Budget Proposal - Ports Services [345] General Manager, Community Services <b>(Voting - B, D, E, F)</b>	258
4.28	2025 Round 1 Budget Proposal - Recreation Facilities [615] Manager, Facility Services Manager, Recreation Services	261

**(Voting - B, D, E, F, Sechelt, Gibsons, sNGD)**

- |      |   |     |
|------|---|-----|
| 4.29 | 2025 Round 1 Budget Proposal - Pender Harbour Aquatic and Fitness Centre [625]<br>Manger, Recreation Services<br><b>(Voting - All Directors)</b>  | 268 |
| 4.30 | Cliff Gilker Bridges and Trails Remediation (Park Recovery Project) Options<br>Manager, Parks Services<br><b>(Voting - A, B, D, E, F)</b>         | 271 |
| 4.31 | 2025 Round 1 Budget Proposal - Community Parks [650]<br>Manager, Parks Services<br><b>(Voting - A, B, D, E, F)</b>                                | 276 |
| 4.32 | 2025 Round 1 Budget Proposal - Dakota Ridge Recreation Service Area [680]<br>Manager, Parks Services<br><b>(Voting - All Directors)</b>           | 284 |
| 4.33 | 2025 Round 1 Budget Proposal - Regional Sustainability Services [136]<br>Manager, Sustainable Development<br><b>(Voting - All Directors)</b>      | 287 |
| 4.34 | 2025 Round 1 Budget Proposal - Hillside Development Project [540]<br>General Manager, Planning and Development<br><b>(Voting - All Directors)</b> | 291 |

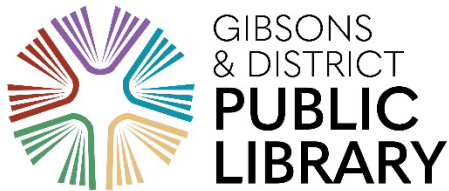
**5. COMMUNICATIONS**

**6. NEW BUSINESS**

**7. IN CAMERA**

THAT the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a), (c), (e) and (k) of the *Community Charter* - "personal information about an identifiable individual...", "labour relations or other employee relations", "the acquisition, disposition or expropriation of land or improvements...." and "negotiations and related discussions respecting the proposed provision...".

**8. ADJOURNMENT**



470 South Fletcher Road  
 Gibsons, B.C.  
 V0N -1V0  
 604-886-2130  
[www.gibsonslibrary.ca](http://www.gibsonslibrary.ca)

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

RE: Gibsons & District Public Library 2025 Budget Submission

Dear Tina,

Please find enclosed the Gibsons & District Public Library (GDPL) Annual 2025 Budget with notes, the 2025 to 2027 Projected Budget that includes our current financial position, and January to September GDPL 2024 Data Highlights. On behalf of the GDPL Association, this submission is presented for your consideration and support.

With the support of the SCRD, the Provincial Libraries Branch, the Gibsons & District Library Foundation, a dedicated library board, staff and volunteers, GDPL will continue to connect our community to the world of culture, information and ideas, and improve quality of life. With the ongoing support of the Sunshine Coast Regional District, in 2025, we will continue to provide the valuable Library services that are so cherished by our community.

We request that all the attachments aforementioned accompany the Budget figures to the Area Directors for information and discussion. If you require further information or if you have any questions please do not hesitate to contact me at 604-886-2130

Sincerely,

A handwritten signature in black ink, appearing to read "Heather Evans-Cullen", written over a light blue horizontal line.

Heather Evans-Cullen, MLIS  
 Library Director

**We are grateful to be situated on the unceded ancestral lands of the Skwxwú7mesh (Squamish) Nation.**

## Gibsons & District Public Library Annual Budget Request for 2025

Revenue	2024 Operational Budget	2025 Operational Budget Request	Percentage Increase	Notes
SCRD	\$798,135	\$836,806	4.8%	<i>We continue to actively advocate for increased Annual provincial funding to B.C. libraries.</i>
Grants	\$72,385	\$69,855		
Library Revenue	\$30,000	\$30,000		
Foundation	\$5,000	\$5,000		
<b>Total Operational Revenue</b>	<b>\$905,520</b>	<b>\$941,661</b>		
Transfer from Enhancement Grant	\$73,892	\$45,594		
<b>Total Budget</b>	<b>\$979,412</b>	<b>\$991,255</b>	<b>1.2%</b>	
<b>Expenses</b>				
Materials & Services	\$104,625	\$106,717	2%	
Programming	\$16,200	\$16,200	0%	
Office	\$35,833	\$35,833	0%	
Equipment/Maintenance	\$10,000	\$8,000	-20%	
Facility	\$49,611	\$50,611	2%	
Personnel	\$727,583	\$755,394	3.8%	<i>This increase is to cover the cost of negotiated wage increases in the collective agreement, and increased Pacific Blue Cross benefits</i>
Development	\$8,560	\$9,500	11%	<i>Our staff team need ongoing up to date training on how to deal with hostile behaviours and de-escalate conflict. First aid training is also essential.</i>
Capital Asset Purchases	\$5,000	\$1,000	-80%	
Truth & Reconciliation	\$3,000	\$3,000	0%	
Library Enhancements & Community Engagement	\$19,000			
Bargaining Collective Agreement		\$5,000		
<b>Total Operating Expenses</b>	<b>\$979,412</b>	<b>\$991,255</b>	<b>1.2%</b>	



## **2025 Budget Submission Notes for GDPL**

The Gibsons & District Public Library is a vibrant hub for digital access, learning and community events, offering a range of services that go far beyond books. Our library is a cornerstone of our community, a place where everyone can find valuable resources, personal development and connection. Our services are constantly evolving to meet the aspirations and needs of local residents.

With 8,251 active patrons, 64% of our service population- we are one of the most highly used libraries per capita in B.C. A community engagement survey was conducted by our library from July to October of this year, with over 200 respondents. 98% of respondents said they highly value the library's services and resources with 47% being extremely satisfied with what the library provides, and 38% being very satisfied.

100% of the responses to the question of whether people were supportive of our library receiving increased funding from all levels of government in the future was yes. Comments included:

"It is the only free, open public space and service available to absolutely everyone in our community. No one has to pay to use your services...it is a foundation for education, maintaining democracy and sharing information to make our community strong"

"The library is a critical component of a vibrant, healthy community and an informed populace- I support continued and additional funding".

"Gibsons is an excellent library that does amazing things within a limited space."

From our growing Library of Things and STEAM Kits, to tech support, to exam proctoring, to our programming for new Canadians, we work to bring people the resources they need to better their lives.

We understand that the SCRD has many priorities to manage, and we want to thank you for your support. Please feel confident that every dollar invested in our services translates to a much higher value for our community. Taxpayers value, enjoy and rely on our services, and we hope we can continue to meet their needs with your support.

<b>Gibsons and District Public Library</b>	<b>2024 Budget</b>	<b>January to September 2024 Actual Expenses</b>	<b>2025 Budget</b>	<b>% Chg</b>	<b>2026</b>	<b>2027</b>
<b>REVENUE</b>						
<b>SCRD</b>						
<b>Total</b>	<b>\$798,135</b>		<b>\$836,806</b>	<b>4.8%</b>	<b>\$859,111</b>	<b>\$893,111</b>
<b>Grants</b>						
Libraries Branch: operating & resource sharing grants	\$43,287		\$43,287		\$71,000	\$71,000
Libraries Branch: one card & equity grants	\$20,955		\$20,955		\$20,955	\$20,955
Other grants	\$20,098		\$5,000		\$6,050	\$8,000
<b>Subtotal, Grants</b>	<b>\$84,340</b>		<b>\$69,242</b>		<b>\$98,005</b>	<b>\$99,955</b>
<b>Library Revenue</b>						
Fundraising & Donations	\$19,551		\$19,551		\$5,100	\$5,100
Gibsons & District Library Foundation	\$5,000		\$5,000		\$6,000	\$6,000
Fees & charges	\$10,000		\$11,062		\$9,850	\$9,850
Total Library Revenue	<b>\$34,551</b>		<b>\$35,613</b>		<b>\$20,950</b>	<b>\$20,950</b>
<b>TOTAL REVENUE</b>	<b>\$917,026</b>		<b>\$941,661</b>		<b>\$997,260</b>	<b>\$1,012,210</b>
<b>Enhancement Grant</b>	\$62,386		\$49,594			
<b>Total</b>	<b>\$979,412</b>		<b>\$991,255</b>	<b>1.2%</b>	<b>\$997,260</b>	<b>\$1,012,210</b>
<b>OPERATING EXPENSES</b>	<b>2024</b>		<b>2025</b>		<b>2026</b>	<b>2027</b>
<b>Materials &amp; Services</b>						
Materials/databases	\$92,125	\$75,255	\$91,177		\$98,317	\$98,500
Public Internet	\$1,350	\$2,785	\$3,500		\$1,600	\$1,700
Courier to Sechelt	\$1,800	\$2,082	\$2,000		\$1,950	\$2,000
Inter-library loans	\$1,700	\$3,058	\$1,900		\$1,800	\$1,850
Integrated library system and RFID	\$7,650	\$4,027	\$8,140		\$7,800	\$7,800
<b>Total Materials &amp; Services</b>	<b>\$104,625</b>	<b>\$87,207</b>	<b>\$106,717</b>		<b>\$111,467</b>	<b>\$111,850</b>
<b>Programming</b>						
Programming	\$9,200	\$8,754	\$9,200		\$10,150	\$10,400
InterLINK	\$4,300	\$2,788	\$4,300		\$4,800	\$5,000
Volunteer & Staff appreciation	\$2,700	\$3,392	\$2,700		\$3,200	\$3,500
<b>Total Programming</b>	<b>\$16,200</b>	<b>\$14,934</b>	<b>\$16,200</b>		<b>\$18,150</b>	<b>\$18,900</b>



<b>Office</b>						
Advertising & Promotion	\$4,800	\$3,838	\$4,800		\$4,100	\$4,500
Accounting fees	\$9,000	\$8,116	\$9,000		\$8,100	\$8,200
Dues & Fees	\$1,900	\$1,412	\$1,900		\$1,500	\$1,600
Telephone & Internet	\$4,900	\$3,658	\$4,900		\$3,450	\$3,500
Library processing supplies	\$7,433	\$6,385	\$7,433		\$6,500	\$6,700
Office supplies & Postage	\$7,800	\$7,421	\$7,800		\$7,000	\$7,200
<b>Total Office</b>	<b>\$35,833</b>	<b>\$30,830</b>	<b>\$35,833</b>		<b>\$30,650</b>	<b>\$31,700</b>
<b>Equipment and Maintenance</b>						
Maintenance	\$3,200	\$5,773	\$3,200		\$3,500	\$3,600
Photocopier	\$1,000	\$922	\$1,000		\$1,700	\$1,800
Computers and IT	\$5,800	\$9,615	\$2,800			
<b>Total Equipment and Maintenance</b>	<b>\$10,000</b>	<b>\$16,310</b>	<b>\$7,000</b>		<b>\$5,200</b>	<b>\$5,400</b>
<b>Facility</b>						
Hydro & Gas	\$25,830	\$9,015	\$25,930		\$28,900	\$29,000
Water/Sewer	\$875	\$1,077	\$975		\$950	\$975
Maintenance & Repair	\$18,631	\$20,592	\$19,200		\$20,750	\$20,750
Security	\$860	\$481	\$900		\$890	\$970
Insurance	\$3,415	\$2,741	\$3,606		\$3,800	\$3,900
<b>Total Facility</b>	<b>\$49,611</b>	<b>\$33,906</b>	<b>\$50,611</b>		<b>\$55,290</b>	<b>\$55,595</b>
<b>Personnel</b>						
Wages & Salaries	\$591,380	\$436,383	\$616,867		\$620,456	\$635,016
EI, CPP & WCB	\$45,849	\$35,727	\$45,849		\$40,300	\$41,200
Benefits & Pension	\$90,354	\$68,590	\$92,678		\$99,980	\$99,990
<b>Total Personnel</b>	<b>\$727,583</b>	<b>\$540,700</b>	<b>\$755,394</b>		<b>\$762,736</b>	<b>\$776,206</b>
<b>Development</b>						
Staff	\$3,660	\$4,685	\$4,400		\$5,467	\$4,259
Mental Health Fund	\$3,500	\$2,714	\$3,500		\$3,600	\$3,600
Board	\$1,400	\$1,003	\$1,600		\$1,700	\$1,700

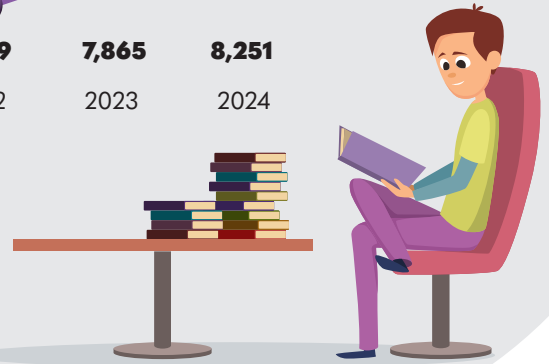
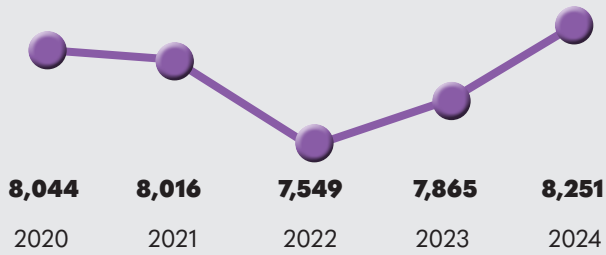
<b>Total Development</b>	\$8,560	\$8,402	\$9,500		\$10,767	\$9,559
<b>Truth and Reconciliation Programming &amp; Resources</b>	\$3,000	\$2,800	\$4,000		\$3,000	\$3,000
<b>Library Enhancements</b>	\$23,000	\$23,822				
Union Bargaining/AMORTIZATION	\$0		\$5,000			
<b>Total Other</b>						
<b>CAPITAL ASSET PURCHASES</b>	\$1,000	\$1,005	\$1,000			
<b>Total Operating</b>	\$979,412	\$759,916	\$991,225	1.2%	\$997,260	\$1,012,210

# ANNUAL DATA COMPARISON

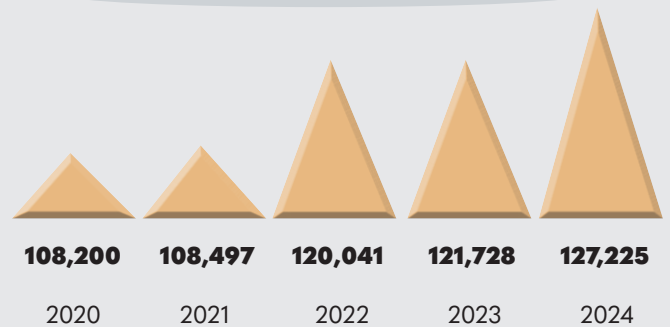
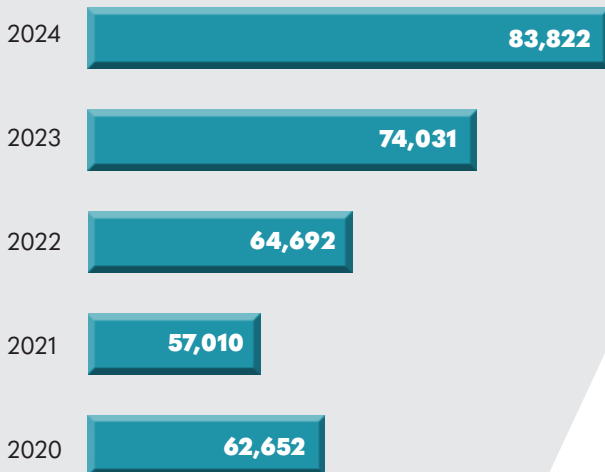
p.1

Based on 9-month data from January to September

## active patrons



## in-person visits



## circulation



GIBSONS & DISTRICT  
PUBLIC LIBRARY

Page 11 of 293

*free membership  
to a million possibilities*



Printed on recycled paper

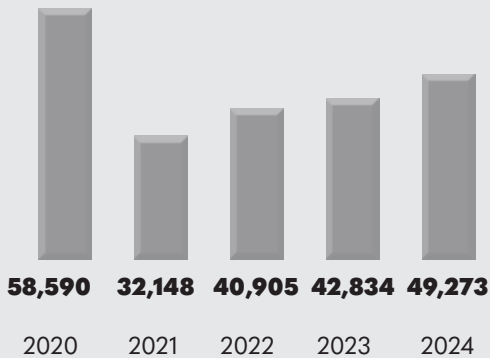
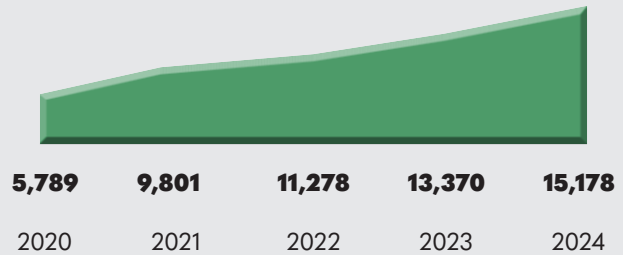
# ANNUAL DATA COMPARISON

p.2

Based on 9-month data from January to September



## wifi logins



## database use

## computer use



GIBSONS & DISTRICT  
**PUBLIC LIBRARY**

*free membership  
to a million possibilities*



Skookumchuck Museum / Egmont Heritage Centre

2024 ACTUAL REVENUE

Admission & Donations			Gift shop & sales	Grand Reopening	Memberships	Egmont Day	Garage Sale
	CAD	USD	Net Sales				
January							
February							
March							
April							
May							
June 28	1160						
July 12	1050						
July 31	786.66						
Aug 26	2176.8	135					
Sept 26	1612.34	60					
October	455.85	24					
November							
December							
TOTAL	7241.65	219					
GRAND TOTAL							

	ACTUAL	2023	2024	BUDGET 2025
Operating Grant SCRD		42000	50,000.00	55,000.00
Other Grants				
Admission & Donations		8352	7,242	8,000
Gift Shop Sales		12827	17,724.34	18,000.00
Memberships		100	65	100
EVENTS		0	1382	2000
sub total w/o grants		21,279	26,413	
<b>TOTAL REVENUE</b>		<b>63,282.46</b>	<b>76,413.34</b>	83,100.00

Skookumchuck Museum / Egmont Heritage Centre				
				EXPENSES
	2023 actual	2024 ACTUAL	2025 PROJECTION	
<b>utilities:</b>				
BC Hydro	2375.13	2977.6	3275	
Telus phone	1623.74	1821.95	2004	
Telus/ ADT Alarm	3662.82	604.12	665	
Raincoast Internet	803.2	594.48	800	
website			1000	
SCRD Water	484.47	750.16	825	
<b>TOTAL</b>		<b>6748.31</b>	<b>8569</b>	
<b>maintenance &amp; repairs:</b>				
cleaning & washroom supplies	1906.53	465.38	1000	
building maintenance	11889.12	926.01	1000	
grounds keep		400	5000	
garbage removal		35.96	200	
<b>TOTAL</b>		<b>1827.35</b>	<b>7200</b>	
<b>staffing:</b>		approx number		
wages & remittances	26461.24	37,929	45500	
work safe bc	171.03	119.66	132	
<b>TOTAL</b>		<b>38,049</b>	<b>45632</b>	
<b>office overhead:</b>				
accounting & legal	0	0	300	
tourism development	0	0	200	
advertising & promotion (Tourist Guide)	446.25	526.65	600	
Westland Insurance	4410	4741	5300	
office supplies	605.99	206.41	600	
gift shop inventory & supplies	8611.28	7502.07	10000	
display, archives legacy, supplies	0	0		
fundraising expenses (re-opening)	0	2519.86	4000	
dues & fees	124.1	0	0	
Square costs	299.4	\$317	400	
misc	0	0	100	
Acquisitions (Leonard Silvey)	0	3650	0	
<b>TOTAL</b>		<b>19462.99</b>	<b>21500</b>	

\$ 66,087.65 \$ 82,901.00



PO Box 308  
 Madeira Park, BC V0N 2H0  
 Phone: 604-883-2764  
 FAX: 604-883-2780

[admin@penderharbourhealth.com](mailto:admin@penderharbourhealth.com)

November 14, 2024

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

Dear Tina:

Attached please find our budget submission for the 2025-26 fiscal year. We have provided:

1. A summary of the effect of COVID-19 on 2024 business and forecast for 2025.
2. Current 2024 financial position (budget vs actuals) – including Attachment A
3. 2025 draft budget plans (2025 – 2030 proposed financial plan) – see Attachment B
4. Capital project funding update and request – including Attachment C
5. An overview of the services and programs that will be delivered in 2025.

### 1. Effect of COVID-19 on business

Covid 19 continues to have a profound effect on the services and finances of the health centre.

**Increased expenses:** Of the many programs that were closed for months during Covid, they are continuing to operate at full capacity. The nursing clinic, providing ambulatory, urgent, home care and lab services, continues to operate and support the community. We continue to experience a significant increase in palliative care hours. This sometimes can take away from our other programs as we are still experiencing a staff shortage in the nursing area, resulting in fewer available nurse hours.

We continue to experience a substantial increase in the cost of medical supplies because of the need for personal protective equipment and disinfection of equipment. Janitorial costs continue to increase because of the need for greater frequency and intensity of cleaning in the building.

**Financial losses:** We have experienced losses of revenue from:

- Our donations, in particular from the Health Care Auxiliary. Their donations provide close to 1/10<sup>th</sup> of the operating budget. Fortunately, the Auxiliary is anticipating pre-covid revenues going forward.
- Additional costs are incurred to support our physician's practice.
- Many of our supplier costs have increased 6- 10 % and our use of supplies has increased as well.

## **2. Current 2024 financial position – and see Attachment A**

### **Operational funding**

Fiscal 2025-2026 will be a year with a request for an increase for this year and next year. We completed year three of the three- year catch-up program we presented to the SCRD board in 2016 but find that Covid-19 recovery continues to create additional costs. For 2024-2025 we received a base grant of \$175,040, a \$10,000 increase. That is very much appreciated. For 2024-2025 we are managing all discretionary expenses and delaying expenditures wherever possible. We expect that our expenses will be **\$207,345** against our submitted 2024-2025 budget of **\$181,861**. This is an unfavorable variance of **\$25,483** to the planned budget and will result in a deficit of **\$32,305** after applying for our operating grant. We continue to seek ways to reduce costs in all areas but have experienced overruns in 1) Insurance of \$1,545; 2) Janitorial and Office has increased \$2,923 and \$2,190 respectively mainly due to COVID 19; 3) Utilities have increased \$910; 4) Grounds maintenance is an unfavorable \$2,505 and 5) Repair & maintenance costs are unfavorable by \$8,129. 6) Waste disposal is an unfavorable \$78 and up mainly due to fuel surcharges; 7) Advertising has increased this year due to the recruitment fee to find a replacement for our current physician who has still not been found. We currently have a semi-retired doctor filing in until a full-time doctor can be found. We are projecting overall operational expenses for 2024-2025 at **\$207,345**, which does not reflect efforts to contain/reduce operating costs and is consistent with our five-year plan.

In grant funding for 2025-2026 we are requesting an increase of **\$10,000** from **\$175,040** to **\$185,040**. And for 2026-2027 we are requesting an increase of \$7,000. This is in line with our now two-year catch-up plan. A baseline of **\$198,216** will enable PHHC to hold the gap between operational expenses versus grant funding and result in a projected deficit of only (**\$13,176**). With the building renovations planned (see capital projects updated below) and the resulting reduction in costs as a result i.e., utilities etc. should allow this deficit to be reduced. See five-year operational funding projection, attachment (B)

## **3. 2024 Draft Budget Plans (2023-2028) – see Attachment B**

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

1. **Update - Garage for wheelchair accessible van** –We now have 4 volunteer drivers who currently are helping those in need of transportation to their medical appointments. We have recently received a grant from the United Way to provide transit service for seniors 2-3 days per week from Egmont to Sechelt.
2. **Update – Capital Planning:** our current strategic plan includes refurbishing the physician wing of the health centre, while the plans for a new building are still on hold. The reason for this is that the Ministry of Health is not currently committing to new capital and operational funding requests, in light of the pandemic. We have a temporary part-time physician and are still actively searching for a full-time physician replacement. This gives us an opportunity to redesign the space and upgrade it with necessary infrastructure such as centralized heating and ventilation. With the need for greater infection control we will need to significantly upgrade this area of the building as it has no air flow. We will also be able to create more space for other community programming. We initiated a capital fundraising campaign at least two years ago. This has caused our advertising expense to increase this year as much as it has. We are still waiting to hear from the federal grant through **Green and Inclusive Community Buildings program** as we have expanded this capital project to include an upgrade for the whole building. This is our second attempt as our first application had been one of the last to be rejected so we have been able to reapply.



3. **Request** – Regarding the purchased flooring material for the entire building: - the balance is yet to be installed which includes the front office and physician wing. It will be completed when we renovate the physician wing. To date, we have spent \$47,000 on flooring (which is \$10,000 more than the grant funding we received from the SCRDR). This was due to the ever-increasing costs of materials and labour in construction. An additional expense came up when we renovated the public washrooms (with Federal funding). There was no shut-off on the water main outside the building and some expense was incurred to create one.

## 5. **Current services**

The services available at the Health Centre have not changed, with the exception that we have recruited a social worker and received Better at Home funding from the United Way. And have also recently hired a casual nurse for our team starting in January. This will help fill the gap we have had on our nursing side for the past couple of years. The physician clinic was very busy. There is a full practice and a wait list we are trying to fill with two doctors now. We are currently trying to recruit two physicians. We have the following:

### **Nursing services**

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

### **Allied, specialized RN and community programming including:**

- Dietician .2 FTE
- Diabetes RN .2 FTE
- LPN – Adult Day Program .2 FTE
- Chronic Disease Management RN .2 FTE
- Social Worker .5 FTE
- Mental health counsellor and psychiatrist once every two weeks (from VCH)
- Harbourside Friendships
- Pender Harbour Seniors Initiative.
- Better @ Home

**Community programming** includes the Harbourside Friendship group, Adult Day Program, Caregiver Support Group, Community Garden, Wheelchair accessible van and now Better @ Home. The facility is also used for community support groups such as 12 step groups, community education workshops, etc.

### **Fee for service professionals including:**

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

- Hearing Clinic

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

Sincerely,



**Nicholas Gaskin**  
**Executive Director**  
**Pender Harbour Health Centre**

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

**Pender Harbour & District Health Centre**  
**CURRENT FISCAL YEAR 2024-25**

	SCRD BUDGET 2024-25	PHHC ACTUAL YEAR TO DATE Sep 30 2024	PROJECTED YEAR END TO 3/31/25	DIFFERENCE	SCRD BUDGET 2025-26
Administration Cost	\$ 27,955	\$ 13,978	\$ 27,955	\$ -	\$ 29,297
Advertising & Promotion	6,087	7,830	10,874	4,787	10,000
Garbage & Hazardous Waste Disposal	5,500	2,828	5,578	78	5,800
Professional Fees	10,000	9,545	12,000	2,000	11,000
Grounds Maintenance	4,300	4,655	6,805	2,505	4,300
Insurance	13,000	8,045	14,545	1,545	15,000
Janitor Contract & Expenses	34,600	20,223	37,523	2,923	38,000
Office & Small Asset Purchases	7,912	6,146	10,102	2,190	7,912
Postage	684	287	697	13	684
Repair & Maintenance	29,000	22,629	37,129	8,129	34,000
Phone/Fax/Internet	5,224	2,704	5,316	92	5,224
Utilities	28,000	10,710	28,910	910	32,000
Vehicle- Wheelchair Assessable	5,000	2,500	5,000	0	0
GST	4,600	2,612	4,912	312	5,000
<b>TOTAL BUDGET</b>	<b>\$ 181,861</b>	<b>\$ 114,690</b>	<b>\$ 207,345</b>	<b>\$ 25,483</b>	<b>\$ 198,216</b>
COMMITTED GRANT	\$ 175,040		\$ 175,040		\$ 185,040 Request
PLANNED DEFICIT	\$ 6,821		\$ 32,305		\$ 13,176
			18%		7%

**Pender Harbour & District Health Centre**  
**PROPOSAL FOR THE 2025 -26 FISCAL YEAR**

Administration Cost	\$ 29,297
Advertising & Promotion	10,000
Garbage & Hazardous Waste Disposal	5,800
Professional Fees	11,000
Grounds Maintenance	4,300
Insurance	15,000
Janitor Contract & Expenses	38,000
Office & Small Asset Purchases	7,912
Postage	684
Repair & Maintenance	34,000
Phone/Fax/Internet	5,224
Utilities	32,000
Vehicle -Handicapped	0
GST	5,000
<b>TOTAL</b>	<b>\$ 198,216</b>

REQUESTED GRANT: \$ 185,040

Anticipated Deficit: -\$ 13,177

**Pender Harbour & District Health Centre**  
**PROPOSAL FOR THE 2025-26 FISCAL YEAR**

Administration Cost	\$	29,297
Advertising & Promotion		10,000
Garbage & Hazardous Waste Disposal		5,800
Professional Fees		11,000
Grounds Maintenance		4,300
Insurance		15,000
Janitor Contract & Expenses		38,000
Office & Small Asset Purchases		7,912
Postage		684
Repair & Maintenance		34,000
Phone/Fax/Internet		5,224
Utilities		32,000
Vehicle -Handicapped		-
GST		5,000

TOTAL \$ 198,216

REQUESTED GRANT: \$ 185,040

Anticipated Deficit: -\$ 13,177

## Pender Harbour & District Health Centre

### FIVE YEAR OPERATIONAL FUNDING PROJECTION

	2024-25 Current Year	2025-26	2026-27	2027-28	2028-29	2028-29
Administration Cost	27,955	29,297	29,736	30,182	30,635	31,095
Advertising & Promotion	6,087	10,000	10,150	10,302	10,457	10,614
Garbage & Hazardous Waste Disposal	5,500	5,800	5,887	5,975	6,065	6,156
Professional Fees	10,000	11,000	11,165	11,332	11,502	11,675
Grounds Maintenance	4,300	4,300	4,365	4,430	4,496	4,564
Insurance	13,000	15,000	15,225	15,453	15,685	15,920
Janitor Contract & Expenses	34,600	38,000	38,570	39,149	39,736	40,332
Office & Small Asset Purchases	7,912	7,912	8,031	8,151	8,273	8,398
Postage	684	684	694	705	715	726
Repair & Maintenance	29,000	34,000	34,510	35,028	35,553	36,086
Phone/Fax/Internet	5,224	5,224	5,302	5,382	5,463	5,545
Utilities	28,000	32,000	32,480	32,967	33,462	33,964
Vehicle-Wheel Chair Assessable	5,000	0	0	0	0	0
GST	4,600	5,000	5,075	5,151	5,228	5,307
<b>OPERATING BUDGET</b>	<b>181,862</b>	<b>198,216</b>	<b>201,190</b>	<b>204,208</b>	<b>207,271</b>	<b>210,380</b>
Budget figures are based on 1.5% increase/year from the 2025-2026 projected totals (Attachment A)						
<b>INCREASE REQUESTED</b>	<b>10,000</b>	<b>10,000</b>	<b>7,000</b>	<b>5.0%</b>	<b>5.0%</b>	<b>4.0%</b>
<b>SCRD GRANT</b>	<b>175,040</b>	<b>185,040</b>	<b>192,040</b>	<b>201,642</b>	<b>201,642</b>	<b>209,708</b>
<b>DEFICIT</b>	<b>6,822</b>	<b>13,176</b>	<b>9,150</b>	<b>2,566</b>	<b>5,629</b>	<b>672</b>
	<b>0.04</b>	<b>0.07</b>	<b>0.05</b>	<b>0.01</b>	<b>0.03</b>	<b>0.00</b>

## Pender Harbour &amp; District Health Centre

## HISTORICAL OPERATIONAL FUNDING

	Bylaw Grant	Actual Costs	Deficits
2002 - 2007	80,000/year		
2008 - 2010	95,000/year		
2010-2011	\$ 97,533	\$ 120,228	\$ 22,695
2011-2012	103,149	131,681	28,532
2012-2013	103,312	134,054	30,742
2013-2014	105,874	131,583	25,709
2014-2015	107,125	128,259	21,134
2015-2016	108,844	132,789	23,945
2016-2017	110,040	134,887	24,847
2017-2018	118,040	139,109	21,068
2018-2019	126,040	143,976	17,936
2019-2020	134,040	147,786	13,746
2020-2021	142,040	148,846	6,806
2021-2022	150,040	174,187	24,147
2022-2023	158,040	180,223	22,183
2023-2024	165,040	201,996	36,956
2024-2025	175,040	181,861	6,821
2025-2026 projected	185,040	198,216	13,176
<b>TOTALS</b>	<b>\$ 2,089,238</b>	<b>\$ 2,429,680</b>	<b>\$ 340,443</b>

## HISTORICAL CAPITAL PROJECT FUNDING

		Total Cost	SCRD Support	PHHC Cost
Nurses' emergency call system		\$ 13,900		\$ 13,900
BC Hydro PowerSmart upgrade		11,754	3,500	8,254
24/7 generator		95,689	20,000	75,689
Sprinkler system		56,727	16,727	40,000
HVAC upgrade, 2015-16		14,476	14,476	0
HVAC upgrade, 2014-15		3,530		3,530
HVAC upgrade, 2013-14		6,342		6,342
HVAC upgrade, 2012-13		4,256		4,256
Community garden 2015		4,742		4,742
New furnace	2016	8,897		8,897
Physio office	2017	5,277		5,277
Bear Fence	2017	2,256		2,256
New Furnace	2018	6,420		6,420
Parking	2018	8,324		8,324
Flooring *	2018	0	0	0
Computer	2018	1,678		1,678
Medical Equip	2018	10,715		10,715
Medical Equip	2019	13,945		13,945
Computer	2019	9,252		9,252
Vehicle - Handicapped	2020	65,000		65,000
Vehicle - Secure Storage	2020	20,000	20,000	0.00
Bathroom Reno- Handicap	2023	110,702		110,702
Flooring *	2023	47,128	37,726	9,402
Roof	2025	92,250		
<b>TOTALS</b>		<b>\$ 613,258</b>	<b>\$ 112,429</b>	<b>\$ 408,579</b>

\* Note : The flooring project has not started (total cost to replace flooring was \$47,127.60)

## PENDER HARBOUR & DISTRICT HEALTH CENTRE

### 2024 - 2025 BUDGET

#### DESIGNATED REVENUE

VCH Contract	\$	363,304
SCRD Grant	\$	175,040
Tenant Income	\$	69,141
Seniors Health Diabetes		71,492
Other Programs		198,729
Harbourside Friendships		16,000
Pender Harbour Seniors Initiative		43,346
TOTALS	\$	937,052

#### NON DESIGNATED FUNDS

Donations & Bequests		60,000
Membership		600
Auxiliary		60,000
Marketing		0
Interest Income		3,800
Endowment Fund Interest		14,300
Tray Fees/Private Medical		200
TOTALS	\$	138,900

**TOTAL REVENUE** \$ **1,075,952**

#### MEDICAL EXPENSES

Courier	\$	7,500
Delivery / Fuel Surcharge	\$	1,500
Medical Supplies	\$	40,000
Office Expenses	\$	15,000
Home Care Mileage	\$	7,000
Staff Development	\$	6,500
Wages & Benefits	\$	447,000
TOTALS	\$	524,500

#### PHHC PROGRAMS

Harbourside Friendships, Aux. Support	\$	12,000
Harbourside Friendships Program		4,000
Pender Harbour Seniors Initiative Program		43,346
Better at Home Program		95,380
Hospice/Bereavement Programs		300
Adult Day Care Program		16,929
Palliative On Call		8,000
Women's Wellness/ NP Support		0
Youth Clinic		13,374
Seniors Health -Diabetes		71,492
Other Programs CC CDM ADP SW		73,046

PHSI Support	2,000
Additional Staff Development	6,000
Emergency Prep/Response Program	500
General Program Support	13,000
<b>TOTALS</b>	<b>\$ 359,367</b>

**OPERATIONAL EXPENSES & SPECIAL PROJECTS**

Administration Costs	\$ 172,000
Advertising & Publicity	\$ 18,000
Garbage	\$ 5,000
Hazardous Waste Disposal	\$ 900
Grounds Maintenance	\$ 3,000
Community Garden	\$ 400
Insurance	\$ 15,500
Janitor Contract	\$ 36,000
Janitorial Supplies	\$ 5,000
Office Exp, Supplies, Security, Dues, Fees	\$ 15,000
Postage	\$ 600
Mortgage Interest Payment, Property Tax	\$ 13,000
Legal, Accounting, Bank Charges	\$ 11,500
Repairs & Maintenance	\$ 35,000
Vehicle	\$ -
Phone/Fax/Internet	\$ 5,000
Utilities	\$ 27,000
<b>TOTALS</b>	<b>\$ 362,900</b>

**TOTAL EXPENSES** \$ 1,246,767

**NET OPERATIONAL INCOME (DEFICIT)** **-\$ 170,815**

**CASH FLOW**

Cash Flow From Operating Activities	-\$ 170,815
GST Recoverable	2,000
Capital Items	-420,000
Special Projects	420,000
Other?	-2,000
<b>ACTUAL USE OF CASH</b>	<b>-\$ 170,815</b>

**DETAIL RE: CAPITAL ITEMS AND SPECIAL PROJECTS**

Medical Equipment (Capital)	\$ -
Building Improvement- Floors	-420,000
EMR Transition (Special)	0
Parking (Special)	-2,000
<b>TOTALS</b>	<b>-\$ 422,000</b>

**Restricted funds are indicated by red font**



**Pender Harbour & District Health Centre Society**

**Financial Statements**

**(Unaudited)**

**March 31, 2024**

---

**Pender Harbour & District Health Centre Society**  
**Table of Contents**

**March 31, 2024**

---

**(Unaudited)**

---

	<b>Page</b>
Independent Practitioner's Review Engagement Report	2
Statement of Financial Position	3
Statement of Operations and Changes in Fund Balances	4
Statement of Fund Balances	5
Statement of Cash Flows	6
Notes to the Financial Statements	7 - 15

## Independent Practitioner's Review Engagement Report

To the Members of Pender Harbour & District Health Centre Society

We have reviewed the accompanying financial statements of Pender Harbour & District Health Centre Society (the "Society"), which comprise the statement of financial position as at March 31, 2024, and the statement of operations and changes in fund balances and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Practitioner's Responsibility*

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

### *Conclusion*

Based on our review nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of Pender Harbour & District Health Centre Society as at March 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### *Report on Other Legal and Regulatory Requirements*

As required by the Societies Act of British Columbia, we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

*Crowe MacKay LLP*

Sechelt, British Columbia  
September 26, 2024

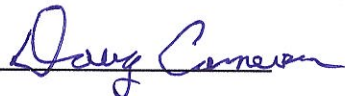
Chartered Professional Accountants


**Pender Harbour & District Health Centre Society**  
**Statement of Financial Position**

(Unaudited)

As at March 31	General Fund	Capital Fund	2024	2023
<b>Assets</b>				
<b>Current</b>				
Cash and cash equivalents	\$ 414,105	\$ -	\$ 414,105	\$ 129,150
Term deposits (Note 3)	739,968	-	739,968	718,049
Accounts receivable	20,674	-	20,674	12,624
GST recoverable	6,496	-	6,496	2,547
Prepaid expenses	9,868	-	9,868	16,221
	<b>1,191,111</b>	<b>-</b>	<b>1,191,111</b>	<b>878,591</b>
Externally restricted cash (Note 4)	4,568	162,837	167,405	255,222
Tangible capital assets (Note 5)	-	1,342,606	1,342,606	1,216,842
Deposit	2,500	-	2,500	2,500
	<b>\$ 1,198,179</b>	<b>\$ 1,505,443</b>	<b>\$ 2,703,622</b>	<b>\$ 2,353,155</b>
<b>Liabilities</b>				
<b>Current</b>				
Accounts payable and accrued liabilities (Note 6)	\$ 85,936	\$ -	\$ 85,936	\$ 95,314
Deferred contributions (Note 8)	144,120	387,163	531,283	514,247
Mortgage payable (Note 9)	-	179,475	179,475	179,475
Canada Emergency Business Account	-	-	-	40,000
	<b>230,056</b>	<b>566,638</b>	<b>796,694</b>	<b>829,036</b>
<b>Fund Balances</b>				
Internally restricted (Note 10)	968,123	-	968,123	600,976
Invested in capital assets	-	938,805	938,805	923,143
	<b>968,123</b>	<b>938,805</b>	<b>1,906,928</b>	<b>1,524,119</b>
	<b>\$ 1,198,179</b>	<b>\$ 1,505,443</b>	<b>\$ 2,703,622</b>	<b>\$ 2,353,155</b>

Approved on behalf of the Board of Directors:

Director 

Director 

**Pender Harbour & District Health Centre Society**  
**Statement of Operations and Changes in Fund Balances**

**(Unaudited)**

For the year ended March 31	General Fund	Capital Fund	2024	2023
<b>Revenues</b>				
Donations (Notes 7 & 12)	\$ 610,703	\$ -	\$ 610,703	\$ 610,468
VCHA Contract	367,567	-	367,567	307,269
Membership and miscellaneous	195	-	195	920
Other grants (Note 8)	264,553	16,830	281,383	260,835
Rentals and fees	113,827	-	113,827	103,727
Interest income	29,625	-	29,625	15,161
Operating allowance	168,846	-	168,846	159,818
	<b>1,555,316</b>	<b>16,830</b>	<b>1,572,146</b>	<b>1,458,198</b>
<b>Expenditures</b>				
Accounting and legal	9,713	-	9,713	12,901
Advertising and promotion	17,245	-	17,245	10,785
Amortization	-	56,969	56,969	66,028
Courier	9,236	-	9,236	7,960
Insurance	20,706	-	20,706	15,157
Interest on long-term debt	-	7,367	7,367	4,908
Medical supplies	48,408	-	48,408	50,750
Office	68,759	-	68,759	43,793
Program costs	122,393	-	122,393	73,487
Property taxes	1,097	-	1,097	921
Repairs and maintenance	70,115	-	70,115	75,771
Telephone	4,969	-	4,969	5,030
Training	855	-	855	1,156
Travel and accommodation	1,078	-	1,078	-
Utilities	32,377	-	32,377	23,577
Wages and benefits (Note 14)	718,050	-	718,050	610,358
	<b>1,125,001</b>	<b>64,336</b>	<b>1,189,337</b>	<b>1,002,582</b>
<b>Excess (deficiency) of revenue over expenditures</b>	<b>\$ 430,315</b>	<b>\$ (47,506)</b>	<b>\$ 382,809</b>	<b>\$ 455,616</b>

**Pender Harbour & District Health Centre Society**  
**Statement of Fund Balances**

(Unaudited)

For the year ended March 31	General Fund	Capital Fund	2024	2023
Balance, beginning of year	\$ 600,976	\$ 923,143	\$ 1,524,119	\$ 1,068,503
Excess (deficiency) of revenue over expenditures	430,315	(47,506)	382,809	455,616
Interfund transfers (Note 10)	(63,168)	63,168	-	-
<b>Balance, ending of year</b>	<b>\$ 968,123</b>	<b>\$ 938,805</b>	<b>\$ 1,906,928</b>	<b>\$ 1,524,119</b>

**Pender Harbour & District Health Centre Society**  
**Statement of Cash Flows**

**(Unaudited)**

<b>For the year ended March 31</b>	<b>2024</b>	<b>2023</b>
<b>Operating activities</b>		
Excess of revenue over expenditures	\$ 382,811	\$ 455,615
Adjustments for		
Amortization	56,969	66,028
Accrued interest on term deposits	(8,050)	(12,320)
<b>Total adjustments</b>	<b>48,919</b>	<b>53,708</b>
	<b>431,730</b>	<b>509,323</b>
Change in non-cash working capital items		
GST recoverable	(3,949)	237
Accounts payable and accrued liabilities	(9,379)	21,548
Deferred contributions	17,036	116,940
Prepaid expenses	6,353	(245)
	<b>441,791</b>	<b>647,803</b>
<b>Investing activities</b>		
Purchase of tangible capital assets	(182,733)	(14,737)
Decrease (increase) in restricted cash	87,816	(116,975)
Increase in term deposits	(21,919)	(713,996)
	<b>(116,836)</b>	<b>(845,708)</b>
<b>Financing activity</b>		
Repayment of CEBA loan	(40,000)	-
<b>Increase (decrease) in cash</b>	<b>284,955</b>	<b>(197,905)</b>
<b>Cash, beginning of year</b>	<b>129,150</b>	<b>327,055</b>
<b>Cash, end of year</b>	<b>\$ 414,105</b>	<b>\$ 129,150</b>

---

**Pender Harbour & District Health Centre Society**  
**Notes to the Financial Statements**

**(Unaudited)**

---

**March 31, 2024**

---

**1. Nature of operations**

Pender Harbour & District Health Centre Society (the "Society") is incorporated under the Society Act of British Columbia as a non-profit organization, and is a registered charity under the Income Tax Act. The Society's major activity is operating the local community health centre in Madeira Park, BC.

**2. Significant accounting policies**

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant policies are detailed as follows:

**(a) Fund accounting**

The Society follows fund accounting principles. The General Fund accounts for the Society's general operations of operating the community health centre. The Capital Fund reports the assets, liabilities, revenues and expenditures related to the Society's tangible capital assets.

**(b) Revenue recognition**

The Society follows the deferral method of accounting for contributions.

Unrestricted contributions are recognized as revenue in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions for future expenses are recognized as revenue in the year in which the related expenditures are incurred.

Restricted contributions for the purchase of tangible capital assets are recognized as revenue on the same basis as the amortization expense related to the acquired tangible capital assets.

Interest, rental and other revenues are recognized using the accrual method.

**(c) Tangible capital assets**

Tangible capital assets are recorded at the original cost. The Society provides for amortization using straight line basis over the expected useful lives of the assets at the rates indicated below:

Buildings	Straight-line	2.5%
Equipment	Straight-line	10%
Vehicles	Straight-line	30%
Paving and expansion design	Straight-line	8%
Computer equipment	Straight-line	20%



---

**Pender Harbour & District Health Centre Society**  
**Notes to the Financial Statements**

**March 31, 2024**

---

**(Unaudited)**

---

**2. Significant accounting policies, continued**

**(d) Impairment of long-lived assets**

The Society tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected undiscounted future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent carrying value exceeds its fair value.

**(e) Income taxes**

As a registered charity, the Society is exempt from taxes under Section 149 of the Income Tax Act and is able to issue donation receipts for income tax purposes. In order to maintain its status as a registered charity, the Society must meet certain requirements laid out in the Income Tax Act. In management's opinion, these requirements have been met.

**(f) Financial instruments**

**Initial measurement**

Financial assets originated or acquired or financial liabilities issued or assumed in an arm's length transaction are initially measured at their fair value. In the case of a financial asset or financial liability not subsequently measured at its fair value, the initial fair value is adjusted for financing fees and transaction costs that are directly attributable to its origination, acquisition, issuance or assumption. Such fees and costs in respect of financial assets and liabilities subsequently measured at fair value are expensed.

Financial assets or liabilities originated or exchanged in related party transactions except for those that involve parties whose sole relationship with the Society is in the capacity of management, are initially measured at cost. The cost of a financial instrument in a related party transaction depends on whether the instrument has repayment terms. If the instrument does, the cost is determined using the instruments undiscounted cash flows, excluding interest and dividend payments, less any impairment losses previously recognized by the transferor. Otherwise cost is determined using the consideration transferred or received by the Society in the transaction.

Transactions, with parties whose sole relationship with the Society is in the capacity of management, are accounted for as arm's length transactions.

---

**Pender Harbour & District Health Centre Society**  
**Notes to the Financial Statements**

**March 31, 2024**

---

**(Unaudited)**

---

**2. Significant accounting policies, continued**

**Subsequent measurement**

The Society subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in debt instruments, equity instruments and forward exchange contracts that are quoted in an active market, which are measured at fair value without any adjustment for transaction costs. Changes in fair value are recognized in net income in the period in which they occur.

Financial assets measured at cost or amortized cost include cash and cash equivalents, externally restricted cash, term deposits, and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, and mortgage payable.

**Transaction costs**

Transaction costs attributable to financial instruments subsequently measured at fair value and to those originated or exchanged in a related party transaction are recognized in income in the period incurred. Transaction cost for financial instruments originated or exchanged in an arm's length transaction that are subsequently measured at amortized cost are recognized in the original cost of the instrument and recognized in income over the life of the instrument using the straight-line method

**Impairment**

At the end of each reporting period, management assesses whether there are any indications that financial assets measured at cost or amortized cost may be impaired. If there is an indication of impairment, management determines whether a significant adverse change has occurred in the expected timing or the amount of future cash flows from the asset, in which case the asset's carrying amount is reduced to the highest expected value that is recoverable by either holding the asset, selling the asset or by exercising the right to any collateral. The carrying amount of the asset is reduced directly or through the use of an allowance account and the amount of the reduction is recognized as an impairment loss in operations. Previously recognized impairment losses may be reversed to the extent of any improvement. The amount of the reversal, to a maximum of the related accumulated impairment charges recorded in respect of the particular asset, is recognized in operations.

**(g) Measurement uncertainty**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the reported period. Actual results could differ from those estimates.

The significant estimates relate to estimated useful lives of tangible capital assets.

**Pender Harbour & District Health Centre Society**  
**Notes to the Financial Statements**

**March 31, 2024**

**(Unaudited)**

**2. Significant accounting policies, continued**

**(h) Cash and cash equivalents**

Cash and cash equivalents include cash and short-term investments with maturities of three months or less from their date of acquisition, which are readily convertible into a known amount of cash, and are subject to an insignificant risk to changes in their fair value.

**(i) Government assistance**

Government and other grants related to capital assets are accounted for as deferred government assistance and amortized on the same basis as the related tangible capital assets. Operating grants are accounted for as a reduction of operating expenses.

**3. Term deposits**

	<b>2024</b>	<b>2023</b>
Term deposits	\$ -	\$ -
Term deposit, at cost: interest rate of 3.25%, maturing April 24, 2024	276,468	-
Term deposit, at cost: interest rate of 4.60%, maturing August 4, 2024	463,500	-
Term deposit, at cost: matured May 19, 2023	-	268,049
Term deposit, at cost: matured August 4, 2023	-	450,000
	<b>\$ 739,968</b>	<b>\$ 718,049</b>

**4. Restricted cash**

The \$4,568 (2023 - \$3,180) of externally restricted cash in the operating fund is the residual amount of VCHA SMART grant received during the past few years for the purpose of financing future operating expenses of the Pender Harbour Seniors Initiative program.

The externally restricted cash of \$162,837 (2023 - \$252,042) in the capital fund relates to future purchases of medical equipment and building expansion, and renovations pursuant to the restriction of a specific donation or grant.

**Pender Harbour & District Health Centre Society**  
**Notes to the Financial Statements**

**March 31, 2024**

**(Unaudited)**

**5. Tangible capital assets**

	Cost	Accumulated amortization	2024 Net Book Value	2023 Net Book Value
Land	\$ 513,987	\$ -	\$ 513,987	\$ 513,987
Buildings	1,449,153	690,922	758,231	625,085
Equipment	182,954	135,173	47,781	46,862
Vehicles	63,989	63,989	-	6,399
Paving and expansion design	27,361	10,873	16,488	18,677
Computer equipment	47,071	40,952	6,119	5,832
	<b>\$ 2,284,515</b>	<b>\$ 941,909</b>	<b>\$ 1,342,606</b>	<b>\$ 1,216,842</b>

**6. Accounts payable and accrued liabilities**

	2024	2023
Accounts payable and accrued liabilities	\$ 27,083	\$ 15,516
Wages payable	26,825	47,840
Vacation payable	32,028	31,958
	<b>\$ 85,936</b>	<b>\$ 95,314</b>

**7. Capital Campaign**

The Society is in the development phase of the healthy building fund project to improve the building in order to better serve the community. Announced publicly in September 2021, the Society hopes to raise \$1.3 million for this project. The project will support the development of a strong, healthy community that will benefit Pender Harbour residents. See note 10 for current balance.

**Pender Harbour & District Health Centre Society**  
**Notes to the Financial Statements**

**March 31, 2024**

**(Unaudited)**

**8. Deferred contributions**

Related to operating activities:

	2024	2023
Balance, beginning of the year	\$ 147,981	\$ 134,040
Plus: amounts received related to the future years	949,682	718,471
Less: amounts recognized as revenue during the year	(953,543)	(704,530)
<b>Balance, end of the year</b>	<b>\$ 144,120</b>	<b>\$ 147,981</b>

Related to capital purchases:

	2024	2023
Balance, beginning of the year	\$ 366,266	\$ 263,267
Plus: amounts received related to the future years	37,727	126,032
Less: amounts recognized as revenue during the year	(16,830)	(23,033)
<b>Balance, end of year</b>	<b>\$ 387,163</b>	<b>\$ 366,266</b>

**9. Mortgage payable**

The Society holds a mortgage of \$179,475 (2023 - \$179,475) used to finance the acquisition of the adjacent land. The terms of the mortgage were renewed on November 25, 2023 maturing December 1, 2025; bearing fixed interest of 6.99% per annum (2023 - 2.75%), repayable in monthly interest-only payments, due on demand.

**Pender Harbour & District Health Centre Society**  
**Notes to the Financial Statements**

**March 31, 2024**

**(Unaudited)**

**10. Internal restrictions**

The board of directors of the Society allocated funding for a contingency reserve to provide financing for future operating costs for internal programs. The Society also set aside funding for the purposes of establishing a contingency fund to provide funds for planned capital expansion or expansion of services. Internally restricted funds include part of the GIC investment. The Society may not use these internally restricted amounts for any other purpose without the approval of the board of directors.

	2024	2023
Internally restricted cash	\$ -	\$ -
Capital expansion project fund	851,985	484,926
Contingency reserve fund	16,139	16,050
Contingency reserve guaranteed investment certificate	100,000	100,000
	<b>\$ 968,124</b>	<b>\$ 600,976</b>

**11. Endowment gift**

During the year, the Society transferred \$Nil (2023 - \$Nil) to the Sunshine Coast Foundation to fund the Pender Harbour & District Health Centre Society Endowment which is an agency fund held in perpetuity by the Foundation for the benefit of the Society. As at March 31, 2024, the balance of the endowment fund capital was \$333,487 (2023 - \$312,645).

The endowment fund assets belong to the Foundation and accordingly are not recognized as an asset of the Society. The endowment fund capital is held permanently and invested in accordance with the Foundation's investment policies. Distributable earnings from the endowment fund will be paid to the Society at least once a year. Should the Society discontinue its operations, ownership of the fund will remain with Sunshine Coast Community Foundation which will use the fund to benefit other health related organizations within Area A of the Sunshine Coast Regional District. If the Foundation ceases operations, the balance of the endowment fund would be returned to the Society.

The grants of distributable earnings from the endowment fund of \$14,490 (2023 - \$16,090) were recognized during the year.

**12. Related party transaction**

The Society received a donation of \$470,000 (2023 - \$37,000) from The AMS Foundation Ltd. which is controlled by one of the Directors of the Society.

This transaction is in the normal course of operations and has been valued in these financial statements at the exchange amount which is the amount of consideration established and agreed to by the related parties.

---

**Pender Harbour & District Health Centre Society**  
**Notes to the Financial Statements**

**March 31, 2024**

---

**(Unaudited)**

---

**13. Economic dependence**

The Society's operations are economically dependent on the continued support of the Vancouver Coastal Health Authority and the Sunshine Coast Regional District.

**14. Management remuneration**

During the year the Society had three (2023 - two) employees with total remuneration over \$75,000, for a total of \$329,381 (2023 - \$182,014). No remuneration was paid to any member of the Board of Directors. This disclosure is provided in accordance with the requirements of the Societies Act (BC).

**15. Financial instruments**

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

(a) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether the factors are specific to the instrument or all instruments traded in the market. The Society is exposed to market risk through its exposure to interest rate risk.

Increased economic uncertainty and changing inflation rates due to a range of economic factors has resulted in a change in market rate risk from the prior year. Uncertain economic conditions including events may result in a change in prime lending rates both nationally and internationally. The Society cannot predict changes in prime lending rates.

---

**Pender Harbour & District Health Centre Society**  
**Notes to the Financial Statements**

**March 31, 2024**

---

**(Unaudited)**

---

(b) Liquidity risk

The Society is subject to liquidity risk in the accounts payable and accrued liabilities of \$85,935 (2023 - \$95,314) and loans of \$179,475 (2023 - \$219,475). Liquidity risk is the risk that the Society cannot repay its obligations when they became due to its creditors. The Society reduces its exposure to liquidity risk by ensuring that it documents when authorized payments become due; maintains an adequate cash on hand balance to repay trade creditors and repays long-term debt interest as they become due. In the opinion of management the liquidity risk exposure to the Society is low.

Increased economic uncertainty and changing in inflation rates due to a range of economic factors has resulted in a change in liquidity risk from prior year. Uncertain economic conditions including events may result in a change in prime lending rates both nationally and internationally and create increased pressure on the Society's cash flows due to increase in inflation rates.

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

**16. Comparative amounts**

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.



<b>Name of Organization</b>	Sunshine Coast Community Service Society
<b>Date Created:</b>	05-Nov-24
<b>Revision Date:</b>	
<b>Budget Planning Year:</b>	2025
<b>Year to Date:</b>	April to September 2024

	2024 Budget	6 mth acutals to Sep-24	2023 Budget	Variance	% Variance 2024	2025	Financial Planning		2028	2029	NOTES:
							2026	2027			

**REVENUE:**

<b>Local Government Request</b>											
SCRD (Budget Proposal)	\$ 55,259.00	\$ 27,629.46	\$ 52,628.00	\$ 2,631.00	5%	\$ 59,127.00	\$ 61,492.00	\$ 63,952.00	\$ 65,871.00	\$ 67,847.00	2025 funding increase of 7% to match DOS increase
Budget Proposal (if required)				\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	
District of Sechelt (confirmed to 2025)	\$ 30,980.00	\$ 15,489.96	\$ 30,000.00	\$ 980.00	3%	\$ 33,220.00	\$ 34,549.00	\$ 35,931.00	\$ 37,009.00	\$ 38,119.00	2025 funding for DOS confirmed
Town of Gibsons (proposed)	\$ 15,808.00	\$ 7,904.00	\$ 15,656.00	\$ 152.00	1%	\$ 16,440.00	\$ 17,098.00	\$ 17,782.00	\$ 18,315.00	\$ 18,864.00	2025 and 2026 funding with TOG confirmed
One time only funding	\$ 10,000.00	\$ 5,000.00									
<b>Total Request</b>	<b>\$ 112,047.00</b>	<b>\$ 56,023.42</b>	<b>\$ 98,284.00</b>	<b>\$ 3,763.00</b>	<b>3%</b>	<b>\$ 108,787.00</b>	<b>\$ 113,139.00</b>	<b>\$ 117,665.00</b>	<b>\$ 121,195.00</b>	<b>\$ 124,830.00</b>	Our provincial funders have increased our contracts to account for the CSSEA wage grid increases. We are committed to fair and equitable wages across the organization and therefore have to increase our wage grid for all programs, not just provincially funded ones. We have reduced the increases after 2025 based on the prediction that inflation will slow.

**Grants**

-				\$ -	#DIV/0!						
-				\$ -	#DIV/0!						
<b>Sub Total Grants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Other Revenue**

-				\$ -	#DIV/0!						
-				\$ -	#DIV/0!						
-				\$ -	#DIV/0!						
<b>Sub Total Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Previous Year (Deficit) / Surplus**

<b>Total Revenue - Organization Generated</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL REVENUE</b>	<b>\$ 112,047.00</b>	<b>\$ 56,023.42</b>	<b>\$ 98,284.00</b>	<b>\$ 3,763.00</b>	<b>3%</b>	<b>\$ 108,787.00</b>	<b>\$ 113,139.00</b>	<b>\$ 117,665.00</b>	<b>\$ 121,195.00</b>	<b>\$ 124,830.00</b>	

	2024 Budget	Acutals to Sep-24	2023 Budget	Variance	% Variance 2024	2025	Financial Planning		2028	2029
							2026	2027		

**EXPENSES:**

**Materials and Supplies**

Program Supplies/Food	\$ 6,694.00	\$ 6,097.75	\$ 3,026.00	\$ 3,668.00	55%	\$ 7,000.00	\$ 7,280.00	\$ 7,426.00	\$ 7,575.00	\$ 7,727.00	see grant proposal for increase rationale
Publicity & Advertising	\$ 346.00	\$ 398.87	\$ 333.00	\$ 13.00	4%	\$ 360.00	\$ 374.00	\$ 381.00	\$ 389.00	\$ 397.00	
-				\$ -	#DIV/0!						
-				\$ -	#DIV/0!						
<b>Sub Total</b>	<b>\$ 7,040.00</b>	<b>\$ 6,496.62</b>	<b>\$ 3,359.00</b>	<b>\$ 3,681.00</b>	<b>52%</b>	<b>\$ 7,360.00</b>	<b>\$ 7,654.00</b>	<b>\$ 7,807.00</b>	<b>\$ 7,964.00</b>	<b>\$ 8,124.00</b>	

**Office / Equipment**

Office Expenses	\$ 152.00	\$ 50.19	\$ 146.00	\$ 6.00	4%	\$ 158.00	\$ 164.00	\$ 167.00	\$ 170.00	\$ 173.00	
Cellular	\$ 1,761.00	\$ 1,103.76	\$ 1,693.00	\$ 68.00	4%	\$ 1,831.00	\$ 1,904.00	\$ 1,942.00	\$ 1,981.00	\$ 2,021.00	
Computer mtnce/service/support	\$ 1,082.00	\$ 541.00	\$ 1,040.00	\$ 42.00	4%	\$ 1,125.00	\$ 1,170.00	\$ 1,193.00	\$ 1,217.00	\$ 1,241.00	
-				\$ -	#DIV/0!						
<b>Sub Total</b>	<b>\$ 2,995.00</b>	<b>\$ 1,694.95</b>	<b>\$ 2,879.00</b>	<b>\$ 116.00</b>	<b>4%</b>	<b>\$ 3,114.00</b>	<b>\$ 3,238.00</b>	<b>\$ 3,302.00</b>	<b>\$ 3,368.00</b>	<b>\$ 3,435.00</b>	

**Facilty / Utilities**

Rent	\$ 2,271.00	1,135.50	\$ 2,184.00	\$ 87.00	4%	\$ 2,362.00	\$ 2,456.00	\$ 2,505.00	\$ 2,555.00	\$ 2,606.00	
Insurance	\$ 173.00	86.50	\$ 166.00	\$ 7.00	4%	\$ 180.00	\$ 187.00	\$ 191.00	\$ 195.00	\$ 199.00	

	2024 Budget	6 mth acutals to Sep-24	2023 Budget	Variance	% Variance 2024	2025	Financial Planning				2029	NOTES:
							2026	2027	2028			
Telephone/Fax/Internet	\$ 811.00	\$ 410.00	\$ 780.00	\$ 31.00	4%	\$ 843.00	\$ 877.00	\$ 895.00	\$ 913.00	\$ 931.00		
-				\$ -	#DIV/0!							
<b>Sub Total</b>	<b>\$ 3,255.00</b>	<b>\$ 1,632.00</b>	<b>\$ 3,130.00</b>	<b>\$ 125.00</b>	<b>4%</b>	<b>\$ 3,385.00</b>	<b>\$ 3,520.00</b>	<b>\$ 3,591.00</b>	<b>\$ 3,663.00</b>	<b>\$ 3,736.00</b>		
<b>Personnel</b>												
Supervision	\$ 3,848.00	\$ 3,085.75	\$ 3,596.00	\$ 252.00	7%	\$ 4,117.00	\$ 4,282.00	\$ 4,453.00	\$ 4,631.00	\$ 4,816.00		
Direct Service Salaries & Benefits	\$ 71,946.00	\$ 34,156.34	\$ 68,520.00	\$ 3,426.00	5%	\$ 75,543.00	\$ 78,565.00	\$ 81,708.00	\$ 84,976.00	\$ 88,375.00		
-	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -						
-				\$ -	#DIV/0!							
<b>Sub Total</b>	<b>\$ 75,794.00</b>	<b>\$ 37,242.09</b>	<b>\$ 72,116.00</b>	<b>\$ 3,678.00</b>	<b>5%</b>	<b>\$ 79,660.00</b>	<b>\$ 82,847.00</b>	<b>\$ 86,161.00</b>	<b>\$ 89,607.00</b>	<b>\$ 93,191.00</b>		
<b>Other Expenses</b>												
Travel	\$ 9,438.00	\$ 5,230.17	\$ 9,438.00	\$ -	0%	\$ 10,000.00	\$ 10,200.00	\$ 10,404.00	\$ 10,612.00	\$ 10,824.00	see grant proposal for increase rationale	
Audit	\$ 340.00	\$ 170.00	\$ 333.00	\$ 7.00	2%	\$ 347.00	\$ 354.00	\$ 361.00	\$ 368.00	\$ 375.00		
Dues & Subscriptions	\$ 114.00	\$ 90.00	\$ 114.00	\$ -	0%	\$ 114.00	\$ 116.00	\$ 118.00	\$ 120.00	\$ 122.00		
Admin Fee (12%)	\$ 12,321.00	\$ 6,723.00	\$ 11,794.00	\$ 527.00	4%	\$ 13,054.00	\$ 13,577.00	\$ 14,120.00	\$ 14,543.00	\$ 14,980.00		
<b>Sub Total</b>	<b>\$ 22,213.00</b>	<b>\$ 12,213.17</b>	<b>\$ 21,679.00</b>	<b>\$ 534.00</b>	<b>2%</b>	<b>\$ 23,515.00</b>	<b>\$ 24,247.00</b>	<b>\$ 25,003.00</b>	<b>\$ 25,643.00</b>	<b>\$ 26,301.00</b>		
<b>Training / Development</b>												
Staff Development	\$ 750.00	\$ 72.66	\$ 1,040.00	-\$ 290.00	-39%	\$ 800.00	\$ 832.00	\$ 865.00	\$ 900.00	\$ 936.00		
-				\$ -	#DIV/0!							
-				\$ -	#DIV/0!							
-				\$ -	#DIV/0!							
<b>Sub Total</b>	<b>\$ 750.00</b>	<b>\$ 72.66</b>	<b>\$ 1,040.00</b>	<b>-\$ 290.00</b>	<b>-39%</b>	<b>\$ 800.00</b>	<b>\$ 832.00</b>	<b>\$ 865.00</b>	<b>\$ 900.00</b>	<b>\$ 936.00</b>		
<b>TOTAL EXPENSES</b>	<b>\$ 112,047.00</b>	<b>\$ 59,351.49</b>	<b>\$ 104,203.00</b>	<b>\$ 7,844.00</b>	<b>7%</b>	<b>\$ 117,834.00</b>	<b>\$ 122,338.00</b>	<b>\$ 126,729.00</b>	<b>\$ 131,145.00</b>	<b>\$ 135,723.00</b>		

**CAPITAL REQUIREMENT**

	2024 Budget	Acutals to Sep-24	2023 Budget	Variance	% Variance 2024	2025	Financial Planning				2029	NOTES:
							2026	2027	2028			
<b>Purchases:</b>												
Laptops and other technology		\$ -		\$ -		\$ 1,000.00		\$ 1,000.00			3-4 year replacement plan included in computer mtnce/service/support line	
-				\$ -	#DIV/0!							
<b>Subtotal Purchased</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ 1,000.00</b>	<b>\$ -</b>	<b>\$ 1,000.00</b>	<b>\$ -</b>	<b>\$ -</b>		
<b>Proposed Exenditures:</b>												
-				\$ -	#DIV/0!							
-				\$ -	#DIV/0!							
<b>Sub Total Proposed</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		
<b>TOTAL CAPITAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ 1,000.00</b>	<b>\$ -</b>	<b>\$ 1,000.00</b>	<b>\$ -</b>	<b>\$ -</b>		

<b>TOTAL COMMITTED EXPENDITURES</b>	<b>\$ 112,047.00</b>	<b>\$ 59,351.49</b>	<b>\$ 104,203.00</b>	<b>\$ 7,844.00</b>	<b>7%</b>	<b>\$ 118,834.00</b>	<b>\$ 122,338.00</b>	<b>\$ 127,729.00</b>	<b>\$ 131,145.00</b>	<b>\$ 135,723.00</b>		
<b>LESS PROPOSED EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		
<b>LESS ORGANIZATION REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		
<b>TOTAL TAX REQUISITION</b>	<b>\$ 112,047.00</b>	<b>\$ 59,351.49</b>	<b>\$ 104,203.00</b>	<b>\$ 7,844.00</b>	<b>7%</b>	<b>\$ 118,834.00</b>	<b>\$ 122,338.00</b>	<b>\$ 127,729.00</b>	<b>\$ 131,145.00</b>	<b>\$ 135,723.00</b>		

## Summary of Youth Outreach Programs for 2025

### Youth Care Services – SCCSS

Youth Care Services' Youth Outreach Program offers a variety of services to the community. Below is a list of our offerings with accompanying description:

1. Dinner Club – DC is a food security and safe space program which runs weekly from 5-7pm on Tuesdays at the Sechelt Youth Centre. This is an open access, drop-in program for teens looking to learn about cooking, take part in the process and/or just enjoy a delicious free meal with peers. Youth have access to youth workers during the drop-in, who can support with issues they're working through.
2. DND Drop-In – DND Drop-In is a program for youth to learn about Dungeons and Dragons, get some play in with the support of seasoned players (staff and volunteer), and have an opportunity to learn how to lead their own campaigns. This program runs from 4:30-6:30pm on the 1<sup>st</sup> and 3<sup>rd</sup> Thursday monthly at Graphic Lab (Gibsons Youth Centre).
3. Stop & Talk – Stop & Talk is a lunch time drop-in program for grade 6&7 students to discuss concerns they're having in school or around the transition to high school (topics that typically come up are bullying, friendship, setting boundaries, and navigating change.)
4. Queer Youth Drop-In – QYD is for youth aged 11-16 and takes place at the Sechelt Youth Centre from 6-8pm on the last Thursday of every month. Youth gather to hang out with peers, eat snacks, play games, do some crafting, and enjoy many other fun activities. Everything planned involves youth input.
5. Gender Diverse Network - GDN is for individuals aged 16+ and takes place at the Sechelt Youth Centre from 6-8pm on the second Thursday of every month. This is space for people to join in community, share and gain resources, and connect with others exploring their identity. Dinner always served.
6. In-School Outreach – On a weekly basis, typically Thursday and/or Fridays, youth workers visit all secondary and alternative schools to connect with staff and youth. This increases youth familiarity with the youth workers in their community and gives staff a pathway to let youth workers know who might need some extra support/connection to community resources.
7. Naloxone Training – Sporadically, throughout the year, Youth Outreach will offer naloxone training for youth. Typically, this is held at the Sechelt Youth Centre or at Arrowhead Clubhouse. We advertise via social media, posters and word of mouth.

8. Community Outreach – Throughout the year, Youth Outreach partners with existing events and clubs, to offer extra support to staff and youth that attend. Partnerships include Gibsons and Sechelt Libraries, Sechelt and Sunshine Coast Rotary, FRGL Skate Skool, Pender Harbour Community School, Sunshine Coast Pride Society, Sechelt Nation, Pender Harbour Longboard Club, and more.
9. Summer Pop Up Events – Three to four times every summer, Youth Outreach puts on a “pop up” event at a location along the Coast with high walk by traffic (Gibsons Skate Park, GBS Gibsons or Sechelt, Davis Bay Pier, Friendship Park, etc.). During these events we offer food, harm-reduction supplies, wellness kits, information, and swag. Youth workers are ready to connect with youth and answer questions about resources.
10. Instagram/Youth Outreach Phone – All youth workers are part of a weekly rotation with the Youth Outreach Phone. During their shift, they answer calls, text and Instagram DMs from youth looking for support or referral to resources. Community members can also reach out to this phone to inquire about our programming, alert us to a youth seeking support, or to offer an opportunity to collaborate on services. Contact details: [youth@sccss.ca](mailto:youth@sccss.ca) / 604-865-0178
11. One to One Services – Youth Outreach does not advertise 1:1 support work for youth, as our capacity is limited. That said, we typically offer very short-term (up to 3 months) support to 1-2 youth at a time. Goals are set with the intention to wrap up service upon completion, with potential referral onto other services as needed/applicable. Referrals are made by contacting the program lead (currently Shayne Forster: [sforster@sccss.ca](mailto:sforster@sccss.ca) / 604-865-0812) or via the Youth Outreach Phone.

Please note, we have included a 7% increase to our 2025 budget to support the rising costs of mileage, food, program supplies as well as staff wage increases. This matches the increase the District of Sechelt has committed to.

**Sunshine Coast Community Services Society**

**Financial Statements**

**March 31, 2024**

**Sunshine Coast Community Services Society**

**Table of Contents**

---

**March 31, 2024**

---

	<b>Page</b>
Independent Auditor's Report	1 - 2
Statement of Operations	3 - 4
Statement of Changes In Net Assets	5
Statement of Financial Position	6 - 7
Statement of Cash Flows	8
Notes to the Financial Statements	9 - 19

## Independent Auditor's Report

### To the Members of Sunshine Coast Community Services Society

#### *Qualified Opinion*

We have audited the financial statements of Sunshine Coast Community Services Society (the "Society"), which comprise the statement of financial position as at March 31, 2024, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2024, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### *Basis for Qualified Opinion*

In common with many not-for-profit organizations, the Society derives revenue from fundraising activities, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Society. Therefore, we were unable to determine whether any adjustments might be necessary to fundraising revenue, excess of revenues over expenses, and cash flows from operations for the years ended March 31, 2024 and March 31, 2023, current assets and net assets as at March 31, 2024 and March 31, 2023.

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

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

## Independent Auditor's Report, continued

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

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

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

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

### *Report on Other Legal and Regulatory Requirements*

As required by the Societies Act of British Columbia, we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

Sechelt, Canada  
July 11, 2024

*Crowe MacKay LLP*  
Chartered Professional Accountants



# Sunshine Coast Community Services Society

## Statement of Operations

For the year ended March 31,	Operating Fund	Capital Fund	Reserve fund	2024	2023 (Restated - Note 20)
<b>Revenue</b>					
Provincial grants	\$ 4,024,225	\$ -	\$ -	\$ 4,024,225	\$ 3,420,949
Federal grants	128,737	21,678	-	150,415	115,293
Donations	614,560	-	-	614,560	591,165
Local government grants	194,509	-	-	194,509	206,958
Fees for service	12,252	-	-	12,252	10,182
Rental	53,954	-	-	53,954	59,015
BC Housing grants and subsidies (Note 20)	1,541,811	-	-	1,541,811	1,368,368
Interest income	384,383	-	-	384,383	210,578
Thrift store and other revenues	150,923	-	-	150,923	151,247
Grants from other charities and societies	602,366	-	-	602,366	677,618
	<b>7,707,720</b>	<b>21,678</b>	<b>-</b>	<b>7,729,398</b>	<b>6,811,373</b>
<b>Expenditures</b>					
Advertising and publicity	39,460	-	-	39,460	43,418
Amortization	-	110,409	-	110,409	81,112
Audit and legal	46,423	-	-	46,423	40,610
Bank charges and interest	9,831	-	-	9,831	9,720
Client transportation	63,299	-	-	63,299	54,560
Computer and IT costs	238,719	-	-	238,719	165,392
Consulting fees	155,146	-	-	155,146	89,763
Insurance	63,040	-	-	63,040	55,728
Maintenance	102,279	-	-	102,279	145,649
Mortgage and lease interest	3,664	35,935	-	39,599	37,048
Office expense	46,344	-	-	46,344	46,769
Program expense	803,475	-	-	803,475	765,193
Salaries and wages (Notes 17 & 18)	5,377,015	-	-	5,377,015	4,660,702
Staff, volunteer and board development	96,837	-	-	96,837	72,037
Subcontracts	59,896	-	-	59,896	59,896
Subscriptions and dues	13,354	-	-	13,354	16,220
Telephone and Internet	76,083	-	-	76,083	76,864
Utilities, rent and security	240,517	-	-	240,517	231,265
	<b>7,435,382</b>	<b>146,344</b>	<b>-</b>	<b>7,581,726</b>	<b>6,651,946</b>

# Sunshine Coast Community Services Society

## Statement of Operations

For the year ended March 31,	Operating Fund	Capital Fund	Reserve fund	2024	2023 (Restated - Note 20)
Excess (deficiency) of revenues over expenditures	272,338	(124,666)	-	147,672	159,427
Gain on sale of tangible capital assets	-	-	-	-	(450)
Excess (deficiency) of revenues over expenditures	\$ 272,338	\$ (124,666)	\$ -	\$ 147,672	\$ 159,877

## Sunshine Coast Community Services Society

### Statement of Changes In Net Assets

For the year ended March 31,	Operating Fund	Capital Fund	Reserve fund	Total 2024	Total 2023 (Restated - Note 20)
Balance, beginning of year (Note 20)	\$ -	\$ 1,251,190	\$ 1,487,743	\$ 2,738,933	\$ 2,573,417
Excess (deficiency) of revenues over expenditures	272,338	(124,666)	-	147,672	159,877
Interfund transfers (Note 13)	(283,066)	147,295	135,771	-	-
Refund of prior year deficit (Note 14)	10,728	-	-	10,728	5,639
Balance, ending of year	\$ -	\$ 1,273,819	\$ 1,623,514	\$ 2,897,333	\$ 2,738,933

# Sunshine Coast Community Services Society

## Statement of Financial Position

As at March 31,	Operating Fund	Capital Fund	Reserve fund	Total 2024	Total 2023 (Restated - Note 20)
<b>Assets</b>					
<b>Current</b>					
Cash	\$ 8,432,542	\$ -	\$ -	\$ 8,432,542	\$ 5,380,638
Accounts receivable (Note 7)	162,710	-	-	162,710	213,264
Prepaid expenses	109,701	-	-	109,701	49,992
Restricted cash (Note 4)	332,074	-	-	332,074	377,942
Interfund balances (Note 13)	-	-	1,623,514	-	-
	<b>9,037,027</b>	<b>-</b>	<b>1,623,514</b>	<b>9,037,027</b>	<b>6,021,836</b>
<b>Tangible capital assets (Note 5)</b>	<b>-</b>	<b>2,212,581</b>	<b>-</b>	<b>2,212,581</b>	<b>2,088,690</b>
<b>Property under development (Note 6)</b>	<b>-</b>	<b>1,336,343</b>	<b>-</b>	<b>1,336,343</b>	<b>961,786</b>
	<b>\$ 9,037,027</b>	<b>\$ 3,548,924</b>	<b>\$ 1,623,514</b>	<b>\$ 12,585,951</b>	<b>\$ 9,072,312</b>

# Sunshine Coast Community Services Society

## Statement of Financial Position

As at March 31,	Operating Fund	Capital Fund	Reserve fund	Total 2024	Total 2023 (Restated - Note 20)
<b>Liabilities</b>					
<b>Current</b>					
Accounts payable and accrued liabilities	\$ 177,270	\$ 62,828	\$ -	\$ 240,098	\$ 218,408
Accrued wages and benefits (Note 7)	442,506	-	-	442,506	393,691
Deferred contributions (Notes 8, 9 & 20)	2,953,799	-	-	2,953,799	1,975,768
Development loan (Note 12)	-	1,175,896	-	1,175,896	922,752
Current portion of long-term debt (Note 10)	-	629,148	-	629,148	44,546
Current portion of obligation under capital lease (Note 11)	-	21,730	-	21,730	21,220
Interfund balances (Note 13)	1,592,320	31,194	-	-	-
	<b>5,165,895</b>	<b>1,920,796</b>	<b>-</b>	<b>5,463,177</b>	<b>3,576,385</b>
<b>Long-term debt (Note 10)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>629,067</b>
<b>Obligation under capital lease (Note 11)</b>	<b>-</b>	<b>120,872</b>	<b>-</b>	<b>120,872</b>	<b>142,602</b>
<b>Deferred contributions (Notes 8, 9 &amp; 20)</b>	<b>3,871,132</b>	<b>233,437</b>	<b>-</b>	<b>4,104,569</b>	<b>1,985,325</b>
	<b>9,037,027</b>	<b>2,275,105</b>	<b>-</b>	<b>9,688,618</b>	<b>6,333,379</b>
<b>Net Assets</b>					
<b>Internally restricted (Notes 15 &amp; 20)</b>	<b>-</b>	<b>-</b>	<b>1,623,514</b>	<b>1,623,514</b>	<b>1,487,743</b>
<b>Invested in tangible capital assets</b>	<b>-</b>	<b>1,273,819</b>	<b>-</b>	<b>1,273,819</b>	<b>1,251,190</b>
	<b>-</b>	<b>1,273,819</b>	<b>1,623,514</b>	<b>2,897,333</b>	<b>2,738,933</b>
	<b>\$ 9,037,027</b>	<b>\$ 3,548,924</b>	<b>\$ 1,623,514</b>	<b>\$ 12,585,951</b>	<b>\$ 9,072,312</b>

### Lease Commitment (Note 16)

Approved on behalf of the board

 Director

 Director

# Sunshine Coast Community Services Society

## Statement of Cash Flows

For the year ended March 31	2024	2023 (Restated - Note 20)
<b>Operating activities</b>		
Excess of revenues over expenditures	\$ 147,672	\$ 159,877
Adjustments for		
Amortization	110,409	81,112
Gift in kind donations received	17,221	14,782
Gift in kind donations expensed	(17,221)	(14,782)
Gain on disposition of tangible capital asset	-	(450)
Total adjustments	110,409	80,662
	<b>258,081</b>	240,539
Change in non-cash working capital items		
Accounts receivable	50,554	(184,923)
Prepaid expenses	(59,711)	(8,732)
Restricted cash	45,867	35,910
Accounts payable and accrued liabilities	21,690	100,088
Accrued wages and benefits	48,815	2,033
	<b>365,296</b>	184,915
<b>Investing activities</b>		
Purchase of tangible capital assets	(234,300)	(57,301)
Inlet development costs	(374,557)	(337,705)
Proceeds on sale of tangible capital assets	-	450
	<b>(608,857)</b>	(394,556)
<b>Financing activities</b>		
Principal payments of long-term debt	(44,465)	(44,673)
Principal payments of obligation under capital lease	(21,220)	(20,722)
Development loan advances	253,147	337,865
Refund of prior year deficit	10,728	5,639
Deferred contributions	3,097,275	629,692
	<b>3,295,465</b>	907,801
<b>Increase in cash</b>	<b>3,051,904</b>	698,160
<b>Cash, beginning of year</b>	<b>5,380,638</b>	4,682,478
<b>Cash, end of year</b>	<b>\$ 8,432,542</b>	\$ 5,380,638

# Sunshine Coast Community Services Society

## Notes to the Financial Statements

---

March 31, 2024

---

### 1. Nature of operations

Sunshine Coast Community Services Society (the "Society") delivers community based programs under contracts with the Federal, Provincial and Municipal governments and through grants and donations from individuals, businesses, clubs, societies and foundations. The Society is incorporated under the British Columbia Societies Act and is a registered charity under the Income Tax Act.

### 2. Significant accounting policies

The Society applies Canadian accounting standards for not-for-profit organizations.

#### (a) Fund accounting

The Operating Fund reflects assets, liabilities, revenues and expenditures relating to the general operations of the Society.

The Capital Fund reports the assets, liabilities, revenues and expenditures related to the Society's tangible capital assets and capital expenditures.

The Reserve Fund reports the assets, liabilities, revenue and expenditures related to the Society's internally restricted reserves.

#### (b) Cash and cash equivalents

Cash and cash equivalents include cash and short-term investments with maturities of three months or less from their date of acquisition, which are readily convertible into a known amount of cash, and are subject to an insignificant risk to changes in their fair value.

#### (c) Financial instruments

##### Initial measurement

Financial assets originated or acquired or financial liabilities issued or assumed in an arm's length transaction are initially measured at their fair value. In the case of a financial asset or financial liability not subsequently measured at its fair value, the initial fair value is adjusted for financing fees and transaction costs that are directly attributable to its origination, acquisition, issuance or assumption. Such fees and costs in respect of financial assets and liabilities subsequently measured at fair value are expensed.

Financial assets or liabilities originated or exchanged in related party transactions except for those that involve parties whose sole relationship with the Society is in the capacity of management, are initially measured at cost.

# Sunshine Coast Community Services Society

## Notes to the Financial Statements

---

March 31, 2024

---

### 2. Significant accounting policies, continued

#### (c) Financial instruments, continued

The cost of a financial instrument in a related party transaction depends on whether the instrument has repayment terms. If the instrument does, the cost is determined using the instruments undiscounted cash flows, excluding interest and dividend payments, less any impairment losses previously recognized by the transferor. Otherwise cost is determined using the consideration transferred or received by the Society in the transaction.

Transactions, with parties whose sole relationship with the Society is in the capacity of management, are accounted for as arm's length transactions.

#### **Subsequent measurement**

The Society subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in debt instruments, equity instruments and forward exchange contracts that are quoted in an active market, which are measured at fair value without any adjustment for transaction costs. Changes in fair value are recognized in net income in the period in which they occur.

Financial assets measured at cost or amortized cost include cash, restricted cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, accrued wages and benefits, long-term debt and development loan.

The Society does not have financial assets measured at fair value.

#### **Transaction costs**

Transaction costs attributable to financial instruments subsequently measured at fair value and to those originated or exchanged in a related party transaction are recognized in income in the period incurred. Transaction cost for financial instruments originated or exchanged in an arm's length transaction that are subsequently measured at amortized cost are recognized in the original cost of the instrument and recognized in income over the life of the instrument using the straight-line method

#### **Impairment**

At the end of each reporting period, management assesses whether there are any indications that financial assets measured at cost or amortized cost may be impaired. If there is an indication of impairment, management determines whether a significant adverse change has occurred in the expected timing or the amount of future cash flows from the asset, in which case the asset's carrying amount is reduced to the highest expected value that is recoverable by either holding the asset, selling the asset or by exercising the right to any collateral. The carrying amount of the asset is reduced directly or through the use of an allowance account and the amount of the reduction is recognized as an impairment loss in operations. Previously recognized impairment losses may be reversed to the extent of any improvement. The amount of the reversal, to a maximum of the related accumulated impairment charges recorded in respect of the particular asset, is recognized in operations.



# Sunshine Coast Community Services Society

## Notes to the Financial Statements

---

March 31, 2024

---

### 2. Significant accounting policies, continued

#### (d) Tangible capital assets

Tangible capital assets are recorded at cost. The Society provides for amortization using the following methods at rates designed to amortize the cost of the tangible capital assets over their estimated useful lives. The annual amortization rates and methods are as follows:

Buildings	Declining balance	4%
Equipment	Declining balance	20%
Vehicles	Declining balance	30%
Furniture and fixtures	Declining balance	20%
Leasehold improvements	Straight-line	10 years
Computer equipment	Declining balance	100%
Computer software	Declining balance	100%

Assets under development are recorded at cost including direct development costs, and overhead costs directly attributable to the development. Assets under development are not amortized until complete and put into use.

#### (e) Assets under capital lease

Assets under capital lease are recorded at cost. The Society provides for amortization using the straight-line method at rates designed to amortize the cost of the assets under capital lease over their estimated useful lives. The annual amortization rates are as follows:

Asset under capital lease	60 years Straight-line
---------------------------	------------------------

#### (f) Impairment of long-lived assets

The Society tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected undiscounted future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition.

When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent carrying value exceeds its fair value.

#### (g) Capital lease obligations

Assets financed by obligations under capital lease are recorded at their value at the inception of the lease with the principal portion of the rental obligation recorded as a long-term liability. Amortization is recorded as outlined in note 11 and the interest portion of the lease payments is expensed as incurred.

# Sunshine Coast Community Services Society

## Notes to the Financial Statements

---

March 31, 2024

---

### 2. Significant accounting policies, continued

#### (h) Revenue recognition

The Society follows the deferral method of accounting for contributions.

Restricted contributions for housing and non-housing activities such as provincial grants, restricted donations, federal grants, federal and provincial housing grants and grants from other charities and societies are deferred and recognized as revenue in a year in which the related expenses occur. Any balances determined to be repayable are repaid and reduce the deferred balance when the repayments are made.

Restricted contributions for the purchase of capital assets are deferred and recorded into revenue at the same rate that the corresponding assets are amortized.

Unrestricted contributions such as donations and fundraising for projects are recognized as revenue when received or receivable as long as receipt is reasonably assured and the amount is determinable.

Thrift store, fee for service, rental and other revenues are recognized when collection is reasonably assured, amount is reliably measured and performance obligations have been satisfied.

Interest revenue is recognized on an accrual basis.

#### (i) Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the statement of financial position date and the reported amounts of revenues and expenditures during the year. Significant estimates include the useful life of tangible capital assets. Actual results could differ from those estimates.

#### (j) Contributed goods and services

Volunteers contribute time to assist the Society in carrying out its programs. The Society also receives donations in kind. Where the value of the goods and services cannot be readily determined, it is not recognized in revenue.

### 3. Credit facility

The Society has an authorized line of credit of \$38,900 bearing interest at prime plus 2.25%, none of which was used at year end. This facility is payable on demand and is secured against the buildings of the Society. As at March 31, 2024 the rate was 9.45% (2023 - 6.70%).

# Sunshine Coast Community Services Society

## Notes to the Financial Statements

March 31, 2024

### 4. Restricted cash

	2024	2023
Gaming grants	\$ 260,635	\$ 284,593
Replacement reserves:		
Legacy Housing	33,707	46,457
Transition Housing	35,079	34,865
Thyme 2nd Stage	2,654	12,027
	<b>\$ 332,074</b>	<b>\$ 377,942</b>

Restricted cash represents amounts received for gaming grants and replacement reserves.

Gaming grants are restricted for specific purposes of the grants and therefore a separate bank account is maintained for these funds.

Under the terms of the agreements with BCHMC, the Replacement reserve accounts for Legacy Housing, Transition Housing and Thyme 2nd Stage are to be credited in the amount determined by the budget provision per annum, plus interest earned. These funds, along with the accumulated interest, must be held in a separate bank account and invested only in accounts or instruments under specific insurance.

### 5. Tangible capital assets

	Cost	Accumulated Amortization	2024 Net Book Value	2023 Net Book Value
Land	\$ 818,580	\$ -	\$ 818,580	\$ 818,580
Buildings	1,379,714	727,678	652,036	679,205
Equipment	419,643	241,619	178,024	43,051
Vehicles	61,185	9,178	52,007	-
Portable building	45,938	27,537	18,401	19,168
Furniture and fixtures	165,623	127,447	38,176	32,444
Leasehold improvements	255,610	169,149	86,461	112,022
Computer equipment	37,464	37,464	-	3,796
Computer software	29,239	29,239	-	-
	<b>3,212,996</b>	<b>1,369,311</b>	<b>1,843,685</b>	<b>1,708,266</b>
Building under capital lease (Note 11)	691,680	322,784	368,896	380,424
	<b>\$ 3,904,676</b>	<b>\$ 1,692,095</b>	<b>\$ 2,212,581</b>	<b>\$ 2,088,690</b>

# Sunshine Coast Community Services Society

## Notes to the Financial Statements

---

March 31, 2024

---

### 6. Property under development

The Society is in the development phase of a project to build a new six-story building in Sechelt comprising thirty five affordable units for women, including those with children. Sunshine Coast residents will be able to access the Society's more than thirty programs and services, including the food bank, in purpose-built spaces on the building's first two floors. Together, the housing and program spaces will support the development of a strong, healthy community that will benefit all Sunshine Coast residents.

### 7. Government remittances

Accrued wages and benefits include payroll remittances payable of \$45,289 (2023 - \$39,284), and accounts receivable include GST receivable of \$11,942 (2023 - \$3,787) and PST payable of \$4,628 (2023 - \$3,792).

### 8. Deferred contributions

	2024	2023
Balance, beginning of the year	\$ 3,691,093	\$ 3,158,423
Amounts received during the year	4,746,020	3,587,366
Amounts recognized as revenue	(1,378,745)	(2,784,696)
Balance, end of the year	<b>7,058,368</b>	3,961,093
Less current operational contributions	<b>(2,953,799)</b>	(1,975,768)
Long term and capital contributions	<b>\$ 4,104,569</b>	\$ 1,985,325

### 9. Deferred contributions summary

	2024	2023
BC Housing project surplus and replacement reserves	\$ 115,655	\$ 86,809
Capital Campaign	2,059,827	1,632,273
Foundry capital funding	1,500,000	-
Grants and other advances	2,228,942	1,445,687
Other restricted donations	920,507	796,324
Capital Grants	233,437	-
	<b>\$ 7,058,368</b>	<b>\$ 3,961,093</b>

# Sunshine Coast Community Services Society

## Notes to the Financial Statements

March 31, 2024

### 10. Long-term debt

	2024	2023
Sunshine Coast Credit Union - 5.55% mortgage, payable in monthly blended payments of \$6,700, secured by land and buildings, not including 5638 Inlet Ave, having a net carrying value of \$1,027,308 (2023- \$1,046,630).	\$ 629,148	\$ 673,614
Less current portion	629,148	44,547
Due beyond one year	\$ -	\$ 629,067

Mortgage matures May 2034 and loan terms are up for renewal July 30, 2024. Management intends to seek the renewal of the mortgage.

Anticipated principal re-payments, assuming the mortgage is renewed under similar terms are as follows:

2025	\$ 47,054
2026	49,702
2027	52,498
2028	55,452
Subsequent years	424,442
	\$ 629,148

### 11. Obligation under capital lease

The Society has entered into a 60 year lease held by BC Housing Management Corporation ("BCHMC") for the Thyme Housing Program on March 16, 1995. The lease has monthly payments of \$2,074 and yearly interest of 2.39% maturing on May 1, 2026 at which point lease terms will be reviewed.

	2024	2023
Obligations under capital lease	\$ 142,602	\$ 163,822
Less current portion	21,730	21,220
Due beyond one year	\$ 120,872	\$ 142,602

Estimated principal re-payments are as follows:

2025	\$ 21,730
2026	22,252
2027	76,890
	\$ 120,872

# Sunshine Coast Community Services Society

## Notes to the Financial Statements

March 31, 2024

### 12. Development loan

British Columbia Housing Management Commission loan secured by a mortgage to facilitate the redevelopment project in the maximum amount of \$1,252,160, of which \$1,175,896 (2023-\$922,752) is disbursed as at March 31, 2024 and \$76,264 (2023 -\$329,408) is available to be drawn down in future years as needed. The loan is repayable on demand and bears interest at prime +1.00% which is accrued monthly.

### 13. Interfund transfers and balances

	Operating Fund	Capital Fund	Reserve Fund
BC Gaming grant utilized	\$ 27,388	\$ (27,388)	\$ -
Mortgage payments	44,465	(44,465)	-
Capital lease payments	21,220	(21,220)	-
Tangible capital asset additions	45,671	(45,671)	-
Operational transfers	144,322	(8,551)	(135,771)
Interfund transfers	\$ (283,066)	\$ 147,295	\$ 135,771

Interfund amounts receivable/payable bear no interest and are not governed by terms of repayment.

### 14. Subsidy adjustment

BCHMC conducts an annual review of the financial statements for specific rental projects and may adjust an operating surplus or deficit. Prior years' funding adjustments are recognized in the fiscal year in which they are determined. During the year the Society received \$10,728 (2023 - \$5,639) from BC Housing.

### 15. Internally restricted funds

	April 1, 2023 balance (Restated - Note 20)	Transfers	Withdrawals	March 31, 2024 balance
Capital reserve	\$ 621,057	\$ -	\$ -	\$ 621,057
Designated reserve	10,000	-	-	10,000
Operating reserve	856,686	135,771	-	992,457
	\$ 1,487,743	\$ 135,771	\$ -	\$ 1,623,514

# Sunshine Coast Community Services Society

## Notes to the Financial Statements

---

March 31, 2024

---

### 16. Lease commitment

The Society is party to lease agreement which was renewed on January 1, 2024, and expires on December 31, 2025, under which the Society is required to make annual lease payments of \$30,250 plus a share of common area costs. At the end of the term the Society has the option to renew for up to an additional two years.

### 17. Pension plan

The Society and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly-trusted pension plan. The Plan's Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan including investment of the assets and administration of the benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The plan has about 206,310 active members and approximately 109,996 retired members. Active members include approximately 53 contributors from the Society.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of plan funding. The most recent valuation as at December 31, 2021 indicates a surplus of \$3,761 million in basic pension benefits.

The Society and its employees contributed \$496,534 to the Plan in the year ended March 31, 2024 (2023- \$451,845).

### 18. Remuneration

During the year the Society had 9 (2023 - 14) employees with total remuneration over \$75,000, for a total of \$834,980 (2023 - 1,242,746).

### 19. Financial instruments

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

#### (a) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether the factors are specific to the instrument or all instruments traded in the market. The Society is exposed to market risk through its exposure to interest rate risk.

Increased economic uncertainty and changing inflation rates due to a range of economic factors has resulted in a change in market rate risk from the prior year. Uncertain economic conditions including events may result in a change in prime lending rates both nationally and internationally. The Society cannot predict changes in prime lending rates.

# Sunshine Coast Community Services Society

## Notes to the Financial Statements

---

March 31, 2024

---

### 19. Financial instruments, continued

#### (i) Interest rate risk

The Society is exposed to interest rate risk. Interest rate risk is the risk that the Society has interest rate exposure on its available operating line of credit and development loan, which are variable based on the bank's prime rates. This exposure may have an effect on its earnings in future periods. The Society does not use derivative instruments to reduce its exposure to interest rate risk. In the opinion of management the interest rate risk exposure to the Society low.

Increased economic uncertainty and changing inflation rates due to a range of economic factors has resulted in a change in interest rate risk from the prior year. Uncertain economic conditions including events may result in a change in prime lending rates both nationally and internationally. The Society cannot predict changes in prime lending rates.

#### (b) Credit risk

The Society is subject to credit risk in accounts receivable of \$162,710 (2023 - \$213,264). Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Society reduces its exposure to credit risk by creating an allowance for bad debts when applicable. In the opinion of management the credit risk exposure to the Society is low and is not material.

Although the COVID-19 pandemic has ended, there is no change in credit risk for the organization as there is still potential risk of financial difficulty due to ongoing uncertain economic conditions resulting from the pandemic.

The Society is exposed to credit risk to the extent that substantially all cash and restricted cash are held at one financial institution. The financial institution is a BC Credit union and as such, the deposits held by the Credit Union are 100% insured by the Credit Union Deposit Insurance Corporation of British Columbia.

#### (c) Liquidity risk

The Society is subject to liquidity risk in the accounts payable and accrued liabilities, accrued wages and benefits, long-term debt, development loan and of \$2,630,251 (2023 - \$2,372,286). Liquidity risk is the risk that the Society cannot repay its obligations when they become due to its creditors. The Society reduces its exposure to liquidity risk by ensuring that it documents when authorized payments become due; maintains an adequate line of credit to repay trade creditors and repays long term debt interest and principal as they become due. In the opinion of management the liquidity risk exposure to the Society is low.

Increased economic uncertainty and changing inflation rates due to a range of economic factors has resulted in a change in liquidity risk from the prior year. Uncertain economic conditions including events may result in a change in prime lending rates both nationally and internationally and create increase pressure on the Society's cash flows due to increase in inflation rates.



# Sunshine Coast Community Services Society

## Notes to the Financial Statements

---

March 31, 2024

---

### 20. Prior period adjustment

The comparative figures have been retroactively restated to correct an error in the application in the accounting guidance related to contributions which include any non-reciprocal transfers. Previously certain restricted contributions related to the BC Housing funded projects had been recognized into revenue as received and accounted for as externally restricted net assets. The prior period adjustment corrects this by reflecting these balances as deferred contributions.

As a result, the previously reported opening balance of net assets in the comparative period was decreased by \$133,878, from \$2,707,294 to \$2,573,416, the previously reported balance of deferred contributions was increased by \$86,807, from \$3,874,286 to \$3,961,093 and the previously reported amount of BC Housing grants and subsidies revenue was increased by \$47,071 from \$1,321,297 to \$1,368,368.

### 21. Comparative amounts

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25, 2024

**AUTHOR:** Tina Perreault, Chief Administrative Officer / Chief Financial Officer

**SUBJECT:** COMMUNITY PARTNERS - 2025 BUDGET REQUESTS

---

### RECOMMENDATION(S)

- (1) **THAT** the report titled **Community Partners - 2025 Budget Requests** be received for information;
  - (2) **AND THAT** the Committee provide direction on the following **Community Partners – 2025 Budget Requests**:
    - **Skookumchuck Museum / Egmont Heritage Centre - \$55,000 funded from [648] Museum Service;**
    - **Pender Harbour Health Centre - \$185,040 (with Capital Roof Project Request of \$92,250) funded from [410] Pender Harbour Health Centre;**
    - **Sunshine Coast Community Services Society – Youth Outreach Worker - \$59,127 funded by 50% Population and 50% Assessment for each Electoral Areas’ Grant-in-Aid [121-129];**
    - **Sunshine Coast Search and Rescue Society - \$21,000 funded from [222] Sunshine Coast Emergency Planning (SCEP);**
    - **Sunshine Coast Marine Search and Rescue Station 14 Gibsons - \$5,100 funded from [222] SCEP;**
  - (3) **AND THAT** the Committee provide direction for the **Gibsons and District Public Library (GDPL) 2025 Budget Request of \$836,806 funded from [640] GDPL;**
  - (4) **AND THAT** Electoral Area D provide direction for the **GDPL contribution for 2025 to function [640] of \$92,259 from the Roberts Creek Library Service [646].**
  - (5) **AND THAT** the delegated authorities be authorized to sign the funding and service agreements;
  - (6) **AND FURTHER THAT** the **Draft 2025-2029 Financial Plan** be amended accordingly;
- 

### BACKGROUND

Community Partners are groups that provide services or support to an already established Sunshine Coast Regional District (SCRD) function such as Libraries, Museums, or Community Schools.

At the October 28, 2024 Pre-Budget meetings several Community Partner's 2025 Budget Requests were improved and incorporated into 2025 Budget. Community Partners with special circumstances or with moderate increases were invited to present at Round 1 Budget.

The purpose of this report is to provide a summary of the remaining Community Partner 2025 requests in preparation of the Committee's decisions for the 2025-2029 Financial Plan.

**DISCUSSION**

Staff prepared a summary which incorporates the current funding requests, past funding as well as the functions that fund participants (Attachment A) and noted which 2025 Budget Requests were approved and included at Pre-Budget Finance Committee.

Community Partner requests, which require the Committee's consideration are as follows:

- Gibsons and District Public Library;
- Skookumchuck Museum / Egmont Heritage Centre;
- Pender Harbour Health Centre (also requesting a Capital Roof Project Request of \$92,250);
- Sunshine Coast Community Services Society – Youth Outreach Worker;
- Sunshine Coast Search and Rescue Society – received no response to Delegation Invitation – 2025 budget increase requested to \$21,000;
- Sunshine Coast Marine Search and Rescue Station 14 Gibsons – the SCMSAR #14 has declined delegation request and responded with an amendment to the 2025 Budget Request to \$5,100 which is 0% increase from 2024.

**STRATEGIC PLAN AND RELATED POLICIES**

n/a

**CONCLUSION**

The 2025 Budget Requests from Community Partners are presented for receipt and for the Committee to provide directions with respect to the 2025 funding requests.

Attachments:

Attachment A – 2025 Summary of Budget Requests from Community Partners

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO		Other	X – T. Crosby

Summary of Budget Requests from Community Partners

Attachment A

	Functions	Area Participants	2023	SCRD 2023	2024	SCRD 2024	2025	SCRD 2025	Change over 2024*	% change	NOTES / SPECIAL PROJECTS
Sechelt Public Library	643, 645, 646	A, B, & D	\$945,255	\$316,950	\$973,613	\$329,821	\$1,002,821	\$339,562	\$9,741	2.953%	Last year of funding agreement
Gibsons and District Public Library	640,646	ToG, D, E & F		\$758,519		\$798,135		\$836,806	\$38,671	4.845%	DELEGATION
Roberts Creek Community Library	646	D		\$16,500		\$17,000		\$17,000	\$0	0.000%	APPROVED
Pender Harbour Reading Centre	643	A		\$3,689		\$3,910		\$4,145	\$235	6.010%	APPROVED
Pender Harbour Health Centre	410	A		\$165,040		\$175,040		\$185,040	\$10,000	5.713%	DELEGATION - PHHC will also be bringing forward a Capital Request for \$92,250 (Roof)
Sechelt Archives	648	Regional-All		\$23,750		\$24,745		\$25,400	\$655	2.647%	APPROVED
Sunshine Coast Museum and Archives	648	Regional-All		\$96,400		\$99,800		\$102,800	\$3,000	3.006%	APPROVED
Skookumchuck Museum / Egmont Heritage Centre	648	Regional-All		\$42,000		\$50,000		\$55,000	\$5,000	10.000%	DELEGATION
Sunshine Coast Community Services Society: Youth Outreach	121-129	A, B, D, E, F	\$98,284	\$52,628	\$102,678	\$55,259	\$109,937	\$59,127	\$3,868	7.000%	DELEGATION
Halfmoon Bay-Chatelech Community School Association: Restorative Justice	125	A, B, D, E, F, ToG, DoS		\$10,000		\$10,000		\$10,000	\$0	0.000%	APPROVED
Halfmoon Bay-Chatelech Community School Association: Tween Nights	670	Regional (except F islands)		\$2,700		\$2,700		\$2,700	\$0	0.000%	APPROVED
Sechelt Community Schools Society: Youth Programs	670	Regional (except F islands)		\$10,000		\$10,000		\$10,000	\$0	0.000%	APPROVED
Sechelt Community Schools Society: Youth Centre	670	Regional (except F islands)		\$42,000		\$52,000		\$53,300	\$1,300	2.500%	APPROVED
Pender Harbour Community School Society: Youth Programs	670	Regional (except F islands)		\$15,000		\$16,000		\$16,000	\$0	0.000%	APPROVED
Pender Harbour Community School Society: Recreation Programs	670	Regional (except F islands)		\$32,880		\$36,800		\$36,800	\$0	0.000%	APPROVED
Pender Harbour Community School Society: Recreation Programs	121	Electoral Area A Grant-in-Aid		\$8,220		\$9,200		\$9,200	\$0	0.000%	APPROVED
Roberts Creek Community School Society: Youth Programs	670	Regional (except F islands)		\$10,000		\$10,100		\$10,200	\$100	0.990%	APPROVED
Gibsons Area Community Schools	670	Regional (except F islands)		\$10,000		\$10,000		\$10,000	\$0	0.000%	APPROVED
Sunshine Coast Tourism	531-535	Electoral Area Ec-Dev	\$82,000	\$20,000	\$82,000	\$20,000	\$82,000	\$20,000	\$0	0.000%	2024, 2025, 2026 - \$20,000 each
Sunshine Coast Tourism	531-535	Electoral Area Ec-Dev		\$0		\$28,500		\$29,000	\$500	1.754%	APPROVED Pender Harbour Tourism Sanitation Services (Portable Toilets) (A) - \$3,000; Pender Harbour Visitor Information Centre Washrooms (A) - \$11,500; Pender Harbour Visitor Information Booths (A) - \$11,500; BC Ferries Travel Ambassador Program (A-F Equal Share) - \$3,000
Sunshine Coast Chamber of Commerce	531 / 534 / 535	Electoral Area Ec-Dev (typically Areas A, E, & F)		\$0		\$8,500		\$8,500	\$0	0.000%	APPROVED PH Ec Dev (A) \$2,500 and for Visitor Services \$2,000 (E) and \$4,000 (F)
Coast Cultural Alliance	531-535	Electoral Area Ec-Dev		\$8,000		\$8,000		\$8,000	\$0	0.000%	2024, 2025, 2026 - \$8,000 each
Sunshine Coast Search and Rescue Association	222	SCEP (All)		\$19,000		\$19,000		\$21,000	\$2,000	10.526%	DELEGATION INVITATION - NO REPLY RECEIVED
Sunshine Coast Marine Search and Rescue Station 12 Halfmoon Bay	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	APPROVED
Sunshine Coast Marine Search and Rescue Station 61 Pender Harbour	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	APPROVED
Sunshine Coast Marine Search and Rescue Station 14 Gibsons	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	AMENDED REQUEST - NO DELEGATION
<b>TOTAL</b>			<b>\$1,678,576</b>	<b>\$1,809,810</b>	<b>\$1,884,880</b>	<b>\$1,884,880</b>	<b>\$1,884,880</b>	<b>\$75,070</b>	<b>\$75,070</b>	<b>4.148%</b>	

\*SCRD Portion of Funding Only

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Tina Perreault, Chief Administrative Officer / Chief Financial Officer

**SUBJECT:** DRAFT CORPORATE WORK PLAN UPDATE

---

### RECOMMENDATION(S)

**THAT the report titled Draft Corporate Work Plan Updated be received for information.**

---

### BACKGROUND

At the October 28, 2024, Finance Committee Pre-Budget meeting, the Board reviewed a Draft Corporate Work Plan (the “Plan”). This Plan serves as a strategic guide for local governments, focusing on setting priorities, allocating resources efficiently, and delivering effective services to their communities.

Preliminary work on the Plan involved establishing departmental resource plans, updating past Board directives, and incorporating “extraordinary” operational and Board-approved projects. “Extraordinary” projects are defined as those that:

- Represent an increase or enhancement of service levels.
- Introduce a new service.
- Require high technical expertise, such as engineering or electrical knowledge.
- Have significant costs.
- Are complex.
- Involve considerable risk.
- Have long life cycles.
- Require collaboration with other divisions (e.g., Legislative Services for electoral approvals)

This report presents a revised Draft Plan in preparation for the addition of new projects as part of the 2025 Budget.

### DISCUSSION

The Draft Plan is a key tool for aligning the Sunshine Coast Regional District’s (SCRD) priorities with available resources. It will be refined through Board feedback, project completion updates, and outstanding directives. Given the existing project backlog and limited staff capacity, the Plan helps guide decisions on project prioritization for 2025, as well as the need for additional resources or adjustments.

The updated Draft Plan (see Attachment A for “Project Rating” and Attachment B for “Department”) reflects several revisions since the Pre-Budget meeting:

- **Project Rating:** The initial version only rated projects based on percentage completion. The revised version includes criteria such as:

1. Type of Project-aligns with current budget categories:

Rating	Points
Mandatory/Regulatory	5 points
Strategic Plan	4 points
Priority, Business continuity/	3 points
Board Directive	2 points
Discretionary	1 point
Not recommended/Other	0 points

2. Projects that have a grant deadline-yes/no (5/0 points).

3. Magnitude of risk for not proceeding with project:

Consequence	Points	Criteria / Examples
Catastrophic	5	- Major problem from which there is no recovery. - Significant damage to SCR D credibility or integrity. - Complete loss of ability to deliver a critical program.
Major	4	- Event that requires a major realignment of how service is delivered. - Significant event which has a long recovery period. - Failure to deliver a major political commitment.
Moderate	3	- Recovery from the event requires cooperation across departments. - May generate media attention.
Minor	2	- Can be dealt with at a department level but requires Executive notification. - Delay in funding or change in funding criteria. - Stakeholder or client would take note.
Insignificant	1	- Can be dealt with internally at the branch level. - No escalation of the issue required. - No media attention. - No or manageable stakeholder or client interest.

4. Criticality

		Points
Critical / Essential service	MUST	5 Points
Important to the service/critical component or element, no other way to retain service	SHOULD	3 Points
Not required, but would restore maintain current service level, would be good to complete	COULD	1 Point

5. Percentage Complete

Percent Complete	Points
75-100%	5 points
50-75%	4 Points
25-50%	3 Points
0-25 %	2 Points
Not Started	0 Point

- **By Department and by Rating:**

1. The Corporate Plan has now been segregated “By Department”. This better aligns with the Regional District model to represent the services and available resources to the associated projects.
2. The “Total by Rating” worksheet is an overall representation of all the SCRD projects based on their current rating.

- **Outstanding Board Directives:**

1. Directives that are deemed “extraordinary” in nature were added. Directives that related to a project listed on the corporate plan above were not added.
2. At this time, the directives have not been rated based on criteria of projects as listed above.
3. Directives have not all been assessed for resource implications.

- **Red Line-Capacity / Resource Implications**

1. The “red line,” previously shown at Pre-Budget on the overall list to denote staff capacity versus required project hours, is now presented by department, aiding in departmental-level capacity assessments.
2. At this time, the red line does not take into account the Outstanding Board Directives work required.

There is recognition of the significant project backlog facing the SCRD, which may take years to address depending on the addition of new projects. The red line indicator will support decision-making regarding new and existing projects, including the need for additional resources.

Currently, the Draft Plan does not account for new projects that could emerge from the 2025-2029 Financial Planning process. Future additions may require adjustments to the Plan, such as hiring more staff, bringing in consultants, deferring or canceling projects, or reconsidering current directives. Updates to the Plan will be provided throughout the Budget process, culminating in its formal adoption as part of the 2025-2029 Financial Plan Bylaw. The Plan will be updated continuously as projects progress and resources become available.

## **STRATEGIC PLAN AND RELATED POLICIES**

The 2023-2027 Strategic Plan aligned projects with the Board’s Focus Areas. Bylaws and Policies are related to rate setting and base budget proposals.

## **CONCLUSION**

This report presents an updated Draft Corporate Work Plan, encompassing current projects and Board directives, while considering staffing capacity for new 2025 requests. The finalized Plan will guide SCRD’s long-term strategic planning and be integrated into the 2025-2029 Financial Plan upon its adoption.

**ATTACHMENTS:**

A – Draft Corporate Work Plan as of November 18, 2024 (by Project Rating)



































B – Draft Corporate Work Plan as of November 18, 2024 (by Department)

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO		Other	





ID	Project Description	Program Type		Capacity Requirements				Project Delivery										Comments		
		Initiated by	Capital Program?	Estimated costs overall	Estimated staff hours - 2024 / 25	Estimated staff days -	Sponsor	Business Unit	Start	On Hold	Expected Completion	Percent complete	Type of project	Grant/Deadline	Risk Consequence	Risk Criticality	% complete		Rating	
1	Woodcreek Park Wastewater Treatment Plant Upgrades	Board	N	\$968,591	200	29	Shoji	IS	2022-10		2025-Q1	<div style="width: 33%;"></div>	33 %	5	5	3	5	3	21	RFP for construction issued
2	Langdale Wastewater Treatment System Upgrade Project	Staff	N	\$1,024,966	400	57	Walkey	IS	2023 Q1		2027-Q1	<div style="width: 5%;"></div>	5 %	3	5	5	5	2	20	
3	Implementation of shishálh Nation Foundation Agreement	Staff	N	\$25,000	50	7	Rosenboom	IS	2019 Q1		2025 Q4	<div style="width: 75%;"></div>	75 %	5	0	4	5	5	19	
4	Church Road Well Field - Compliance Monitoring (Strategic Goal)	SP	N	\$200,000	50	7	Walkey	IS	2023-7		2025-Q3	<div style="width: 75%;"></div>	75 %	5	0	4	5	5	19	Strat. Plan: WS6, contract awarded
5	Water Metering Program: Development of Customer Relationship Management Tool (Strategic Goal)	SP	N	\$50,000	50	7	Rosenboom	IS	2020 Q2		2025-Q4	<div style="width: 40%;"></div>	40 %	4	5	4	3	3	19	Strat. Plan: WS2
6	McNeill Lake Dam Safety Improvements (Strategic Goal)	SP	N	\$735,500	25	4	Shoji	IS	2023-01		2024-Q4	<div style="width: 90%;"></div>	90 %	5	0	4	5	4	18	Strat. Plan: WS1, contract awarded
7	Future Waste Disposal Options Analysis Study (Strategic Goal)	SP	N	\$265,000	200	29	Sole	IS	2020 Q2		2025-Q2	<div style="width: 50%;"></div>	50 %	4	0	5	5	4	18	
8	Chapman Creek Raw Water Pump Station - Pump Maintenance and Upgrade (Strategic Goal)	SP	N	\$130,000	75	11	Walkey	IS	2024 Q1		2024-Q3	<div style="width: 50%;"></div>	50 %	4	0	5	5	4	18	Strat. Plan: WS1, contract awarded
9	Cove Cay Pump Station Rebuild and Access Improvements (Strategic Goal)	SP	N	\$921,200	400	57	Waldorf	IS	2023-03		2026-Q1	<div style="width: 33%;"></div>	33 %	5	0	5	5	3	18	Strat. Plan: WS1, RFP for construction issued
10	Exposed Watermain Rehabilitation Chapman Intake Line (Strategic Goal)	SP	N	\$294,469	50	7	Waldorf	IS	2023-08		2024-Q3	<div style="width: 90%;"></div>	90 %	4	0	4	5	4	17	Strat. Plan: WS1, contract awarded
11	Edwards Lake Dam Safety Improvements - Construction (Strategic Goal)	SP	N	\$730,000	40	6	Shoji	IS	2023-01		2024-Q4	<div style="width: 85%;"></div>	85 %	4	0	4	5	4	17	Strat. Plan: WS1, contract awarded
12	Chapman Lake Dam Safety Improvements - Construction (Strategic Goal)	SP	N	\$1,000,000	60	9	Shoji	IS	2023-01		2024-Q4	<div style="width: 75%;"></div>	75 %	4	0	4	5	4	17	Strat. Plan: WS1, contract awarded
13	Next Generation 9-1-1 Implementation	Board	N	\$45,000	35	5	Bellerby	PS	2023 Q2		2026-Q1	<div style="width: 50%;"></div>	50 %	5	0	3	5	4	17	Required: CRTC regulations/directive
14	Supervisory Control Data Acquisition (SCADA) Update / Upgrade (Strategic Goal)	SP	N	\$580,000	275	39	Waldorf	IS	2024 Q2		2025-Q2	<div style="width: 45%;"></div>	45 %	4	0	5	5	3	17	Strat. Plan: WS1, contract awarded
15	Chapman Water Treatment Plant Sludge Residuals Disposal and Planning (Strategic Goal)	SP	N	\$570,000	200	29	Rosenboom	IS	2020 Q2		2025-Q3	<div style="width: 40%;"></div>	40 %	4	0	4	5	4	17	Strat. Plan: WS1
16	Chaster Well Upgrades (Well Protection Plan - Phase 2) (Strategic Goal)	SP	N	\$128,500	100	14	Waldorf	IS	2023-10		2024-Q4	<div style="width: 33%;"></div>	33 %	5	0	3	5	4	17	Strat. Plan: WS1, RFP issued
17	Vertical Expansion Sechelt Landfill - Design Phase (Strategic Goal)	SP	N	\$165,000	150	21	Sole	IS	2024 Q3		2025-Q2	<div style="width: 33%;"></div>	33 %	4	0	4	5	4	17	contract awarded
18	Sechelt Landfill Contact Water Pond Relocation - (Strategic Goal)	SP	N	\$520,000	200	29	Shoji	IS	2024-Q4		2025-Q4	<div style="width: 30%;"></div>	30 %	4	0	5	5	3	17	RFP for construction issued
19	Chapman Creek Water Treatment Plant UV Upgrade (Strategic Goal)	SP	N	\$1,905,950	400	57	Waldorf	IS	2024 Q3		2025-Q4	<div style="width: 30%;"></div>	30 %	4	0	5	5	3	17	Strat. Plan: WS1, RFP for construction issued
20	Egmont Water Treatment Plant - Feasibility Study and Preliminary Development (Strategic Goal)	SP	N	\$275,000	200	29	Waldorf	IS	2024 Q2		2024-Q4	<div style="width: 20%;"></div>	20 %	5	0	5	5	2	17	Strat. Plan: WS1
21	Garden Bay Treatment Plant Improvements (Preliminary/Pre-Design Work) (Strategic Goal)	SP	N	\$200,000	200	29	Walkey	IS	2024 Q4		2025-Q4	<div style="width: 10%;"></div>	10 %	5	0	5	5	2	17	Strat. Plan: WS1
22	Housing Needs Assessment	Mana	N	\$55,000	35	5	Jackson	PD	2024 Q2		2024-Q4	<div style="width: 95%;"></div>	95 %	5	0	3	3	5	16	Mandatory: Local Government Act part 14; Contract awarded; Deadline: Dec 31 2024
23	Sunshine Coast Emergency Planning - Hazard, Risk and Vulnerability Analysis (HRVA) Update	Staff	N	\$58,000	70	10	Hughes	PD	2023 - Q3		2024-Q2	<div style="width: 85%;"></div>	85 %	5	0	3	3	5	16	Mandatory: Emergency & Disaster Management Act; Contract awarded
24	Develop Privacy Management Program	Leg	N		600	86	Reid	CA	2023		2024-Q4	<div style="width: 70%;"></div>	70 %	5	0	4	3	4	16	Mandated by legislation
25	Solid Waste Management Plan Update (Strategic Goal)	SP	N	\$150,000	275	39	Sole	IS	2022-06		2025-Q4	<div style="width: 65%;"></div>	65 %	5	0	4	3	4	16	
26	GDVFD Capital Plan Projects - Fire Truck Replacement	Staff	N	\$585,000	105	15	Michael	PS	2023 Q1		2026-Q4	<div style="width: 37%;"></div>	37 %	5	0	3	5	3	16	Required: Fire Underwriters Survey standards
27	Eastbourne Groundwater Supply Expansion (Phase 2)	SP	N	\$1,200,000	550	79	Waldorf	IS	2023-10		2025-Q4	<div style="width: 33%;"></div>	33 %	4	0	4	5	3	16	Strat. Plan: WS1, contract awarded
28	Emergency and Disaster Management Act - Indigenous Engagement Requirements	Staff	N	\$48,000	70	10	Hughes	PD	2024 Q2		2025-Q1	<div style="width: 25%;"></div>	25 %	5	0	3	5	3	16	Required: Emergency & Disaster Management Act; Grant: Provincial capacity
29	Contracted Services for Emergency Management Statutory, Regulatory and Bylaw Review	Staff	N	\$20,000	70	10	Hughes	PD	2024-03		2024-Q4	<div style="width: 25%;"></div>	25 %	5	0	3	5	3	16	
30	Planning Procedures Manual Development (grant- funded project to implement DAPR)	Board	N	\$150,000	140	20	Jackson	PD	2024 Q1		2025-Q2	<div style="width: 5%;"></div>	5 %	2	5	2	5	2	16	Grant funded: LGDAP; deadline May 29, 2025
31	Emergency Telephone 911- Radio Tower Capital Project Consulting Services	Board	N	\$217,000	35	5	Bellerby	PS	2018 Q2		2024-Q4	<div style="width: 95%;"></div>	95 %	3	0	4	3	5	15	Contract awarded; Partners: RCMP, Telus

32	Mason Rd Lease Renewal and Site Plan	Staff	N	\$42,500	35	5	Gagnon	CS	2022-09		2024-Q4		85 %	3	0	4	3	5	15	Related to the MY lease renewal and Transit facility plan ONLY. Next steps TBD in Q4 2024
33	Feasibility Study Surface Water Intake Upgrades Gray Creek (Strategic Goal)	SP	N	\$125,000	50	7	Waldorf	IS	2023-09		2025-Q3		75 %	4	0	3	3	5	15	Strat. Plan: WS6, contract awarded, permit requirement until July 1, 2025
34	Fire Fighter Compensation Review	Board	N	\$15,000	200	29	Hall	PD	Q2 2024		Q4 2024		66 %	3	0	3	5	4	15	Contract awarded
35	Community Emergency Preparedness Fund Disaster Risk Reduction - Climate Adaptation: Coastal Flooding Project	Board	N	\$510,000	105	15	Shay	PD	2023-05		2024-Q4		55 %	1	5	2	3	4	15	Contract awarded; Grant funding: CEPF; Deadline Dec 15 2025
36	Water Rate Structure Review - Phase 2 (Strategic Goal)	SP	N	\$60,000	125	18	Perreault	IS	2024 Q2		2024 Q4		50 %	4	0	4	3	4	15	
37	Official Community Plans and Zoning Bylaws Update	Board	N	\$720,000	4860	694	Hall	PD	2023 Q2		Q1 2026		38 %	4	0	3	5	3	15	Contract awarded; One aspect of zoning update is mandatory: Local Government Act;
38	911 Tower Chapman Creek Radio Replacement - capital project	Board	N	\$483,295	210	30	Bellerby	PS	2022 Q2		2024-Q3		36 %	3	0	4	5	3	15	Contract awarded for foundation design
39	911 Emergency Communications Equipment Upgrade	Staff	N	\$141,400	35	5	Bellerby	PS	2019 Q3		2024-Q4		33 %	3	0	4	5	3	15	Contract awarded for engineering and some equipment; Partner: RCMP
40	Development and Implementation of Chapman Creek Environmental Monitoring Plan (Strategic Goal)	SP	N	\$150,000	125	18	Walkey	IS	2024 Q2		2027-Q1		33 %	4	0	3	5	3	15	RFP issued
41	Halfmoon Bay Community Hall - design and construction	Board	N	\$4,473,649	775	111	Gagnon / Doyle	CS	2021-09		2027-Q2		30 %	2	5	4	1	3	15	Contracts awarded Grant funded with deadline for completion
42	Fire Flow Action Plan (Strategic Goal)	SP	N	\$250,000	375	54	Walkey	IS	2024 Q2		2024-Q3		15 %	4	0	4	5	2	15	Strat. Plan: WS4
43	Soames Creek Compliance Monitoring	2025 Budget	N	\$100,000	100	14	Walkey	IS	2025 Q3		2026 Q3		0 %	5	0	5	5	0	15	
44	Katherine Lake Park Access Road Emergency Remediation and Upgrades	Board	N	\$200,000	15	2	Huntington	CS	2024-06		2024-Q4		90 %	2	0	4	3	5	14	
45	Meters Installation Phase 3 District of Sechelt (Strategic Goal)	SP	N	\$9,391,750	425	61	Shoji	IS	2022-08		2025-Q2		66 %	4	0	3	3	4	14	Strat. Plan: WS2, contract awarded
46	Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources - test well drilling (Strategic Goal)	SP	N	\$475,000	275	39	Waldorf	IS	2023-07		2025-Q2		50 %	4	0	4	3	3	14	Strat. Plan: WS6, contract awarded
47	Groundwater Investigation Round 2 Phase 3 - Langdale well Field and Marianne West (Strategic Goal)	SP	N	\$1,277,600	500	71	Waldorf	IS	2022-1		2025-Q4		35 %	4	0	4	3	3	14	Strat. Plan: WS6, contract awarded
48	Pender Harbour Transfer Station Site Improvements - Phase 1 and 2	Staff	N	\$861,000	250	36	Shoji	IS	2022-10		2025-Q2		33 %	3	0	3	5	3	14	RFP for construction issued
49	Metering Program 2: Water Meter Data Analytics (Strategic Goal)	SP	N	\$60,000	50	7	Rosenboom	IS	2020 Q2		2025-Q4		33 %	4	0	4	3	3	14	Strat. Plan: WS2
50	Lower Crown Raw Water Reservoir - feasibility study	SP	N	\$100,000	350	50	Rosenboom	IS	2023 Q4		2024-Q4		30 %	4	0	4	3	3	14	Strat. Plan: WS6, contract awarded
51	Hopkins Landing Port Major Replacements	Board	N	\$497,336	100	14	Gagnon	CS	2024-Q1		2025-Q1		30 %	3	0	5	3	3	14	Design contract awarded
52	Bylaw 422 Update (Strategic Goal)	SP	N	\$30,000	200	29	Rosenboom/P erreault/Reid	IS	2024-Q3		2025-Q4		30 %	4	0	4	3	3	14	Strat. Plan: WS2
53	Chapman Raw Water Pump Station Upgrades (Phase 2)	2025 Budget	Y	\$783,973	300	43	Waldorf	IS	2025 Q1		Q2 2026		0 %	4	0	5	5	0	14	
54	Chapman Intake Upgrades (Phase 1) - Design, Engineering and Contract Administration	2025 Budget	N	\$205,340	400	57	Waldorf	IS	2025 Q2		Q4 2025		0 %	4	0	5	5	0	14	
55	Biocover Feasibility Study - Phase 2 (Strategic Goal)	SP	N	\$286,000	60	9	Shoji	IS	2022-8		2025-Q1		80 %	4	0	3	1	5	13	contract awarded
56	HBVFD Rescue 1 Fire Apparatus Replacement	Staff	N	\$623,200	35	5	Daley	PS	2023 Q3		2025-Q2		70 %	3	0	3	3	4	13	Contract awarded
57	HBVFD Long Range Needs Assessment and Preliminary Design Initiatives for Fire Hall #2	Staff	N	\$250,000	140	20	Daley	PS	2023 Q2		2025-Q2		25 %	3	0	4	3	3	13	
58	GDVFD Emergency Generator	Board	N	\$150,000	105	15	Michael	PS	2021 Q2		2024-Q4		15 %	3	0	3	5	2	13	
59	Water Strategy Implementation - Development of Water System Action Plans (Strategic Goal)	SP	N	\$87,000	600	86	Rosenboom	IS	2023 Q1		2025-Q1		10 %	4	0	4	3	2	13	Strat. Plan: WS1
60	Sechelt Nation Government District - Zone Metering (Strategic Goal)	SP	N	\$250,000	200	29	Waldorf	IS	2024 Q4		2025-Q2		5 %	4	0	4	3	2	13	Strat. Plan: WS2
61	Hillside Development Project - Headlease Renewal - Application Development	Board	N	\$195,400	140	20	Hall	PD	2023-04		2025-Q2		75 %	3	0	3	1	5	12	Contract awarded; Partners: Province of BC; Deadline: Dec 31 2026
62	Aquifer 560 Watershed Agreement (Strategic Goal)	SP	N	\$30,550	150	21	Rosenboom	IS	2023 Q3		2025 Q3		60 %	4	0	3	1	4	12	Strat. Plan: WS3, contract awarded
63	SPH Treatment Plant Upgrades - Phase 2	Staff	N	\$100,000	50	7	Walkey	IS	2020 Q2		2025-Q2		50 %	3	0	2	3	4	12	Strat. Plan: WS1
64	Battery Electric Bus Pilot - Planning	Staff	N	\$0	200	29	Kidwai	CS	2023-Q3		2025-Q4		35 %	2	0	4	3	3	12	In partnership with BC Transit (lead)
65	South Pender Harbour Watermain Replacement (Strategic Goal)	SP	N	\$600,000	280	40			2022 Q2		2025-Q2		25 %	4	0	3	3	2	12	Strat. Plan: WS1

66	Capital Renewal Plan - Recreation Facilities (multiple projects)	Staff	N	\$609,000	630	90	van Velzen	CS	Ongoing	Ongoing		25 %	3	0	3	3	3	12	
67	North Pender Harbour Watermain Replacement (Strategic Goal)	SP	N	\$850,000	300	43	Waldorf	IS	2023 Q3	2025-Q2		20 %	4	0	3	3	2	12	Strat. Plan: WS1
68	Implement Residential Water Meter Billing	Board	N	\$0	1500	214	Perreault	CA	2024 Q1	2024-2026		10 %	4	0	3	3	2	12	This is a combination of projects and staff. Bylaw 422, water rates Phase 2, meter install.
69	Dogwood Reservoir: Engineering and Construction (Strategic Goal)	SP	N	\$108,000	150	21	Walkey	IS	2024 Q1	2025-Q3		10 %	4	0	3	3	2	12	Strat. Plan: WS1
70	Business Continuity Management Program (Non-Discretionary)	Province	N	\$18,000	200	29	Cropp	CA	2023 Q3	2025 Q3		10 %	5	0	2	3	2	12	Will become operational after implementation.
71	Reed Road Pump Station Zone 4 Improvements (Strategic Goal)	SP	N	\$70,000	75	11	Walkey	IS	2023 Q4	2025-Q4		5 %	4	0	3	3	2	12	Strat. Plan: WS1
72	SCRD Building & Plumbing Bylaw Renewal	Board	N	\$0	70	10	Kennett	PD	2024 Q1	2025-Q2		62 %	2	0	2	3	4	11	
73	SharePoint (MARS)/Teams	Staff	N	\$204,000	4200	600	Reid/Nelson	CA	2023 Q1	2025-Q3		60 %	3	0	3	1	4	11	
74	Seaview Cemetery Expansion	Staff	N	\$589,600	300	43	Huntington	CS	2024-07	2025-Q4		30 %	3	0	2	3	3	11	Contract awarded
75	Review of SCR D Subdivision Servicing Bylaw No. 320 (Strategic Goal)	SP	N	\$40,000	250	36	Rosenboom	IS	2022 Q2	2025-Q4		30 %	4	0	3	1	3	11	On Hold pending additional budget to be approved in Budget process 2025, Strat. Plan:
76	SAC - Sechelt Aquatic Centre Roof Replacement	Staff	N	\$556,300	50	7	van Velzen	CS	2023-10	2025-Q3		25 %	3	0	2	3	3	11	Contract awarded
77	Lower Road Retaining Wall Repair Resolution	Staff	N	\$675,860	75	11	Gagnon	CS	2022-02	2025-Q4		25 %	2	0	3	3	3	11	Involvement of MOTI
78	Hillside Development Project - Culvert Repair Design Development	Staff	N	\$200,000	70	10	Hall	PD	2023 Q1	2025-Q4		25 %	2	0	3	3	3	11	
79	GACC - Gibsons and Area Community Centre Roof Replacement	Staff	N	\$2,899,900	90	13	van Velzen	CS	2023-10	2025-Q3		25 %	3	0	2	3	3	11	Contract awarded
80	GACC - Gibsons and Area Community Centre Condenser, Heat Exchanger, and Pump Replacement	Staff	N	\$900,000	110	16	van Velzen	CS	2023-06	2026-Q3		20 %	3	0	3	3	2	11	Contract awarded
94	Development Approvals Process Review - Implementation of Recommendations	Board	N	\$150,000	320	46	Jackson	PD	2024 Q2	2025-Q4		18 %	3	0	3	3	2	11	
81	Neighbourhood Emergency Preparedness Financial Support (Pilot Project)	Board	N	\$10,000	140	20	Hughes	PD	2024 Q3	2026 Q3		10 %	2	0	4	3	2	11	
82	Chief Administrative Officer Recruitment	2025 Budget	N	\$60,000	70	10	CAO	CA	2025 Q1	2025 Q2		0 %	4	0	4	3	0	11	Should this be on the list?
83	Regional Sustainability Services - Community Climate Plan Development	Board	N	\$40,000	105	15	Shay	PD	2022-01	2025-Q2		95 %	2	0	2	1	5	10	
84	Fare Free Transit for Youth initiative Planning and initial implementation	Board	N	\$90,000	10	1	Kidwai	CS	2024-Q2	2024-Q4		95 %	2	0	2	1	5	10	
85	Riparian/Shoreline Zoning Bylaw Amendments	Staff	N	\$0	70	10	Jackson	PD	Q2-2023	Q4 2024		65 %	1	0	2	3	4	10	
86	Coopers Green Park Enhancements	Board	N	\$633,238	450	64	Huntington	CS	2024-08	2025-Q4		30 %	2	0	4	1	3	10	Contract awarded
87	Community Evacuation Plan Template and Workshops - funded over 3 years.	Board	N	\$62,500	140	20	Hughes	PD	2024 Q3	2026-Q4		10 %	2	0	3	3	2	10	
88	Inspections for Parks Engineered Structures and Reserve Contribution	Staff	N	\$75,000	50	7	Huntington	CS	2024-Q3	2025-Q1		5 %	3	0	3	3	1	10	
89	Sechelt Landfill Stage K Closure (Regulatory requirement )	Board	N	\$3,250,000	300	43	Shoji	IS	2024 Q3	2025-Q4		0 %	5	0	2	3	0	10	
90	Digital Plan Review Preparedness - Hardware, Software and Training	Board	N	\$5,500	35	5	Kennett	PD	2023 - Q3	2025-Q1		100 %	2	0	1	1	5	9	
91	eScribe Meeting Management Software	Staff	N	\$25,000	200	29	Reid	CA	2023-Q4	2024-Q4		75 %	1	0	2	1	5	9	Contract for services expires on June 2026. Staff have been trained on phase 1 of project
92	APC model review	Staff	N	\$0	63	9	Hall	PD	Q1-2024	Q3-2024		50 %	1	0	3	1	4	9	
93	SCA - Sunshine Coast Arena Water Well Investigation	Board	N	\$63,000	20	3	van Velzen	CS	2024-06	2025-Q2		40 %	4	0	1	1	3	9	Strat. Plan: WS6, contract awarded
95	North and South Pender Harbour Water Services - Piping System Connection Feasibility Study and Design (Strategic Goal)	SP	N	\$50,000	100	14	Walkey	IS	2024 Q2	2025-Q3		15 %	4	0	2	1	2	9	Strat. Plan: WS6
95	Keats Island Trail Erosion Mitigation (Rosemary Lane)	Staff	N	\$60,000	75	11	Huntington	CS	2023-04	2025-Q2		10 %	3	0	3	1	2	9	
96	Integrate a climate risk framework into core decision-making processes (project scoping documents, staff reports, and budget	Board	N	\$0	90	13	Shay	PD	2024 Q2	Q2-Q3 2024, Q1 2025		8 %	2	0	2	3	2	9	
97	Water Supply Analyses South Pender (Strategic Goal)	SP	N	\$85,000	200	29	Walkey	IS	2024 Q4	2025-Q3		0 %	4	0	4	1	0	9	Strat. Plan: WS6
98	Hybrid Meeting Solutions and Board Room Modifications	Staff	N	\$119,650	20	3			2022-Q2	2024-Q4		90 %	1	0	1	1	5	8	Grant funded - COVID Recovery Fund Contract for services expires December 31,

99	Recreation Programming Review	Staff	N	\$16,000	40	6	Donn	CS	2022-03		2024-Q4		90 %	1	0	1	1	5	8	
100	Cityworks -Improvements and Development	Staff/Board	N	\$35,000	140	20	Doyle	CA	2023 Q2		Ongoing		60 %	1	0	2	1	4	8	
101	Develop Corporate Workplan	Staff/Board	N	\$40,000	520	74	CAO	CA	2024 Q3		2025 Q3		50 %	2	0	2	1	3	8	Will become operational after initial development.
102	Cliff Gilker Sports Field Irrigation System	Staff	N	\$378,814	50	7	Huntington	CS	2024-06		2025-Q4		35 %	2	0	2	1	3	8	Strat. Plan: WS6, contract awarded
103	Feasibility (Area F) - Connected Coast Connectivity - Feasibility Study	Staff	N	\$2,500	50	7	CAO	CA	2024 Q4		2025 Q3		0 %	1	5	1	1	0	8	
104	Various Functions - Corporate Security Enhancement Assessment and Implementation	Staff	N	\$100,000	100	14	Parker / Cropp	CA	2024 Q2		2025 Q2		50 %	1	0	2	1	3	7	
105	Organization Review - Phase 2 Implementation	Board	N	\$30,000	225	32	CAO	CA	2024 Q2		2025 Q2		25 %	2	0	2	1	2	7	
106	Sunshine Coast Sports Fields Strategy	Staff	N	\$18,800	110	16	Huntington	CS	2023-05		2025-Q3		15 %	1	0	3	1	2	7	In partnership with ToG, DoS, sNGD and SD#46
107	Regional Land Evaluation - Housing Potential (formerly proposed as a [500] Regional Planning project)	Board	N	\$35,000	70	10	Jackson	PD	2024 Q2		2025-Q2		15 %	2	0	2	1	2	7	
108	New Brighton Feasibility Study	Board	N	\$25,000	200	29	Gagnon	CS	2024-Q4		2025-Q3		15 %	2	0	3	1	1	7	Contract awarded
109	Business Continuity Cybersecurity Defense in Depth Program	Staff	N		150	21	Nelson	CA	2024 Q4		Q1-Q4 2025		0 %	3	0	3	1	0	7	
110	Corporate Fleet Strategy	Staff	N	\$75,000	150	21	Kidwai	CS	2024-08		2025-Q2		40 %	1	0	1	1	3	6	Contract awarded
111	Support for Junior Hockey Initiative including GACC Enhancement Project Leadership	Staff	N	\$63,515	725	104	van Velzen	CS	2024-06		2025-Q4		20 %	1	0	2	1	2	6	Hours approved to support Jr. Hockey initiatives that may come forward
112	GACC Room 204 RFP for use of space	Staff	N	\$0	75	11	Donn	CS	2024-08		2025-Q4		5 %	3	0	1	1	1	6	
113	District Lot 1313 Nominal Rent Tenure (NRT) Application	Board	N	\$21,500	50	7	Huntington	CS	2023-05		2025-Q1		5 %	2	0	2	1	1	6	
114	Corporate Policy and Bylaw Review	Staff/Board	N		1092	156	Reid	CA	2024 Q3		2025-Q4		10 %	1	0	2		2	5	FTE approved during 2024 budget for this project, amongst others. Several policies and
115	Cedargrove childcare space planning	Board	N	\$0	150	21	Huntington/Jones	CS	2023-Q1		2025-Q4		10 %	1	0	2	1	1	5	Involves SD#46 and Action Plan Child Care Resolution #118/20 (2)
116	Parks -Bylaws and Fees and Charges - complete review and revision	Staff	N	\$0	50	7	Huntington	CS	2024-Q3		2025-Q1		10 %	1	0	1	1	1	4	
117	Recreation Facilities Needs Assessment and Business Case	Staff	N	\$100,000	650	93	Donn	CS	2024-10		2025-Q4		0 %	1	0	2	1	0	4	
118	Bus Shelter Program Development	Staff	N		75	11	Kidwai	CS	2024-Q4		2025-Q4		0 %	1	0	1	1	0	3	
119	Budget Software	Staff	N	\$250,000	450	64	Perreault / Taylor	CA	2024 Q4		2025 Q2		0 %	1	0	1	1	0	3	Delayed due to vacancies
120	Information Services - Conversion to Microsoft Teams Phone	Staff	N	\$143,000	40	6	Nelson	CA	2024-02		2024 Q4		100 %						0	
121	Fire Service Bylaw Review	Board	N	\$1,500	7	1	Bellerby	PS	Q1 2023	X			10 %	2	0	2	3	2	0	
122	Hillside Development Project - investment Attraction Analysis	Board	N	\$120,000	7	1	Hall	PD	2023-05	X			10 %	2	0	2	1	2	0	
123	Installation and Decommissioning of the Edwards Lake Siphon System and Drought Response Costs	SP	N	\$550,000	100	14	Walkey	IS		X			0 %	5	0	3	3	0	0	Strat. Plan: WS4
124	Chapman Siphon Removal	SP	N	\$155,000	100	14	Walkey	IS		X			0 %	5	0	3	3	0	0	Strat. Plan: WS4
125	Dream Valley Estates Water System Feasibility (Strategic Goal)	Board	N	\$30,000	150	21	Walkey	IS		X			0 %	1	0	3	1	0	0	pending confirmation of funding, as currently unfunded
126	Create and introduce a Volunteer Appreciation Program.	Board	N		150	21	Parker	HR		X			0 %	1	0	1	1	0	0	For future discussion.

## Board Directives

1	Eastbourne Groundwater Development	Board Directive					Rosenboom	IS	2024-09-12		In Progress		Disaster Resilience and Innovation Funding - Grant Funding Application THAT the report Eastbourne Groundwater Development - Disaster Resilience and Innovation Funding - Grant Funding Application be received for information; AND THAT staff be directed to submit an application for grant funding through the Disaster Resilience and Innovation Funding (DRIF) program for the Eastbourne Groundwater Development Project for a total of \$1,500,000.
2	Recycling Depot Site Operations	Board Directive		100			Rosenboom	IS	2024-02-08		In Progress		THAT staff investigate options for the recycling of residential packaging and paper products and books on the Sunshine Coast, contingent upon required resources being approved as part of the 2024 budget process.

3	Food Growing Farms	Board Directive		25		Rosenboom	IS	2024-04-25	In Progress	THAT the correspondence from Director Gabias, Electoral Area B regarding policy development to support commercial food-growing farms and extension of stage 4 exemptions for commercial food-growing farms be received; AND THAT staff work in collaboration with the Farmers Institute to develop a budget proposal for 2025 funded by the Agricultural Amenities Fund that would develop water use and OCP-related policy to support commercial food-growing farms in the Sunshine Coast Regional District.
4	Policy - Water Service	Board Directive		200		Rosenboom	IS	2012-12-13	In Progress	THAT a policy be drafted for the conversion of independent community water systems to SCRDR ownership based on past practices as outlined in this report; AND THAT this policy also address the extension of the regional water system to currently un-served areas; AND THAT the policy include an analysis of whether each request to join the system is better to join regional water system, or to form a separate service function; AND THAT this policy be brought back to a future Infrastructure Services Committee meeting for review and approval; AND FURTHER THAT the Egmont Water System construction funding shortfall of \$240,000 be funded by Regional Water and that the financial plan be adjusted accordingly.
5	Reserves and Debt	Board Directive		400		Perreault	CA	2010-11-25	In Progress	THAT staff report back in the fall of 2011, after undertaking a review of the Regional District's assets, debt, leases and reserves, on establishing reserve policies that would specify the appropriate level and uses for the reserves for each function, as well as strategies for implementation.
6	Review of OCP and Zoning Bylaw in Electoral Area A	Board Directive		50		Hall	PD	2019-12-12	In Progress	THAT staff be requested to review the Official Community Plan and Zoning Bylaw to determine amendments that could be implemented for the regulation of uses related to the foreshore, as informed by the potential future decisions of the Shared Decision Making process.
7	Renaming Halkett Bay Dock on Gambier Island	Board Directive		100		Hall	PD	2020-07-23	In Progress	AND THAT this report be referred to the following agencies and committees : Skwxwú7mesh Nation; The SCRDR Ports Monitors Committee; The West Howe Sound Advisory Planning Commission; Islands Trust; Ministry of Forests, Lands, Natural Resource Operations and Rural Development; and Ministry of Environment and Climate Change Strategy (BC Parks) AND FURTHER THAT feedback from the referrals be reported back to a future Planning and Community Development Committee meeting.
8	Renewal of Pender Harbour Golf Club Lease Agreement	Board Directive		200		Hall	PD	2022-04-28	In Progress	THAT the report titled Renewal of Pender Harbour Golf Club Lease Agreement be received for information; AND THAT the delegated authorities be authorized to execute renewal of the Pender Harbour Golf Club Lease Agreement for a 5-year term (2022 - 2027); AND FURTHER THAT a staff report be brought back to the SCRDR Board at a future date for consideration of amending the lease agreement for a 25-year term along with other provisions which would allow the Pender Harbour Golf Club more flexibility in operations and long-term planning needs.
9	SCRDR Regional Growth Framework Baseline Research	Board Directive		100		Hall	PD	2023-06-08	In Progress	THAT the report titled Sunshine Coast Regional District (SCRDR) Regional Growth Framework Baseline Research Reports be received for information; AND THAT the following recommendations be approved as the next steps for the SCRDR Regional Growth Framework Baseline Research project: Refer the Sunshine Coast Regional District (SCRDR) Regional Growth Framework Baseline Research Reports to other local governments, Islands Trust, Gambier Local Trust Committee, First Nations and Electoral Area Advisory Planning Commissions inviting feedback. Refer the Sunshine Coast Regional District (SCRDR) Regional Growth Framework Baseline Research Reports to School District 46, Vancouver Coastal Health, Ministry of Transportation and Infrastructure, Sunshine Coast Resource Centre, Sunshine Coast Community Services Society, Sunshine Coast Farmers' Institute, BC Ferries Corporation, Roberts Creek Official Community Plan Committee, inviting feedback. Continue development of a Let's Talk SCRDR page to gather comments and ideas from community groups and the community. Refer the Sunshine Coast Regional District (SCRDR) Regional Growth Framework Baseline Research Reports to the SCRDR Strategic Planning process. Staff to use the Regional Growth Baseline Framework as a key input for the PEP2 (Official Community Plan Renewal) project. Encourage other local governments to use the Regional Growth Baseline Framework as a key input for any upcoming Official Community Plan updates or renewals. Staff to prepare a set of options for next steps / implementation to consider, beyond integration with strategic plans and Official Community Plans, following receipt of referral comments and Let's Talk input for a timeline of Q3/Q4 2023.
10	Corporate Greenhouse Gas Emissions Target Policy	Board Directive		50		Hall	PD	2023-12-14	In Progress	THAT the report titled Corporate Greenhouse Gas Emissions Target Policy – Target Setting be received for information; AND THAT Option 1 – the SCRDR adopts a Corporate GHG emissions reduction target of 20% by 2026 and 45% by 2030 from 2019 levels within its traditional services inventory, be included in a Corporate Greenhouse Gas Emissions Target Policy to be presented in Q1 2024.
11	Bylaw Opportunities for Water Conservation	Board Directive		200		Rosenboom	IS	2019-10-24	In Progress	AND THAT the review of Water Rates and Regulations Bylaw 422 scheduled for 2020 include a review of water conservation provisions and the service connection application process; AND THAT the review of Subdivision Servicing Standards Bylaw 320 planned for 2021 incorporate water conservation measures; AND FURTHER THAT the review of Development Cost Charges Bylaw 693 planned for 2023 incorporate a water conservation lens.
12	Town of Gibsons Bulk Water Agreement – Financial Update	Board Directive		200		Rosenboom	IS	2020-07-23	In Progress	AND THAT the Town of Gibsons Bulk Water Review Committee be dissolved; AND THAT staff proceed with a review process for the Bulk Water Agreement and report back to Committee in Q4 2020; AND FURTHER THAT the 2020-2024 Financial Plan be amended to reflect the financial implications of the disconnection of the SCRDR providing the primary water supply to the Town of Gibsons Zone 3.
13	Leak Detection Program	Board Directive		200		Rosenboom	IS	2021-01-14	In Progress	THAT staff provide a report to a future Committee meeting outlining a proactive and comprehensive leak detection program throughout all SCRDR water systems.

14	Use of Water Meter Data	Board Directive		75		Rosenboom	IS	2021-05-27	In Progress	THAT staff prepare a report to a future Committee meeting that provides options for next steps for determining how to use water metering data to reduce high water usage and outlines best practices utilized in other jurisdictions.
15	SCRD Curbside Recycling Service – Additional Information for Consideration	Board Directive				Rosenboom	IS	2021-06-24	In Progress	THAT the report titled SCRD Curbside Recycling Service – Additional Information for Consideration be received for information; AND THAT curbside recycling services for the rural areas be reconsidered as part of the Solid Waste Management Plan update which would include solid waste services currently provided by member municipalities; AND FURTHER THAT the SCRD request that the member municipalities make available financial and other information as required to inform the Solid Waste Management Plan Update.
16	Enforcement of Landfill Disposal Regulations – Considerations, including Potential Use of Clear Bags	Board Directive		50		Rosenboom	IS	2022-01-13	In Progress	THAT staff engage with residents, commercial sector and impacted local governments on the timing and conditions of the implementation of a clear bag regulation for the disposal of bagged garbage and provide implementations recommendations by Q2 2022.
17	Water Demand Analysis	Board Directive		200		Rosenboom	IS	2023-04-27	In Progress	THAT the SCRD Board directs staff to complete and present the following reports: As part of the 2023 workplan, the staff produce and provide a comprehensive report to the Board updating the 2018 Water Demand Analysis, to incorporate the data of the last five years, and specifically the consequences from the drought period extending to mid December as experienced in 2022. This report to include updated Water Supply Deficit amounts along with: the size that would be needed for a Raw Water Reservoir to close the projected deficit for 2025, 2035 and 2050; the amount of groundwater (in m3/day) that would be needed to close the Water Supply Deficit in those same years in the absence of a Raw Water Reservoir.
18	Gas Prices	Board Directive				Reid	CA	2003-09-29	No Longer Relevant	Research existence of any authority to which the SCRD might appeal regarding gas prices on the Sunshine Coast
19	Internal Service Equity Review – Annual Update	Board Directive				Purreault	CA	2015-07-09	No Longer Relevant	AND THAT Joint Use [630] be removed from the list of services to be included in the Internal Service Equity Review – Annual Updates; AND THAT Regional Planning [500] be included in the June 2016 update along with Regional Solid Waste [350-353], Bicycle and Walking Paths [665], Parks [650], Regional Recreation Programming [670] and Community Recreation Facilities [615].
20	Collaboration Options for Corporate Space and Site Planning	Board Directive				Purreault	CA	2019-11-14	In Progress	THAT staff consult with other local governments to determine what space needs exist and where there may be opportunities to combine services and/or sites coast-wide.
21	Ranger Station Agreements	Board Directive				Gagnon	CS	2011-04-28	No Longer Relevant	THAT the report from the Parks Services Manager regarding the Ranger Station Agreements (Pender Harbour Reading Centre, Serendipity Child Development Society and the Harbour Gallery) be received and the lease amount is amended to \$5.00 with Liability Insurance increased from \$2 million to \$5 million; THAT Planning staff research the possibility of listing these buildings as heritage buildings; THAT Building Division staff perform building condition assessments on all of the Ranger Station buildings.
22	Board Directives Clarification Update	Board Directive				Gagnon	CS	2012-09-20	No Longer Relevant	THAT Resolution No. 153/04 Recommendation No. 8 and Resolution No. 033/12 Recommendation No. 22 regarding participation in Joint Use be resolved through an invitation to the SIGD to attend the next Joint Use meeting to determine if they would like to participate on the Committee.
23	Strategic Plan – Cultural Sustainability	Board Directive				Gagnon	CS	2014-06-12	No Longer Relevant	THAT staff provide a verbal report to a future Community Services Committee meeting regarding the Cultural and Social aspects of Sustainability in the Strategic Plan, specifically the coordination, planning and support that local governments can provide to volunteer groups and organizations over time; AND THAT the report include information from the Sunshine Coast Regional Cultural Strategy.
24	Salish Sea Marine Trail Launch Strategy	Board Directive				Gagnon	CS	2017-02-23	No Longer Relevant	THAT the report titled Salish Sea Marine Trail Launch Strategy be received; AND THAT the SCRD work with the BC Marine Trails Network Association to analyze potential launch sites; AND FURTHER THAT staff report back to the Committee with recommendations for supporting BC Marine Trails Network designation of particular launch sites to access the Salish Sea Marine Trail.
25	Management Strategies for the Park on North Thormanby Island	Board Directive				Gagnon	CS	2017-03-23	No Longer Relevant	THAT the report titled Management Strategies for the Park on North Thormanby Island be received; AND THAT staff work with the Vaucroft Improvement District to prepare a draft stewardship agreement and other related agreements in accordance with the recommended park management strategies as described in the report titled Management Strategies for the Park on North Thormanby and report back to a future Committee meeting.
26	Snow Clearing at Bus Stops	Board Directive				Gagnon	CS	2022-01-13	No Longer Relevant	THAT SCRD staff liaise with the Sunshine Coast municipal staff with respect to addressing snow removal at bus stops and report back on strategies to maintain safety at bus stops during inclement weather.
27	Recreation Facility Cost Offset Options	Board Directive				Gagnon	CS	2020-07-30	No Longer Relevant	THAT staff explore the feasibility of Corporate Sponsorship to offset costs related to the reopening of the Community Recreation Facilities and to request continued support for the recreation facilities; AND THAT the solicitation of donations from the community also be considered.
28	Regulations for Cannabis Production on Agricultural Land	Board Directive				Hall	PD	2021-01-14	In Progress	THAT the report titled Regulations for Cannabis Production on Agricultural Land be received; AND THAT amendments to the general use provisions sections of Zoning Bylaws Nos. 310 and 337 be prepared stating that where land is within the Agricultural Land Reserve, applicable provisions of Agricultural Land Reserve Use Regulation, and amendments thereto, override provisions of the zoning bylaw; AND FURTHER THAT updated setbacks for farm uses, including cannabis production, be proposed in the forthcoming revised zoning bylaws to be considered through a public consultation process.

29	SCRD and shishálh Nation Engagement Process	Board Directive				Hall	PD	2014-03-27	No Longer Relevant	THAT the Board endorse the SCRD and shishálh Nation Engagement Process with the following amendments: Page 2, Section A) SCRD Commitments, Number 10: delete the words "when relevant" and "or OCP"; AND FURTHER THAT the amended copy of the SCRD and shishálh Nation Engagement Process document be forwarded to the Squamish Nation.
30	Chapman Watershed	Board Directive				Hall	PD	2014-11-13	No Longer Relevant	THAT a letter be sent to the Sechelt Indian Band requesting feedback on the idea of developing a protocol agreement with the Private Managed Forest Land Council; AND THAT comments be brought back to a future Infrastructure Services meeting.
31	AAC Minutes of November 26, 2019	Board Directive				Hall	PD	2020-01-09	No Longer Relevant	2019 be received; AND THAT the following recommendation contained therein be adopted and acted upon: Recommendation No. 2 Regional Inter-Jurisdictional Invasive Plant Strategy. The Agricultural Advisory Committee recommended that staff engage with the Coastal Invasive Plant Council to conduct an annual invasive plant awareness event suitable for farmers and residents of the Sunshine Coast
32	Municipal Natural Assets Initiative BC	Board Directive				Rosenboom	IS	2018-09-27	No Longer Relevant	THAT the Municipal Natural Assets Initiative BC Watershed-Level pilot implementation project be brought forward for consideration by the newly elected Board.
33	November 2022 Storm Damage Emergency Response	Board Directive				Hall	PD	2022-11-24	In Progress	THAT the report titled November 2022 Storm Damage Emergency Response (EOC Tax 22-5989) be received for information; AND THAT the delegated authorities be authorized to enter into a mutual aid agreement with the Hopkins Landing Waterworks District for the provision of drinking water; AND THAT a special authorization under the Water Sustainability Act be requested from the Province to permit the supply of water outside of the boundaries of the Langdale water system; AND THAT expenses associated with November 2022 Storm Damage Emergency Response be authorized as follows: [222] Sunshine Coast Emergency Program – up to \$10,000, funded from operating reserves; [370] Regional Water Services – up to \$165,000, funded up to \$100,000 from Regional Water capital reserves and up to \$65,000 in operating reserves; [388] Langdale Wastewater – up to \$21,000, funded from operating reserves; [650] Community Parks – up to \$10,000, funded from operating reserves; AND THAT the SCRD work with Emergency Management BC (EMBC) and/or Sunshine Coast Regional District property insurers to recover funds for the associated response items listed above; AND THAT the 2022-2026 Financial Plan be amended accordingly; AND FURTHER THAT an update on November 2022 Storm Damage Emergency Response be provided to a future Committee.
34	Compensation Policy for Advisory Committees	Board Directive	35			Purreault	CA	2023-09-28	No Action Taken	THAT staff research a new compensation policy for Advisory Committees that meet during business hours (including the Gibsons and District Fire Commission) with the goal of making the Advisory Committees more diverse, inclusive, and representative of the residents of the Sunshine Coast.
35	Service Level Priorities	Board Directive	7			Reid	CA	2019-12-12	No Action Taken	THAT a report identifying key legislated services that regional districts must deliver, be provided to a Committee meeting after adoption of the 2020 budget.
36	McNair Creek Waterpower Project	Board Directive	25			Hall	PD	2017-10-12	No Action Taken	THAT SCRD Staff contact BluEarth Renewables Inc. regarding an agreement to allow SCRD access for water use from the McNair Creek Waterpower Project.
37	SCRD Legacy/Bequest Program	Board Directive	50			Gagnon	CS	2017-01-26	No Action Taken	THAT the report titled SCRD Legacy/Bequest Program be received; AND THAT staff develop a SCRD Legacy/Bequest Program and report to Committee before the Third Quarter of 2017.
38	Visitor Information Signage	Board Directive	75			Gagnon	CS	2014-12-11	No Action Taken	AND THAT Visitor Information Signage at the Langdale Ferry Terminal bus shelter topic be delegated to staff to determine the size, purpose, jurisdiction and viability of the sign in consultation with the Gibsons and District Chamber of Commerce.
39	Heritage Protocol for Parks	Board Directive	150			Gagnon	CS	2013-04-25	No Action Taken	THAT the SCRD work toward implementing a Heritage Protocol for Parks projects with both the Sechelt Nation and the Squamish Nation; AND THAT the report be amended to note that a process similar to that established with the Sechelt Nation will be developed with the Squamish Nation.
40	Coopers Green Hall Confidential Grant Result & Next Steps	Board Directive				Gagnon	CS	2020-06	No Action Taken	AND THAT staff be directed to research Option 2b as outlined in the staff report titled Coopers Green Hall Confidential Grant Result & Next Steps, as follows: Consideration could be given to investing in a joint facility with SD46 in another location such as on a school site. This scenario could involve the eventual decommissioning of the Coopers Green Hall. If co-location with a school is considered, nearby access to a gymnasium or other spaces could have the practical effect of increasing the seating space for community events, relative to the current hall at Coopers Green; AND FURTHER THAT staff report back to a future In Camera Committee meeting with an update.
41	Mobile Vendors	Board Directive				Hall	PD	2011-09-22	No Action Taken	THAT planning staff commence the process of introducing the following amendments to Zoning Bylaw 337: (see minutes). THAT the recommended definitions and limitations be referred to the Area A APC for additional consideration.
42	Fringe Area Agreement	Board Directive	200			Hall	PD	2012-10-11	No Action Taken	THAT the topic of a fringe area agreement with the SCRD and Town of Gibsons along the boundary between Elphinstone and the Town be included in the 2013 work plan.
43	Sunshine Coast Regional District Bylaw No. 51 (Special Events)	Board Directive	300			Hall	PD	2016-03-24	In Progress	AND THAT staff be authorized to prepare an updated Special Events Bylaw for consideration at a future Planning and Development Committee meeting which incorporates best practices from other local government jurisdictions; AND FURTHER THAT staff conduct enhanced public engagement as part of the Special Events Bylaw development process.
44	Use of Biosolids as Landfill Cover Material	Board Directive	25			Rosenboom	IS	2021-03-11	In Progress	THAT a letter be sent to the Director at the Ministry of Environment and Climate Change Strategy to request approval for the use of biosolids as a landfill cover material per 3.7 of the Sechelt Landfill Operational Certificate.
45	Policy for Sale and Disposition of SCRD Land	Board Directive	200			Hall	PD	2016-11-24	No Action Taken	THAT staff prepare a Policy for the Sale and Disposition of SCRD Land for the Board's consideration as part of the 2017 annual workplan.

46	SCRD's Approach to Archaeology Assessments	Board Directive		75		Rosenboom	IS	2022-03-24	In Progress	THAT the report titled SCRD's Approach to Archaeology Assessments be received for information; AND THAT the SCRD apply for a Multi-Use Assessment Permit under the Heritage Conservation Act for all common ground disturbing work undertaken by the SCRD within the shishálh Nation swiya and Skwxwú7mesh Úxwumixw traditional territory Te'mexw Treaty Association, Hul'qumi'num Nations, Snuneymuxw Territory, seililwetat (Tsilil-Waututh Nation), x'məθk'əy əm (Musqueam Nation); AND THAT staff update communication materials that pertain to archaeology assessments by Q 3 2022; AND FURTHER THAT to protect heritage resources and our commitment to reconciliation, staff develop a heritage policy for the Board's consideration considering the Heritage protocol with the shishálh Nation and the heritage policies of the shishálh Nation and the Skwxwú7mesh Nation.
47	Non-Soil Based Industrial Cannabis Production in the ALR	Board Directive				Hall	PD	2021-03-25	In Progress	THAT the Agricultural Advisory Committee (AAC) meeting minutes of February 23, 2021 be received for information; AND THAT Recommendations No. 3 and 5 contained therein be adopted and referred to staff for drafting of bylaw amendments to be brought to a future Committee: Recommendation No. 3 - Non-Soil Based Industrial Cannabis Production in the ALR - THAT the SCRD urgently strengthen zoning bylaws regarding regulation of non-soil based dark site cannabis production in the ALR; AND THAT the SCRD substantially increase the bylaw infraction fines for non-soil based dark site cannabis production so as to effectively prevent further bylaw infractions and destruction of farmland in the ALR; AND FURTHER THAT the SCRD look at District of Sechelt and Squamish Lillooet Regional District as examples; Recommendation No. 5 - Non-Soil Based Industrial Cannabis Production in the ALR - THAT the SCRD investigate and or implement a regulation regarding the soil removal or addition on ALR properties on the Sunshine Coast.
48	Advisory Committees – Natural Resources and Agricultural	Board Directive				Hall	PD	2021-10-14	No Action Taken	THAT staff report to a Committee in Q4 of 2021 regarding options for incorporating public input on natural resources and agricultural issues as possible alternatives to the existing Natural Resources Advisory and the Agricultural Advisory Committees.
49	Provincial Referral CRN00090/91 S Sakinaw Rds, Prov File 2412156 & 2412244 (OTL Rd Co Ltd)	Board Directive				Hall	PD	2020-01-23	In Progress	AND THAT the following comments be forwarded to the Ministry of Forests, Lands, Natural Resource Operations, and Rural Development: SCRD interests are unaffected; That the Province undertake, or require the applicant to undertake: Bio-inventories (in accordance with the Province of BC's Develop With Care Guidelines) in advance of land alteration to assess the presence of species and habitat values – with results and other available spatial data to authorities with land management responsibility, including SCRD; Demonstrated alignment with relevant Best Management Practices; Evidence of direct contact / review with First Nations by applicant; Follow-up reporting documenting the work completed; AND FURTHER THAT efforts undertaken should be to a satisfactory level to ensure that obligations to Provincial and Federal regulations (such as Wildlife Act, Forest and Range Practices Act, Water Sustainability Act, Heritage Conservation Act) and also Federal Acts (Fisheries Act, Species at Risk Act, Migratory Bird Convention Act) are met.
50	Correspondence BC Ferries Moving Ahead Together on the Sunshine Coast Project	Board Directive				Gagnon	CS	2021-02-25	No Longer Relevant	THAT the correspondence from BC Ferries dated February 1, 2021 regarding the Moving Ahead Together on the Sunshine Coast Project be received for information; AND THAT staff contact BC Ferries to arrange a meeting with the SCRD Board to discuss the results of the Moving Ahead Together on the Sunshine Coast Project.
51	Pender Landing Wastewater Treatment Disposal Options	Board Directive		200		Rosenboom	IS	2019-04	In Progress	THAT the In Camera report titled Pender Landing Wastewater Treatment Disposal Options be received; AND THAT staff explore the feasibility of accepting operation and ownership of the Pender Harbour Landing sewage outfall; AND FURTHER THAT a report outlining next steps and timelines be provided.
52	Joint Use	Board Directive				Gagnon	CS	2004-02-26	No Longer Relevant	Invite SIGD to participate in Joint Use function
53	Solutions for Facilities on the Sunshine Coast at Stage 4 Water Restrictions	Board Directive		75		Rosenboom	IS	2023-09-14	In Progress	THAT staff report to a future Committee of the Whole with options and actions pertaining to all the facilities' water usage on the Sunshine Coast during Stage 4 water restrictions.
54	Growth Management	Board Directive		80		Rosenboom	IS	2024-06-27	In Progress	THAT the May 16, 2019, Infrastructure Services Committee staff report titled Managing Growth to Address Water Supply Deficit be brought forward to the next appropriate Committee of the Whole meeting for information.





Program Type	Capacity Requirements					Project Delivery										Comments			
	Initiated by	Capital Program?	Estimated costs overall	Estimated staff hours - 2024 / 25	Estimated staff days - 2024 / 25	Sponsor	Business Unit	Start	On Hold	Expected Completion	Percent complete	Type of project	Grant/Deadline	Risk Consequence	Risk Criticality		% complete	Rating	
<b>Extraordinary Projects</b>																			
<b>Corporate and Administrative Services / Admin &amp; Leg</b>																			
1	Develop Privacy Management Program	Leg	N		600	86	Reid	CA	2023		2024-Q4	<div style="width: 70%;"></div> 70 %	5	0	4	3	4	16	Mandated by legislation
2	Implement Residential Water Meter Billing	Board	N	\$0	1500	214	Perreault	CA	2024 Q1		2024-2026	<div style="width: 10%;"></div> 10 %	4	0	3	3	2	12	This is a combination of projects and staff. Bylaw 422, water rates Phase 2, meter install, and bylaw 320. Also a new staff was included. We'll likely need a new BP for 2025 but TBD
3	Business Continuity Management Program (Non-Discretionary)	Province	N	\$18,000	200	29	Cropp	CA	2023 Q3		2025 Q3	<div style="width: 10%;"></div> 10 %	5	0	2	3	2	12	Will become operational after implementation.
<b>Staff Hours Available = 3500</b>																			
4	SharePoint (MARS)/Teams	Staff	N	\$204,000	4200	600	Reid/Nelson	CA	2023 Q1		2025-Q3	<div style="width: 60%;"></div> 60 %	3	0	3	1	4	11	
5	Chief Administrative Officer Recruitment	2025 Budget	N	\$60,000	70	10	CAO	CA	2025 Q1		2025 Q2	<div style="width: 0%;"></div> 0 %	4	0	4	3	0	11	Should this be on the list?
6	eScribe Meeting Management Software	Staff	N	\$25,000	200	29	Reid	CA	2023-Q4		2024-Q4	<div style="width: 75%;"></div> 75 %	1	0	2	1	5	9	Contract for services expires on June 2026. Staff have been trained on phase 1 of project
7	Hybrid Meeting Solutions and Board Room Modifications	Staff	N	\$119,650	20	3	Reid	CA	2022-Q2		2024-Q4	<div style="width: 90%;"></div> 90 %	1	0	1	1	5	8	Grant funded - COVID Recovery Fund Contract for services expires December 31,
8	Cityworks -Improvements and Development	Staff/Board	N	\$35,000	140	20	Doyle	CA	2023 Q2		Ongoing	<div style="width: 60%;"></div> 60 %	1	0	2	1	4	8	
9	Develop Corporate Workplan	Staff/Board	N	\$40,000	520	74	CAO	CA	2024 Q3		2025 Q3	<div style="width: 50%;"></div> 50 %	2	0	2	1	3	8	Will become operational after initial development.
10	Feasibility (Area F) - Connected Coast Connectivity - Feasibility Study	Staff	N	\$2,500	50	7	CAO	CA	2024 Q4		2025 Q3	<div style="width: 0%;"></div> 0 %	1	5	1	1	0	8	
11	Various Functions - Corporate Security Enhancement Assessment and Implementation	Staff	N	\$100,000	100	14	Parker / Cropp	CA	2024 Q2		2025 Q2	<div style="width: 50%;"></div> 50 %	1	0	2	1	3	7	
12	Organization Review - Phase 2 Implementation	Board	N	\$30,000	225	32	CAO	CA	2024 Q2		2025 Q2	<div style="width: 25%;"></div> 25 %	2	0	2	1	2	7	
13	Business Continuity Cybersecurity Defense in Depth Program	Staff	N		150	21	Nelson	CA	2024 Q4		Q1-Q4 2025	<div style="width: 0%;"></div> 0 %	3	0	3	1	0	7	
14	Corporate Policy and Bylaw Review	Staff/Board	N		1092	156	Reid	CA	2024 Q3		2025-Q4	<div style="width: 10%;"></div> 10 %	1	0	2		2	5	FTE approved during 2024 budget for this project, amongst others. Several policies and
15	Budget Software	Staff	N	\$250,000	450	64	Perreault / Taylor	CA	2024 Q4		2025 Q2	<div style="width: 0%;"></div> 0 %	1	0	1	1	0	3	Delayed due to vacancies
16	Information Services - Conversion to Microsoft Teams Phone	Staff	N	\$143,000	40	6	Nelson	CA	2024-02		2024 Q4	<div style="width: 100%;"></div> 100 %						0	
17	Reserves and Debt	Board Directive			400		Perreault	CA	2010-11-25		In Progress		THAT staff report back in the fall of 2011, after undertaking a review of the Regional District's assets, debt, leases and reserves, on establishing reserve policies that would specify the appropriate level and uses for the reserves for each function, as well as strategies for implementation.						
18	Gas Prices	Board Directive			N/A		Reid	CA	2003-09-29		No Longer Relevant		Research existence of any authority to which the SCRDP might appeal regarding gas prices on the Sunshine Coast						
19	Internal Service Equity Review – Annual Update	Board Directive			N/A		Purreault	CA	2015-07-09		No Longer Relevant		AND THAT Joint Use [630] be removed from the list of services to be included in the Internal Service Equity Review – Annual Updates; AND THAT Regional Planning [500] be included in the June 2016 update along with Regional Solid Waste [350-353], Bicycle and Walking Paths [665], Parks [650], Regional Recreation Programming [670] and Community Recreation Facilities [615].						
20	Collaboration Options for Corporate Space and Site Planning	Board Directive			N/A		Purreault	CA	2019-11-14		In Progress		THAT staff consult with other local governments to determine what space needs exist and where there may be opportunities to combine services and/or sites coast-wide.						
21	Compensation Policy for Advisory Committees	Board Directive			35		Purreault	CA	2023-09-28		No Action Taken		THAT staff research a new compensation policy for Advisory Committees that meet during business hours (including the Gibsons and District Fire Commission) with the goal of making the Advisory Committees more diverse, inclusive, and representative of the residents of the Sunshine Coast.						
22	Service Level Priorities	Board Directive			7		Reid	CA	2019-12-12		No Action Taken		THAT a report identifying key legislated services that regional districts must deliver, be provided to a Committee meeting after adoption of the 2020 budget.						

Community Services																			
23	Mason Rd Lease Renewal and Site Plan	Staff	N	\$42,500	35	5	Gagnon	CS	2022-09	2024-Q4		85 %	3	0	4	3	5	15	Related to the MY lease renewal and Transit facility plan ONLY. Next steps TBD in Q4 2024
24	Halfmoon Bay Community Hall - design and construction	Board	N	\$4,473,649	775	111	Gagnon / Doyle	CS	2021-09	2027-Q2		30 %	2	5	4	1	3	15	Contracts awarded Grant funded with deadline for completion
25	Katherine Lake Park Access Road Emergency Remediation and Upgrades	Board	N	\$200,000	15	2	Huntington	CS	2024-06	2024-Q4		90 %	2	0	4	3	5	14	
26	Hopkins Landing Port Major Replacements	Board	N	\$497,336	100	14	Gagnon	CS	2024-Q1	2025-Q1		30 %	3	0	5	3	3	14	Design contract awarded
27	Battery Electric Bus Pilot - Planning	Staff	N	\$0	200	29	Kidwai	CS	2023-Q3	2025-Q4		35 %	2	0	4	3	3	12	In partnership with BC Transit (lead)
28	Capital Renewal Plan - Recreation Facilities (multiple projects)	Staff	N	\$609,000	630	90	van Velzen	CS	Ongoing	Ongoing		25 %	3	0	3	3	3	12	
29	Seaview Cemetery Expansion	Staff	N	\$589,600	300	43	Huntington	CS	2024-07	2025-Q4		30 %	3	0	2	3	3	11	Contract awarded
30	SAC - Sechelt Aquatic Centre Roof Replacement	Staff	N	\$556,300	50	7	van Velzen	CS	2023-10	2025-Q3		25 %	3	0	2	3	3	11	Contract awarded
31	Lower Road Retaining Wall Repair Resolution	Staff	N	\$675,860	75	11	Gagnon	CS	2022-02	2025-Q4		25 %	2	0	3	3	3	11	Involvement of MOTI
32	GACC - Gibsons and Area Community Centre Roof Replacement	Staff	N	\$2,899,900	90	13	van Velzen	CS	2023-10	2025-Q3		25 %	3	0	2	3	3	11	Contract awarded
33	GACC - Gibsons and Area Community Centre Condenser, Heat Exchanger, and Pump Replacement	Staff	N	\$900,000	110	16	van Velzen	CS	2023-06	2026-Q3		20 %	3	0	3	3	2	11	Contract awarded
34	Fare Free Transit for Youth initiative Planning and initial implementation	Board	N	\$90,000	10	1	Kidwai	CS	2024-Q2	2024-Q4		95 %	2	0	2	1	5	10	
35	Coopers Green Park Enhancements	Board	N	\$633,238	450	64	Huntington	CS	2024-08	2025-Q4		30 %	2	0	4	1	3	10	Contract awarded
<b>Staff Hours Available = 2836</b>																			
36	Inspections for Parks Engineered Structures and Reserve Contribution	Staff	N	\$75,000	50	7	Huntington	CS	2024-Q3	2025-Q1		5 %	3	0	3	3	1	10	
37	SCA - Sunshine Coast Arena Water Well Investigation	Board	N	\$63,000	20	3	van Velzen	CS	2024-06	2025-Q2		40 %	4	0	1	1	3	9	Strat. Plan: WS6, contract awarded
38	Keats Island Trail Erosion Mitigation (Rosemary Lane)	Staff	N	\$60,000	75	11	Huntington	CS	2023-04	2025-Q2		10 %	3	0	3	1	2	9	
39	Recreation Programming Review	Staff	N	\$16,000	40	6	Donn	CS	2022-03	2024-Q4		90 %	1	0	1	1	5	8	
40	Cliff Gilker Sports Field Irrigation System	Staff	N	\$378,814	50	7	Huntington	CS	2024-06	2025-Q4		35 %	2	0	2	1	3	8	Strat. Plan: WS6, contract awarded
41	Sunshine Coast Sports Fields Strategy	Staff	N	\$18,800	110	16	Huntington	CS	2023-05	2025-Q3		15 %	1	0	3	1	2	7	In partnership with ToG, DoS, sNGD and SD#46
42	New Brighton Feasibility Study	Board	N	\$25,000	200	29	Gagnon	CS	2024-Q4	2025-Q3		15 %	2	0	3	1	1	7	Contract awarded
43	Corporate Fleet Strategy	Staff	N	\$75,000	150	21	Kidwai	CS	2024-08	2025-Q2		40 %	1	0	1	1	3	6	Contract awarded
44	Support for Junior Hockey Initiative including GACC Enhancement Project Leadership	Staff	N	\$63,515	725	104	van Velzen	CS	2024-06	2025-Q4		20 %	1	0	2	1	2	6	Hours approved to support Jr. Hockey initiatives that may come forward
45	GACC Room 204 RFP for use of space	Staff	N	\$0	75	11	Donn	CS	2024-08	2025-Q4		5 %	3	0	1	1	1	6	
46	District Lot 1313 Nominal Rent Tenure (NRT) Application	Board	N	\$21,500	50	7	Huntington	CS	2023-05	2025-Q1		5 %	2	0	2	1	1	6	
47	Cedargrove childcare space planning	Board	N	\$0	150	21	Huntington/Jones	CS	2023-Q1	2025-Q4		10 %	1	0	2	1	1	5	Involves SD#46 and Action Plan Child Care Resolution #118/20 (2)
48	Parks Bylaws and Fees and Charges - complete review and revision	Staff	N	\$0	50	7	Huntington	CS	2024-Q3	2025-Q1		10 %	1	0	1	1	1	4	
49	Recreation Facilities Needs Assessment and Business Case	Staff	N	\$100,000	650	93	Donn	CS	2024-10	2025-Q4		0 %	1	0	2	1	0	4	
50	Bus Shelter Program Development	Staff	N	\$0	75	11	Kidwai	CS	2024-Q4	2025-Q4		0 %	1	0	1	1	0	3	
51	Ranger Station Agreements	Board Directive			N/A		Gagnon	CS	2011-04-28	No Longer Relevant			THAT the report from the Parks Services Manager regarding the Ranger Station Agreements (Pender Harbour Reading Centre, Serendipity Child Development Society and the Harbour Gallery) be received and the lease amount is amended to \$5.00 with Liability Insurance increased from \$2 million to \$5 million; THAT Planning staff research the possibility of listing these buildings as heritage buildings; THAT Building Division staff perform building condition assessments on all of the Ranger Station buildings.						

52	Board Directives Clarification Update	Board Directive		N/A		Gagnon	CS	2012-09-20	No Longer Relevant	THAT Resolution No. 153/04 Recommendation No. 8 and Resolution No. 033/12 Recommendation No. 22 regarding participation in Joint Use be resolved through an invitation to the SIGD to attend the next Joint Use meeting to determine if they would like to participate on the Committee.
53	Strategic Plan – Cultural Sustainability	Board Directive		N/A		Gagnon	CS	2014-06-12	No Longer Relevant	THAT staff provide a verbal report to a future Community Services Committee meeting regarding the Cultural and Social aspects of Sustainability in the Strategic Plan, specifically the coordination, planning and support that local governments can provide to volunteer groups and organizations over time; AND THAT the report include information from the Sunshine Coast Regional Cultural Strategy.
54	Salish Sea Marine Trail Launch Strategy	Board Directive		N/A		Gagnon	CS	2017-02-23	No Longer Relevant	THAT the report titled Salish Sea Marine Trail Launch Strategy be received; AND THAT the SCRCD work with the BC Marine Trails Network Association to analyze potential launch sites; AND FURTHER THAT staff report back to the Committee with recommendations for supporting BC Marine Trails Network designation of particular launch sites to access the Salish Sea Marine Trail.
55	Management Strategies for the Park on North Thormanby Island	Board Directive		N/A		Gagnon	CS	2017-03-23	No Longer Relevant	THAT the report titled Management Strategies for the Park on North Thormanby Island be received; AND THAT staff work with the Vaucroft Improvement District to prepare a draft stewardship agreement and other related agreements in accordance with the recommended park management strategies as described in the report titled Management Strategies for the Park on North Thormanby and report back to a future Committee meeting.
56	Snow Clearing at Bus Stops	Board Directive		N/A		Gagnon	CS	2022-01-13	No Longer Relevant	THAT SCRCD staff liaise with the Sunshine Coast municipal staff with respect to addressing snow removal at bus stops and report back on strategies to maintain safety at bus stops during inclement weather.
57	Recreation Facility Cost Offset Options	Board Directive		N/A		Gagnon	CS	2020-07-30	No Longer Relevant	THAT staff explore the feasibility of Corporate Sponsorship to offset costs related to the reopening of the Community Recreation Facilities and to request continued support for the recreation facilities; AND THAT the solicitation of donations from the community also be considered.
58	SCRD Legacy/Bequest Program	Board Directive		50		Gagnon	CS	2017-01-26	No Action Taken	THAT the report titled SCRCD Legacy/Bequest Program be received; AND THAT staff develop a SCRCD Legacy/Bequest Program and report to Committee before the Third Quarter of 2017.
59	Visitor Information Signage	Board Directive		75		Gagnon	CS	2014-12-11	No Action Taken	AND THAT Visitor Information Signage at the Langdale Ferry Terminal bus shelter topic be delegated to staff to determine the size, purpose, jurisdiction and viability of the sign in consultation with the Gibsons and District Chamber of Commerce.
60	Heritage Protocol for Parks	Board Directive		150		Gagnon	CS	2013-04-25	No Action Taken	THAT the SCRCD work toward implementing a Heritage Protocol for Parks projects with both the Sechelt Nation and the Squamish Nation; AND THAT the report be amended to note that a process similar to that established with the Sechelt Nation will be developed with the Squamish Nation.
61	Coopers Green Hall Confidential Grant Result & Next Steps	Board Directive		N/A		Gagnon	CS	2020-06	No Action Taken	AND THAT staff be directed to research Option 2b as outlined in the staff report titled Coopers Green Hall Confidential Grant Result & Next Steps, as follows: Consideration could be given to investing in a joint facility with SD46 in another location such as on a school site. This scenario could involve the eventual decommissioning of the Coopers Green Hall. If co-location with a school is considered, nearby access to a gymnasium or other spaces could have the practical effect of increasing the seating space for community events, relative to the current hall at Coopers Green; AND FURTHER THAT staff report back to a future In Camera Committee meeting with an update.
62	Correspondence BC Ferries Moving Ahead Together on the Sunshine Coast Project	Board Directive		N/A		Gagnon	CS	2021-02-25	No Longer Relevant	THAT the correspondence from BC Ferries dated February 1, 2021 regarding the Moving Ahead Together on the Sunshine Coast Project be received for information; AND THAT staff contact BC Ferries to arrange a meeting with the SCRCD Board to discuss the results of the Moving Ahead Together on the Sunshine Coast Project.
63	Joint Use	Board Directive		N/A		Gagnon	CS	2004-02-26	No Longer Relevant	Invite SIGD to participate in Joint Use function

**Human Resources**

**Staff Hours Available = 359 (projects are ON HOLD)**

64	Create and introduce a Volunteer Appreciation Program.	Board	N		150	21	Parker	HR		X		0 %	1	0	1	1	0	0	For future discussion.
----	--	-------	---	--	-----	----	--------	----	--	---	--	-----	---	---	---	---	---	---	------------------------

**Infrastructure Services**

65	Woodcreek Park Wastewater Treatment Plant Upgrades	Board	N	\$968,591	200	29	Shoji	IS	2022-10	2025-Q1		33 %	5	5	3	5	3	21	RFP for construction issued
66	Langdale Wastewater Treatment System Upgrade Project	Staff	N	\$1,024,966	400	57	Walkey	IS	2023 Q1	2027-Q1		5 %	3	5	5	5	2	20	
67	Implementation of shisháh Nation Foundation Agreement	Staff	N	\$25,000	50	7	Rosenboom	IS	2019 Q1	2025 Q4		75 %	5	0	4	5	5	19	
68	Church Road Well Field - Compliance Monitoring (Strategic Goal)	SP	N	\$200,000	50	7	Walkey	IS	2023-7	2025-Q3		75 %	5	0	4	5	5	19	Strat. Plan: WS6, contract awarded
69	Water Metering Program: Development of Customer Relationship Management Tool (Strategic Goal)	SP	N	\$50,000	50	7	Rosenboom	IS	2020 Q2	2025-Q4		40 %	4	5	4	3	3	19	Strat. Plan: WS2
70	McNeill Lake Dam Safety Improvements (Strategic Goal)	SP	N	\$735,500	25	4	Shoji	IS	2023-01	2024-Q4		90 %	5	0	4	5	4	18	Strat. Plan: WS1, contract awarded
71	Future Waste Disposal Options Analysis Study (Strategic Goal)	SP	N	\$265,000	200	29	Sole	IS	2020 Q2	2025-Q2		50 %	4	0	5	5	4	18	
72	Chapman Creek Raw Water Pump Station - Pump Maintenance and Upgrade (Strategic Goal)	SP	N	\$130,000	75	11	Walkey	IS	2024 Q1	2024-Q3		50 %	4	0	5	5	4	18	Strat. Plan: WS1, contract awarded
73	Cove Cay Pump Station Rebuild and Access Improvements (Strategic Goal)	SP	N	\$921,200	400	57	Waldorf	IS	2023-03	2026-Q1		33 %	5	0	5	5	3	18	Strat. Plan: WS1, RFP for construction issued
74	Exposed Watermain Rehabilitation Chapman Intake Line (Strategic Goal)	SP	N	\$294,469	50	7	Waldorf	IS	2023-08	2024-Q3		90 %	4	0	4	5	4	17	Strat. Plan: WS1, contract awarded
75	Edwards Lake Dam Safety Improvements - Construction (Strategic Goal)	SP	N	\$730,000	40	6	Shoji	IS	2023-01	2024-Q4		85 %	4	0	4	5	4	17	Strat. Plan: WS1, contract awarded
76	Chapman Lake Dam Safety Improvements - Construction (Strategic Goal)	SP	N	\$1,000,000	60	9	Shoji	IS	2023-01	2024-Q4		75 %	4	0	4	5	4	17	Strat. Plan: WS1, contract awarded
77	Supervisory Control Data Acquisition (SCADA) Update / Upgrade (Strategic Goal)	SP	N	\$580,000	275	39	Waldorf	IS	2024 Q2	2025-Q2		45 %	4	0	5	5	3	17	Strat. Plan: WS1, contract awarded
78	Chapman Water Treatment Plant Sludge Residuals Disposal and Planning (Strategic Goal)	SP	N	\$570,000	200	29	Rosenboom	IS	2020 Q2	2025-Q3		40 %	4	0	4	5	4	17	Strat. Plan: WS1
79	Chaster Well Upgrades (Well Protection Plan - Phase 2) (Strategic Goal)	SP	N	\$128,500	100	14	Waldorf	IS	2023-10	2024-Q4		33 %	5	0	3	5	4	17	Strat. Plan: WS1, RFP issued
80	Vertical Expansion Sechelt Landfill - Design Phase (Strategic Goal)	SP	N	\$165,000	150	21	Sole	IS	2024 Q3	2025-Q2		33 %	4	0	4	5	4	17	contract awarded
81	Sechelt Landfill Contact Water Pond Relocation - (Strategic Goal)	SP	N	\$520,000	200	29	Shoji	IS	2024-Q4	2025-Q4		30 %	4	0	5	5	3	17	RFP for construction issued
82	Chapman Creek Water Treatment Plant UV Upgrade (Strategic Goal)	SP	N	\$1,905,950	400	57	Waldorf	IS	2024 Q3	2025-Q4		30 %	4	0	5	5	3	17	Strat. Plan: WS1, RFP for construction issued
83	Egmont Water Treatment Plant - Feasibility Study and Preliminary Development (Strategic Goal)	SP	N	\$275,000	200	29	Waldorf	IS	2024 Q2	2024-Q4		20 %	5	0	5	5	2	17	Strat. Plan: WS1
84	Garden Bay Treatment Plant Improvements (Preliminary/Pre-Design Work) (Strategic Goal)	SP	N	\$200,000	200	29	Walkey	IS	2024 Q4	2025-Q4		10 %	5	0	5	5	2	17	Strat. Plan: WS1
85	Solid Waste Management Plan Update (Strategic Goal)	SP	N	\$150,000	275	39	Sole	IS	2022-06	2025-Q4		65 %	5	0	4	3	4	16	
86	Eastbourne Groundwater Supply Expansion (Phase 2)	SP	N	\$1,200,000	550	79	Waldorf	IS	2023-10	2025-Q4		33 %	4	0	4	5	3	16	Strat. Plan: WS1, contract awarded
87	Feasibility Study Surface Water Intake Upgrades Gray Creek (Strategic Goal)	SP	N	\$125,000	50	7	Waldorf	IS	2023-09	2025-Q3		75 %	4	0	3	3	5	15	Strat. Plan: WS6, contract awarded, permit requirement until July 1, 2025
88	Water Rate Structure Review - Phase 2 (Strategic Goal)	SP	N	\$60,000	125	18	Perreault	IS	2024 Q2	2024 Q4		50 %	4	0	4	3	4	15	
102	Development and Implementation of Chapman Creek Environmental Monitoring Plan (Strategic Goal)	SP	N	\$150,000	125	18	Walkey	IS	2024 Q2	2027-Q1		33 %	4	0	3	5	3	15	RFP issued
89	Fire Flow Action Plan (Strategic Goal)	SP	N	\$250,000	375	54	Walkey	IS	2024 Q2	2024-Q3		15 %	4	0	4	5	2	15	Strat. Plan: WS4
90	Soames Creek Compliance Monitoring	2025 Budget	N	\$100,000	100	14	Walkey	IS	2025 Q3	2026 Q3		0 %	5	0	5	5	0	15	
91	Meters Installation Phase 3 District of Sechelt (Strategic Goal)	SP	N	\$9,391,750	425	61	Shoji	IS	2022-08	2025-Q2		66 %	4	0	3	3	4	14	Strat. Plan: WS2, contract awarded
92	Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources - test well drilling (Strategic Goal)	SP	N	\$475,000	275	39	Waldorf	IS	2023-07	2025-Q2		50 %	4	0	4	3	3	14	Strat. Plan: WS6, contract awarded
93	Groundwater Investigation Round 2 Phase 3 - Langdale well Field and Marianne West (Strategic Goal)	SP	N	\$1,277,600	500	71	Waldorf	IS	2022-1	2025-Q4		35 %	4	0	4	3	3	14	Strat. Plan: WS6, contract awarded
94	Pender Harbour Transfer Station Site Improvements - Phase 1 and 2	Staff	N	\$861,000	250	36	Shoji	IS	2022-10	2025-Q2		33 %	3	0	3	5	3	14	RFP for construction issued

95	Metering Program 2: Water Meter Data Analytics (Strategic Goal)	SP	N	\$60,000	50	7	Rosenboom	IS	2020 Q2		2025-Q4		33 %	4	0	4	3	3	14	Strat. Plan: WS2
96	Lower Crown Raw Water Reservoir - feasibility study	SP	N	\$100,000	350	50	Rosenboom	IS	2023 Q4		2024-Q4		30 %	4	0	4	3	3	14	Strat. Plan: WS6, contract awarded
97	Bylaw 422 Update (Strategic Goal)	SP	N	\$30,000	200	29	Rosenboom/P erreault/Reid	IS	2024-Q3		2025-Q4		30 %	4	0	4	3	3	14	Strat. Plan: WS2
98	Chapman Raw Water Pump Station Upgrades (Phase 2)	2025 Budget	Y	\$783,973	300	43	Waldorf	IS	2025 Q1		Q2 2026		0 %	4	0	5	5	0	14	
99	Chapman Intake Upgrades (Phase 1) - Design, Engineering and Contract Administration	2025 Budget	N	\$205,340	400	57	Waldorf	IS	2025 Q2		Q4 2025		0 %	4	0	5	5	0	14	
100	Biocover Feasibility Study - Phase 2 (Strategic Goal)	SP	N	\$286,000	60	9	Shoji	IS	2022-8		2025-Q1		80 %	4	0	3	1	5	13	contract awarded
101	Water Strategy Implementation - Development of Water System Action Plans (Strategic Goal)	SP	N	\$87,000	600	86	Rosenboom	IS	2023 Q1		2025-Q1		10 %	4	0	4	3	2	13	Strat. Plan: WS1
103	Sechelt Nation Government District - Zone Metering (Strategic Goal)	SP	N	\$250,000	200	29	Waldorf	IS	2024 Q4		2025-Q2		5 %	4	0	4	3	2	13	Strat. Plan: WS2
103	Aquifer 560 Watershed Agreement (Strategic Goal)	SP	N	\$30,550	150	21	Rosenboom	IS	2023 Q3		2025 Q3		60 %	4	0	3	1	4	12	Strat. Plan: WS3, contract awarded
104	SPH Treatment Plant Upgrades - Phase 2	Staff	N	\$100,000	50	7	Walkey	IS	2020 Q2		2025-Q2		50 %	3	0	2	3	4	12	Strat. Plan: WS1
105	South Pender Harbour Watermain Replacement (Strategic Goal)	SP	N	\$600,000	280	40	Waldorf	IS	2022 Q2		2025-Q2		25 %	4	0	3	3	2	12	Strat. Plan: WS1
106	North Pender Harbour Watermain Replacement (Strategic Goal)	SP	N	\$850,000	300	43	Waldorf	IS	2023 Q3		2025-Q2		20 %	4	0	3	3	2	12	Strat. Plan: WS1
107	Dogwood Reservoir: Engineering and Construction (Strategic Goal)	SP	N	\$108,000	150	21	Walkey	IS	2024 Q1		2025-Q3		10 %	4	0	3	3	2	12	Strat. Plan: WS1
108	Reed Road Pump Station Zone 4 Improvements (Strategic Goal)	SP	N	\$70,000	75	11	Walkey	IS	2023 Q4		2025-Q4		5 %	4	0	3	3	2	12	Strat. Plan: WS1
109	Review of SCRD Subdivision Servicing Bylaw No. 320 (Strategic Goal)	SP	N	\$40,000	250	36	Rosenboom	IS	2022 Q2		2025-Q4		30 %	4	0	3	1	3	11	On Hold pending additional budget to be approved in Budget process 2025, Strat. Plan:
110	Sechelt Landfill Stage K Closure (Regulatory requirement)	Board	N	\$3,250,000	300	43	Shoji	IS	2024 Q3		2025-Q4		0 %	5	0	2	3	0	10	
111	North and South Pender Harbour Water Services - Piping System Connection Feasibility Study and Design (Strategic Goal)	SP	N	\$50,000	100	14	Walkey	IS	2024 Q2		2025-Q3		15 %	4	0	2	1	2	9	Strat. Plan: WS6
112	Water Supply Analyses South Pender (Strategic Goal)	SP	N	\$85,000	200	29	Walkey	IS	2024 Q4		2025-Q3		0 %	4	0	4	1	0	9	Strat. Plan: WS6
113	Installation and Decommissioning of the Edwards Lake Siphon System and Drought Response Costs	SP	N	\$550,000	100	14	Walkey	IS		X			0 %	5	0	3	3	0	0	Strat. Plan: WS4
114	Chapman Siphon Removal	SP	N	\$155,000	100	14	Walkey	IS		X			0 %	5	0	3	3	0	0	Strat. Plan: WS4
115	Dream Valley Estates Water System Feasibility (Strategic Goal)	Board	N	\$30,000	150	21	Walkey	IS		X			0 %	1	0	3	1	0	0	pending confirmation of funding, as currently unfunded
<b>Staff Hours Available = 12205</b>																				
117	Recycling Depot Site Operations	Board Directive			100		Rosenboom	IS	2024-02-08		In Progress			THAT staff investigate options for the recycling of residential packaging and paper products and books on the Sunshine Coast, contingent upon required resources being approved as part of the 2024 budget process.						
118	Food Growing Farms	Board Directive			25		Rosenboom	IS	2024-04-25		In Progress			THAT the correspondence from Director Gabias, Electoral Area B regarding policy development to support commercial food-growing farms and extension of stage 4 exemptions for commercial food-growing farms be received; AND THAT staff work in collaboration with the Farmers Institute to develop a budget proposal for 2025 funded by the Agricultural Amenities Fund that would develop water use and OCP-related policy to support commercial food-growing farms in the Sunshine Coast Regional District.						

119	Policy - Water Service	Board Directive		200		Rosenboom	IS	2012-12-13	In Progress	THAT a policy be drafted for the conversion of independent community water systems to SCRD ownership based on past practices as outlined in this report; AND THAT this policy also address the extension of the regional water system to currently un-serviced areas; AND THAT the policy include an analysis of whether each request to join the system is better to join regional water system, or to form a separate service function; AND THAT this policy be brought back to a future Infrastructure Services Committee meeting for review and approval; AND FURTHER THAT the Egmont Water System construction funding shortfall of \$240,000 be funded by Regional Water and that the financial plan be adjusted accordingly.
120	Bylaw Opportunities for Water Conservation	Board Directive		200		Rosenboom	IS	2019-10-24	In Progress	AND THAT the review of Water Rates and Regulations Bylaw 422 scheduled for 2020 include a review of water conservation provisions and the service connection application process; AND THAT the review of Subdivision Servicing Standards Bylaw 320 planned for 2021 incorporate water conservation measures; AND FURTHER THAT the review of Development Cost Charges Bylaw 693 planned for 2023 incorporate a water conservation lens.
121	Town of Gibsons Bulk Water Agreement – Financial Update	Board Directive		200		Rosenboom	IS	2020-07-23	In Progress	AND THAT the Town of Gibsons Bulk Water Review Committee be dissolved; AND THAT staff proceed with a review process for the Bulk Water Agreement and report back to Committee in Q4 2020; AND FURTHER THAT the 2020-2024 Financial Plan be amended to reflect the financial implications of the disconnection of the SCRD providing the primary water supply to the Town of Gibsons Zone 3.
122	Leak Detection Program	Board Directive		200		Rosenboom	IS	2021-01-14	In Progress	THAT staff provide a report to a future Committee meeting outlining a proactive and comprehensive leak detection program throughout all SCRD water systems.
123	Use of Water Meter Data	Board Directive		75		Rosenboom	IS	2021-05-27	In Progress	THAT staff prepare a report to a future Committee meeting that provides options for next steps for determining how to use water metering data to reduce high water usage and outlines best practices utilized in other jurisdictions.
125	Enforcement of Landfill Disposal Regulations – Considerations, including Potential Use of Clear Bags	Board Directive		50		Rosenboom	IS	2022-01-13	In Progress	THAT staff engage with residents, commercial sector and impacted local governments on the timing and conditions of the implementation of a clear bag regulation for the disposal of bagged garbage and provide implementations recommendations by Q2 2022.
126	Water Demand Analysis	Board Directive		200		Rosenboom	IS	2023-04-27	In Progress	THAT the SCRD Board directs staff to complete and present the following reports: As part of the 2023 workplan, the staff produce and provide a comprehensive report to the Board updating the 2018 Water Demand Analysis, to incorporate the data of the last five years, and specifically the consequences from the drought period extending to mid December as experienced in 2022. This report to include updated Water Supply Deficit amounts along with: the size that would be needed for a Raw Water Reservoir to close the projected deficit for 2025, 2035 and 2050; the amount of groundwater (in m3/day) that would be needed to close the Water Supply Deficit in those same years in the absence of a Raw Water Reservoir.
128	Use of Biosolids as Landfill Cover Material	Board Directive		25		Rosenboom	IS	2021-03-11	In Progress	THAT a letter be sent to the Director at the Ministry of Environment and Climate Change Strategy to request approval for the use of biosolids as a landfill cover material per 3.7 of the Sechelt Landfill Operational Certificate.
129	SCRD's Approach to Archaeology Assessments	Board Directive		75		Rosenboom	IS	2022-03-24	In Progress	THAT the report titled SCRD's Approach to Archaeology Assessments be received for information; AND THAT the SCRD apply for a Multi-Use Assessment Permit under the Heritage Conservation Act for all common ground disturbing work undertaken by the SCRD within the shishálh Nation swiya and Sk̓w̓w̓7mesh Uxwumixw traditional territory Te mexw Treaty Association, Hul'qumi'num Nations, Snuneymuxw Territory, saillwətəl (Tsilieil-Waututh Nation), x̓m̓m̓ə9k̓*əy̓ əm̓ (Musqueam Nation); AND THAT staff update communication materials that pertain to archaeology assessments by Q3 2022; AND FURTHER THAT to protect heritage resources and our commitment to reconciliation, staff develop a heritage policy for the Board's consideration considering the Heritage protocol with the shishálh Nation and the heritage policies of the shishálh Nation and the Sk̓w̓w̓7mesh Nation.
130	Pender Landing Wastewater Treatment Disposal Options	Board Directive		200		Rosenboom	IS	2019-04	In Progress	THAT the In Camera report titled Pender Landing Wastewater Treatment Disposal Options be received; AND THAT staff explore the feasibility of accepting operation and ownership of the Pender Harbour Landing sewage outfall; AND FURTHER THAT a report outlining next steps and timelines be provided.
131	Solutions for Facilities on the Sunshine Coast at Stage 4 Water Restrictions	Board Directive		75		Rosenboom	IS	2023-09-14	In Progress	THAT staff report to a future Committee of the Whole with options and actions pertaining to all the facilities' water usage on the Sunshine Coast during Stage 4 water restrictions.
132	Growth Management	Board Directive		80		Rosenboom	IS	2024-06-27	In Progress	THAT the May 16, 2019, Infrastructure Services Committee staff report titled Managing Growth to Address Water Supply Deficit be brought forward to the next appropriate Committee of the Whole meeting for information.
124	SCRD Curbside Recycling Service – Additional Information for Consideration	Board Directive		N/A		Rosenboom	IS	2021-06-24	In Progress	THAT the report titled SCRD Curbside Recycling Service – Additional Information for Consideration be received for information; AND THAT curbside recycling services for the rural areas be reconsidered as part of the Solid Waste Management Plan update which would include solid waste services currently provided by member municipalities; AND FURTHER THAT the SCRD request that the member municipalities make available financial and other information as required to inform the Solid Waste Management Plan Update.

116	Eastbourne Groundwater Development	Board Directive		N/A		Rosenboom	IS	2024-09-12	In Progress	Disaster Resilience and Innovation Funding - Grant Funding Application THAT the report Eastbourne Groundwater Development - Disaster Resilience and Innovation Funding - Grant Funding Application be received for information; AND THAT staff be directed to submit an application for grant funding through the Disaster Resilience and Innovation Funding (DRIF) program for the Eastbourne Groundwater Development Project for a total of \$1,500,000.									
127	Municipal Natural Assets Initiative BC	Board Directive		N/A		Rosenboom	IS	2018-09-27	No Longer Relevant	THAT the Municipal Natural Assets Initiative BC Watershed-Level pilot implementation project be brought forward for consideration by the newly elected Board.									
<b>Planning and Development</b>																			
133	Housing Needs Assessment	Mana	N	\$55,000	35	5	Jackson	PD	2024 Q2	2024-Q4		95 %	5	0	3	3	5	16	Mandatory: Local Government Act part 14; Contract awarded; Deadline: Dec 31 2024
134	Planning Procedures Manual Development (grant- funded project to implement DAPR)	Board	N	\$150,000	140	20	Jackson	PD	2024 Q1	2025-Q2		5 %	2	5	2	5	2	16	Grant funded: LGDAP; deadline May 29, 2025
135	Fire Fighter Compensation Review	Board	N	\$15,000	200	29	Hall	PD	Q2 2024	Q4 2024		66 %	3	0	3	5	4	15	Contract awarded
136	Community Emergency Preparedness Fund Disaster Risk Reduction - Climate Adaptation: Coastal Flooding Project	Board	N	\$510,000	105	15	Shay	PD	2023-05	2024-Q4		55 %	1	5	2	3	4	15	Contract awarded; Grant funding: CEPF; Deadline Dec 15 2025
137	Official Community Plans and Zoning Bylaws Update	Board	N	\$720,000	4860	694	Hall	PD	2023 Q2	Q1 2026		38 %	4	0	3	5	3	15	Contract awarded; One aspect of zoning update is mandatory: Local Government Act; deadline Dec 31 2025 - seeking extension to June 30 2026; Strategic Plan: WS 3, 5, 6
<b>Staff Hours Available = 4810</b>																			
138	Hillside Development Project - Headlease Renewal - Application Development	Board	N	\$195,400	140	20	Hall	PD	2023-04	2025-Q2		75 %	3	0	3	1	5	12	Contract awarded; Partners: Province of BC; Deadline: Dec 31 2026
139	SCRD Building & Plumbing Bylaw Renewal	Board	N	\$0	70	10	Kennett	PD	2024 Q1	2025-Q2		62 %	2	0	2	3	4	11	
140	Hillside Development Project - Culvert Repair Design Development	Staff	N	\$200,000	70	10	Hall	PD	2023 Q1	2025-Q4		25 %	2	0	3	3	3	11	
141	Development Approvals Process Review - Implementation of Recommendations	Board	N	\$150,000	320	46	Jackson	PD	2024 Q2	2025-Q4		18 %	3	0	3	3	2	11	
142	Regional Sustainability Services - Community Climate Plan Development	Board	N	\$40,000	105	15	Shay	PD	2022-01	2025-Q2		95 %	2	0	2	1	5	10	
143	Riparian/Shoreline Zoning Bylaw Amendments	Staff	N	\$0	70	10	Jackson	PD	Q2-2023	Q4 2024		65 %	1	0	2	3	4	10	
144	Digital Plan Review Preparedness - Hardware, Software and Training	Board	N	\$5,500	35	5	Kennett	PD	2023 - Q3	2025-Q1		100 %	2	0	1	1	5	9	
145	APC model review	Staff	N	\$0	63	9	Hall	PD	Q1-2024	Q3-2024		50 %	1	0	3	1	4	9	
146	Integrate a climate risk framework into core decision-making processes (project scoping documents, staff reports, and budget proposals)	Board	N	\$0	90	13	Shay	PD	2024 Q2	Q2-Q3 2024, Q1 2026		8 %	2	0	2	3	2	9	
147	Regional Land Evaluation - Housing Potential (formerly proposed as a [500] Regional Planning project)	Board	N	\$35,000	70	10	Jackson	PD	2024 Q2	2025-Q2		15 %	2	0	2	1	2	7	
148	Hillside Development Project - investment Attraction Analysis	Board	N	\$120,000	7	1	Hall	PD	2023-05	X		10 %	2	0	2	1	2	0	
149	Review of OCP and Zoning Bylaw in Electoral Area A	Board Directive			50		Hall	PD	2019-12-12	In Progress									THAT staff be requested to review the Official Community Plan and Zoning Bylaw to determine amendments that could be implemented for the regulation of uses related to the foreshore, as informed by the potential future decisions of the Shared Decision Making process.
150	Renaming Halkett Bay Dock on Gambier Island	Board Directive			100		Hall	PD	2020-07-23	In Progress									AND THAT this report be referred to the following agencies and committees: Skwxwú7mesh Nation; The SCRD Ports Monitors Committee; The West Howe Sound Advisory Planning Commission; Islands Trust; Ministry of Forests, Lands, Natural Resource Operations and Rural Development; and Ministry of Environment and Climate Change Strategy (BC Parks) AND FURTHER THAT feedback from the referrals be reported back to a future Planning and Community Development Committee meeting.
151	Renewal of Pender Harbour Golf Club Lease Agreement	Board Directive			200		Hall	PD	2022-04-28	In Progress									THAT the report titled Renewal of Pender Harbour Golf Club Lease Agreement be received for information; AND THAT the delegated authorities be authorized to execute renewal of the Pender Harbour Golf Club Lease Agreement for a 5-year term (2022 - 2027); AND FURTHER THAT a staff report be brought back to the SCRD Board at a future date for consideration of amending the lease agreement for a 25-year term along with other provisions which would allow the Pender Harbour Golf Club more flexibility in operations and long-term planning needs.

152	SCRD Regional Growth Framework Baseline Research	Board Directive		100		Hall	PD	2023-06-08	In Progress	THAT the report titled Sunshine Coast Regional District (SCRD) Regional Growth Framework Baseline Research Reports be received for information; AND THAT the following recommendations be approved as the next steps for the SCRDR Regional Growth Framework Baseline Research project: Refer the Sunshine Coast Regional District (SCRD) Regional Growth Framework Baseline Research Reports to other local governments, Islands Trust, Gambier Local Trust Committee, First Nations and Electoral Area Advisory Planning Commissions inviting feedback. Refer the Sunshine Coast Regional District (SCRD) Regional Growth Framework Baseline Research Reports to School District 46, Vancouver Coastal Health, Ministry of Transportation and Infrastructure, Sunshine Coast Resource Centre, Sunshine Coast Community Services Society, Sunshine Coast Farmers' Institute, BC Ferries Corporation, Roberts Creek Official Community Plan Committee, inviting feedback. Continue development of a Let's Talk SCRDR page to gather comments and ideas from community groups and the community. Refer the Sunshine Coast Regional District (SCRD) Regional Growth Framework Baseline Research Reports to the SCRDR Strategic Planning process. Staff to use the Regional Growth Baseline Framework as a key input for the PEP2 (Official Community Plan Renewal) project. Encourage other local governments to use the Regional Growth Baseline Framework as a key input for any upcoming Official Community Plan updates or renewals. Staff to prepare a set of options for next steps / implementation to consider, beyond integration with strategic plans and Official Community Plans, following receipt of referral comments and Let's Talk input for a timeline of Q3/Q4 2023.
153	Corporate Greenhouse Gas Emissions Target Policy	Board Directive		50		Hall	PD	2023-12-14	In Progress	THAT the report titled Corporate Greenhouse Gas Emissions Target Policy – Target Setting be received for information; AND THAT Option 1 – the SCRDR adopts a Corporate GHG emissions reduction target of 20% by 2026 and 45% by 2030 from 2019 levels within its traditional services inventory, be included in a Corporate Greenhouse Gas Emissions Target Policy to be presented in Q1 2024.
154	Regulations for Cannabis Production on Agricultural Land	Board Directive		N/A		Hall	PD	2021-01-14	In Progress	THAT the report titled Regulations for Cannabis Production on Agricultural Land be received; AND THAT amendments to the general use provisions sections of Zoning Bylaws Nos. 310 and 337 be prepared stating that where land is within the Agricultural Land Reserve, applicable provisions of Agricultural Land Reserve Use Regulation, and amendments thereto, override provisions of the zoning bylaw; AND FURTHER THAT updated setbacks for farm uses, including cannabis production, be proposed in the forthcoming revised zoning bylaws to be considered through a public consultation process.
155	SCRDR and shishálh Nation Engagement Process	Board Directive		N/A		Hall	PD	2014-03-27	No Longer Relevant	THAT the Board endorse the SCRDR and shishálh Nation Engagement Process with the following amendments: Page 2, Section A) SCRDR Commitments, Number 10: delete the words "when relevant" and "or OCP"; AND FURTHER THAT the amended copy of the SCRDR and shishálh Nation Engagement Process document be forwarded to the Squamish Nation.
156	Chapman Watershed	Board Directive		N/A		Hall	PD	2014-11-13	No Longer Relevant	THAT a letter be sent to the Sechelt Indian Band requesting feedback on the idea of developing a protocol agreement with the Private Managed Forest Land Council; AND THAT comments be brought back to a future Infrastructure Services meeting.
157	AAC Minutes of November 26, 2019	Board Directive		N/A		Hall	PD	2020-01-09	No Longer Relevant	2019 be received; AND THAT the following recommendation contained therein be adopted and acted upon: Recommendation No. 2 Regional Inter-Jurisdictional Invasive Plant Strategy. The Agricultural Advisory Committee recommended that staff engage with the Coastal Invasive Plant Council to conduct an annual invasive plant awareness event suitable for farmers and residents of the Sunshine Coast
158	McNair Creek Waterpower Project	Board Directive		25		Hall	PD	2017-10-12	No Action Taken	THAT SCRDR Staff contact BluEarth Renewables Inc. regarding an agreement to allow SCRDR access for water use from the McNair Creek Waterpower Project.
159	Mobile Vendors	Board Directive		N/A		Hall	PD	2011-09-22	No Action Taken	THAT planning staff commence the process of introducing the following amendments to Zoning Bylaw 337: (see minutes). THAT the recommended definitions and limitations be referred to the Area A APC for additional consideration.
160	Fringe Area Agreement	Board Directive		200		Hall	PD	2012-10-11	No Action Taken	THAT the topic of a fringe area agreement with the SCRDR and Town of Gibsons along the boundary between Elphinstone and the Town be included in the 2013 work plan.
161	Sunshine Coast Regional District Bylaw No. 51 (Special Events)	Board Directive		300		Hall	PD	2016-03-24	In Progress	AND THAT staff be authorized to prepare an updated Special Events Bylaw for consideration at a future Planning and Development Committee meeting which incorporates best practices from other local government jurisdictions; AND FURTHER THAT staff conduct enhanced public engagement as part of the Special Events Bylaw development process.
162	Policy for Sale and Disposition of SCRDR Land	Board Directive		200		Hall	PD	2016-11-24	No Action Taken	THAT staff prepare a Policy for the Sale and Disposition of SCRDR Land for the Board's consideration as part of the 2017 annual workplan.



163	Non-Soil Based Industrial Cannabis Production in the ALR	Board Directive		N/A		Hall	PD	2021-03-25	In Progress	THAT the Agricultural Advisory Committee (AAC) meeting minutes of February 23, 2021 be received for information; AND THAT Recommendations No. 3 and 5 contained therein be adopted and referred to staff for drafting of bylaw amendments to be brought to a future Committee: Recommendation No. 3 - Non-Soil Based Industrial Cannabis Production in the ALR - THAT the SCRD urgently strengthen zoning bylaws regarding regulation of non-soil based dark site cannabis production in the ALR; AND THAT the SCRD substantially increase the bylaw infraction fines for non-soil based dark site cannabis production so as to effectively prevent further bylaw infractions and destruction of farmland in the ALR; AND FURTHER THAT the SCRD look at District of Sechelt and Squamish Lillooet Regional District as examples; Recommendation No. 5 - Non-Soil Based Industrial Cannabis Production in the ALR - THAT the SCRD investigate and or implement a regulation regarding the soil removal or addition on ALR properties on the Sunshine Coast.
164	Advisory Committees – Natural Resources and Agricultural	Board Directive		N/A		Hall	PD	2021-10-14	No Action Taken	THAT staff report to a Committee in Q4 of 2021 regarding options for incorporating public input on natural resources and agricultural issues as possible alternatives to the existing Natural Resources Advisory and the Agricultural Advisory Committees.
165	Provincial Referral CRN00090/91 S Sakinaw Rds, Prov File 2412156 & 2412244 (OTL Rd Co Ltd)	Board Directive		N/A		Hall	PD	2020-01-23	In Progress	AND THAT the following comments be forwarded to the Ministry of Forests, Lands, Natural Resource Operations, and Rural Development: SCRD interests are unaffected; That the Province undertake, or require the applicant to undertake: Bio-inventories (in accordance with the Province of BC's Develop With Care Guidelines) in advance of land alteration to assess the presence of species and habitat values – with results and other available spatial data to authorities with land management responsibility, including SCRD; Demonstrated alignment with relevant Best Management Practices; Evidence of direct contact / review with First Nations by applicant; Follow-up reporting documenting the work completed; AND FURTHER THAT efforts undertaken should be to a satisfactory level to ensure that obligations to Provincial and Federal regulations (such as Wildlife Act, Forest and Range Practices Act, Water Sustainability Act, Heritage Conservation Act) and also Federal Acts (Fisheries Act, Species at Risk Act, Migratory Bird Convention Act) are met.

**Protective Services**

166	Next Generation 9-1-1 Implementation	Board	N	\$45,000	35	5	Bellerby	PS	2023 Q2	2026-Q1		50 %	5	0	3	5	4	17	Required: CRTC regulations/directive
167	Sunshine Coast Emergency Planning - Hazard, Risk and Vulnerability Analysis (HRVA) Update	Staff	N	\$58,000	70	10	Hughes	PS	2023 - Q3	2024-Q2		85 %	5	0	3	3	5	16	Mandatory: Emergency & Disaster Management Act; Contract awarded
168	GDVFD Capital Plan Projects - Fire Truck Replacement	Staff	N	\$585,000	105	15	Michael	PS	2023 Q1	2026-Q4		37 %	5	0	3	5	3	16	Required: Fire Underwriters Survey standards
169	Emergency and Disaster Management Act - Indigenous Engagement Requirements	Staff	N	\$48,000	70	10	Hughes	PS	2024 Q2	2025-Q1		25 %	5	0	3	5	3	16	Required: Emergency & Disaster Management Act; Grant: Provincial capacity funding
170	Contracted Services for Emergency Management Statutory, Regulatory and Bylaw Review	Staff	N	\$20,000	70	10	Hughes	PS	2024-03	2024-Q4		25 %	5	0	3	5	3	16	
171	Emergency Telephone 911- Radio Tower Capital Project Consulting Services	Board	N	\$217,000	35	5	Bellerby	PS	2018 Q2	2024-Q4		95 %	3	0	4	3	5	15	Contract awarded; Partners: RCMP, Telus
172	911 Tower Chapman Creek Radio Replacement - capital project	Board	N	\$483,295	210	30	Bellerby	PS	2022 Q2	2024-Q3		36 %	3	0	4	5	3	15	Contract awarded for foundation design
173	911 Emergency Communications Equipment Upgrade	Staff	N	\$141,400	35	5	Bellerby	PS	2019 Q3	2024-Q4		33 %	3	0	4	5	3	15	Contract awarded for engineering and some equipment; Partner: RCMP
174	HBVFD Rescue 1 Fire Apparatus Replacement	Staff	N	\$623,200	35	5	Daley	PS	2023 Q3	2025-Q2		70 %	3	0	3	3	4	13	Contract awarded
175	HBVFD Long Range Needs Assessment and Preliminary Design Initiatives for Fire Hall #2	Staff	N	\$250,000	140	20	Daley	PS	2023 Q2	2025-Q2		25 %	3	0	4	3	3	13	
176	GDVFD Emergency Generator	Board	N	\$150,000	105	15	Michael	PS	2021 Q2	2024-Q4		15 %	3	0	3	5	2	13	
177	Neighbourhood Emergency Preparedness Financial Support (Pilot Project)	Board	N	\$10,000	140	20	Hughes	PS	2024 Q3	2026 Q3		10 %	2	0	4	3	2	11	
178	Community Evacuation Plan Template and Workshops - funded over 3 years.	Board	N	\$62,500	140	20	Hughes	PS	2024 Q3	2026-Q4		10 %	2	0	3	3	2	10	
179	Fire Service Bylaw Review	Board	N	\$1,500	7	1	Bellerby	PS	Q1 2023	X		10 %	2	0	2	3	2	0	

**Staff Hours Available = 1171**

180	November 2022 Storm Damage Emergency Response	Board Directive		N/A		Bellerby	EPS	2022-11-24	In Progress	<p>THAT the report titled November 2022 Storm Damage Emergency Response (EOC Tax 22-5989) be received for information; AND THAT the delegated authorities be authorized to enter into a mutual aid agreement with the Hopkins Landing Waterworks District for the provision of drinking water; AND THAT a special authorization under the Water Sustainability Act be requested from the Province to permit the supply of water outside of the boundaries of the Langdale water system; AND THAT expenses associated with November 2022 Storm Damage Emergency Response be authorized as follows: [222] Sunshine Coast Emergency Program – up to \$10,000, funded from operating reserves; [370] Regional Water Services – up to \$165,000, funded up to \$100,000 from Regional Water capital reserves and up to \$65,000 in operating reserves; [388] Langdale Wastewater – up to \$21,000, funded from operating reserves; [650] Community Parks – up to \$10,000, funded from operating reserves; AND THAT the SCRDC work with Emergency Management BC (EMBC) and/or Sunshine Coast Regional District property insurers to recover funds for the associated response items listed above; AND THAT the 2022-2026 Financial Plan be amended accordingly; AND FURTHER THAT an update on November 2022 Storm Damage Emergency Response be provided to a future Committee.</p>
-----	---	-----------------	--	-----	--	----------	-----	------------	-------------	---

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Alex Taylor, Manager, Budgeting and Grants

**SUBJECT:** CANADA COMMUNITY-BUILDING FUND-COMMUNITY WORKS FUND SCOPE UPDATE

---

### RECOMMENDATION(S)

**THAT the report titled Canada Community-Building Fund-Community Works Fund Scope Update be received for information.**

---

### BACKGROUND

On August 19, 2024, the Sunshine Coast Regional District (SCRD) entered a new 10-year Community Works Fund (CWF) agreement, ensuring reliable annual payments for capital projects through 2034. This renewal brings revised terms and newly eligible categories, reflecting federal and provincial goals for sustainable infrastructure, community resilience, and economic growth.

On October 24, 2024, the Board directed staff to provide additional details on the expanded scope of eligible projects under this renewed agreement.

294/24 **Recommendation No. 3** *Canada Community Building Fund - Community Works Fund Update*

THAT the report titled Canada Community-Building Fund - Community Works Fund Update be received for information;

AND THAT staff provide more information on the expanded scope of eligibility for projects under the new Community Works Fund agreement.

The purpose of this report is to provide additional information on the expanded scope of eligibility for projects under the new Community Works Fund agreement as well as an update on changes from the previous agreement.

### DISCUSSION

Eligible projects continue to include expenditures associated with acquiring, planning, designing, constructing, renewal/rehabilitating infrastructure and any related debt financing charges. Infrastructure is defined as a municipal or regional, publicly or privately owned tangible capital asset or natural asset that is primarily available for public use and provides substantial public benefit.

**Overview of Key Changes to the 2024-2034 Community Works Fund (CWF) Agreement**

Included in the table below is a complete list of eligible Project criteria as set out in the 2024-2034 agreement.

Table 1: Eligible Investment Categories

<b>Productivity and Economic Growth</b>	
Local Roads and Bridges Active Transportation Regional and Local Airports Broadband Connectivity	Public Transit Short-sea Shipping Short-line Rail
<b>Clean Environment</b>	
Drinking Water Wastewater Solid Waste	Community Energy System Brownfield Redevelopment
<b>Strong Cities and Communities</b>	
Sport Infrastructure Recreation Infrastructure Cultural Infrastructure	Fire Halls & Fire Trucks Tourism Infrastructure Resilience
<b>Capacity Building</b>	
Asset Management Long-term Infrastructure Planning Integrated Community Sustainability Planning Housing Needs Reports	

The renewed CWF agreement introduces four major updates that will impact project eligibility, reporting requirements, spending timelines, and funding calculations. The following is a detailed breakdown of these changes and their implications for the SCRD.

**1. Expansion of Eligible Investment Categories**

The new agreement broadens the scope of projects that can receive CWF funding. Eligible investments continue to include costs for acquiring, planning, designing, constructing, renewing, or rehabilitating infrastructure. This also encompasses associated debt financing charges. The definition of "infrastructure" remains focused on tangible capital assets, either municipally, regionally, or privately owned, as long as they are primarily for public use and offer significant public benefit.

**Key Updates in Eligible Categories:**

- **Third-Party Owned Assets:**

Previously, CWF funding was limited to assets owned by local governments. The new agreement allows funding for projects involving third-party owned assets, subject to specific conditions:

1. ***The SCRD Board must identify the project as a regional priority within a long-term capital investment plan.***

**2. The project cannot take precedence over SCRD-owned priority projects.**

**3. The project must be supported by asset management planning.**

*Implications:* The Board has yet to identify any projects as regional priorities within a long-term capital plan that would enable eligibility under this new provision. Projects that do not meet these requirements will no longer qualify for CWF support, requiring an alternative funding source.

- **Expanded Categories for Resilience and Fire Services:**

- The former "Disaster Mitigation" category has been renamed "Resilience" and now covers new public infrastructure aimed at preventing, mitigating, or protecting against climate change and extreme weather events, including natural infrastructure.
- The Fire Hall category has also been expanded to permit funding for fire truck purchases, providing increased flexibility for capital investments related to fire services.

- **Housing and Capacity-Building Initiatives:**

- The agreement now includes Housing Needs Assessments and related planning within the "Capacity Building" category. The SCRD can allocate funds for planning but does not have an established service for the purpose of actioning housing projects.

## **2. Additional Reporting Requirements**

The new agreement introduces enhanced reporting obligations to ensure accountability and transparency in the use of CWF funds:

- **Annual Reporting Deadline:**

- All local governments must continue to submit their Annual Expenditure Reports by June 1st each year.

- **Geolocation Reporting:**

- Geolocation data is now required for each funded project. The SCRD will receive further information on the specific requirements for this data from the Union of British Columbia Municipalities (UBCM).

- **Output and Outcome Reporting:**

Projects that receive more than \$25,000 in CWF funding must complete annual output and outcome reports. Examples of required data include:

- **Output Metrics:** Length of road constructed, square meters of recreation space built, or cubic meters of treated water.

- **Outcome Metrics:** Increased population served by infrastructure, improved storage capacity, etc.
- **Additional Requirements for Larger Communities:**
  - For communities with a census population exceeding 30,000, there is a requirement to share Housing Needs Assessments with UBCM, in compliance with provincial legislation. The SCRCD’s Housing Needs Report was presented at the Nov 21, Electoral Areas Committee.

**3. Spending Timelines for CWF Funds**

The new agreement stipulates clear timelines for the expenditure of CWF funds:

- **Five-Year Spending Rule:**
  - Local governments must spend CWF funds within five years of receipt. If a project is anticipated to extend beyond this timeframe, it must be identified within a long-term capital or financial plan, which must be submitted to UBCM for consideration.
- **Unspent Funds from Previous Agreements:**
  - Any CWF funds carried over from the 2014-2024 agreement must be expended within five years of entering the new agreement, making the deadline August 2029.

Included in the table below is the total funding prior to the renewed agreement as well as the funds that are expected to be received up until the 2028/2029 funding year.

		Estimated Allocation (Note 1)				
Year	Expected Funding	Area A	Area B	Area D	Area E	Area F
Uncommitted- Prior Agreement		275,612	991,214	1,364,259	2,200,884	8,633
2024	783,803	150,558	147,090	174,536	192,371	118,248
2025	783,803	150,558	147,090	174,536	192,371	118,248
2026	783,803	150,558	147,090	174,536	192,371	118,248
2027	815,155	156,580	152,974	181,518	200,066	124,017
2028	815,155	156,580	152,974	181,518	200,066	124,017

**Note 1**

The allocation to each of the Electoral Areas is calculated based on a per capita basis as per the most recent census (2021). As changes in population distribution are expected to be seen in the 2026 census, the allocations of future CWF payments may differ.

**4. Revised Funding Calculation**

The renewed agreement retains a consistent allocation model, ensuring predictable per capita funding for local governments with a guaranteed funding floor. This stable funding allows for

strategic planning and investment in community infrastructure projects aligned with local and national priorities.

**Current Financial Overview**

**Available Funds Prior to the Agreement Renewal:**

- The SCRD had \$9,741,255 available under the previous agreement. Of this:
  - \$4,440,946 was allocated to existing projects in the financial plan.
  - \$459,707 was committed to various Connected Coast contributions and the construction phase of the Aquifer 560 Watershed agreement.
- This left **\$4,840,602** in uncommitted funds. Following allocations for 2024 and projected contributions for 2025, along with expected interest earnings, there is a total of **\$6,833,808** available for 2025.

The table below outlines the total available funding by area:

	A	B	D	E	F	Total
2024 Uncommitted	411,169	1,123,304	1,523,795	2,378,255	112,881	5,549,405
2024 Estimated Interest	105,000	83,900	110,000	132,800	68,900	500,600
2025 Funding	150,558	147,090	174,536	192,371	119,247	783,803
2025 Available Funding	<b>666,727</b>	<b>1,354,294</b>	<b>1,808,332</b>	<b>2,703,427</b>	<b>301,028</b>	<b>6,833,808</b>

Funding Calculation

The funding calculation inclusive of the funding floor under the renewed agreement is as follows:

**Years 1 -3, 2024/25 – 2026/27**

Local Government Type	Base Funding Amount	Per Capita Amount
Metro Vancouver	\$63,411	\$3.23 / person
Outside Metro Vancouver	\$63,411	\$45.50 / person

**Years 3-5, 2027/28 – 2028/29**

Local Government Type	Base Funding Amount	Per Capita Amount
Metro Vancouver	\$65,948	\$3.36 / person
Outside Metro Vancouver	\$65,948	\$47.36 / per person

CWF Recommendations- 2025 Budget

Staff have compiled a list of previously approved projects funded from CWF as well as projects to be presented for use of these funds during the 2025 budget deliberations:

<b>Currently Approved</b>	
Area A- Emergency Generator	125,000
Area A- McNeil Lake Dam Upgrades	68,412
Area A- Dogwood Reservoir Feasibility	108,000
Area A- North Pender Harbour Watermain Replacement	763,841
Area A- South Pender Harbour Watermain Replacement	539,116
Area A- Merrill Crescent Eletrical Replacement	30,233
Area B - Coopers Green Park - Hall & Parking Design Plans	40,389
Area B - Coopers Green Park Enhancements	400,125
Area D- Lower Road retaining wall budget increase	510,094
Area E- Woodcreek Park-WWTP Collection System Designs	9,502
Area F- Langdale WWTP Remediation Project	125,468
Area F- Eastbourne Groundwater supply expansion	753,000
Area-All- Hopkins Landing Dock Repairs	353,266
Area-All- Gliff Gilker Sports Field Irrigation System	195,000
Area All- Ports Major Capial Proejects	219,500
Area All- Katherine Lake Road Repairs	275,000
<b>Total</b>	<b>4,515,946</b>

<b>2025 Proposed (Note 1)</b>	
Church Road Water Treatment Plant - Sodium Hypochlorite Storage Unit (All Areas)	100,000
Keats Landing Dock Major Repair (Area F)	268,500
Cliff Gilker Bridges & Trail Remediation (Area D)	1,670,000
Langdale Wellfield Construction (B,D,E,F)	4,128,580

Note 1: The projects listed above depict the total cost of the project and in some instances will be presented in combination with other funding sources. Therefore, the total requested use of CWF may differ from the amounts listed.

**STRATEGIC PLAN AND RELATED POLICIES**

The use of CWF aligns with the Board’s Financial Sustainability Policies.

**CONCLUSION**

This report is to update the board on the expanded scope of eligibility for projects under the new Community Works Fund agreement as well as an update on changes from the previous agreement.

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



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Tina Perreault, Chief Administrative Officer/Chief Financial Officer  
Alex Taylor, Manager, Budgeting and Grants

**SUBJECT:** **GROWING COMMUNITIES FUNDS UPDATE**

### RECOMMENDATION(S)

**THAT the report titled Growing Communities Funds Update be received for information.**

### BACKGROUND

The [Growing Communities Fund \(GCF\)](#) provided a one-time total of \$1 billion in grants distributed among all of B.C.'s local governments in the spring of 2023. The Sunshine Coast Regional District (SCRD) received \$2.3 million from the GCF, the District of Sechelt received \$3.75 million and Town of Gibsons received \$2.8 million. The purpose of the grant is to support the delivery of infrastructure projects necessary to enable community growth. Grant funding is incremental to currently planned infrastructure and amenity projects and may include related project costs such as early-stage development work.

The purpose of this report is to provide an update on the status of the GCF as well as provide options for use of these funds during 2025 Budget deliberations.

### DISCUSSION

#### Allocation

All Regional Districts received GCF based on a formula inclusive of \$500,000 in flat funding and a combination of the Regional District's overall population, rural population and rural population growth from 2016-2021. The funding allocation from the Province for the Regional District was as follows:

Regional Districts	2021 Total Pop	2021 Rural Pop	Flat Amount	Per Capita (Based on Total Pop)	Per Capita (Based on Rural Pop)	Foundational Funding	2016 Rural Pop	Rural Pop Growth Between 2016-2021	Growth Based Funding	TOTAL FUNDING
Sunshine Coast	32,307	15,659	500,000	549,219	469,770	1,519,000	14,957	702	702,000	2,221,000

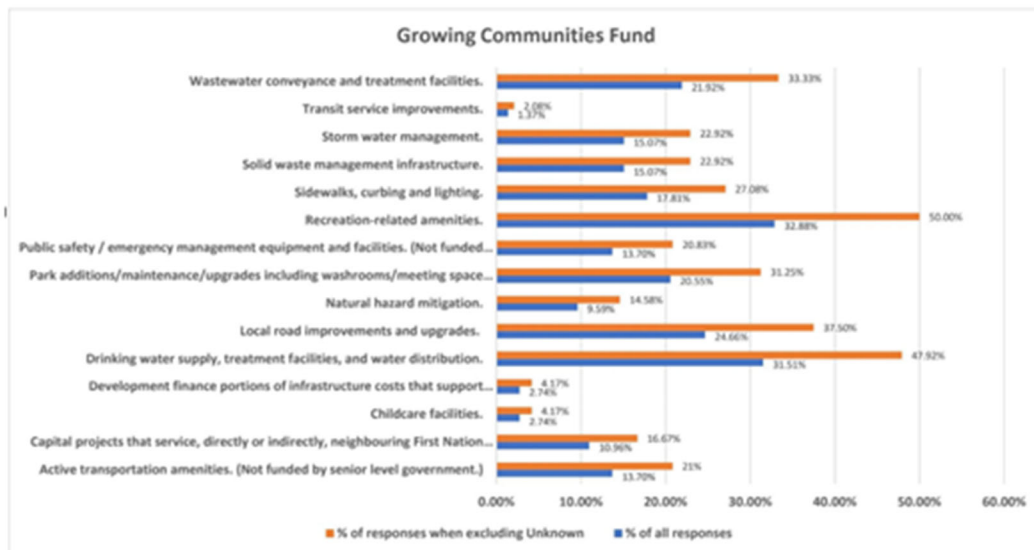
The GCF was not designed to be allocated to electoral areas like that of the Community Works Funds. This is because the funding calculation took into account member municipality populations. The funds are intended to address regional priorities. The province has left the responsibility of identifying and prioritizing regional priorities up to the board’s discretion.

Based on a survey conducted by Civic Info in the fall of 2023, local governments in BC, the majority of funding was being allocated to drinking water and wastewater infrastructure, and recreation amenities. See excerpt of survey below.



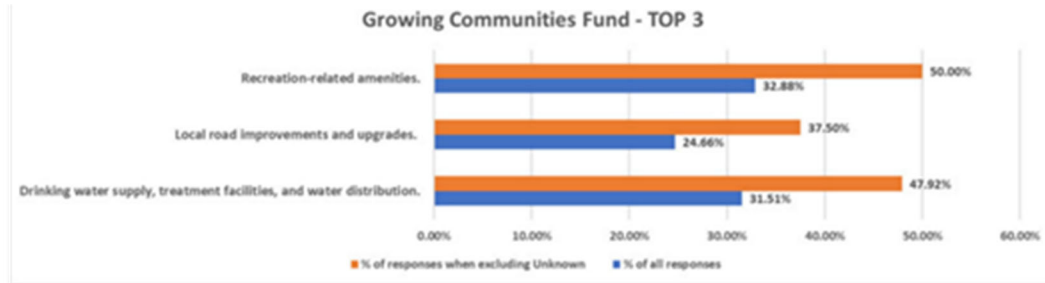
# GROWING COMMUNITIES FUND

EARLIER THIS YEAR, THE PROVINCE ALLOCATED \$1 BILLION IN GRANTS TO LOCAL GOVERNMENTS THROUGH THE GROWING COMMUNITIES FUND. IN THIS QUARTERLY QUESTION, WE SURVEYED LOCAL GOVERNMENTS ABOUT THEIR PLANS FOR ALLOCATING THE GROWING COMMUNITIES FUND GRANT. A TOTAL OF SEVENTY-THREE (73) LOCAL GOVERNMENTS RESPONDED, INCLUDING EIGHT REGIONAL DISTRICTS.



At the time of the survey, several local governments were still in the process of deciding how to allocate the grant funds. Among the respondents, 34 per cent mentioned that they had not yet received council approval for any of the grant funds. Additionally, 13 per cent stated that they had council approval for only a portion of the grant spending.





TOP 3 CATEGORIES

According to the survey results, recreation-related amenities emerged as the most common area for allocation. Excluding “Unknown” responses, it was observed that 50 per cent of local governments had allocated a portion of the grant to recreation projects.

These projects encompassed trail expansions, community clubhouse facilities, arena upgrades, and theatre enhancements. This is followed by drinking water supply, treatment facilities and water distribution, and then local road improvements and upgrades as the most common areas allocations have been made.



LEAST POPULAR CATEGORIES

The survey revealed that the least favored options outlined by the Province of British Columbia for utilizing this funding included childcare facilities, the development finance aspects of infrastructure costs that facilitate affordable/attainable housing, and enhancements to transit services.

FULL RESULTS

A graph showing the full results of the survey can be found here (link to graph).

Detailed results for this survey can be obtained by emailing surveys@civicinfo.bc.ca



Please use this link to be a contributor.

This short survey should only take 3-5 minutes to complete.

If you would like to contribute topics for upcoming questions, please contact office@gfoabc.ca or call (250) 382-6871.

Use of Funds

Based on the GCF permitted use and associated eligibility of already established SCRD services, the following categories of projects could be considered:

- Public drinking water supply/treatment/distribution
- Wastewater conveyance and treatment
- Solid waste infrastructure
- Public safety/emergency management equipment and facilities

- Active transportation amenities
- Transit improvement infrastructure
- Natural hazard mitigation
- Park additions and upgrades
- Recreation related amenities

Funds are also permitted to fund feasibility studies and other early-stage development work including design, tender and acquiring land. GCF must be spent within five years of receipt of the funds. This would require the SCRD to have spent the funds by March 23, 2028.

Included below is a list of projects that have been funded from GCF as well as proposed 2025 Budget items that align with the Boards Strategic plan areas:

GCF Available	2,312,951
Estimated 2024 Interest Earned	121,400
<b>Total Available Funds</b>	<b>2,434,351</b>
<b>2024 Projects</b>	
Vertical Expansion Sechelt Landfill	65,000
Sechelt Landfill Contact Water Pond Relocation	520,000
SCA Water Well Investigation	62,957
Available for 2025 Projects	<b>1,786,394</b>
<b>Proposed 2025 Projects</b>	
PRV for Advanced Optimization Use- Church Road	315,000
Gray Creek Intake & Treatment Design Engineering	864,550
Langdale Wellfield	606,844
<b>Ending Estimated Uncommitted</b>	<b>-</b>

Other projects that could be funded through the GCF include:

Non-Mandatory Board Directive or Business Continuity	
Project	Amount
Transit Expansion Priorities 2025+	TBD
Cliff Gilker Bridges & Trail Remediation	\$1,670,000
911 Radio Upgrades	\$750,000
Chapman 911 Tower Project Budget Increase	\$125,000
Egmont Park Repairs	\$184,000
Chaster Park Temp Access and Parking Enhancement	\$143,000

*Financial Implications*

The funding for the PRV for Advanced Optimization Use- Church Road, Gray Creek Intake and Treatment Design Engineering, and Langdale Wellfield Budget proposals have been amended to use GCF. If approved, these would commit all of the uncommitted GCF. Alternatively, the Board may elect to use GCF for portions of the Non-Mandatory Board Directives or Business Continuity projects listed above. Approximately \$1,786,394 is available to allocate to 2025 or 2026 projects.

Should the Board elect to not fund these projects from GCF, Regional Water Service (RWS) [370] Capital Reserves will be presented as an alternative funding option. The use of GCF for these projects will further strengthen the RWS Capital Reserves which are currently insufficient to fund required future infrastructure replacement.

**STRATEGIC PLAN AND RELATED POLICIES**

The proposed projects align with the Board's Strategic Focus Areas and as well as the Board's Asset Management and Financial Sustainability Policies.

**CONCLUSION**

This report is an update on the status of the GCF including funding commitments and recommended 2025 projects that are eligible for use of GCF. There is currently \$1,786,394 available to be allocated in 2025. These funds must be expended by March 23, 2028.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO		Other	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25-26, 2024

**AUTHOR:** SCRD Senior Leadership Team

**SUBJECT:** 2024 PROJECT CARRY-FORWARD REQUESTS

---

**RECOMMENDATION(S)**

- (1) THAT the report titled 2024 Project Carry-Forward Requests be received for information;**
  - (2) AND THAT the following projects be cancelled:**
    - **Hillside Development Project - Investment Attraction Analysis [540] - \$90,000 with funds being returned to Operating Reserves;**
    - **Coopers Green Park Hall and Parking-Design Plans [650] - \$40,389 with the funds being returned to Canada Community-Building Fund - Community Works Funds (CWF);**
    - **Lower Road Retaining Wall [665]- \$578,547 with \$68,453 being returned to Operating Reserves and \$510,094 to CWF;**
  - (3) AND THAT the Union of British Columbia Municipalities (UBCM) be notified to remove the Coopers Green Park Hall and Parking Design Plans project from the CWF project list;**
  - (4) AND THAT \$84,452 in CWF expended on the Coopers Green Park Hall and Parking Design Plans project be returned to UBCM and reallocated to the respective Electoral Area B CWF entitlement, recovered through Taxation;**
  - (5) AND THAT the UBCM be notified to remove the 2023 Lower Road Retaining Wall project from the CWF project list;**
  - (6) AND THAT \$16,677 in CWF expended on the Lower Road Retaining Wall project be returned to UBCM and reallocated to the respective Electoral Area D CWF entitlement, recovered through Taxation;**
  - (7) AND FURTHER THAT the items above and carry forward projects in Attachment A inclusive of full-time equivalents (FTE) be included in the Sunshine Coast Regional District (SCRD) draft 2025-2029 Financial Plan, including authorization to continue with the projects prior to the adoption of the Financial Plan.**
-

## **BACKGROUND**

Each year the Sunshine Coast Regional District (SCRD) presents carry-forward projects that are either in-progress or delayed. The summary of carry-forward items is included as Attachment A.

Carry-forward projects and the associated funding must be transferred for inclusion of the 2025-2029 Financial Plan. This step is legislatively required to ensure staff have the authority to continue with the projects and the values (revenue and expense) are correctly reflected in the final Financial Plan Bylaw. A final reporting of the 2024 carryforwards will be included once the SCRD's year-end process is complete.

The purpose of this report is to request that incomplete projects be included in the Draft 2025-2029 Financial Plan.

## **DISCUSSION**

Several factors have contributed to the delay of projects such as supply-chain issues, staffing vacancies, and general capacity for the volume of projects. Some projects are expected to be multi-year and some projects are expected to be completed early into 2025.

### Cancelled Projects

There are several projects which are not recommended to proceed. The status, original scope or market conditions no longer reflect the current situation. These include:

- Hillside Development Project - Investment Attraction Analysis- As SCREDO is not available to partner as originally planned upon project initiation, the project will need to be changed to account for changes in scope, costing and timing. At this time staff recommend cancelling this project. Staff will return with an updated scope, costing estimate and timeframe for completion in a future budget proposal.
- Coopers Green Park Hall & Parking-Design Plans-In 2016, the Board approved a budget of \$100,000 for a detailed building and parking design. At the time, the project was to consider the feasibility of additional parking at Coopers Green Park and it was noted that the budget was for planning only, and any investment into the construction of additional parking would require a separate budget proposal. The focus at the time, and of the budget, was planning for the new hall. Given the Boards decision in 2023, to move the construction of a new hall to Connor Park, planning for additional parking at Coopers Green has not been deemed a priority. Further, the Board approved a separate budget for enhancements to Coopers Green Park. The scope of this project is not focused on parking, but rather park amenity/infrastructure improvements or enhancements. Staff recommend that the current Hall & Parking Design project be cancelled. If through the public participation process parking is identified as a priority over other park amenities, staff may return in a future year with a proposal related to parking at Coopers Green Park.
- Lower Road Retaining Wall- Staff have brought forward a staff report to inform the board that the retaining wall is over a Ministry of Transportation and Infrastructure (MOTI) culvert and therefore the design requires MOTI approval. MOTI informed the SCRD that

the culvert in the same area requires replacement. Given the interdependency of these two assets, the requirement for MOTI to approve the design, as well as the expertise and capacity that MOTI can bring to the project, MOTI has offered to project manage both the planning and the construction of both the culvert and retaining wall replacement. The SCRD Board approved a cost sharing arrangement for MOTI to complete the necessary planning and detailed design for the project. Given that the original scope and funding source of this project are expected to change, staff are recommending to cancel this project in place of the proposal being presented during 2025 budget deliberations.

The Board may also review the carry-forward list and identify projects that may not align with current priorities. Recommendations may be made on projects identified and staff may need to bring back a report on the implications of cancelling or deferring projects at Round 2 Budget deliberations.

### *Financial Implications*

Carry-forward projects typically do not have a direct financial or taxation impact for the following year's budget, however, staff or other resources are required. Only remaining unused funding for the projects is carried over as some projects may still expend funds prior to the end of 2024. Funding will be returned to the original source of funding for the projects that are not being recommended for carry-over into 2025.

### *Communications Strategy*

A final reporting of the 2024 carryforwards will be provided once the SCRD's 2024 year-end process is complete and prior to Financial Plan Bylaw adoption.

## **STRATEGIC PLAN AND RELATED POLICIES**

The financial planning process is the mechanism to align the Board's strategic priorities and policies.

## **CONCLUSION**

In preparation for the 2025-2029 Financial Planning Process, a summary of carry-forward projects has been compiled with some projects not being recommended to continue in 2025. Staff recommend that the attached list of 2024 projects inclusive of staff time/ FTE and associated funding be included in the 2025-2029 Financial Plan and that staff are authorized to continue with the projects prior to the adoption of the Plan. Staff recommend that the project identified for cancellation not be carried forward and excluded from the 2025-2029 Financial Plan.

The SCRD's commitment to aligning projects with strategic priorities remains a key focus during this process.

### **Attachment:**

Attachment A: 2024 Preliminary Carry-Forward List



Reviewed by:			
Manager		CFO	
GM/Sr. Manager	PD – I. Hall CS – S. Gagnon IS - R. Rosenboom	Legislative	
CAO/CFO	X – T. Perreault	Other	

# Attachement A- 2024 Preliminary Carry-Forward List

## Project (Non-Staffing)

Function	Service Description	Project Description	YTD Spend (2024)	2024 Budget	Remaining Budget
110	General Government	Hybrid Meeting Solutions and Board Room Modifications	11,470	49,195	37,725
110	General Government	Organizational Corporate Review	3,657	10,000	6,343
110	General Government	Organizational Corporate Review-Phase II	-	30,000	30,000
110	General Government	Electronic Documents Records Management System Conversion Consulting	12,000	40,000	28,000
110	General Government	Corporate Workplan	25,648	40,000	14,352
112	Corporate Finance	Budget Software	-	234,111	234,111
114	Admin Offices Building Maintenance	Vehicle (EV) Charging Stations-phase 2 (Field Road Portion)	4,204	20,161	15,957
114	Admin Offices Building Maintenance	COVID-19 space Planning	4,276	34,101	29,825
115	Human Resources	LinkedIn Annual Recruiter Package License	-	12,000	12,000
116	Purchasing & Risk Management	Statement of Value Asset Appraisal (2024)	-	50,000	50,000
116	Purchasing & Risk Management	Business Continuity Management Program	-	18,000	18,000
116	Purchasing & Risk Management	Corporate Security Assessment	-	60,000	60,000
117	Information Technology	Vehicle Replacement (EV)	-	65,000	65,000
117	Information Technology	Electronic Documents Records Management System Conversion Software	15,810	45,000	29,190
117	Information Technology	Records Conversion to MS SharePoint	7,076	80,000	72,924
117	Information Technology	Cityworks Process & Configuration	4,335	35,000	30,665
136	Regional Sustainability Services	Community Climate Plan	2,792	18,928	16,136
136	Regional Sustainability Services	Coastal Flooding Project	40,495	510,000	469,505
151	Feasibility Studies - Area A	Dream Valley Estates Water System Feasibility	-	30,000	30,000
155	Feasibility Studies - Area F	Connected Coast Connectivity Feasibility Study	-	2,500	2,500
155	Feasibility Studies - Area F	HLWD Conversion Feasibility Study	15,538	40,000	24,462
155	Feasibility Studies - Area F	New Brighton Dock Ownership & Operations Feasibility Study	-	25,000	25,000
200	Bylaw Enforcement	Enforcement Action	-	35,000	35,000
210	Gibsons & District Fire Protection	Emergency Generator	-	150,000	150,000
210	Gibsons & District Fire Protection	Pumper Apparatus Replacement	-	1,699,500	1,699,500
210	Gibsons & District Fire Protection	Hall #1 Lighting, Interior	-	4,799	4,799
210	Gibsons & District Fire Protection	Hall #1 Lighting, Exterior	-	27,300	27,300
210	Gibsons & District Fire Protection	Hall #1 Emergency Alarm	-	31,800	31,800
210	Gibsons & District Fire Protection	Hall #1 Gear Washing Machine	-	12,193	12,193
210	Gibsons & District Fire Protection	Hall #2 Transformer	-	8,300	8,300
210	Gibsons & District Fire Protection	Hall #2 Control Panel	-	4,400	4,400
210	Gibsons & District Fire Protection	Interior Door, Fire	-	6,700	6,700
210	Gibsons & District Fire Protection	Hazmat A Suits	-	10,500	10,500
210	Gibsons & District Fire Protection	Vehicle, Ford E350	-	157,500	157,500
210	Gibsons & District Fire Protection	SCRD Corporate Recycling Program infrastructure costs-GDVFD	-	1,279	1,279
210	Gibsons & District Fire Protection	Firefighter Recognition & Compensation Action Plan	8	5,000	4,992
210	Gibsons & District Fire Protection	Fire Department Continuous Improvement (Operating)-GDVFD	18,069	42,000	23,931
212	Roberts Creek Fire Protection	Exhaust Fan and Electrical Panel	3,496	8,500	5,004
212	Roberts Creek Fire Protection	Tables	3,837	8,000	4,163
212	Roberts Creek Fire Protection	Electrical Panel	-	32,000	32,000
212	Roberts Creek Fire Protection	Strut Rescue Kit Upgrade	-	10,700	10,700
212	Roberts Creek Fire Protection	Ford F150	-	157,500	157,500
212	Roberts Creek Fire Protection	Uniforms	5,073	15,000	9,927
212	Roberts Creek Fire Protection	Firefighter Recognition & Compensation Action Plan	8	5,000	4,992
212	Roberts Creek Fire Protection	Fire Department Continuous Improvement-RCVFD	28,441	60,000	31,559
216	Halfmoon Bay Fire Protection	Unit Heaters	-	9,900	9,900
216	Halfmoon Bay Fire Protection	Electrical Panel	-	4,300	4,300
216	Halfmoon Bay Fire Protection	Emergency Alarm	-	17,700	17,700
216	Halfmoon Bay Fire Protection	Rescue 1 Fire Apparatus Replacement	-	623,200	623,200
216	Halfmoon Bay Fire Protection	Firehall #2 Redevelopment Design	-	250,000	250,000
216	Halfmoon Bay Fire Protection	Fire Department Continuous Improvement-HMBVFD	-	30,000	30,000
216	Halfmoon Bay Fire Protection	Firefighter Recognition & Compensation Action Plan	8	5,000	4,992
216	Halfmoon Bay Fire Protection	Fire Department Continuous Improvement-EDVFD	6,698	30,000	23,302
220	Emergency Telephone - 911	Chapman Creek Radio Tower	13,458	467,635	454,178
220	Emergency Telephone - 911	Radio Tower Capital Project Consulting Services	16,970	56,291	39,321
220	Emergency Telephone - 911	911 Emergency Communications Equipment Upgrade	5,827	66,653	60,826
220	Emergency Telephone - 911	Next Generation 911 Project	-	45,000	45,000
222	Sunshine Coast Emergency Planning	EOC Tower Equipment & Training	4,152	27,000	22,848
222	Sunshine Coast Emergency Planning	2024 Firesmart Structure Equipment	-	47,250	47,250
222	Sunshine Coast Emergency Planning	Contracted Services for Statutory, Regulatory & Bylaw Reviews	-	20,000	20,000
222	Sunshine Coast Emergency Planning	Extreme Heat Planning	49,375	70,625	21,250
222	Sunshine Coast Emergency Planning	Community Evacuation Planning Support	-	20,500	20,500
222	Sunshine Coast Emergency Planning	Emergency & Disaster Management Act-Indigenous Engagement Requirements	-	48,000	48,000
222	Sunshine Coast Emergency Planning	EOC Tower Equipment & Training	4,668	14,595	9,927
222	Sunshine Coast Emergency Planning	Evacuation Route Planning	-	239,140	239,140
222	Sunshine Coast Emergency Planning	2024 -2026 Firesmart Community Funding & Supports	3,541	55,911	52,370
290	Animal Control	Animal Control Vehicle	-	100,000	100,000
310	Public Transit	Security Improvements (Public Transit)	-	5,603	5,603
310	Public Transit	Transit Vehicle Replacement	-	65,000	65,000
312	Maintenance Facility	Security Improvements (Maintenance Facility)	-	5,603	5,603
312	Maintenance Facility	HVAC Maintenance Safety System	-	3,000	3,000
312	Maintenance Facility	Electric Vehicle Maintenance - Charger/Tools/Diagnostic Equipment	-	3,932	3,932
312	Maintenance Facility	Corporate Fleet Strategy	-	75,000	75,000
315	Mason Road Works Yard	Corporate Electric Vehicle (EV) Charging Stations-phase 2 (Mason Road Portion)	4,204	44,774	40,570
315	Mason Road Works Yard	Mason Road Lease Renewal & Site Plan Implementation	11,161	15,174	4,013
345	Ports Services	West Bay Float	30,209	214,618	184,409
345	Ports Services	Halkett Bay Approach	26,893	39,724	12,831
345	Ports Services	Keats Landing Float & Dolphins	12,009	93,487	81,478
345	Ports Services	Gambier Harbour Structural Components	19,003	49,988	30,985
345	Ports Services	Eastbourne Wharhead Repairs	31,326	103,636	72,310
345	Ports Services	Ports Major Capital Projects	-	213,586	213,586
345	Ports Services	Hopkins Landing Port Major Replacements	57,596	497,336	439,740
350	Regional Solid Waste	Future Solid Waste Disposal Options Study – Phase 2	-	186,364	186,364
350	Regional Solid Waste	Solid Waste Management Plan	35,017	82,002	46,985
351	Pender Harbour Transfer Station	Pender Harbour Transfer Station Site Improvements – Phase I	16,751	60,961	44,210
351	Pender Harbour Transfer Station	Pender Harbour Transfer Station Site Improvements-Phase 2	-	765,000	765,000
352	Sechelt Landfill	Power Supply Replacement	-	264,224	264,224
352	Sechelt Landfill	Sechelt Landfill Stage K Closure	-	3,200,000	3,200,000
352	Sechelt Landfill	Propane Tank Storage	4,136	30,000	25,864
352	Sechelt Landfill	Mattress Trailer Ramp	-	15,000	15,000
352	Sechelt Landfill	Handheld Gas Monitors	4,168	15,000	10,832
352	Sechelt Landfill	Vertical Expansion Sechelt Landfill – Design Phase	-	152,757	152,757

# Attachement A- 2024 Preliminary Carry-Forward List

352	Sechelt Landfill	Sechelt Landfill Contact Water Pond Relocation-Construction	10,197	503,988	493,791
352	Sechelt Landfill	Sechelt Landfill Scale	-	150,000	150,000
352	Sechelt Landfill	Biocover Feasibility Study-Phase 2	35,432	111,568	76,136
352	Sechelt Landfill	Post-closure Operations and Maintenance Plan	-	6,532	6,532
352	Sechelt Landfill	SL Regulatory Reports & Hazardous Waste Registered Site Application	-	46,240	46,240
352	Sechelt Landfill	Sechelt Interim Power Supply	32,053	52,000	19,947
352	Sechelt Landfill	Sechelt Landfill Site Improvements-Fence Repairs	2,710	20,000	17,290
365	North Pender Harbour Water Service	Emergency Generator	-	125,000	125,000
365	North Pender Harbour Water Service	Customer Relationship Management Tool [365]	-	2,500	2,500
365	North Pender Harbour Water Service	NPH Watermain Replacement	1,216	842,821	841,605
365	North Pender Harbour Water Service	Pneumatic Boring Tool [365]	-	5,100	5,100
365	North Pender Harbour Water Service	SCADA Upgrade [365]	-	49,826	49,826
365	North Pender Harbour Water Service	Water Supply Plan - NPHWS	12,249	51,870	39,621
365	North Pender Harbour Water Service	Water Meter Data Analytics - NPHWS	-	2,302	2,302
365	North Pender Harbour Water Service	Water Rate Structure Review-Phase 2 [365]	423	3,000	2,578
365	North Pender Harbour Water Service	Garden Bay Treatment Plan Improvements	-	200,000	200,000
365	North Pender Harbour Water Service	Bylaw 320 Review [365]	-	2,000	2,000
365	North Pender Harbour Water Service	NPH-Water Strategy Implementation	1,940	4,350	2,410
365	North Pender Harbour Water Service	NPH & SPH System Connection Feasibility Study & Design	-	50,000	50,000
365	North Pender Harbour Water Service	Fire Flow Action Plan	-	50,000	50,000
366	South Pender Harbour Water Service	South Pender Harbour WTP Upgrades-Phase 2	24,148	37,819	13,671
366	South Pender Harbour Water Service	Customer Relationship Management Tool [366]	-	5,000	5,000
366	South Pender Harbour Water Service	McNeil Lake Dam Safety Improvements-Construction	406,513	646,232	239,719
366	South Pender Harbour Water Service	South Pender Harbour Watermain Replacement	-	588,858	588,858
366	South Pender Harbour Water Service	SPHWTP Heater Replacement	-	77,451	77,451
366	South Pender Harbour Water Service	Pneumatic Boring Tool [366]	-	10,200	10,200
366	South Pender Harbour Water Service	SCADA Upgrade [366]	-	99,650	99,650
366	South Pender Harbour Water Service	Water Supply Plan - SPHWS	12,249	51,871	39,622
366	South Pender Harbour Water Service	Water Meter Data Analytics - SPHWS	-	4,605	4,605
366	South Pender Harbour Water Service	Dogwood Reservoir Feasibility	-	108,000	108,000
366	South Pender Harbour Water Service	Water Rate Structure Review-Phase 2 [366]	600	6,000	5,400
366	South Pender Harbour Water Service	Bylaw 320 Review [366]	-	4,000	4,000
366	South Pender Harbour Water Service	SPH-Water Strategy Implementation	1,940	8,700	6,760
366	South Pender Harbour Water Service	NPH & SPH System Connection Feasibility Study & Design	-	50,000	50,000
366	South Pender Harbour Water Service	Water Supply Analyses	-	85,000	85,000
366	South Pender Harbour Water Service	Fire Flow Action Plan	-	65,000	65,000
370	Regional Water Services	Chaster Well Upgrades (Well Protection Plan - Phase 2)	1,768	114,876	113,108
370	Regional Water Services	Chapman Water Treatment Plant Chlorination System Upgrade	22,442	287,241	264,799
370	Regional Water Services	Universal Water Meter Installations - Phase 3 (DOS)	4,452,643	8,926,681	4,474,038
370	Regional Water Services	Cove Cay Pump Station Rebuild and Access Improvements	-	900,000	900,000
370	Regional Water Services	Chapman Creek Water Treatment UV Upgrade	19,409	2,083,573	2,064,164
370	Regional Water Services	Church Road Well- Construction Phase	109,574	390,165	280,591
370	Regional Water Services	Groundwater Investigation- Langdale	35,772	653,342	617,570
370	Regional Water Services	Chapman & Edwards Dam Improvements	-	5,890	5,890
370	Regional Water Services	Reed Rd. Pump Station Zone 4 Improvements	-	70,000	70,000
370	Regional Water Services	Chapman & Edwards Lake Communication System Upgrades	18,502	50,276	31,774
370	Regional Water Services	Customer Relationship Management Tool [370]	-	42,500	42,500
370	Regional Water Services	Valve Stems for Selma 2 Isolation	-	66,740	66,740
370	Regional Water Services	Chapman Lake Dam Safety Improvements – Construction	313,833	990,269	676,436
370	Regional Water Services	Edwards Lake Dam Safety Improvements – Construction	49,413	721,555	672,142
370	Regional Water Services	Single Axle Dump Truck	-	225,000	225,000
370	Regional Water Services	Egmont Water Treatment Plant Filtration Upgrades-Preliminary Development	-	200,000	200,000
370	Regional Water Services	Egmont Egmont Water Treatment Plant Filtration Upgrades-Feasibility Study	4,983	75,000	70,017
370	Regional Water Services	Chapman Creek WWTP - Mechanical Equipment Upgrades	-	135,000	135,000
370	Regional Water Services	Exposed Watermain Rehabilitation Chapman Intake Line	31,891	220,000	188,109
370	Regional Water Services	Sechelt Nation Government District - Zone Metering	-	250,000	250,000
370	Regional Water Services	Eastbourne Groundwater Supply Expansion	-	1,200,000	1,200,000
370	Regional Water Services	EOC Task #225989- Reed Road Building Repair (Capital)	-	100,000	100,000
370	Regional Water Services	Generator Purchases	-	375,000	375,000
370	Regional Water Services	Chapman WTP HVAC Replacement	-	152,451	152,451
370	Regional Water Services	Chapman WTP- Distribution Meters	-	104,000	104,000
370	Regional Water Services	Chapman Creek Raw Water Pump Station Upgrade	-	111,888	111,888
370	Regional Water Services	Flat Bed Crane Truck and Medium Size Truck	-	295,000	295,000
370	Regional Water Services	Pneumatic Boring Tool [370]	-	86,700	86,700
370	Regional Water Services	SCADA Upgrade [370]	-	351,589	351,589
370	Regional Water Services	Implementation of Shishalh Nation Foundation Agreement	-	7,539	7,539
370	Regional Water Services	Bylaw 422 Update	-	29,820	29,820
370	Regional Water Services	Water Treatment Plant Sludge Residuals Disposal & Planning	-	511,732	511,732
370	Regional Water Services	Water Metering Data Analytics	-	39,142	39,142
370	Regional Water Services	Chapman Creek Environmental Flow Requirements Update	17,745	29,365	11,620
370	Regional Water Services	Groundwater Investigation-Maryanne West Park	3,424	100,000	96,576
370	Regional Water Services	Feasibility Study Surface Water Intake Upgrades Gray Creek	6,330	91,815	85,485
370	Regional Water Services	Water Supply Plan: Water Distribution Model Update and Technical Analysis	36,747	83,556	46,809
370	Regional Water Services	Water Rate Structure Review-Phase 2 [370]	1,000	51,000	50,000
370	Regional Water Services	Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources	17,200	533,497	516,297
370	Regional Water Services	Edwards Lake Siphon Decommissioning	-	100,000	100,000
370	Regional Water Services	EOC Task #225989- Reed Road Building Repair	-	64,844	64,844
370	Regional Water Services	Bylaw 320 Review [370]	-	34,000	34,000
370	Regional Water Services	RWS-Water Strategy Implementation	5,819	73,950	68,131
370	Regional Water Services	Church Road Compliance Monitoring	105,246	294,697	189,451
370	Regional Water Services	Exposed Water Main Rehabilitation	486,010	557,050	71,040
370	Regional Water Services	Lower Crown Reservoir Feasibility Assessment	4,744	100,000	95,256
370	Regional Water Services	Aquifer 560 Watershed Agreement	-	61,100	61,100
370	Regional Water Services	Development and Implementation of Chapman Creek Environmental Monitoring Plan	-	150,000	150,000
370	Regional Water Services	Fire Flow Action Plan	-	135,000	135,000
381	Greaves Rd Waste Water Plant	Septic Field Repairs	-	1,840	1,840
382	Woodcreek Park Waste Water Plant	Woodcreek Park WWTP System Upgrade	50,380	906,738	856,358
382	Woodcreek Park Waste Water Plant	Woodcreek Park-WWTP Collection System Designs	-	18,918	18,918
382	Woodcreek Park Waste Water Plant	Woodcreek Park Inspection Chamber Repairs	-	5,964	5,964
383	Sunnyside Waste Water Plant	Feasibility & Planning Study [383]	-	7,500	7,500
384	Jolly Roger Waste Water Plant	Statutory Right of Way- Jolly Roger WWTP	-	1,649	1,649
384	Jolly Roger Waste Water Plant	Outfall Maintenance-Phase 1 [384]	-	11,000	11,000
384	Jolly Roger Waste Water Plant	Feasibility & Planning Study [384]	-	12,500	12,500
385	Secret Cove Waste Water Plant	Statutory Right of Way- Secret Cove WWTP	-	4,000	4,000
385	Secret Cove Waste Water Plant	Outfall Maintenance-Phase 1 [385]	-	11,000	11,000
385	Secret Cove Waste Water Plant	Feasibility & Planning Study [385]	-	12,500	12,500

# Attachement A- 2024 Preliminary Carry-Forward List

386	Lee Bay Waste Water Plant	Filter Commissioning	-	74,524	74,524
386	Lee Bay Waste Water Plant	Generator Replacement	-	162,000	162,000
386	Lee Bay Waste Water Plant	Lee Bay Collection System Repairs	-	13,850	13,850
387	Square Bay Waste Water Plant	Square Bay Infiltration Reduction	-	13,412	13,412
387	Square Bay Waste Water Plant	Square Bay Infiltration Reduction Repairs	-	25,000	25,000
387	Square Bay Waste Water Plant	Square Bay System Upgrade Planning	-	15,000	15,000
388	Langdale Waste Water Plant	Langdale Wastewater Treatment System Upgrade	-	1,024,966	1,024,966
388	Langdale Waste Water Plant	Statutory Right of Way-Langdale WWTP	-	4,000	4,000
389	Canoe Rd Waste Water Plant	Root Mitigation/Removal	-	4,952	4,952
390	Merrill Crescent Waste Water Plant	Merrill Crescent Electrical Replacement	-	25,000	25,000
393	Lilly's Lake Waste Water Plant	System Repairs & Upgrades	6	15,777	15,771
393	Lilly's Lake Waste Water Plant	Statutory Right of Way-Lilly's Lake WWTP	-	4,000	4,000
400	Cemetery	Seaview Cemetery Expansion	41,388	589,400	548,012
500	Regional Planning	Regional Housing Coordinator	44,915	114,034	69,119
504	Rural Planning Services	Development Approvals Process Review	29	28,845	28,816
504	Rural Planning Services	Planning Enhancement & OCP Harmonization	215,623	566,200	350,577
504	Rural Planning Services	Environmental Planning Support	-	37,500	37,500
504	Rural Planning Services	DAPR Implementation-Change Management	-	50,000	50,000
504	Rural Planning Services	DAPR Implementation-Software Support	-	25,000	25,000
504	Rural Planning Services	Regional Land Evaluation	-	35,000	35,000
504	Rural Planning Services	Development Approvals Process Enhancement Project	-	150,000	150,000
506	Geographic Information Services	Orthophoto Acquisition	40,280	60,000	19,720
510	Civic Addressing	Orthophoto Acquisition	10,011	15,000	4,989
540	Hillside Development Project	Hillside Development Project- Headlease Renewal	78,342	194,797	116,455
540	Hillside Development Project	Culvert Repair/Replacement-Option Development	11,949	200,000	188,051
613	Community Recreation - Facility Operations	Dehumidifier (2022 GACC)	-	162,700	162,700
613	Community Recreation - Facility Operations	Expansion Tank (ET1)	3,743	7,000	3,257
613	Community Recreation - Facility Operations	Expansion Tank (ET2)	446	1,400	954
613	Community Recreation - Facility Operations	Heat Exchangers (Under Slab)	-	24,800	24,800
613	Community Recreation - Facility Operations	Heat Exchangers (Snowmelt)	-	24,800	24,800
613	Community Recreation - Facility Operations	Pumps (P2-P4)	-	50,200	50,200
613	Community Recreation - Facility Operations	Brine Chiller	185,084	462,600	277,516
613	Community Recreation - Facility Operations	Court Divider Walls	-	171,400	171,400
613	Community Recreation - Facility Operations	Faucets	-	52,000	52,000
613	Community Recreation - Facility Operations	Pump (P1-P3, PP1-PP3)	7,647	25,800	18,153
613	Community Recreation - Facility Operations	Brine Pump & Motor (P1)	9,741	20,100	10,359
613	Community Recreation - Facility Operations	Ground Faults	-	2,900	2,900
613	Community Recreation - Facility Operations	Water Piping, Pump Room (CPVC)	1,476	10,000	8,524
613	Community Recreation - Facility Operations	Supply/Return Air to Air Heat-x	-	6,587	6,587
613	Community Recreation - Facility Operations	Roof Heat-X Supply/Exhaust Motor	-	56,000	56,000
613	Community Recreation - Facility Operations	Pool Valves and Controls	1,764	108,700	106,936
613	Community Recreation - Facility Operations	Packaged Roof Top Unit #2	-	67,700	67,700
613	Community Recreation - Facility Operations	Interior Door, Fire (Chemical Room)	-	14,200	14,200
613	Community Recreation - Facility Operations	Faucets	-	20,300	20,300
613	Community Recreation - Facility Operations	Lighting, Interior (Pool Area)	-	152,700	152,700
613	Community Recreation - Facility Operations	Exterior Door, Glazed	-	7,975	7,975
613	Community Recreation - Facility Operations	Interior Door, Standard	-	42,900	42,900
613	Community Recreation - Facility Operations	Interior Door, Fire	-	47,600	47,600
613	Community Recreation - Facility Operations	Gas-Fired Water Tank	-	16,500	16,500
613	Community Recreation - Facility Operations	Septic Disposal System	-	14,500	14,500
613	Community Recreation - Facility Operations	Air Handling Units	-	124,100	124,100
613	Community Recreation - Facility Operations	Signage	-	7,300	7,300
613	Community Recreation - Facility Operations	Toilet Partitions	-	29,000	29,000
613	Community Recreation - Facility Operations	Faucets	-	13,100	13,100
613	Community Recreation - Facility Operations	Boiler	-	6,800	6,800
613	Community Recreation - Facility Operations	Exhaust Fan	-	6,400	6,400
613	Community Recreation - Facility Operations	Heat Recovery Ventilator	-	56,800	56,800
613	Community Recreation - Facility Operations	Packaged Rooftop Units	-	32,500	32,500
613	Community Recreation - Facility Operations	DDC	-	32,900	32,900
613	Community Recreation - Facility Operations	Vehicle, Light	-	60,100	60,100
613	Community Recreation - Facility Operations	Exterior Door, Overhead	-	16,200	16,200
613	Community Recreation - Facility Operations	Packaged Rooftop Units	4,700	164,022	159,322
613	Community Recreation - Facility Operations	Interior Door, Standard	-	20,400	20,400
613	Community Recreation - Facility Operations	Interior Door, Fire	-	12,500	12,500
613	Community Recreation - Facility Operations	Interior Door, Glass	-	7,200	7,200
613	Community Recreation - Facility Operations	Faucets	-	7,100	7,100
613	Community Recreation - Facility Operations	Exhaust Fan	-	2,404	2,404
613	Community Recreation - Facility Operations	Ground Faults	-	7,500	7,500
613	Community Recreation - Facility Operations	Parking Lot, Asphalt	-	150,400	150,400
613	Community Recreation - Facility Operations	SAC Sprinkler System Replacement	271,012	495,856	224,844
613	Community Recreation - Facility Operations	General Recreation Capital Renewal Funding	-	1,257	1,257
613	Community Recreation - Facility Operations	Condenser, Heat Exchanger, and Pump Replacement (GACC) (GACC)	-	900,000	900,000
613	Community Recreation - Facility Operations	GACC Roof Replacement	7,348	2,899,900	2,892,552
613	Community Recreation - Facility Operations	SAC Roof Replacement	6,146	556,300	550,154
613	Community Recreation - Facility Operations	SAC Heat Pump Replacement	-	250,000	250,000
613	Community Recreation - Facility Operations	Carbon Neutral Design - Recreation Facilities	-	14,785	14,785
613	Community Recreation - Facility Operations	Junior Hockey SCRDP Project Leadership	6,256	21,700	15,444
613	Community Recreation - Facility Operations	SCA Water Well Investigation	-	60,000	60,000
614	Community Recreation - Programming	Fitness Equipment Replacement	14,969	130,200	115,231
614	Community Recreation - Programming	Treadmills	-	32,400	32,400
614	Community Recreation - Programming	Crunch Bench, Flat Bench, Plate Rack, Body Bars	-	3,700	3,700
614	Community Recreation - Programming	Aquatic Instructor Training One-time Costs	-	14,592	14,592
615	Community Recreation Facilities - Debt Servicing	Recreation Facilities Needs Assessment	-	69,425	69,425
625	Pender Harbour Pool	Aquatic Instructor Training One-time Costs	-	2,382	2,382
646	Roberts Creek Library Service	Special Project Request-Computer Upgrade	-	1,000	1,000
650	Community Parks - Operations	Coopers Green Park Boat Ramp Concrete Repairs	1,615	33,963	32,348
650	Community Parks - Operations	Vinebrook Bridge Replacement	-	61,920	61,920
650	Community Parks - Operations	Truck Replacement	-	95,000	95,000
650	Community Parks - Operations	HVAC Upgrade	-	40,000	40,000
650	Community Parks - Operations	Playground	-	75,000	75,000
650	Community Parks - Operations	Halfmoon Bay Community Hall	24,110	3,309,052	3,284,942
650	Community Parks - Operations	Rosemary Lane (Keats Island) Erosion Mitigation	10,829	56,250	45,421
650	Community Parks - Operations	Coopers Green Park Enhancements	103	633,238	633,135
650	Community Parks - Operations	Cliff Gilker Sports Field Irrigation System	-	189,407	189,407
650	Community Parks - Operations	Katherine Lake Access Road Emergency Remediation	61,382	275,000	213,618
650	Community Parks - Operations	Nominal Rent Tenure Application	-	21,500	21,500

# Attachement A- 2024 Preliminary Carry-Forward List

650	Community Parks - Operations	Sunshine Coast Sports Fields Strategy	29	18,800	18,771
650	Community Parks - Operations	Parks Engineered Structure Inspections	-	60,000	60,000
650	Community Parks - Operations	Cliff Gilker Sports Field Recovery	4,866	13,940	9,074
			<b>7,965,754</b>	<b>55,859,283</b>	<b>47,893,529</b>

## Staffing

Service	Service Description	Project Description	YTD Spend (2024)	2024 Budget	Remaining Budget
112	Corporate Finance	Budget Software	-	15,889	15,889
222	Sunshine Coast Emergency Planning	2024-2026 Firesmart Community Funding & Supports	13,133	113,089	99,956
345	Ports Services	Ports 5 Year Capital Renewal Plan	3,417	5,914	2,497
345	Ports Services	Hopkins Landing Port Major Replacements	8,963	22,030	13,067
352	Sechelt Landfill	Sechelt Landfill Stage K Closure	-	19,886	19,886
352	Sechelt Landfill	Vertical Expansion Sechelt Landfill	-	12,243	12,243
352	Sechelt Landfill	Sechelt Landfill Contact Water Pond Relocation-Construction	-	16,012	16,012
365	North Pender Harbour Water Service	SCADA Upgrade [365]	77	7,893	7,816
366	South Pender Harbour Water Service	SPHWTP Heater Replacement	-	2,552	2,552
366	South Pender Harbour Water Service	SCADA Upgrade [366]	52	15,787	15,735
370	Regional Water Services	Chapman WTP HVAC Replacement	-	2,552	2,552
370	Regional Water Services	Covecay Water System Upgrade	-	22,438	22,438
370	Regional Water Services	Chapman WTP- Distribution Meters	-	38,830	38,830
370	Regional Water Services	Chapman Creek Raw Water Pump Station Upgrade	-	18,112	18,112
370	Regional Water Services	SCADA Upgrade [370]	6,479	55,255	48,776
370	Regional Water Services	Exposed Water Main Rehabilitation	3,530	42,017	38,487
386	Lee Bay Waste Water Plant	Filter Commissioning	-	11,488	11,488
389	Canoe Rd Waste Water Plant	Root Mitigation/Removal	-	1,648	1,648
390	Merrill Crescent Waste Water Plant	Merril Crescent Electrical Replacement	-	5,233	5,233
504	Rural Planning Services	OCP Renewal	140,128	196,794	56,666
540	Hillside Development Project	Hillside Development Project- Headlease Renewal	19,548	31,888	12,340
613	Community Recreation - Facility Operations	Junior Hockey SCRDP Project Leadership	-	41,859	41,859
613	Community Recreation - Facility Operations	SCA Water Well Investigation	52	2,957	2,905
615	Community Recreation Facilities - Debt Servicing	Recreation Facilities Needs Assessment	-	14,988	14,988
650	Community Parks - Operations	Halfmoon Bay Community Hall	11,293	18,650	7,357
650	Community Parks - Operations	Cliff Gilker Sports Field Irrigation System	168	5,593	5,425
650	Community Parks - Operations	Parks Engineered Structure Inspections	1,512	3,977	2,465
650	Community Parks - Operations	Cliff Gilker Sports Field Recovery	4,830	13,060	8,230
			<b>213,181</b>	<b>758,634</b>	<b>545,453</b>

Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
<b>Non-Mandatory Base Budget Increase Requests</b>															
1	110	R1	1	Strategic Plan / Base Budget	Operating	N	Required to continue the Corporate Work Planning including consultant work	All	Regional	\$30,000	4-Reserves	\$15,000	1-Taxation	2025 \$30,000 from Operating Reserves 2026 and Ongoing (Base Budget) \$15,000 from Taxation	
2	210 / 212 / 216 / 218 / 313 / 370 / 650	R1	1	Business Continuity / Base Budget	Operating	N	Corporate Fleet Rate Increase (base budget increase)	Various	Regional	\$87,300	1-Taxation	\$87,300	1-Taxation	210 - \$20,300 Taxation; 212 \$8,900 Taxation; 216 \$6,000 Taxation; 218 \$4,500 Taxation; 313 \$4,700 Internal Recoveries; 370 \$32,000 User Fees; 650 \$10,900 Taxation	
3	212	R1	1	Business Continuity / Base Budget	Operating	N	Roberts Creek Fire Protection Base Budget Increase	D	D	\$15,000	1-Taxation	\$15,000	1-Taxation	Ongoing Base Budget	
4	220	**NEW	3	Business Continuity / Base Budget	Operating	N	2025 911 E-Comm Levy Increase	All	Regional	\$8,315	1-Taxation	\$8,315	1-Taxation	Ongoing Base Budget	
5	310	R1	1	Business Continuity / Base Budget	Operating	N	2025/26 Annual Operating Agreement - Base Budget increase	B, D, E, F, Sechelt, Gibsons, sNGD	B, D, E, F, Sechelt, Gibsons, sNGD	TBD				Refer to Round 2 Pending AOA Taxation and BC Transit Recovery / Fare Review	
6	351 / 352	R1	1	Strategic Plan / Base Budget	Operating	N	Solid Waste Operations Maintenance Base Budget Increase (0.93 FTE) - FTE Component	All	Sechelt and A	\$75,704	2-User Fees	\$104,491	2-User Fees	Ongoing Base Budget FTE prorated at 0.63 for 2025 - \$55,704 and 2026 and ongoing \$84,491 Maintenance Base Budget Increase of \$20,000	0.93
7	351 / 352	R1	2	Strategic Plan / Base Budget	Operating	N	Environmental Monitoring for Sechelt Landfill and Pender Harbour Transfer Station (Base Budget)	All	Sechelt and A	\$100,000	2-User Fees	\$100,000	User Fees	Ongoing Base Budget	
8	387	R1	1	Business Continuity / Base Budget	Operating	N	Square Bay Wastewater Treatment Plant Base Budget Increase (realignment Capital to Operating)	B	B	\$6,000	2-User Fees			Ongoing Realignment *Addressed at November 21, 2024 Finance Committee	

	Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
9	392	R1	2	Business Continuity / Base Budget	Operating	N	<b>Roberts Creek Wastewater Treatment Plant Base Budget Increase</b>	The Roberts Creek Wastewater Treatment Plant has undergone several upgrades in recent years, leading to increased operational efficiency and reduced staff time requirements. These improvements have created a \$5,000 surplus in staff costs. One significant upgrade was the decision to run the aeration blowers continuously, 24/7, which, combined with the installation of carbon filters, has greatly enhanced odor control at the plant. As a result, odor complaints from nearby residents have been eliminated. However, the continuous operation of the aeration blowers has led to an increase in electrical costs, raising expenses in the Base Budget by approximately \$3,100. Considering this, along with other rising costs such as telecommunications and fees, staff recommend reallocating the \$5,000 savings from reduced staff time to cover the increased Base Budget expenses.  This adjustment will not impose any additional costs on constituents, as it will be covered by existing user fees.	D	D	\$5,000	2-User Fees			Ongoing Realignment *Addressed at November 21, 2024 Finance Committee	
10	394	R1	3	Business Continuity / Base Budget	Operating	N	<b>Painted Boat Wastewater Treatment Plant Base Budget Increase</b>	The Painted Boat Wastewater Treatment Facility employs a crucial UV disinfection system as part of its wastewater treatment process to ensure compliance with the Municipal Wastewater Regulation (MWR). An additional \$2,000 in annual base budget funding is to purchase replacement UV bulbs, which are vital to maintaining the effectiveness of the disinfection system and ensuring the continued safety and regulatory compliance of our treated effluent.	A	A	\$2,000	2-User Fees	\$2,000	2-User Fees	Ongoing Base Budget	
11	680	R1	1	Business Continuity / Base Budget	Operating	N	<b>Piston Bully Repair and Equipment Repair and Maintenance Base Budget Lift</b>	The operation of Dakota Ridge Winter Recreation Area (DR) requires multiple pieces of specialized equipment and machinery, including the Piston Bully Trail Groomer. DR has 7 other pieces of specialized equipment including UTV, snowmobiles, tow behind grooming equipment. Ensuring the equipment and machinery are kept in a safe and reliable operating condition through regular maintenance and repairs is required to maintain service levels, prolong the life of the equipment and machinery, as well as ensure the safety of volunteers, staff and the Dakota Ridge environment.  The SCRD Piston Bully Trail Groomer is 18 years old it requires midlife maintenance to extend its useful life. Inflationary pressures have increased the cost of specialized parts and contracted labour to maintain the Piston Bully. The current repair and maintenance budget for Dakota Ridge is \$22,000 for all equipment, machinery, and site buildings.  Proposed is a midlife maintenance budget increase of \$58,500 for the Piston Bully in 2025 as well as a base budget lift of \$15,000/yr to the existing repair and maintenance budget.	All	D	\$73,500	4-Reserves	\$15,000	1-Taxation	2025 TOTAL \$73,500 - \$58,500 from Operating Reserves (2025) and \$15,000 (2025 and ongoing) from Taxation.	
12	115	R1	1	Discretionary	Operating	N	<b>Certificate of Recognition (COR) Audit Process</b>	COR stands for the Certificate of Recognition, a voluntary health and safety audit process supported by the BC Municipal Safety Association (BCMSA) in conjunction with WorkSafeBC.  Recruit and select up to 3 staff to become certified as internal auditors at a one-time cost of about \$6,000. Conduct an internal audit over the next two years at a cost of about \$5,000 per year and then an external audit in the third year at a cost of about \$13,000. Internal auditors currently need to be recertified every 3 years at a cost of about \$1,500.	All	Regional	\$11,000	3-Support Services	\$5,000	3-Support Services	2025 - \$6,000 from Operating Reserves and \$5,000 from Support Services Ongoing - \$5,000 from Support Services; 2027 - \$17,500 external audit and recertification from Operating Reserves	
13	310	R1	2	Discretionary	Operating	N	<b>Transit Training Base Budget Alignment</b>	The purpose of this line item is to correct an administrative error and to align the budget with where the actual expenses are realized. The base operating budget was increased in 2022 for Driver Orientation and Training, however the budget was included in the Training & Development budget and did not include the related FTE's. The actual expense is realized within Salaries & Wages and has an associated FTE.  This proposal is <b>cost neutral</b> , includes an 0.162 FTE and moves the budget to the correct general ledger account.	B, D, E, F, Sechelt, Gibsons, sNGD	Regional	\$15,850	5-Other (Debt, Grant, Fees, etc.)			Ongoing Base Budget "Other" - Cost Neutral Chart of Accounts with FTE compliment	0.16
14	350 / 351 / 352	R1	3	Discretionary	Operating	N	<b>Solid Waste Contracts</b>	The Solid Waste Division has over forty contracts that support all solid waste services. This proposal includes all contracts that are expiring in 2025 up to Q2 2026. To ensure business continuity this proposal adds buffers to avoid amending the Financial Plan throughout the year as best as possible. Alternatively, for the contract renewals or extensions that require an increased budget, the Board could decide to amend the Financial Plan 2025-2029 when contract awards are presented to the Board.	All	Regional	\$64,280	1-Taxation	\$64,280	1-Taxation	Ongoing Base Budget 2025: 350 - \$33,992, 351 \$12,115, 352 - \$18,173	
15	365	R1	1	Discretionary	Operating	Y	<b>North Pender Harbour Water Service Minor Capital</b>	The Regional Water Service annual base Minor Capital budget is utilized to fund asset replacements and/or minor capital works that are typically over \$5,000. The North Pender Harbor (NPH) Water Service Area has not established a base Minor Capital budget, however, due to rising costs associated with replacing minor capital components of various mid-life assets such as the Garden Bay UV Treatment Plant, as well as aging Pump Stations, PRVs and Reservoirs within the service area, establishing a base Minor Capital budget would allow for expedited procurement and efficiencies. Proposal to establish a base Minor Capital budget in 2025 for the NPH service area of \$30,000.	A and sNGD	A	\$30,000	4-Reserves			Capital Reserves	
16	365	R1	2	Discretionary	Operating	N	<b>North Pender Harbour Water Service Base Budget Increase</b>	Staff have reviewed the base operating budget for the North Pender Harbor Water Service Area and due to rising material and contracted services costs and other miscellaneous expenditures (i.e. Bank Fees, Permits), the existing base budget is not sufficient and requires an increase.	A and sNGD	A	\$30,000	2-User Fees	\$30,000	2-User Fees	Ongoing Base Budget	

Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request	
17	R1	3	Discretionary	Operating	Y	South Pender Harbour Water Service Minor Capital	The Regional Water Service annual base Minor Capital budget is utilized to fund asset replacements and/or minor capital works that are typically over \$5,000. The South Pender Harbor (SPH) Water Service Area has not established a base Minor Capital budget, however, due to rising costs associated with replacing minor capital components of various mid-life assets such as the South Pender Harbour Water Treatment Plant, as well as aging Pump Stations, PRVs and Reservoirs within the service area, establishing a base Minor Capital budget would allow for expedited procurement and efficiencies. Proposal to establish a base Minor Capital budget in 2025 for the SPH service area of \$50,000.	A	A	\$50,000	4-Reserves			Capital Reserves		
18	R1	4	Discretionary	Operating	N	South Pender Harbour Water Service Base Budget Increase	Staff have reviewed the base operating budget for the South Pender Harbor Water Service Area and due to rising material and contracted services costs and other miscellaneous expenditures (i.e. Deliveries), the existing base budget is not sufficient and requires an increase.	A	A	\$44,000	2-User Fees	\$44,000	2-User Fees	Ongoing Base Budget		
19	R1	1	Discretionary	Operating	N	Regional Water Service Base Budget Increase	Staff have reviewed the base operating budget for the Regional Water Service Area and due to rising material and contracted services costs and other miscellaneous expenditures (i.e. Bank Fees), the existing base budget is not sufficient and requires an increase.	A, B, D, E, F, Sechelt	Regional	\$110,000	2-User Fees	\$110,000	2-User Fees	Ongoing Base Budget		
20	R1	1	Discretionary	Operating	N	Facility Services Inflationary Expense Increase - Base Budget	Due to increases resulting from the pandemic and current inflationary trends, the cost to procure goods and services required to sustain the maintenance and operation of the recreation facilities has seen a significant rise over the past five years. To mitigate the impacts of the cost increases for fixed expenses, adjustments are made annually to the distribution of funds in the base budget to maintain expenses within budget. This has resulted in the reduction of contingencies for non-fixed costs such as repairs and non-critical maintenance and repairs.  This budget proposal is for an ongoing base budget increase (\$90,600) for materials and supplies as well as repairs and maintenance. This proposed base budget increase would provide the additional funding necessary to restore the historical levels of maintenance and repairs at the recreation facilities and avoid further deferral of maintenance. The budget proposal also includes a one-time lift (\$15,000) in maintenance and repairs to complete the header trench cleaning for SCA and GACC (that has been deferred for several years due to insufficient budget).	B, D, E, F, Sechelt, Gibsons, sNGD	Regional	\$105,600	1-Taxation	\$90,600	1-Taxation	\$15,000 (2025 One Time) - Operating Reserves \$90,600 (2025 and Ongoing) Base Budget - Taxation		
21	R1	2	Discretionary	Operating	N	Recreation Budget / FTE Alignment for Joint Use Staffing	The purpose of this line item is to include the incremental additional staffing required to deliver on the Joint Use Agreement with SD46. The base operating budget was approved in 2023 for the staffing related to swim lessons offered through the joint use agreement, however should have been included in the Salaries & Wages budget and included the associated FTE.  This proposal is cost neutral, includes the 0.26 FTE and moves the budget to the correct general ledger account.	B, D, E, F, Sechelt, Gibsons, sNGD	Regional	\$18,992	5-Other (Debt, Grant, Fees, etc.)			Ongoing Base Budget Funding - Internal Recoveries Only	0.24	
22	**NEW	1	Discretionary	Operating	N	Recreation Budget / FTE Alignment for Joint Use Staffing	Include the incremental additional staffing required to delivery on the Joint Use Agreement (JUA) with School District #46. The base operating budget was approved in 2023 for the staffing related to swim lessons offered through the JUA, however due to an administrative oversight, the funding was not accounted for in the correct general ledger nor were the associated FTE included. The proposal is cost neutral, includes the 0.02 FTE, and moves the budget to the correct general ledger account (salaries and wages). This budget is not pro-rated and is reflective of 12 months in 2025.	A	A	\$1,574	5-Other (Debt, Grant, Fees, etc.)			Ongoing Base Budget Funding - Internal Recoveries Only	0.02	
23	R1	1	Discretionary	Operating	N	Parks Inflationary Expense Increase - Base Budget Lift	Due to increases resulting from post-pandemic tendencies and current inflationary trends, the cost to procure goods and services required to sustain the maintenance and operation of the parks facilities has seen a significant rise over the past five years.  This budget proposals is for an ongoing base budget increase related to contracted services, repairs and maintenance, materials and supplies, and water. The increase requested is to provide an operational funding bridge until the recommendations of a park service review are known which will better inform parks service levels and required resources to meet those defined service levels.	A, B, D, E, F	Regional	\$192,500	1-Taxation	\$192,500	1-Taxation	Ongoing Base Budget		
						<b>TOTAL</b>				<b>\$1,076,615</b>		<b>\$883,486</b>		<b>1.35</b>		
										<b>2025 TOTALS:</b>	<b>ONGOING TOTALS:</b>					
										\$ 472,995.00	1-Taxation	\$ 487,995.00	1-Taxation			
										\$ 372,704.00	2-User Fees	\$ 390,491.00	2-User Fees			
										\$ 11,000.00	3-Support Services	\$ 5,000.00	3-Support Services			
										\$ 183,500.00	4-Reserves	\$ -	4-Reserves			
										\$ 36,416.00	5-Other (Debt, Grant, Fees, etc.)	\$ -	5-Other (Debt, Grant, Fees, etc.)			
										<b>\$ 1,076,615.00</b>		<b>\$ 883,486.00</b>				



Function No. Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
<b>Non-Mandatory Strategic Plan Related</b>														
1	R1	4	Strategic Plan	Extraordinary	N	<b>Solid Waste Management Plan (SWMP) Update - Inclusion of Long-Range Disposal Options</b>	At the February 8, 2024, Board meeting, the Board adopted the following resolution 038/24 (in part): b) Staff engage with Sunshine Coast local governments, First Nations, interested parties and residents on the feasibility of future solid waste disposal options in support of the Solid Waste Management Plan Update process and the future of solid waste management on the Sunshine Coast.  The proposal is to extend the engagement with First Nations at a staff and elected level over and above of what was initially planned. This proposal is for retaining a professional facilitator and funds for facility rental and catering costs for some of these meetings. Besides, this Budget Proposal would also allow our SWMP consultant to support and attend these meetings and incorporate the outcome in the SWMP update.	All	Regional	\$86,782	4-Reserves		Eco-Fee Operating Reserves	
2	R1	2	Strategic Plan	Extraordinary	N	<b>Grey Creek Intake and Treatment Design Engineering (Phase 1)</b>	The report from NHC on Grey Creek sustainable water supply is expected to be presented to Board in Q1 (March) of 2025. Project - maximize the sustainable yield of Gray Creek to supplement the Chapman Water System, and utilize this source throughout the year, not only during times of drought and high demands. This enhances the overall water supply and resiliency for the community. The two-phase project will commence upon receipt of the hydrogeology results determining the sustainable yield of the creek and additional direction from the Board. Phase 1 - Desing, Permitting, and Tendering \$864,550 Phase 2 - Construction (to be presented as part of the 2026 budget process)	A, B, D, E, F, Sechelt	Sechelt	\$864,550	5-Other (Debt, Grant, Fees, etc.)		Growing Communities Fund 2025 - 0.22 FTE (\$28,295)	0.22
3	R1	3	Strategic Plan	Extraordinary	N	<b>Langdale Wellfield Construction (will be updated pending staff report after pre-budget)</b>	Detailed design, engineering, tendering, construction administration by the Consultant / Engineer, and the construction of the assets and infrastructure. Results of the engineering optimization analyses will be presented to the Board late 2024 for the Boards consideration and will impact the requested budget value.	A, B, D, E, F, Sechelt	F	\$22,657,471	5-Other (Debt, Grant, Fees, etc.)		Long Term Debt (\$17,922,047) / Canada Community-Building Funds (\$4,128,580) / Growing Communities Fund (\$606,844) 2025 - 0.45 FTE (\$55,062)	0.45
4	R1	4	Strategic Plan	Extraordinary	N	<b>Permit Requirements Siphon Systems Chapman Lake and Edwards Lake</b>	The SCRDR's permits associated with the emergency siphon systems at Edwards Lake and Chapman Lake are requiring the SCRDR to installing a gauging station in the upper watershed of Chapman Creek and conduct a detailed environmental impact analysis and an Archeological Impact Analysis. The proposed budget enables all three requirements to be met.	A, B, D, E, F, Sechelt	Sechelt	\$235,000	4-Reserves		Operating Reserves 2025 - 0.20 FTE (\$17,488)	0.20
5	R1	5	Strategic Plan	Extraordinary	N	<b>Feasibility Study and Development Raw Water Reservoirs - 2025/2026</b>	As part of the 2024 Budget the Board deferred this to 2025 budget for reconsideration. The scope of the proposal has been amended based on recent developments. The previous phases 1-4 of the Raw water project concentrated on defining the required size of the raw water reservoir, site selection analysis, greenhouse gas emission and hydro power generation studies and completion of sub surface geotechnical analysis of the preferred Site B location. Phase 4 of the study included further refining of the conceptual design of the preferred site (Site B), including geotechnical drilling and geophysics program to determine depth of bedrock; analysis and conceptual design of hydro-power generating potential, greenhouse gas analysis, and updated cost estimate. This phase also included a multi-criteria analysis comparing Site B to multiple sites proposed on the shishalh Nation sand and gravel lands  The purpose of this budget proposal is to provide engineering resources to the SCRDR in any future collaboration with the Nation on this project, including a confirmation of scope, conceptual design, development process and schedule. This budget proposal also allows for engineering support for the detailed design, construction and commissioning of the Lower Crown Reservoir, if this were to proceed.	A, B, D, E, F, Sechelt	Regional	\$397,872	4-Reserves		Capital Reserves - \$322,872 Operating Reserves - \$75,000 2025 - 0.35 FTE (\$47,124)	0.35

Function No. Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
365 / 366 / 370	R1 5	Strategic Plan	Extraordinary	N	<b>Water Supervisory Control Data Acquisition (SCADA) Upgrades (Treatment, Pumpstations, Reservoirs) - Phase 2</b>	<p>Supervisory Control Data Acquisition (SCADA) is a system that monitors and controls field devices at remote sites. Current Situation: The SCRD's SCADA systems, responsible for managing water and wastewater infrastructure, are outdated, unsupported, and increasingly unmaintainable due to obsolete technology. Many components, including communication protocols, controllers, and servers, are at risk of failure without readily available replacements.</p> <p>Phase 1 of the SCADA Upgrade Project, currently in progress, involves working with MPE, a consulting firm, to develop a Master Plan and provide recommendations for modernizing the system. This plan will serve as the foundation for the upcoming Phase 1B (already budgeted for in 2024), which will involve the procurement and installation of hardware and software to ensure system stability, security, and scalability.</p> <p>Previously approved budget for this work was \$500,000 in 2023 carried into 2024.</p> <p>Phase 2 (2024 – 2025): Implementation of the Master Plan recommendations, including the purchase of new server hardware and software. This phase will also prioritize upgrades for critical hardware at key locations, focusing on enhancing system reliability and reducing cybersecurity risks.</p> <p>Phases 3 (2026) will focus on replacement of older and non-redundant PLCs and communications systems across the remaining water assets.</p>	A, B, D, E, F, Sechelt, sNGD	Regional	\$362,230	4-Reserves	\$232,840	4-Reserves	Capital Reserves Phase 3 (2026) - \$232,840 FTE 0.08 - \$9,164	0.08
365 / 366 / 370	R1 6	Strategic Plan	Extraordinary	N	<b>SCRD Water Service Climate Change Resilience Analysis</b>	<p>The project will be conducted by a professional consultant with expertise in water utilities and climate change. The Project will be led by Utilities with support from Sustainable Development. The analysis will focus on the SCRD Water Service Areas, including Chapman, Gray, and McNeil Watersheds, as well as Garden Bay, Waugh Lake, and Mt. Elphinstone watersheds. The key components of the analysis are detailed below:</p> <ol style="list-style-type: none"> <li>1. Risk Assessment Recommendations</li> <li>2. Review of Current Data Collection Activities</li> <li>3. Identifying Data Gaps and Redundancies</li> <li>4. Review of Climate Change Risks to Built Infrastructure</li> <li>5. Review of Programs and Policies for Climate Change Adaptation</li> <li>6. Overview of Industry Best Practices and Key Performance Indicators (KPIs)</li> <li>7. Public-Facing Executive Summary</li> </ol>	A, B, D, E, F, Sechelt, sNGD	Regional	\$90,000	4-Reserves		Operating Reserves		
365 / 366 / 370	R1 7	Strategic Plan	Operating	N	<b>Leak Detection Equipment Phase 2</b>	<p>In 2022, the SCRD purchased several pieces of leak detection and correlation equipment that allows for the identification and diagnosing of water loss within the water distribution network. This pilot program has been successful as a first step in establishing a knowledge base and technological proficiency in water leak identification and remediation, and staff have utilized the existing equipment to help identify and resolve numerous leaks within various water service areas on the Sunshine Coast.</p> <p>Phase 2 of this program involves expanding the leak detection equipment arsenal to include more sophisticated and efficient equipment that will further help staff identify and remediate larger distribution system leaks. This equipment would include the purchase of numerous remote monitoring sensor equipment that could be installed on valving and left overnight in the field. Staff could then remotely access the diagnostic data and determine if a leak is present, and then further investigate the location(s) using existing equipment. In addition, to support these remote monitoring sensors, a more advanced ground microphone system as well as power transmitters and computing equipment and software would be required. Also included in this project would be 2-3 days of in class and in field training for staff to familiarize and demonstrate the new equipment and sensors.</p>	A, B, D, E, F, Sechelt, sNGD	Regional	\$75,000	4-Reserves		Operating Reserves		

Function No. Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
366 / 370	R1 8	Strategic Plan	Operating	N	Concrete Reservoir Maintenance (leaking)	<p>The Selma 2 reservoir located at the Chapman WTP is the main reservoir for all of the Chapman water system supplying water and ensuring that pressure is maintained to Zone 1 and 2 within the system. An inspection on the concrete noted several areas where the concrete was leaking water to the underdrain system. Staff have repair cracks and construct a leak capture system to reuse the leaking water resulting in increased operational costs and inefficiencies.</p> <p>Francis Peninsula reservoir is an integral part of the South Pender Harbour water system, the reservoir ensures water is conveyed to residents within the Francis Peninsula area at adequate pressure. There are no drawings of the reservoir, but historical knowledge of the system operations dates the reservoir to the mid 1980's. In mid-2023, the SCRDR hired divers to perform an inspection of the reservoir. The inspection noted a several areas where there is rebar partially exposed. Additionally, there are several large cracks near the top of the reservoir where water seeps from the reservoir when it is full.</p> <p>This project is to mitigate all leakage from the Selma 2 reservoir by repairing all cracks and coating all seams and the bottom of the reservoir with an epoxy coating. The Francis Peninsula reservoir will need to be sand blasted to prep the service for epoxy coating that will both seal the cracks and cover the exposed rebar.</p> <p>Contractors will complete the repairs as the scope and products used are outside of SCRDR operators' capabilities.</p>	A, B, D, E, F, Sechelt	Regional	\$416,000	4-Reserves			Operating Reserves	
<b>TOTAL</b>								<b>\$25,184,905</b>		<b>\$232,840</b>			<b>1.30</b>	
									<b>2025 TOTALS:</b>	<b>ONGOING TOTALS:</b>				
									\$ -	1-Taxation	\$ -			
									\$ -	2-User Fees	\$ -			
									\$ -	3-Support Services	\$ -			
									\$ 1,662,884.00	4-Reserves	\$ 232,840.00			
									\$ 23,522,021.00	5-Other (Debt, Grant, Fee)	\$ -			
									<b>\$ 25,184,905.00</b>		<b>\$ 232,840.00</b>			

Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request	
<b>Non-Mandatory Board Directed or Business Continuity</b>																
1	151	R1	1	Board Directed	Extraordinary	<b>Feasibility Study Pender Landing Wastewater Treatment Plant Service Establishment</b>	In 2019 the Board directed staff to establish a new service area and take over the management and ownership of all remaining assets associated with the Pender Landing WWTP, with the additional direction that we would change the disposal from a land disposal option to an ocean outfall. The purpose of this proposal is to establish sufficient funding to undertake the essential activities to establish a service area, including: - Assess technical and legal implications for connection of Sara Wray Hall to facility and address any identified issues. - Petition process with residents to confirm support for service area establishment - Transfer relevant SRWs to SCR and establish remaining SRW The owner of the outfall / developer of the original subdivision has indicated a willingness to fund some of the costs associated with the outfall work that might reduce the future costs for the service participants. To date no formal agreement on this has been reached. Any such contribution would reduce the initial cost of the new service, if established.	A	A	\$37,500	1-Taxation					
2	210	Defer 2027		Board Directed	Extraordinary	<b>Gibsons and District Fire Protection Service Area Boundary Expansion Feasibility</b>	Placeholder only - pending Board direction. Consultant study of feasibility study of fire protection area expansion in West Howe Sound. Preliminary petition completed.	E, F, Gibsons	Gibsons	\$33,000	1 - Taxation			Matter to be considered at Committee of the Whole in November 2024		
3	222	R2 Pending Grant Info		Board Directed	Extraordinary	<b>2025 Community Emergency Preparedness Fund (CEPF) Grant for Emergency Operations Centre (EOC) Modernization - IT Hardware and Software Acquisition</b>	Placeholder only at this time: researching corporate capacity to undertake a mobile hardware acquisition project to be able to resource rapid EOC deployment. 100% grant funding available.	All	Regional	\$40,000	5-Other (Debt, Grant, Fees, etc.)			Community Emergency Preparedness Fund (CEPF) Potential for Regional Application		
4	310	R1	3	Board Directed	Extraordinary	<b>Transit Expansion Priorities 2025+</b>	On October 10, 2024, the Board adopted a resolution (285/24) to enter into a Memorandum of Understanding with BC Transit for 2025/26 service expansion priorities including increased weekday frequency of Route 90 and an increase to weekday and weekend handyDART service hours; and to bring forward a budget proposal for the 2025-2028 financial plan deliberations. The addition of 800 hours to Route 90 to address critical ridership levels/passups on weekends is anticipated for May 2025 implementation, while the majority of Route 90 service hour expansion (2,700 hrs) as well as handyDART service hours (2,912 hrs) are anticipated for a January 2026 commencement (both services requiring additional fleet units).	B, D, E, F, Secheit, Gibsons, sNGD	Regional	\$171,000	1-Taxation	\$1,110,000	1-Taxation	\$39,000 Taxation, \$123,300 BCT portion and \$8,200 User Fees 2025 Prorated 8 months 0.60 FTE - \$51,870 2026 and ongoing 3.85 FTE - \$372,798 See BP for Future Funding Breakdown	3.85	
5	540	R1	1	Board Directed	Extraordinary	<b>Hillside Headlease Renewal Project</b>	This project will plan for termination of the 33-year term water lot head lease granted to SCR by the Province in 1993. Project-specific temporary casual staff resources and retained consultant service will support wrap-up planning, administration of closeout responsibilities, transition support to current sublessees and application to maintain or add new geospatial conservation measures in the area. Engagement with community, landowners and First Nations is planned.	All	F	\$90,000	4-Reserves	\$90,000	4-Reserves	Operating Reserves Future funding is 2026 only Project-specific resources; as-and-when needed casual basis – up to 0.3 FTE for 2 years.	0.30	
6	650	R1	2	Board Directed	Extraordinary	<b>Parks Service Review</b>	Parks Services currently operates and maintains over 1,500 hectares of parkland with over 100 beach accesses and community parks, one campground, five sports fields, five community halls, approximately 71 km of trails and 30 kms of bicycle/walking paths, along with other parks amenities such as permanent washroom facilities, playgrounds, parks furniture, garbage receptacles. Services are delivered through a combination of direct service delivery, contracted services, and volunteer contributions through community partnerships.  The delivery of these services is challenging due to a combination of factors including aging and now failing infrastructure, decades of insufficient asset management, geographical distances, regulatory requirements, the impacts of climate change, increased community expectations, lack of defined service levels, and increased costs of repairing and maintaining parks assets and amenities.  Development of clearly defined guidelines, priorities and service levels are required. Defined service levels would inform the necessary operational capacity, resources required, manage expectations, as well as help advance the Parks Capital and Operational Plans.	A, B, D, E, F	Regional	\$100,000	1-Taxation					
7	650	R1	3	Board Directed	Extraordinary	<b>Cliff Gilker Bridges and Trails Remediation (Park Recovery)</b>	As per Board Resolution 177/24, this budget proposal is for the project costs related to the Cliff Gilker Park Recovery Project and include: Replace Upper Waterfall Bridge and Gorge Bridge Trail repair, decommissioning and removal of the Lower Waterfall and Zig Zag bridges, trail repairs and upgrades, boardwalk and railing repairs and replacements, accessibility improvements, as well as other works (i.e. Engineering, permitting, environmental surveys, arborist, archeological) The proposal includes the one-time project costs estimated at \$1,670,000 as well as ongoing operating costs of \$1,000.	A, B, D, E, F	D	\$1,670,000	5-Other (Debt, Grant, Fees, etc.)	\$1,000	1-Taxation	Canada Community-Building Fund / Community Works Fund Ongoing funding of \$1,000 for repairs and maintenance		
8	136	R1	1	Board Directed	Extraordinary	<b>Framework for Land Use Planning for Sensitive Environmental Areas</b>	This project initiates from CCAP Board directive 178/24. The project will develop a framework for Board consideration outlining land use planning goals related to ecological stewardship and habitat connectivity at the watershed level. Specifically it will link the Sensitive Ecosystem Inventory and habitat connectivity to land use planning and climate action. This work is above and beyond the OCP renewal project's scope, which is aimed at achieving minimum compliance with LGA requirements (s. 473(1)).	All	Regional	\$50,000	1-Taxation			Further research on grant possibilities planned *Staff recommend deferring to 2026		

	Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
9	365 / 366 / 370	R1	9	Board Directed	Extraordinary		<b>Bylaw 320 Update - Additional funding</b>	<p>The Sunshine Coast Regional District (SCRD) is reviewing and updating the Subdivision and Development Servicing Bylaw No. 320. As an SCRD Official Community Plan (OCP) update is considered, there is a need to ensure the standards and content of the Draft Bylaw are consistent with the update to the OCP, including new provincial regulations.</p> <p>The main project objective is to review the current Subdivision and Servicing Bylaw in conjunction with the Draft Bylaw and update and finalize the Draft Bylaw in order for the SCRD to finalize a new Subdivision Servicing Bylaw. The update must ensure subdivision and development requirements are supportive of the principals and draft policies of the Official Community Plan update that are currently being developed and new provincial development regulations. Standard engineering drawings are to be updated and included in the updated Subdivision Servicing Bylaw. The existing budget is insufficient to complete the remaining work for update this bylaw.</p>	A, B, D, E, F, Sechelt, sNGD	Regional	\$60,000	4-Reserves			Operating Reserves	
10	365 / 366 / 370	R1	10	Board Directed	Extraordinary		<b>Preliminary Service Review - Utility Services</b>	<p>The Infrastructure Services Department is responsible for the provision of the water and wastewater services within the SCRD. The delivery of these services has been challenging over the last several years due to an combination of factors including, the impacts of climate change, increased expectations from the community, increased regulatory requirements, community growth, aging infrastructure, decades of insufficient asset management, increased focus on reconciliation with the local First Nations and increasing costs. While the number of staff working on all aspects of these services have significantly been increased, there are still challenges with the adequate delivery of these services resulting in for staff high workloads, elevated stress levels and reduced moral while simultaneously there is an ongoing substantial backlog of operational and capital projects to be completed, regular (preventative) maintenance work and planning and policy development. While the high-level service levels for these services are often determined by regulatory requirements, more clearly defined operational service levels are lacking.</p> <p>The objectives service review of the Utility Services are:</p> <ul style="list-style-type: none"> <li>- Providing an overview of the regulatory set service levels</li> <li>- Defining the relevant operational service levels</li> <li>- An assessment of the current staffing levels, organization structure, staff scheduling staff recruitment and recruitment, sick leave rates and relevant policies and procedures associated with the delivery of these services.</li> <li>- Providing recommendations on actions to be taken to improve the delivery of these services such that the service levels as defined in this study can be achieved.</li> </ul>	A, B, D, E, F, Sechelt, sNGD	Regional	\$75,000	4-Reserves			Operating Reserves	
11	365 / 366 / 370	R1	11	Board Directed	Extraordinary		<b>Commercial Food-Growing Farms Policy Development</b>	<p>This project aims to complete the following SCRD Board directive: AND THAT staff work in collaboration with the Farmers Institute to develop a budget proposal for 2025 funded by the Agricultural Amenities Fund that would develop water use and OCP-related policy to support commercial food-growing farms in the Sunshine Coast Regional District.</p> <p>After consultation with the Sunshine Coast Farmers Institute the project is to include a review and comparison of existing and potential agricultural water and land use policies and their benefits and implications would be undertaken by a consultant. This review will involve SCRD staff and representatives from the commercial farming community. This could include: an assessment of the contributions by these farms to the Sunshine Coast community, an agricultural water rate review, agriculture specific water use regulations, agricultural land use designations or expansion of rainwater harvesting programming. The consultant is expected to recommend strategic policy direction on how to approach water supply for commercial farms growing food and associated tools that could be developed and implemented.</p>	A, B, D, E, F, Sechelt, sNGD	Regional	\$85,000	5-Other (Debt, Grant, Fees, etc.)			Agricultural Amenities Fund Staffing 2025 - 0.15 FTE \$16,523 *Staff recommend deferring to 2026	0.15
12	650	**NEW - IC	1	Board Directed	Extraordinary		<b>Egmont Park</b>	In Camera Staff Report	A, B, D, E, F	A	\$40,000	1-Taxation				
13	665	**NEW - IC	1	Board Directed	Extraordinary		<b>Lower Road Retaining Wall</b>	In Camera Staff Report	B, D, E, F	D	\$600,860	5-Other (Debt, Grant, Fees, etc.)			Canada Community-Building Fund / Community Works Fund \$526,771 and Operating Reserves \$74,089	
14	220	R1	1	Business Continuity	Extraordinary		<b>911 Radio Upgrade - Final Phase</b>	<p>Nearing finalization - this is the next phase of work needed to complete 911 system upgrades, a project that was started circa 2010.</p> <p>At this point, whole radio systems need to be replaced in one go so that everything works together. There are 2 options for staging the work over the next 2 years. The slower option balances costs but sustains an existing risk for an additional year.</p> <p>Option 1: 2025: \$750,000 2026: \$350,000 Option 2: 2025: \$900,000 2026: \$200,000</p> <p>Deliverables include:</p> <ol style="list-style-type: none"> <li>1. Refresh aged-out radio equipment and power supplies</li> <li>2. Add radio site monitoring to monitor and report to fire department and radio contractor: power outages, equipment faults, site intrusion (will require PIA)</li> <li>3. Increase VHF channels</li> <li>4. Improve radio coverage due to difficult terrain</li> </ol>	All	Regional	\$750,000	4-Reserves			MFA Loan - Equipment Financing \$735,830 and Capital Reserves \$365,170	

	Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
15	220	R1	2	Business Continuity	Extraordinary		<b>Chapman 911 Tower Project Budget Increase</b>	911 tower being constructed at Chapman WTP has encountered: 1. Additional archaeological costs 2. Additional geotechnical review costs 3. Additional foundation design costs 4. Additional internal project management costs based on time and complexity 5. Potential increase to construction cost (no contract signed) based on time escalation; striving to offset with more efficient foundation design It is anticipated that a project budget increase will be needed. This project is critical; the existing tower is not CSA compliant and at risk of collapse (and is a core asset for 911 and RCMP communication for the region). Further details expected Q4 2024.	All	D	\$125,000	4-Reserves			Capital Reserves	
16	315	R1	1	Business Continuity	Extraordinary		<b>Mason Road Yards Infrastructure Upgrades (Phase 1)</b>	This project proposes infrastructure upgrades at Mason Road Yards (MY) to support the Phase 2 EV Project; to support the electrification of the fleet units housed at Mason Road Yards.  Currently there is one charging station at MY and one EV. Between 2025-2027, it is anticipated that this number could grow to 15+ units. Transit buses are NOT in scope; however transit operations fleet is. If EV infrastructure is not added at Mason Yards, it will impact the corporation's ability to achieve its goals in GHG reductions as per the Board approved Community Climate Action Plan SCRD.  An electrical design consultant conducted an electrical assessment of Mason Road Yards to determine the future charging needs and electrical service infrastructure upgrades required to support the anticipated electrical vehicle fleet to be based at Mason Road Yards over the next 2 years (Phase 1) and 5 years (Phase 2).  Staff are proposing the project be implemented in two phases. This budget proposal is for Phase 1 (current - 2 year need) estimated at \$167,000. Infrastructure upgrades include switchboard connections, new panel, trenching and cabling to support the installation of 12 new level II chargers (for a total of 13 on site).	All	Sechelt	\$167,000	5-Other (Debt, Grant, Fees, etc.)	\$89,000	5-Other (Debt, Grant, Fees, etc.)	Internal Recoveries Opportunity for BC Hydro Fleet Electrification Grant Future Funding is Phase 2	
17	370	R1	6	Business Continuity	Extraordinary		<b>Pressure Release Valves for Advanced Optimization Use Church Road Wellfield</b>	With the recent integration of the Church Road wells and possibly Langdale into the water distribution system, optimizing flow management has become crucial. This proposal aims to significantly enhance system efficiency. It focuses on installing automated valves near the Chapman Water Treatment Plant to better regulate eastward flows from the Zone 2 Reservoir, thus maximizing the discharge from the Church Road wells and boosting overall system performance.  The project includes an engineered review to evaluate technical requirements, site conditions, and impacts on existing infrastructure, as well as detailed cost estimates and timelines. The installation phase encompasses procuring, engineering and integrating automated control systems, SCADA and electrical work, required system modifications and final testing and commissioning.	A, B, D, E, F, Sechelt	Gibsons	\$315,000	5-Other (Debt, Grant, Fees, etc.)			Growing Communities Fund 2025 - 0.08 FTE (\$9,164)	0.08
18	370	R1	7	Business Continuity	Extraordinary		<b>Church Road Water Treatment Plant - Sodium Hypochlorite Storage Unit</b>	In 2023 the Granthams WTP was constructed and commissioned. The need for additional Sodium Hypochlorite storage was identified and the project team chose a shipping container based solution. Due to community feedback this solution was deemed to be unacceptable. This proposal is for the design and construction of a less impactful and more aesthetic solution onsite for the storage of Sodium Hypochlorite. A new small building will be designed and constructed next to the WTP to store the Sodium Hypochlorite for use at the WTP. Shipping Container will be moved and used elsewhere by operations.	A, B, D, E, F, Sechelt	Gibsons	\$100,000	5-Other (Debt, Grant, Fees, etc.)			Canada Community-Building Fund (B, D, E, F - \$25,000 each)	
19	114	**NEW	1	Business Continuity	Operating	N	<b>Field Road Building Maintenance Mandatory Repairs and Maintenance - Base Budget Increase</b>	The SCRD's administrative building is 20 years old. Several items with the facility are at or nearing the end of their useful life. These include repairs to mechanical systems (HVAC), equipment, and other building components which are causing safety concerns. There has not been an increase in this area for over 10 years. A capital plan is being developed, including condition assessment. It is anticipated that large capital costs will be required in the coming, including an increase to reserve contributions. This is expected to be presented as part of the 2026 Budget and capital planning process.	All	Sechelt	\$60,000	3-Support Services	\$60,000	3-Support Services	Ongoing Base Budget	
20	114	**NEW	2	Business Continuity	Operating	N	<b>Field Road Vehicle Compound Extension and Upgrades for Additional Electric Vehicles (Part of EV Phase 2 - 2022 Project)</b>	The SCRD fleet replacement strategy is to replace fossil fuel vehicles with electric vehicles (EV) to meet Corporate GHG targets. The transition EV requires sufficient charging infrastructure to support the daily operation of EV. Currently there are 6 EV based at Field Road which are supported by 4 level II and 3 level I chargers. Due to the constraints of the current electrical supply infrastructure at Field Road the level II chargers are operating at extremely reduced capacity which is limiting the useful range of EV. There are a number of fossil fuel vehicles planned for replacement with EV in the next 2 years (recommended replacement schedule is being developed as part of the Fleet Strategy). An electrical design consultant conducted an electrical assessment of Field Rd location to determine the future charging needs and electrical service infrastructure upgrades required to support the anticipated EV fleet to be based at Field Road over the next 2 years and 5 years. Implementation of this project in two phases would result in capacity for 15 level II chargers within 5 years.  Phase 1 Infrastructure upgrades at Field Road include: - Connection to the main switchboard in the Field Road Office Building - Outdoor rated transformer and base installed in the fleet parking area - Distribution panel installed in the fleet parking area - Significant trenching and cabling - Installation of 6 new level II chargers - Most of the new chargers will be pedestal mounted - Expansion of the parking area to accommodate additional vehicles and chargers including, relocation of storage container, moving fencing and surface grading.	All	Sechelt	\$150,000	3-Support Services	\$45,000	3-Support Services	2025 \$150,000 (including 20% contingency) and 2027 \$45,000 *Potential for BC Hydro Fleet Electrification Grant	

Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants		2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
									Location(s) of Work / Proposal						
21	136	R1	2	Board Directed	Operating	Human Resource Adjustment for Coastal Floodplain Mapping Project (1 year - grant funded already received)	The SCRCD received a UBCM grant to complete Coastal Floodplain Mapping and high level recommendations for climate adaptation. This proposal included project management funds for additional (incremental) human resources at the SCRCD. The grant formalizes the allocation of these funds to temporary Sustainable Development FTE in the financial plan. This would be a one-year, 0.43 FTE increase to the Climate Action Coordinator role (existing PT position) related to work on this project. 100% grant funded using funds already received (this is just an HR plan amendment). No incremental telecommunications, office space, etc. costs are anticipated.	All	Regional	\$42,500	5-Other (Debt, Grant, Fees, etc.)			UBCM Grant (Received) HR Plan Adjustment for 2025 only	0.43
22	210	R2	2	Board Directed	Operating	SCRCD Firefighter Compensation Action Plan (Gibsons and District Fire Protection)	Following Board direction, an action plan to update the model for recognizing and compensation SCRCD volunteer firefighters is being developed. Compensation is important to recruitment and retention. The "ask" from volunteers has increased due to new training requirements and increased call volumes.	E, F, Gibsons	Gibsons	TBD					
23	210	R1	1	Board Directed	Operating	Gibsons and District Fire Protection Assistant Chief of Prevention	Deferred to 2025 per directive 039/24 #38 Assistant Chief assisting in emergency response, administration duties, fire prevention, public education, training, OH&S, equipment preparation, maintenance, and pre-incident planning. NFPA 1710 and 1720 dictate the number of firefighters (including chief officers) expected to respond to structure fires. With the growing density within the fire protection district, adequate staffing levels are required to maintain health and safety standards of responding firefighters. Although the fire department does not respond to "high rise" buildings, there are approved and proposed buildings up to six stories in height that will challenge firefighting resources.	E, F, Gibsons	Gibsons	\$75,521	1-Taxation	\$137,004	1-Taxation	Prorated 0.5 FTE for 2025 2026 and Ongoing 1.0 FTE	1.00
24	212	R2	2	Board Directed	Operating	SCRCD Firefighter Compensation Action Plan (Roberts Creek Fire Protection)	Following Board direction, an action plan to update the model for recognizing and compensation SCRCD volunteer firefighters is being developed. Compensation is important to recruitment and retention. The "ask" from volunteers has increased due to new training requirements and increased call volumes.	D	D	TBD					
25	212	R1	3	Board Directed	Operating	Roberts Creek Fire Protection Assistant Chief Training and Safety	Deferred to 2025 per directive 039/24 #40 Assistant Chief assisting in fire prevention, training, inspections and operational readiness through equipment and facility maintenance; and leading the health and safety program.  This position will ensure two people are in the hall available to respond.	D	D	\$35,270	1-Taxation	\$57,262	1-Taxation	Prorated 0.25 for 2025 - \$35,270 2026 and Ongoing 0.50 FTE - \$57,262	0.50
26	216	R2	2	Board Directed	Operating	SCRCD Firefighter Compensation Action Plan (Halfmoon Bay Fire Protection)	Following Board direction, an action plan to update the model for recognizing and compensation SCRCD volunteer firefighters is being developed. Compensation is important to recruitment and retention. The "ask" from volunteers has increased due to new training requirements and increased call volumes.	B	B	TBD	1-Taxation				
27	216	R1	1	Board Directed	Operating	Halfmoon Bay Fire Protection Deputy Chief Increase	Deferred to 2025 per directive 039/24 #42 Deputy Chief assisting in emergency response, administration duties, fire prevention, public education, training, OH&S, equipment preparation, maintenance, and pre-incident planning. Required for Monday to Friday emergency daytime response when other members are out of the district due to their own career responsibilities. The intention is to increase the Deputy Chief's hours upon approval of the new budget on February 13 and start full time hours February 17, 2025.	B	B	\$46,734	1-Taxation	\$55,836	1-Taxation	Prorated 0.4 for 2025 2026 and Ongoing (0.50 FTE)	0.50
28	218	R2	1	Board Directed	Operating	SCRCD Firefighter Compensation Action Plan (Egmont and District Fire Protection)	Following Board direction, an action plan to update the model for recognizing and compensation SCRCD volunteer firefighters is being developed. Compensation is important to recruitment and retention. The "ask" from volunteers has increased due to new training requirements and increased call volumes.	A	A	TBD					
29	345	R1	1	Board Directed	Operating	Keats Landing Dock Major Repair - Project Budget Lift	This is a proposal for a budget lift to complete the upgrades necessary to reinstate the Keats Landing dock for vehicular access.	B, D, E, F	F	\$268,500	5-Other (Debt, Grant, Fees, etc.)			Canada Community-Building Fund / Community Works Fund (Area F)	
30	650	R1	4	Board Directed	Operating	Egmont Park Repairs	Egmont Park is a 1.48 acre neighborhood park located in central Egmont. The property is owned by School District #46 and leased to the SCRCD. The SCRCD is responsible for all ongoing maintenance and capital renewal of park infrastructure onsite. Park assets include an aging tennis court, swing set, playground, 2 picnic tables, fencing, and a grass playfield. This budget proposal is related to the renewal of the tennis court (new asphalt pad) and fencing which are in a state of disrepair and at the end of their lifespan.	A, B, D, E, F	A	\$184,000	1-Taxation	\$1,835	1-Taxation	2026 and ongoing \$1,000 staffing (0.01 FTE Senior Parks Worker) and \$835 for related expenses *Staff recommend deferring to 2026	
31	650	R1	5	Board Directed	Operating	Chaster Park Temporary Access and Parking Enhancements	As per Board Resolution 177/24, this budget proposal is for upgrades for an alternate access to Chaster Park and includes: upgrades to the existing temporary access from the most eastern side of the property to better improve safety and durability of this access to better accommodate loading and unloading supplies for booked events, parking enhancements to existing spaces along Ocean Beach Esplanade Road, improvements to the entrance pathway including and lighting. Further the proposal includes provisions for the decommissioning and removal of Chaster pedestrian bridge, concrete footings and pathway and revegetation with native species where required to restore riparian habitat along Chaster Creek. The project budget is estimated at \$143,000 with a minor ongoing budget lift of \$150/yr.	A, B, D, E, F	E	\$143,000	1-Taxation	\$150	1-Taxation	2026 and Ongoing \$150 for repairs and maintenance	
32	117	R1	1	Business Continuity	Operating	Improved Data Backup and Restoration Capabilities	Implement off-Coast, Cloud-based data backup and restoration services to improve disaster recovery strategy. This service will improve alignment with the IT industry's 3-2-1 best practice for maintaining 3 data copies: 2 backup copies on different media with 1 copy offsite in a remote location, and 1 production copy.	All	Regional	\$30,000	3-Support Services	\$30,000	3-Support Services	Ongoing Base Budget \$30,000	
33	313	R1	1	Business Continuity	Operating	Covered Salt Storage at Mason Yards (Snow and Ice Control)	To provide internal snow and ice control services a salt storage location was determined at Mason Road utilizing one of infrastructure's concrete block bins. After year one of the internal provision of snow and ice control, it was determined that a larger storage area would be necessary and the storage needed to be covered to protect the salt. This project budget is the construction of this salt storage area at Mason Yards.	All	Sechelt	\$17,600	4-Reserves			Operating Reserves	
34	352	R1	5	Business Continuity	Operating	Sechelt Landfill Generator Purchase	Sechelt Landfill must have power twenty-four hours per day to ensure that the electric fence is functional, which is a regulatory requirement of the Operational Certificate issued by the province. While awaiting BC Hydro Power, the SCRCD owns one generator and rents another to ensure reliable power supply to the site. Once connected to BC Hydro power, the site will require a backup power source in the event of a power failure. The SCRCD owned generator is an older unit procured internally from another division with the aim of continuing to use it once connected to BC Hydro power as a backup power source. However, this generator is nearing the end of its life. A back-up generator is a critical piece of infrastructure for the site, and a replacement generator is required. The lead time for acquiring generators can be several months, securing budget is essential to ensure a generator is procured prior to the current generator's end of life.	All	Sechelt	\$80,300	4-Reserves			Landfill Operating Reserves	

Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
35 366	R1	12	Business Continuity	Operating		<b>McNeill Lake Instrumentation</b>	This project aims to significantly modernise and enhance the environmental monitoring capabilities of McNeill Lake by modernizing and automating the recording of vital environmental data. The goal is to improve data accuracy, streamline reporting processes, and seamlessly integrate these advancements into our Supervisory Control Data Acquisition (SCADA) system.  This project will focus on automatization of expending the monitoring systems for rainwater measurements, lake levels, and lake and air temperatures.	A	A	\$20,125	4-Reserves			Capital Reserves	
36 370	R1	8	Business Continuity	Operating		<b>Vehicle Replacement (2)</b>	The following vehicles have been identified and in need of replacement, based on the below mentioned reasons. The expected date for delivery for these vehicles is late 2025 or early 2026 and ~20,000 additional kilometers will be driven on each vehicle prior to replacement.  Vehicle #530: 2019 Ford F450 w/ Crane; 79,451kms; Engine issues (blowing smoke/burning oil); transmission issues. This truck has had multiple on-going issues and more are expected  Vehicle #535: 2018 Dodge Ram 1500; 146,999kms; fueling issues; expensive repairs  In addition to the factory ready vehicle and/or truck types, additional aftermarket modifications and add-ons will be required to ensure the vehicles are fleet ready including add-ons such as service bodies, headache rack, seat covers, SCRD logo(s), fire extinguishers, etc. (where required). Electric vehicles will be considered if appropriate vehicles are available and fit within budget.	A, B, D, E, F, Sechelt	Regional	\$250,000	5-Other (Debt, Grant, Fees, etc.)			MFA Loan	
37 370	R1	9	Business Continuity	Operating		<b>FTE Increase Senior Utility Operator (including light duty truck)</b>	Due to an increasing complexity of day-to-day operations of the systems, increased focus on meeting regulatory requirements and additional regulatory requirements, capital projects, watermain replacements and developments have meant that operations work specific to the Senior Utility Operator position is not getting completed beyond assisting with day-to-day operations (such as emergency repairs). This position would support/complete: leak resolution, distribution valve maintenance/replacement, hydrant program development and implementation, new developments, fire flow improvements, watermain replacements and any other capital or operational requirements. Note: A new vehicle to support this position is being proposed. Light duty gas or electric 4x4 truck at a cost of \$100,000 plus additional operating expenditures.	A, B, D, E, F, Sechelt	Regional	\$163,089	2-User Fees	\$126,112	2-User Fees	Prorated at 0.5 FTE for 2025 (\$63,089) remainder for vehicle purchase \$100,000	1.00
38 386	R1	4	Business Continuity	Operating		<b>Lee Bay Wastewater Treatment Plant Electrical Upgrades</b>	Funds to replace the generator at the Lee Bay WWTP have been approved as part of the 2024 budget process. Recently, an inspection conducted by a certified electrician related to the in 2024 approved generator project revealed that the electrical components within the generator building have been significantly compromised by sewer gases. These gases have caused severe damage to the electrical systems. In addition to the immediate safety risks, the compromised infrastructure undermines the reliability of our backup power system, which is essential for emergency situations. To prevent future issues and enhance the safety of the facility, the building must undergo repairs to address and mitigate sewer gas damage. This includes structural repairs, improvements to the building's ventilation system, and modifications to eliminate potential points of sewer gas entry. As part of the electrical system replacement, the communication and control systems will be upgraded.	A	A	\$110,000	4-Reserves			Capital Reserves	
39 310 / 312	R1	1	Business Continuity	Operating		<b>Transit and Fleet Maintenance Facility Required Maintenance and Space Optimization (Phase 1)</b>	The Transit and Fleet Maintenance Facility was constructed in the mid 1990's with an expansion in 2005. The building has only had a few investments and minor repairs over the past twenty years. There is no capital plan in place for the building.  This budget proposal, estimated at \$85,000, includes replacing the flooring and painting throughout most of the main floor of the building as well as stairwell. Further, the dispatch workspace, driver interaction area and staff lunch room are in desperate need of an upgrade and retrofit to enable more efficient use of space. The main floor office configurations, flooring, and painting are original, with the exception of a customer service front counter added in 2018.  Future considerations will be required for the fleet offices and will be brought forward in a later year.	All	Sechelt	\$85,000	4-Reserves			Fleet [312] Capital Reserves \$28,280 and Transit [310] Operating Reserves \$56,720	
40 312 / 366 / 370	R2		Business Continuity	Operating		<b>Forklift Replacement</b>	The objective of this proposal is to address operational inefficiencies at Mason Road Works Yard (Mason Road) and South Pender Water Treatment Plant (SPWTP) by enhancing forklift availability and suitability. The current 2014 Hyster H60FT forklift at Mason Road struggles with gravel-surfaced areas, leading to frequent disruptions and difficulties in handling large chemical totes. This forklift is crucial for various tasks, including loading and unloading inventory, parts, and chemicals, supporting the Utilities and Fleet. The Chapman Water Treatment Plant (CWTP) is equipped with a forklift used for receiving chemicals on pallets and performing maintenance tasks.  It is proposed that the existing forklift at CWTP be relocated to SPWTP to fulfill their immediate needs, the forklift at Mason Road be relocated to CWTP and a new forklift be purchased for Mason Road.	All	Regional	\$48,000	5-Other (Debt, Grant, Fees, etc.)			MFA Loan \$35,000 and Capital Reserves \$13,000	
41 350 / 352	R1	6	Business Continuity	Operating		<b>Solid Waste Operations Supervisory Staff On-site Vehicle</b>	Sechelt Landfill is the main office location for the Superintendent of Solid Waste Operations and the Solid Waste Operations Coordinator. These positions are responsible for Sechelt Landfill and Pender Harbour Transfer Station. The Supervisory staff onsite do not have a vehicle to go between sites or to quickly attend to urgent situations. The site has one pick-up truck that is occupied by Site Attendants for day-to-day operations. A replacement is proposed to be sourced from another division that is transitioning to a new vehicle. The vehicle available for Solid Waste to purchase as soon as we have funding is Unit No. 465 from Utilities, which is a 2012 Ford Escape.	All	Regional	\$20,750	4-Reserves			Landfill Operating Reserves	



Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
42 350 / 352	<b>**NEW</b>	7	Business Continuity	Operating		<b>Sechelt Landfill BC Hydro Connection - Additional Funding</b>	Power at the Sechelt Landfill is currently provided by two diesel generators: one owned by the SCRD and the other rented. Electricity is needed twenty-four hours per day to power the electric fence, which is a regulatory requirement, and operate the scale, payment system, and staff workstations at the site. In 2020 the Board directed staff to pursue a direct connection to the BC Hydro grid. Staff have been working with BC Hydro since then to complete this project. A quote from BC Hydro was received in late 2024 with a cost of \$289,348 to install poles along Dusty Road and connect the Landfill to the grid. The SCRD will need to install an underground conduit across Dusty Road at the Landfill and perform tree removal work along the road for \$34,300. It is anticipated that the annual charge for electricity, once the installation is complete, would be \$4,000. For 2025 any such costs can be absorbed within base budget. Staff will report back to the Board if the electricity costs will be in excess of what can be absorbed in base budget long-term. The current budget for this project is \$264,224 and there is a shortfall of \$71,666.	All	Sechelt	\$71,666	5-Other (Debt, Grant, Fees, etc.)			Long Term Debt for Capital Costs and Taxation for Electricity Costs	
43 384 / 385	<b>R1</b>	5	Business Continuity	Operating		<b>Secret Cove Outfall Maintenance Phase 2</b>	The Secret Cove and Jolly Roger Wastewater Treatment Plants, operating under a permit issued by the Ministry of the Environment, require ongoing maintenance of their ocean outfalls. Inspection in 2022 and 2024 by a dive team identified issues with the outfall anchors and markers, including the need for replacements and adjustments to meet original installation specifications. Phase 2, which is planned for 2025, an additional \$20,000 is required. This phased approach is proposed due to funding constraints, with the full scope of necessary maintenance estimated at \$62,000 plus ~ \$8,000 staff time. It is possible that a Phase 3 may be required to fully complete the outfall maintenance.	B	B	\$20,000	4-Reserves			Operating Reserves	
						<b>TOTAL</b>				<b>\$6,431,415</b>			<b>\$1,803,199</b>		<b>7.73</b>
										<b>2025 TOTALS:</b>	<b>ONGOING TOTALS:</b>				
										\$ 916,025.00	1-Taxation	\$ 1,363,087.00	1-Taxation		
										\$ 163,089.00	2-User Fees	\$ 126,112.00	2-User Fees		
										\$ 240,000.00	3-Support Services	\$ 135,000.00	3-Support Services		
										\$ 1,453,775.00	4-Reserves	\$ 90,000.00	4-Reserves		
										\$ 3,658,526.00	5-Other (Debt, Grant, Fe	\$ 89,000.00	5-Other (Debt, Grant, Fees, etc.)		
										<b>\$ 6,431,415.00</b>		<b>\$ 1,803,199.00</b>			

Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
<b>Non-Mandatory Discretionary</b>															
1	216	R1	3	Discretionary	Extraordinary	Halfmoon Bay Fire Protection Kitchen Upgrade	Replace current kitchen cabinets that are deteriorating. The current kitchen cabinets are old, worn out, has lack of space and it does not have the proper layout for appliances.	B	B	\$18,000	4-Reserves			Operating Reserves	
2	365 / 366 / 370	R1	13	Discretionary	Extraordinary	Cross Connection Control Program	Legally the SCRD is obligated to have a program to prevent contamination of our drinking water systems due to water flowing back into our system from large connections. This is called Backflow Prevention Program, the current program has determined to be inadequate to protect public health and is compliant with the provincial regulations and exposed the SCRD to legal and financial risks. The proposed user-fee model is intended to fully offset the program's operational costs, ensuring a budget-neutral operation. This budget proposal is to cover the initial cost to bring the standard into compliance.	All	Regional	\$90,000	4-Reserves			Operating Reserves	
3	210	R1	3	Discretionary	Operating	Gibsons and District Fire Protection - HVAC Heat Pump	The existing rooftop air conditioning unit is approaching end of life and is slated to be replaced soon. Fire department staff have noted the limited performance of the existing system and are proposing that the rooftop unit is replaced with a heat pump located on the ground. This will improve both the effectiveness and efficiency of cooling and heating of the fire hall facility and allow for easier access to service and maintain the heat pump. Not only are heat pumps more efficient it also would be possible to target cooling/heating only occupied areas of the hall.  Synchronizing the timing of the roof replacement and the removal of the rooftop AC unit is recommended to ensure the new roof is installed at one time and a patch is not required when the AC unit is relocated to the ground. This service level enhancement requires SCRD Board approval and an increased budget.	E, F, Gibsons	Gibsons	\$33,000	1-Taxation				
4	222	R2 Pending Grant		Discretionary	Operating	2025 Community Emergency Preparedness Fund (CEPF) Grant for Emergency Support Services (ESS) Training and Equipment	Priority: funding support for travel/registration for provincial training conference for ESS program coordinators and volunteers. If additional grant funding is provided: purchase of program supplies to support community at reception centres.	All	Regional	\$40,000	5-Other (Debt, Grant, Fees, etc.)			CEPF Grant / Amended Recommendation at Nov 14 Board for Regional Application	
5	370	R1	10	Discretionary	Operating	Utility Engineering Equipment	Additional field equipment for the utility engineering staff is proposed to be purchased to increase the efficiency of getting GPS data associated with infrastructure locations collected in the field into our GIS systems and to conduct fire hydrant testing to confirm fire flows. The proposed budget of \$25,000 will enable staff to procure these essential tools. Purchasing this equipment will increase efficiency and reduce the need to hire contractors to perform fire hydrant testing.	A, B, D, E, F, Sechtel	Regional	\$25,000	4-Reserves			Capital Reserves	
6	382 / 386 / 391	**NEW	7	Discretionary	Operating	Rate Stabilization (Wastewater Plants)	Due to high Operating Reserves staff have recommended supplementing 2025 Operating budget with Operating Reserves rather than raise rates.	A, B, E	Regional	\$9,870	4-Reserves			Operating Reserves Woodcreek [382] - \$1,274 Lee Bay [386] - \$7,618 Curran [391] - \$978	
7	391	R1	6	Discretionary	Operating	Curran Road Wastewater Treatment Plant Modifications	The Rotating Biological Contactor (RBC) system, which was installed in 1982, historically met the wastewater treatment needs at Curran Road. However, since the plant was upgraded to a FAST (Fixed Activated Sludge Treatment) system in 2014, the RBC was intended to be treatment for low flows. The RBC drum shaft has broken making it unusable and its continued presence leads to inefficiencies and incurs unnecessary operational costs. To optimize facility performance and reduce maintenance expenses, staff recommend the removal of the RBC drum system along with conducting a condition assessment of the remaining RBC infrastructure to determine the best course of action.  Any potential replacement or upgrades of the RBC system be considered in a future proposal for 2026 only if the cost-benefit analysis deems it practicable.	B	B	\$91,000	4-Reserves			Capital Reserves \$60,000 and Operating Reserves \$31,000 *Staff recommend deferring to 2026	
8	504			Discretionary	Operating	Advisory Planning Commissions (APC) Recording Secretary Human Resource Plan Conversion - moving contracted amount	HR plan amendment only.  This project proposes to convert existing funding for Contracted Services that provide funding for APC Clerical Support to a 0.1 FTE funded staff position. Currently, APC Recorder Clerical Support work as contractors, receiving a lump sum payment per meeting. This model has resulted in inadequate compensation in instances when APC meetings run long, or transcription requires additional time, which has in turn made it difficult to recruit contractor services for the recording of APC meeting minutes. The proposed solution is to internalize using casual "Office Assistant" (existing role) that guarantees a fair hourly wage. The existing budgeted amount for APC Recorder Contract Services is \$7,000.00, which is generally in alignment with the budgetary request for a 0.1 FTE Office Assistant position.	A, B, D, E, F	Regional	\$6,882	5-Other (Debt, Grant, Fees, etc.)			HR Plan Amendment Only	0.10
9	613	R1	3	Discretionary	Operating	Sechtel Aquatic Centre - Pumps for Water Features (Slide, Lazy River, Play Feature)	This budget proposal is coming forward as this asset was deemed non-critical and is not included in the capital renewal plan.  Through the 2024 annual maintenance of pump systems at SAC significant corrosion was discovered in the water slide, lazy river and play feature pumps. The water slide pump failed and the feature has been closed since July. The play feature and lazy river pumps were repaired, however imminent asset failure is anticipated, therefore they are recommended for replacement in 2025. All feature pumps were installed during original construction in 2007. The replacement of the water slide, play feature and lazy river pumps would enable continuation of the expected service level of the facility.	B, D, E, F, Sechtel, Gibsons, sNGD	Sechtel	\$44,100	4-Reserves			Operating Reserves	

Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
10	615	R1	4	Discretionary	Operating		<p>Joint Health and Safety Committees (JHSC) have been in place for many years, however the expectations and responsibilities for committee members have increased, especially with the focus on achieving COR certification. There are two Committees related to Recreation, with members involved in facility inspections, incident reviews, and meetings. Employer and employee representation on the committee is required as per the terms of reference. Employee representatives are often filled by positions that require backfill, while other members of the committee complete their responsibilities as part of their workplan. This budget proposal is related to those positions that require backfill during committee responsibilities.</p> <p>Proposed is an ongoing increase and corresponding base budget lift to support staff time and costs related to JHSC participation at both Sechelt Aquatic Centre (SAC) and Gibsons and Area Community Centre (GACC).</p> <p>The 2025 budget request is not pro-rated as expenses are incurred for the full 12 months.</p>	B, D, E, F, Sechelt, Gibsons, sNGD	Regional	\$18,590	1-Taxation	\$18,590	1-Taxation	Ongoing Base Budget	0.11
<b>TOTAL</b>										<b>\$376,442</b>		<b>\$18,590</b>		<b>0.21</b>	
<b>2025 TOTALS:</b>												<b>ONGOING TOTALS:</b>			
\$ 51,590.00											1-Taxation	\$ 18,590.00			
\$ -											2-User Fees	\$ -			
\$ -											3-Support Services	\$ -			
\$ 277,970.00											4-Reserves	\$ -			
\$ 46,882.00											5-Other (Debt, Grant, Fees, etc.)	\$ -			
<b>\$ 376,442.00</b>												<b>\$ 18,590.00</b>			

Function No.	Status	Budget Proposal #	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Future Funding Implications	Funding Source	Additional Information	FTE Request
<b>Not Recommended for 2025 Budget</b>															
1	540	Defer 2026	Not Recommended / Board Directed	Extraordinary		Hillside Service Review 25% - ICET Grant	Pending Board Direction	All	F	\$200,000	5-Other (Debt, Grant, Fees, etc.)			ICET Grant	
2	650	R2	Not Recommended / Board Directed	Extraordinary		Park Management Plans - Katherine Lake (construction of a walking path around the Lake) and Dann Bosch (improvements to the parking lot only)		A, B, D, E, F	A	\$150,000	1-Taxation			*Staff recommend deferring these projects to 2026	TBC
3	650	Defer 2026	Not Recommended / Discretionary	Extraordinary		Chaster Park (House) and Ocean Beach Esplanade Sustainability Planning		A, B, D, E, F	E	\$208,000	1-Taxation				
4	650	Defer 2026	Not Recommended / Discretionary	Extraordinary		Parks Sign Standards - Plan and Specs		A, B, D, E, F	Regional	\$70,000	1-Taxation				
5	135 / 613	Defer 2026	Not Recommended / Discretionary	Extraordinary		Sechelt Aquatic Centre / Sustainable Development Geothermal Feasibility and Preliminary Design		A, B, D, E, F, Gibsons, Sechelt sNGD	Sechelt	\$42,500	5-Other (Debt, Grant, Fees, etc.)			FCM Grant	
6	650	NO REC - DELETED	Not Recommended / Discretionary	Operating		Baker Beach (Phase 2) Improvements		A, B, D, E, F	A	\$90,000	1-Taxation				
7	650	Defer 2026	Not Recommended / Discretionary	Operating		Mintie Road Beach Access		A, B, D, E, F	B	\$125,000	1-Taxation				
8	650	Defer 2026	Not Recommended / Discretionary	Operating		Bridge Replacement - Vinebrook, Kleindale, Co-Op		A, B, D, E, F	Various	\$820,000	5-Other (Debt, Grant, Fees, etc.)				
9	650	R2	Not Recommended / Discretionary	Operating		West Beach Park Erosion Mitigation Planning		A, B, D, E, F	F	\$95,000	1-Taxation			*Staff recommend deferring this project to 2026	
10	650	Abandon	Not Recommended / Discretionary	Operating		Pender Harbour Living Heritage Society Community Benefit Grant		A, B, D, E, F	A	\$5,000	1-Taxation				
11	650	Defer 2026	Not Recommended / Discretionary	Operating		Bicycle and Walking Pathway Retaining Wall repair - Mintie Road		A, B, D, E, F	B	\$50,000	1-Taxation				
										<b>TOTAL</b>	<b>\$1,855,500</b>	<b>\$0</b>	<b>-</b>		
										<b>2025 TOTALS:</b>	<b>ONGOING TOTALS:</b>				
										\$ 793,000.00	1-Taxation	\$ -	1-Taxation		
										\$ -	2-User Fees	\$ -	2-User Fees		
										\$ -	3-Support Services	\$ -	3-Support Services		
										\$ -	4-Reserves	\$ -	4-Reserves		
										\$ 1,062,500.00	5-Other (Debt, Grant, Fee	\$ -	5-Other (Debt, Grant, Fees, etc.)		
										<b>\$ 1,855,500.00</b>		<b>\$ -</b>			

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Shane Walkey, Manager, Utility Services  
 Jesse Waldorf, Manager, Capital Projects  
 Remko Rosenboom, General Manager, Infrastructure Services

**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR REGIONAL WATER SERVICE [370]**

---

### RECOMMENDATION(S)

**THAT the report titled 2025 Round 1 Budget Proposal for Regional Water Service [370] be received for information.**

---

### BACKGROUND

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

Mandatory projects, as follows, have been included in the Draft 2025-2029 Financial Plan:

- **IMMINENT ASSET FAILURE:**
  - Chapman Raw Water Pump Station Upgrades - Phase 2
  - Chapman Intake Upgrades (Phase I) - Design, Engineering and Contract Administration
- **REGULATORY COMPLIANCE:**
  - Soames Creek Compliance Monitoring

### DISCUSSION

#### **2025 R1 Budget Proposals**

1	<i>Function Number – Project Title:</i>	[370] – Regional Water Service Base Budget Increase
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	Regional

	<i>2025 Funding Required:</i>	\$110,000
	<i>Funding Source(s):</i>	User Fees
	<i>Rationale / Service Impacts:</i>	Staff have reviewed the base operating budget for the Regional Water Service Area and due to rising material and contracted services costs and other miscellaneous expenditures (i.e. Bank Fees), the existing base budget is not sufficient and requires an increase.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2026 Financial Implications: \$110,000 (ongoing)  The base budget increase will provide ongoing operational funding.
	<i>Asset Management Implications:</i>	n/a - Operational
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	

2	<i>Function Number – Project Title:</i>	[370] – Gray Creek Intake and Treatment Design Engineering (Phase 1) <b>Extraordinary</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Strategic Plan Related
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2025 Funding Required:</i>	\$864,550
	<i>Funding Source(s):</i>	Growing Community Funds
	<i>Rationale / Service Impacts:</i>	The report from NHC on Gray Creek sustainable water supply is expected to be presented to Board in Q1 (March) of 2025. Project - maximize the sustainable yield of Gray Creek to supplement the Chapman Water System, and utilize this source throughout the year, not only during times of drought and high demands. This enhances the overall water supply and resiliency for the community. The two-phase project will commence upon receipt of the hydrogeology

		<p>results determining the sustainable yield of the creek and additional direction from the Board.</p> <p>Option 1: Funded from Growing Communities Funds</p> <p>Option 2: Funded from Capital Reserves</p> <p>If Option 2 is chosen, this will have an impact on Parcel Tax Fee setting as we work toward building a healthy Capital Reserve.</p> <p>Phase 1 - Design, Permitting, and Tendering \$864,550</p> <p>Phase 2 - Construction (to be presented as part of the 2026 budget process)</p>
	<p><i>HR Implications</i></p>	<p><input checked="" type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE  <input type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p> <hr/> <p><b>Staffing (2025)</b>                  FTE Count: 0.1 (Existing)                  Cost (2025): \$ 11,255</p> <p>Additional FTE Count: 0.22                  Cost (2025): \$ 28,295</p> <p>Total FTE 0.32                  Cost (2025) \$39,550</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>If construction moves forward, the 2026 construction costs, along with ongoing operational and maintenance expenses, will need to be determined.</p>
	<p><i>Asset Management Implications:</i></p>	<p>3.0 Guiding Effective Decisions</p> <hr/> <p>This phase of the project will provide insights into future Asset management costs.</p>
	<p><i>Climate Action Plan Goal and Impact (if applicable)</i></p>	<p>Goal 6: Water systems are resilient to increasing temperatures, recurring, and worsening drought.</p>

3	<i>Function Number – Project Title:</i>	[370] – Langdale Wellfield Construction ( <i>will be updated pending staff report prior to Round 2 budget meeting</i> )  <b>Extraordinary</b>																													
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact																													
	<i>Category:</i>	Non-Mandatory Strategic Plan Related																													
	<i>Geographic Areas Affected:</i>	F																													
	<i>2025 Funding Required:</i>	\$22,657,471																													
	<i>Funding Source(s):</i>	Long Term Debt-\$17,922,047  Canada Community-Building Funds- \$4,128,580 (\$1,329,294 Area B, \$113,331 Area D, \$2,678,427 Area E, \$7,528 Area F)  Growing Communities Funds-\$606,844																													
	<i>Rationale / Service Impacts:</i>	Detailed design, engineering, tendering, construction administration by the Consultant / Engineer, and the construction of the assets and infrastructure.  Results of the engineering optimization analyses will be presented to the Board late 2024 for the Boards consideration and will impact the requested budget value.																													
<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)  <b>Staffing (2025)</b> FTE Count: 0.08 (Existing) Cost (2025): \$ 12,409  Additional FTE Count: 0.45 Cost (2025): \$ 55,062  Total FTE 0.53 Cost (2025) \$ 67,471  Additional staffing required for the future years are included in the table below: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th></th> <th>2025</th> <th>2026</th> <th>2027</th> <th>2028</th> <th>2029</th> </tr> </thead> <tbody> <tr> <td><b>Existing FTE</b></td> <td>0.08</td> <td>0.08</td> <td>0.08</td> <td>0.08</td> <td>0.03</td> </tr> <tr> <td><b>Addition FTE:</b></td> <td>0.45</td> <td>0.40</td> <td>0.40</td> <td>0.35</td> <td>0.35</td> </tr> <tr> <td><b>Total FTE:</b></td> <td>0.53</td> <td>0.48</td> <td>0.48</td> <td>0.43</td> <td>0.38</td> </tr> <tr> <td><b>Total Costs</b></td> <td>\$67,471</td> <td>\$64,760</td> <td>\$66,055</td> <td>\$57,849</td> <td>\$50,817</td> </tr> </tbody> </table>		2025	2026	2027	2028	2029	<b>Existing FTE</b>	0.08	0.08	0.08	0.08	0.03	<b>Addition FTE:</b>	0.45	0.40	0.40	0.35	0.35	<b>Total FTE:</b>	0.53	0.48	0.48	0.43	0.38	<b>Total Costs</b>	\$67,471	\$64,760	\$66,055	\$57,849	\$50,817
	2025	2026	2027	2028	2029																										
<b>Existing FTE</b>	0.08	0.08	0.08	0.08	0.03																										
<b>Addition FTE:</b>	0.45	0.40	0.40	0.35	0.35																										
<b>Total FTE:</b>	0.53	0.48	0.48	0.43	0.38																										
<b>Total Costs</b>	\$67,471	\$64,760	\$66,055	\$57,849	\$50,817																										



	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing operational and maintenance will have to be confirmed and will most likely trigger additional budget proposals for a base budget increase to be presented for in 2027 or 2028.
	<i>Asset Management Implications:</i>	3.0 Guiding Effective Decisions
		Capital Improvements to be documented in the Utilities Asset Registry for capital replacement planning.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 6: Water systems are resilient to increasing temperatures, recurring, and worsening drought.

4	<i>Function Number – Project Title:</i>	[370] – Permit Requirements Siphon Systems Chapman Lake and Edwards Lake <b>Extraordinary</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Strategic Plan Related
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2025 Funding Required:</i>	\$235,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	The SCRD's permits associated with the emergency siphon systems at Edwards Lake and Chapman Lake are requiring the SCRD to install a gauging station in the upper watershed of Chapman Creek and conduct a detailed environmental impact analyses and an Archeological Impact Analysis. The proposed budget enables all three requirements to be met.
	<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<b>Staffing (2025)</b> Additional FTE Count: 0.20 Cost (2025): \$ 17,488	
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Further monitoring in future years may be necessary, which may require additional funding for the operational budget.

	<i>Asset Management Implications:</i>	3.0 Guiding Effective Decisions
		Gauging stations will be added to the Utilities Capital Asset Registry.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 6: Water systems are resilient to increasing temperatures, recurring, and worsening drought.

5	<i>Function Number – Project Title:</i>	[370] – Feasibility Study and Development Raw Water Reservoirs - 2025/2026 <b>Extraordinary</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Strategic Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$397,872
	<i>Funding Source(s):</i>	Capital Reserves / Operating Reserves
	<i>Rationale / Service Impacts:</i>	<p>As part of the 2024 Budget the Board deferred this to 2025 budget for reconsideration. The scope of the proposal has been amended based on recent developments. The previous phases 1-4 of the Raw Water Project concentrated on defining the required size of the raw water reservoir, site selection analysis, greenhouse gas emission and hydro power generation studies, and completion of sub surface geotechnical analysis of the preferred Site B location. Phase 4 of the study included further refining of the conceptual design of the preferred site (Site B), including geotechnical drilling and geophysics program to determine depth of bedrock; analysis and conceptual design of hydropower generating potential, greenhouse gas analysis, and updated cost estimate. This phase also included a multi-criteria analysis comparing Site B to multiple sites proposed on the shishalh Nation sand and gravel lands.</p> <p>The purpose of this budget proposal is to provide engineering resources to the SCRD in any future collaboration with the Nation on this project, including a confirmation of scope, conceptual design, development process and schedule. This budget proposal also allows for engineering support for the detailed design, construction and</p>

		commissioning of the Lower Crown Reservoir, if this were to proceed.
	<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)  <b>Staffing (2025)</b> FTE Count: 0.13 Cost (2025): \$ 25,748  Additional FTE Count: 0.35 Cost (2025): \$ 47,124  Total FTE 0.53 Cost (2025) \$ 67,471
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	If subsequent phases proceed, additional funding for reservoir construction, operation and maintenance will be required.
	<i>Asset Management Implications:</i>	3.0 Guiding Effective Decisions
		This asset will need to be included in the Utilities Asset Management Plan if constructed.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 6: Water systems are resilient to increasing temperatures, recurring, and worsening drought.

6	<i>Function Number – Project Title:</i>	[370] – Pressure Release Valves for Advanced Optimization Use Church Road Wellfield <b>Extraordinary</b>
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Gibsons
	<i>2025 Funding Required:</i>	\$315,000
	<i>Funding Source(s):</i>	Growing Communities Funds
	<i>Rationale / Service Impacts:</i>	With the recent integration of the Church Road well and possibly Langdale well into the water distribution system, optimizing flow management has become crucial. This proposal aims to significantly enhance system efficiency. It

		<p>focuses on installing automated valves near the Chapman Water Treatment Plant to better regulate eastward flows from the Zone 2 Reservoir, thus maximizing the discharge from the Church Road well and boosting overall system performance.</p> <p>The project includes an engineered review to evaluate technical requirements, site conditions, and impacts on existing infrastructure, as well as detailed cost estimates and timelines. The installation phase encompasses procuring engineering and integrating automated control systems, SCADA and electrical work, required system modifications, and final testing and commissioning.</p> <p>Option 1: Funded from Growing Communities Funds</p> <p>Option 2: Funded from Capital Reserves.</p> <p>If Option 2 is chosen, this will have an impact on Parcel Tax Fee setting as we work toward building a healthy Capital Reserve.</p>
	<p><i>HR Implications</i></p>	<p><input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p> <hr/> <p><b>Staffing (2025)</b>                  FTE Count: 0.22 (Existing)                  Cost (2025): \$ 31,832</p> <p>Additional FTE Count: 0.08                  Cost (2025): \$ 9,164</p> <p>Total FTE 0.30                  Cost (2025) \$ 40,996</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>n/a</p>
	<p><i>Asset Management Implications:</i></p>	<p>3.0 Guiding Effective Decisions</p> <hr/> <p>Capital Improvements to be documented in the Utilities Capital Asset Registry for capital replacement planning.</p>
	<p><i>Climate Action Plan Goal and Impact (if applicable)</i></p>	<p>Goal 6: Water systems are resilient to increasing temperatures, recurring, and worsening drought.</p>

7	<i>Function Number – Project Title:</i>	[370] – Church Road Water Treatment Plant - Sodium Hypochlorite Storage Unit <b>Extraordinary</b>
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Gibsons
	<i>2025 Funding Required:</i>	\$100,000
	<i>Funding Source(s):</i>	Canada Community-Building Fund (Area B ,D, E, F \$25,000 each)
	<i>Rationale / Service Impacts:</i>	<p>In 2023 the Granthams WTP was constructed and commissioned. The need for additional Sodium Hypochlorite storage was identified and the project team chose a shipping container-based solution. Due to community feedback this solution was deemed to be unacceptable.</p> <p>Option 1: This proposal is for the design and construction of a less impactful and more aesthetic solution onsite for the storage of Sodium Hypochlorite.</p> <p>A new small building will be designed and constructed next to the WTP to store the Sodium Hypochlorite for use at the WTP. The shipping container will be moved and used elsewhere by operations.</p> <p>Option 2: Alternatively the aesthetics of the current storage unit could be improved in by a combination of additional landscaping and wooden fencing. This could be completed with a budget of \$10,000</p> <p>Option 3: the current storage container could be used long-term without any further modifications. This would make this budget proposal obsolete.</p>
<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)	

	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2026 Financial Implications: Ongoing operational budget lift for associated repairs and maintenance may be required.
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning  Capital Improvements to be documented in the Utilities Asset Registry for capital replacement planning.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 6: Water systems are resilient to increasing temperatures, recurring, and worsening drought.

8	<i>Function Number – Project Title:</i>	[370] – Vehicle Replacement (2)
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$250,000
	<i>Funding Source(s):</i>	MFA Loan
	<i>Rationale / Service Impacts:</i>	<p>The following vehicles have been identified and in need of replacement, based on the below mentioned reasons. The expected date for delivery for these vehicles is late 2025 or early 2026 and ~20,000 additional kilometers will be driven on each vehicle prior to replacement.</p> <p>Vehicle #530: 2019 Ford F450 w/ Crane; 79,451kms; Engine issues (blowing smoke/burning oil); transmission issues. This truck has had multiple on-going issues and more are expected</p> <p>Vehicle #535: 2018 Dodge Ram 1500; 146,999kms; fueling issues; expensive repairs</p> <p>In addition to the factory ready vehicle and/or truck types, additional aftermarket modifications and add-ons will be required to ensure the vehicles are fleet ready including add-ons such as service bodies, headache rack, seat covers, SCRD logo(s), fire extinguishers, etc. (where required). Electric vehicles will be considered if</p>

		appropriate vehicles are available and fit within budget.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Since these are replacement vehicles, funding for their operation and maintenance is already in place.
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
		The vehicles will need to be included in the Utilities Capital Asset Management Plan.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 6: Water systems are resilient to increasing temperatures, recurring, and worsening drought.

9	<i>Function Number – Project Title:</i>	[370] – Senior Utility Operator (including light duty truck) FTE Increase
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$163,089
	<i>Funding Source(s):</i>	User Fees
	<i>Rationale / Service Impacts:</i>	<p>Due to an increasing complexity of day-to-day operations of the systems, increased focus on meeting regulatory requirements and additional regulatory requirements, capital projects watermain replacements, and developments, has meant that operations work specific to the Senior Utility Operator position is not getting completed beyond assisting with day-to-day operations (such as emergency repairs).</p> <p>This position would support/complete:                      leak resolution, distribution valve maintenance/replacement, hydrant program development and implementation, new developments, fire flow improvements,</p>

		<p>watermain replacements, and any other capital or operational requirements.</p> <p>Note: A new vehicle to support this position is being proposed. Light duty gas or electric 4x4 truck at a cost of \$95,000 plus additional operating expenditures.</p>
	<p><i>HR Implications</i></p>	<p><input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p> <p><b>Staffing (2025)</b>                  Proration (6 Months)                  FTE Count: 0.5                  Cost (2025): \$ 61,369</p> <p><b>Additional Staffing Costs:</b>                  \$1,720</p> <p><b>Future Year FTE Request</b>                  FTE Count:1.0                  Cost: \$126,112</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Total 2026 Financial Implications: \$132,832</p> <p>Ongoing base budget lift for staffing \$1,720 plus \$5,000 for related vehicle operational expenses.</p>
	<p><i>Asset Management Implications:</i></p>	<p>2.0 O&amp;M and Capital Planning</p> <p>The vehicle asset must be incorporated into the Utilities Capital Asset Management Plan.</p>
	<p><i>Climate Action Plan Goal and Impact (if applicable)</i></p>	<p>Goal 6: Water systems are resilient to increasing temperatures, recurring, and worsening drought.</p>



10	<i>Function Number – Project Title:</i>	[370] – Utility Engineering Equipment
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Discretionary
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Rationale / Service Impacts:</i>	Additional field equipment for the utility engineering staff is proposed to be purchased to increase the efficiency of getting GPS data associated with infrastructure locations collected in the field into our GIS systems and to conduct fire hydrant testing to confirm fire flows. The proposed budget of \$25,000 will enable staff to procure these essential tools. Purchasing this equipment will increase efficiency and reduce the need to hire contractors to perform fire hydrant testing.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2026 ongoing maintenance and license fees may require additional base budget funds.
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning  The assets will need to be included in the Utilities Capital Asset Management Plan.
<i>Climate Action Plan Goal and Impact (if applicable)</i>	N/A	

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 7,563,770	\$ 6,999,452	\$ 7,662,362	\$ 8,834,901	\$ 10,030,832
Contributions Surplus	\$ 1,085,203	\$ 1,126,159	\$ 1,238,594	\$ 1,253,780	\$ 3,766,342
2025 Proposals	-\$ 1,649,521	-\$ 463,249	-\$ 66,055	-\$ 57,849	-\$ 50,817
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 6,999,452	\$ 7,662,362	\$ 8,834,901	\$ 10,030,832	\$ 13,746,357

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
**(use table illustrating capital contributions and expenditures, if available)**

	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 3,822,889	\$ 5,846,695	\$ 7,044,747	\$ 8,381,032	\$ 9,673,566
2024 Operating Surplus	\$ 1,272,327	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 1,084,089	-\$ 175,832	-\$ 136,705	-\$ 136,705	-\$ 136,705
Contribution to Reserve	\$ 1,835,568	\$ 1,373,884	\$ 1,472,990	\$ 1,429,238	\$ 5,854,483
Closing Balance in Reserve	\$ 5,846,695	\$ 7,044,747	\$ 8,381,032	\$ 9,673,566	\$ 15,391,344

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM		Other Staff	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25-26, 2024

**AUTHOR:** Shane Walkey, Manager, Utility Services  
Jesse Waldorf, Manager, Capital Projects

**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR WATER SERVICES [365 / 366 / 370]

---

### RECOMMENDATION(S)

**THAT** the report titled 2025 Round 1 Budget Proposal for Water Services [365 / 366 / 370] be received for information;

**AND THAT** for 2026 budget deliberations staff develop for a short-term capital work plan to support Minor Capital for the North Pender Harbour Water Service and South Pender Harbour Water Service.

---

### BACKGROUND

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

### DISCUSSION

#### **2025 R1 Budget Proposals**

1	<i>Function Number – Project Title:</i>	[365] – North Pender Harbour Water Service Minor Capital
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	A
	<i>2025 Funding Required:</i>	\$30,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Rationale / Service Impacts:</i>	As per SCR D any purchase of an asset over \$5,000 is considered to be a capital asset and is to be funded from Capital Reserves. Board approval for any such expenditures can be provide in several ways: 1) by approval a Capital

		<p>plan that include those expenditures, 2) with stand-alone approvals or 3) by allocating an annual amount of capital reserves to be spend on minor capital expenditures.</p> <p>The Regional Water Service annual base Minor Capital budget is utilized to fund asset replacements and/or minor capital works that are typically over \$5,000. The North Pender Harbour (NPH) Water Service Area has not established a base Minor Capital budget, however, due to rising costs associated with replacing minor capital components of various mid-life assets such as the Garden Bay UV Treatment Plant, as well as aging Pump Stations, PRVs and Reservoirs within the service area, establishing a base Minor Capital budget would allow for expedited procurement and efficiencies.</p> <p><u>Option 1:</u> The establishment of a base Minor Capital budget for the NPH service area of \$30,000 until such time that the capital plan for this service has been adopted by the Board or the maximum value included within the Tangible Capital Asset policy has been updated.</p> <p><u>Option 2:</u> The establishment of a base Minor Capital budget for the NPH service area of \$30,000 for 2025 only.</p> <p>Presenting individual budget proposals is not a feasible option as that might not allow for replacement of essential assets within a timeline manner to avoid service interruptions.</p>
	<p><i>HR Implications</i></p>	<p><input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input checked="" type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>The capital plan under development for this water system will consider all current capital assets.</p> <p>If Option 1 is approved: 2026 Financial Implications: \$30,000 (ongoing)</p> <p>If Option 2 is approved, it will result in a temporary one time increase to the annual capital budget for the NPH water service area.</p>
	<p><i>Asset Management Implications:</i></p>	<p>5.0 Asset Governance</p>

		This budget proposal will allow for a more efficient governance of existing assets.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

2	<i>Function Number – Project Title:</i>	[365] – North Pender Harbour Water Service Base Budget Increase
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	A
	<i>2025 Funding Required:</i>	\$30,000
	<i>Funding Source(s):</i>	User Fees
	<i>Rationale / Service Impacts:</i>	Staff have reviewed the base operating budget for the North Pender Harbor Water Service Area and due to rising material and contracted services costs and other miscellaneous expenditures (i.e. Bank Fees, Permits) the existing base budget is not sufficient and requires an increase.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2026 Financial Implications: \$30,000 (ongoing)  The base budget increase will provide ongoing operational funding.
		N/A - Operational
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

3	<i>Function Number – Project Title:</i>	[366] – South Pender Harbour Water Service Minor Capital
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	A

	<i>2025 Funding Required:</i>	\$50,000 (One-time)
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Rationale / Service Impacts:</i>	<p>As per SCRD any purchase of an asset over \$5,000 is considered to be a capital asset and is to be funded from Capital Reserves. Board approval for any such expenditures can be provide in several ways: 1) by approval a Capital plan that include those expenditures, 2) with stand-alone approvals or 3) by allocating an annual amount of capital reserves to be spend on minor capital expenditures.</p> <p>The Regional Water Service annual base Minor Capital budget is utilized to fund asset replacements and/or minor capital works that are typically over \$5,000. The South Pender Harbour (SPH) Water Service Area has not established a base Minor Capital budget, however, due to rising costs associated with replacing minor capital components of various mid-life assets such as the Garden Bay UV Treatment Plant, as well as aging Pump Stations, PRVs and Reservoirs within the service area, establishing a base Minor Capital budget would allow for expedited procurement and efficiencies.</p> <p><u>Option 1:</u> The establishment of a base Minor Capital budget for the SPH service area of \$50,000 until such time that the capital plan for this service has been adopted by the Board or the maximum value included within the Tangible Capital Asset policy has been updated.</p> <p><u>Option 2 :</u> The establishment of a base Minor Capital budget for the SPH service area of \$50,000 for 2025 only</p> <p>Presenting individual budget proposals is not a feasible options option as that might not allow or replacement of essential assets within a timeline manner to avoid service interruptions.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	The capital plan under development for this water system will consider all current capital assets.

		<p>If Option 1 approved: 2026 Financial Implications: \$50,000 (ongoing)</p> <p>If Option 2 is approved, it will result in a temporary one-time increase to the annual capital budget for the SPH water service area.</p>
	<i>Asset Management Implications:</i>	<p>5.0 Asset Governance</p> <p>This budget proposal allows for a more efficient governance of the assets.</p>
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

4	<i>Function Number – Project Title:</i>	[366] – South Pender Harbour Water Service Base Budget Increase
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	A
	<i>2025 Funding Required:</i>	\$44,000
	<i>Funding Source(s):</i>	User Fees
	<i>Rationale / Service Impacts:</i>	Staff have reviewed the base operating budget for the South Pender Harbour Water Service Area and due to rising material and contracted services costs and other miscellaneous expenditures (i.e., Deliveries) the existing base budget is not sufficient and requires an increase.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>2026 Financial Implications: \$44,000 (ongoing)</p> <p>The base budget increase will provide ongoing operational funding.</p>
	<i>Asset Management Implications:</i>	n/a - Operational
<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a	

5	<i>Function Number – Project Title:</i>	[365 / 366 / 370] – Water Supervisory Control Data Acquisition (SCADA) Upgrades (Treatment, Pumpstations, Reservoirs) - Phase 2 <b>Extraordinary</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Strategic Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$362,230
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Rationale / Service Impacts:</i>	<p>Supervisory Control Data Acquisition (SCADA) is a system that monitors and controls field devices at remote sites. Current Situation:                  The SCRD’s SCADA systems, responsible for managing water and wastewater infrastructure, are outdated, unsupported, and increasingly unmaintainable due to obsolete technology. Many components, including communication protocols, controllers, and servers are at risk of failure without readily available replacements.</p> <p>Phase 1 of the SCADA Upgrade Project, currently in progress, involves working with MPE, a consulting firm, to develop a Master Plan and provide recommendations for modernizing the system. This plan will serve as the foundation for the upcoming Phase 1B (already budgeted for in 2024), which will involve the procurement and installation of hardware and software to ensure system stability, security, and scalability.</p> <p>Previously approved budget for this work was \$500,000.00 in 2023 carried into 2024.</p> <p>Phase 2 (2024 – 2025): Implementation of the Master Plan recommendations, including the purchase of new server hardware and software. This phase will also prioritize upgrades for critical hardware at key locations, focusing on enhancing system reliability and reducing cybersecurity risks.</p> <p>Phases 3 (2026) will focus on replacement of older and non-redundant PLCs and</p>



		communications systems across the remaining water assets.
	<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
		FTE Count: 0.09 (Existing) Cost (2025): \$ 13,062  Additional FTE Count: 0.08 Cost (2025): \$ 9,164  Total FTE 0.17 Cost (2025) \$22,227
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2026 Phase 3 funding required to complete the project is \$232,840
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
		SCADA equipment will be added to the Utilities Capital Asset Registry.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

6	<i>Function Number – Project Title:</i>	[365 / 366 / 370] – SCRD Water Service Climate Change Resilience Analysis <b>Extraordinary</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Strategic Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$90,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	<p><b>*Staff recommend deferring this project to 2026</b></p> <p>The project will be conducted by a professional consultant with expertise in water utilities and climate change. The project will be led by Utilities with support from Sustainable Development. The analysis will focus on the SCRD Water Service Areas, including Chapman, Gray, and McNeill Watersheds, as well as Garden Bay, Waugh</p>

		Lake, and Mt. Elphinstone Watersheds. The key components of the analysis are detailed below: <ol style="list-style-type: none"> <li>1. Risk Assessment Recommendations</li> <li>2. Review of Current Data Collection Activities</li> <li>3. Identifying Data Gaps and Redundancies</li> <li>4. Review of Climate Change Risks to Built Infrastructure</li> <li>5. Review of Programs and Policies for Climate Change Adaptation</li> <li>6. Overview of Industry Best Practices and Key Performance Indicators (KPIs)</li> <li>7. Public-Facing Executive Summary</li> </ol>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A – One-time operating expenditure
	<i>Asset Management Implications:</i>	n/a - Operational
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 6: Water systems are resilient to increasing temperatures, recurring, and worsening drought.

7	<i>Function Number – Project Title:</i>	[365 / 366 / 370] – Leak Detection Equipment Phase 2
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Strategic Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$75,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	In 2022, the SCRD purchased several pieces of leak detection and correlation equipment that allows for the identification and diagnosing of water loss within the water distribution network. This pilot program has been successful as a first step in establishing a knowledge base and technological proficiency in water leak identification and remediation, and staff have utilized the existing equipment to help identify

		<p>and resolve numerous leaks within various water service areas on the Sunshine Coast.</p> <p>Phase 2 of this program involves expanding the leak detection equipment inventory to include more sophisticated and efficient equipment that will further help staff identify and remediate larger distribution system leaks. This equipment would include the purchase of numerous remote monitoring sensor equipment that could be installed on valving and left overnight in the field. Staff could then remotely access the diagnostic data and determine if a leak is present, and then further investigate the location(s) using existing equipment. In addition, to support these remote monitoring sensors, a more advanced ground microphone system as well as power transmitters and computing equipment and software would be required. Also included in this project would be 2-3 days of in class and in field training for staff to familiarize themselves with and demonstrate the new equipment and sensors.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Maintenance and replacement of infrastructure related to this endeavor may require future funding.
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning Leak detection equipment will be added to the Utilities Capital Asset Registry.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

8	<i>Function Number – Project Title:</i>	[366 / 370] – Concrete Reservoir Maintenance (leaking)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Strategic Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$416,000

	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	<p>The Selma 2 reservoir located at the Chapman WTP is the main reservoir for all of the Chapman water system supplying water and ensuring that pressure is maintained to Zone 1 and 2 within the system. An inspection on the concrete noted several areas where the concrete was leaking water to the underdrain system. Staff have repaired cracks and constructed a leak capture system to reuse the leaking water resulting in increased operational costs and inefficiencies.</p> <p>Francis Peninsula reservoir is an integral part of the South Pender Harbour water system, the reservoir ensures water is conveyed to residents within the Francis Peninsula area at adequate pressure. There are no drawings of the reservoir, but historical knowledge of the system operations dates the reservoir to the mid 1980's. In mid-2023, the SCRCD hired divers to perform an inspection of the reservoir. The inspection noted several areas where there is rebar partially exposed. Additionally, there are several large cracks near the top of the reservoir where water seeps from the reservoir when it is full.</p> <p>This project is to mitigate all leakage from the Selma 2 reservoir by repairing all cracks and coating all seams and the bottom of the reservoir with an epoxy coating. The Francis Peninsula reservoir will need to be sand blasted to prep the service for epoxy coating that will both seal the cracks and cover the exposed rebar.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

9	<i>Function Number – Project Title:</i>	[365 / 366 / 370] – Bylaw 320 Update - Additional Funding <b>Extraordinary</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$60,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	<p>The SCRD is reviewing and updating the <i>Subdivision and Development Servicing Bylaw No. 320</i>. As an SCRD OCP update is considered, there is a need to ensure the standards and content of the Draft Bylaw are consistent with the update to the OCP, including new provincial regulations.</p> <p>The main project objective is to review the current Subdivision and Servicing Bylaw in conjunction with the Draft Bylaw and update and finalize the Draft Bylaw in order for the SCRD to finalize a new Subdivision Servicing Bylaw. The update must ensure subdivision and development requirements are supportive of the principals and draft policies of the OCP update that are currently being developed and new provincial development regulations. Standard engineering drawings are to be updated and included in the updated Subdivision Servicing Bylaw. The existing budget is insufficient to complete the remaining work to update this bylaw.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Future upgrades to the bylaw will be required.
	<i>Asset Management Implications:</i>	n/a - Operational
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

10	<i>Function Number – Project Title:</i>	[365 / 366 / 370] – Preliminary Service Review - Utility Services <b>Extraordinary</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$75,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	<p>The Infrastructure Services Department is responsible for the provision of water and wastewater services within the SCRD. The delivery of these services has been challenging over the last several years due to a combination of factors including, the impacts of climate change, increased expectations from the community, increased regulatory requirements, community growth, aging infrastructure, decades of insufficient asset management, increased focus on reconciliation with the local First Nations, and increasing costs. While the number of staff working on all aspects of these services have significantly been increased, there are still challenges with the adequate delivery of these services resulting in staff high workloads, elevated stress levels, and reduced moral while simultaneously there is an ongoing substantial backlog of operational and capital projects to be completed, regular (preventative) maintenance work and planning, and policy development. While the high-level service levels for these services are often determined by regulatory requirements, more clearly defined operational service levels are lacking.</p> <p>The objectives of the service review for Utility Services are:</p> <ul style="list-style-type: none"> <li>- Providing an overview of the regulatory set service levels.</li> <li>- Defining the relevant operational service levels.</li> <li>- An assessment of the current staffing levels, organization structure, staff scheduling, staff recruitment, sick leave rates, and relevant</li> </ul>

		<p>policies and procedures associated with the delivery of these services.</p> <p>- Providing recommendations on actions to be taken to improve the delivery of these services such that the service levels as defined in this study can be achieved.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A - Operational
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

11	<i>Function Number – Project Title:</i>	[365 / 366 / 370] – Commercial Food-Growing Farms Policy Development <b>Extraordinary</b>
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$85,000
	<i>Funding Source(s):</i>	Grant
	<i>Rationale / Service Impacts:</i>	<p><b>*Staff recommend deferring to 2026</b></p> <p>This project aims to complete the following SCRD Board directive:</p> <p>AND THAT staff work in collaboration with the Farmers Institute to develop a budget proposal for 2025 funded by the Agricultural Amenities Fund that would develop water use and OCP-related policy to support commercial food-growing farms in the Sunshine Coast Regional District.</p> <p>After consultation with the Sunshine Coast Farmers Institute the project is to include a review and comparison of existing and potential agricultural water and land use policies and their benefits and implications and would be</p>

		undertaken by a consultant. This review will involve SCRD staff and representatives from the commercial farming community. This could include: an assessment of the contributions by these farms to the Sunshine Coast community, an agricultural water rate review, agriculture specific water use regulations, agricultural land use designations, or expansion of rainwater harvesting programming. The consultant is expected to recommend strategic policy direction on how to approach water supply for commercial farms growing food and associated tools that could be developed and implemented.
	<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
		FTE Count: 0.15 (Existing) Cost (2025): \$ 17,906  Additional FTE Count: 0.15 Cost (2025): \$ 16,523  Total FTE 0.30 Cost (2025) \$34,429
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A
	<i>Asset Management Implications:</i>	N/A - Operational
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 6: Water systems are resilient to increasing temperatures, recurring, and worsening drought.

12	<i>Function Number – Project Title:</i>	[366] – McNeill Lake Instrumentation
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	A
	<i>2025 Funding Required:</i>	\$20,125
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Rationale / Service Impacts:</i>	This project aims to significantly modernize and enhance the environmental monitoring



		<p>capabilities of McNeill Lake by modernizing and automating the recording of vital environmental data. The goal is to improve data accuracy, streamline reporting processes, and seamlessly integrate these advancements into our Supervisory Control Data Acquisition (SCADA) system.</p> <p>This project will focus on automatization of expending the monitoring systems for rainwater measurements, lake levels, and lake and air temperatures.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing operation and maintenance may require future operational funding.
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
		Instrumentation equipment will be added to the Utilities Capital Asset Registry.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 6: Water systems are resilient to increasing temperatures, recurring, and worsening drought.

13	<i>Function Number – Project Title:</i>	[365, 366, 370] – Cross Connection Control Program <b>Extraordinary</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Discretionary
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$90,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	Legally the SCRD is obligated to have a program to prevent contamination of our drinking water systems due to water flowing back into our system from large connections. This is called a Backflow Prevention Program. An internal review of the current program has found it to be inadequate and is not compliant with the provincial regulations and exposes the SCRD to

		<p>legal and financial risks. The proposal is to develop and implement an updated program in 3 years.</p> <p>Option 1: 2025 program development and Phase 1 of implementation. Based on results of Phase 1 a subsequent budget proposal will be presented for a second implementation phase. Total cost \$90,000.</p> <p>Option 2: 2025 program development only (\$40,000). Separate budget proposals would be required for the implementation phases.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing staffing and operation costs will be minimal
	<i>Asset Management Implications:</i>	n/a - Operational
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
365 - North Pender Harbour	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 962,541	\$ 1,027,067	\$ 1,203,694	\$ 1,418,948	\$ 1,634,802
Contributions Surplus	\$ 148,860	\$ 211,553	\$ 215,254	\$ 215,854	\$ 322,113
2025 Budget Proposal	-\$ 84,334	-\$ 34,926	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,027,067	\$ 1,203,694	\$ 1,418,948	\$ 1,634,802	\$ 1,956,915

366 - South Pender Harbour	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 913,441	\$ 952,152	\$ 1,171,332	\$ 1,456,773	\$ 1,743,115
Contributions Surplus	\$ 179,268	\$ 277,389	\$ 285,441	\$ 286,342	\$ 538,923
2025 Budget Proposal	-\$ 140,557	-\$ 58,209	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 952,152	\$ 1,171,332	\$ 1,456,773	\$ 1,743,115	\$ 2,282,038

370 - Regional	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 7,563,770	\$ 7,988,765	\$ 8,803,061	\$ 9,975,600	\$11,171,531
Contributions Surplus	\$ 1,085,203	\$ 1,126,159	\$ 1,238,594	\$ 1,253,780	\$ 3,766,342
2025 Budget Proposal	-\$ 660,208	-\$ 311,862	-\$ 66,055	-\$ 57,849	-\$ 50,817
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 7,988,765	\$ 8,803,061	\$ 9,975,600	\$11,171,531	\$14,887,056

<b>Five-Year Operating Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
365 - North Pender Harbour	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 517,973	\$ 506,156	\$ 563,017	\$ 617,650	\$ 669,710
2024 Operating Surplus	\$ 117,193	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 121,500	-\$ 2,500	-\$ 50	-\$ 50	\$ -
Contribution to Reserve	-\$ 7,510	\$ 59,361	\$ 54,683	\$ 52,110	\$ 397,291
Closing Balance in Reserve	\$ 506,156	\$ 563,017	\$ 617,650	\$ 669,710	\$ 1,067,001

366 - South Pender Harbour	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 858,993	\$ 637,548	\$ 647,466	\$ 655,533	\$ 658,452
2024 Operating Surplus	\$ 184,928	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 350,125	-\$ 5,000	-\$ 100	-\$ 100	-\$ 100
Contribution to Reserve	-\$ 56,248	\$ 14,918	\$ 8,167	\$ 3,019	\$ 560,965
Closing Balance in Reserve	\$ 637,548	\$ 647,466	\$ 655,533	\$ 658,452	\$ 1,219,317

370 - Regional	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 3,822,889	\$ 5,846,695	\$ 7,044,747	\$ 8,381,032	\$ 9,673,566
2024 Operating Surplus	\$ 1,272,327	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 1,084,089	-\$ 175,832	-\$ 136,705	-\$ 136,705	-\$ 136,705
Contribution to Reserve	\$ 1,835,568	\$ 1,373,884	\$ 1,472,990	\$ 1,429,238	\$ 5,854,483
Closing Balance in Reserve	\$ 5,846,695	\$ 7,044,747	\$ 8,381,032	\$ 9,673,566	\$ 15,391,344

Reviewed by:			
CAO / CFO		Legislative	
Finance		Manager	
GM		Other Staff	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Shane Walkey, Manager, Utility Services

**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR WASTEWATER TREATMENT PLANTS [381 - 395]**

---

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Wastewater Treatment Plants [381 - 395] be received for information.**

---

**BACKGROUND**

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

**DISCUSSION**

**2025 R1 Budget Proposals**

1	<i>Function Number – Project Title:</i>	[387] Square Bay Wastewater Treatment Plant Base Budget Increase (Realignment Capital to Operating) ( <b>Addressed through Nov. 21 Rate Report</b> )
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	B
	<i>2025 Funding Required:</i>	\$6,000
	<i>Funding Source(s):</i>	User Fees
	<i>Rationale / Service Impacts:</i>	The Square Bay Wastewater Treatment Plant underwent a major rebuild a few years ago. Since its commissioning, staff have focused on minimizing infiltration, improving their operational expertise, and optimizing the plant’s efficiency. These efforts have led to reduced staff time and fewer emergency callouts, resulting in a \$6,000

		<p>surplus in staff costs. Despite these operational gains and the subsequent reduction in staff time and emergency interventions, other costs have continued to rise. Specifically, expenses related to contracted services, small machinery, telecommunications, and electricity have increased. These rising costs are putting pressure on the Base Budget, which needs to be adjusted to accommodate these new financial demands.</p> <p>To address this issue, staff recommend a strategic reallocation of the \$6,000 surplus, derived from reduced staff time, to cover the increased Base Budget expenses associated with the rising costs. This reallocation will ensure that the plant's operational needs are met without requiring additional financial contributions from the constituents.</p> <p>Importantly, this adjustment will not impose any extra financial burden on the users. The necessary funds to cover the increased expenses will be sourced from the existing user fees, ensuring that there is no need to increase costs for residents.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

2	<i>Function Number – Project Title:</i>	[392] – Roberts Creek Wastewater Treatment Plant Base Budget Increase ( <b>Addressed through Nov. 21 Rate Report</b> )
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	D

	<i>2025 Funding Required:</i>	\$5,000
	<i>Funding Source(s):</i>	User Fees
	<i>Rationale / Service Impacts:</i>	<p>The Roberts Creek Wastewater Treatment Plant has undergone several upgrades in recent years, leading to increased operational efficiency and reduced staff time requirements. These improvements have created a \$5,000 surplus in staff costs. One significant upgrade was the decision to run the aeration blowers continuously, 24/7, which, combined with the installation of carbon filters, has greatly enhanced odor control at the plant. As a result, odor complaints from nearby residents have been eliminated. However, the continuous operation of the aeration blowers has led to an increase in electrical costs, raising expenses in the Base Budget by approximately \$3,100. Considering this, along with other rising costs such as telecommunications and fees, staff recommend reallocating the \$5,000 savings from reduced staff time to cover the increased Base Budget expenses.</p> <p>This adjustment will not impose any additional costs on constituents, as it will be covered by existing User Fees.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

3	<i>Function Number – Project Title:</i>	[394] – Painted Boat Wastewater Treatment Plant Base Budget Increase
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	A

	<i>2025 Funding Required:</i>	\$2,000
	<i>Funding Source(s):</i>	User Fees
	<i>Rationale / Service Impacts:</i>	The Painted Boat Wastewater Treatment Facility employs a crucial UV disinfection system as part of its wastewater treatment process to ensure compliance with the Municipal Wastewater Regulation (MWR). An additional \$2,000 in annual base budget funding is to purchase replacement UV bulbs, which are vital to maintaining the effectiveness of the disinfection system and ensuring the continued safety and regulatory compliance of our treated effluent.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This budget proposal allows for sufficient budget for the replacement of critical components. Funding should be sufficient until costs for replacement parts increase substantially.
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

4	<i>Function Number – Project Title:</i>	[386] – Lee Bay Wastewater Treatment Plant Electrical Upgrades
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	A
	<i>2025 Funding Required:</i>	\$110,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Rationale / Service Impacts:</i>	Funds to replace the generator at the Lee Bay WWTP have been approved as part of the 2024 budget process.  Recently, an inspection conducted by a certified electrician related to the in 2024 approved generator project revealed that the electrical



		<p>components within the generator building have been significantly compromised by sewer gases. These gases have caused severe damage to the electrical systems. In addition to the immediate safety risks, the compromised infrastructure undermines the reliability of our backup power system, which is essential for emergency situations.</p> <p>To prevent future issues and enhance the safety of the facility, the building must undergo repairs to address and mitigate sewer gas damage. This includes structural repairs, improvements to the building's ventilation system, and modifications to eliminate potential points of sewer gas entry. As part of the electrical system replacement, the communication and control systems will be upgraded.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Once the electrical system is replaced, any future maintenance to it can be completed within current base budget
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

5	<i>Function Number – Project Title:</i>	[384 / 385] – Secret Cove Outfall Maintenance Phase 2
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	B
	<i>2025 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	The Secret Cove and Jolly Roger Wastewater Treatment Plants, operating under a permit issued by the Ministry of the Environment, require ongoing maintenance of their ocean

		<p>outfalls. Inspection in 2022 and 2024 by a dive team identified issues with the outfall anchors and markers, including the need for replacements and adjustments to meet original installation specifications.</p> <p>Phase 2, which is planned for 2025, an additional \$20,000 is required. This phased approach is proposed due to funding constraints, with the full scope of necessary maintenance estimated at \$62,000 plus ~ \$8,000 staff time. It is possible that a Phase 3 may be required to fully complete the outfall maintenance.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>This is a second phase to improve this outfall and a third phase is most likely to be undertaken in 2026 to bring the entire outfall into a good and safe working condition. Ongoing maintenance can be completed within the existing base budget.</p>
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

6	<i>Function Number – Project Title:</i>	[391] – Curran Road Wastewater Treatment Plant Modifications
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Discretionary
	<i>Geographic Areas Affected:</i>	B
	<i>2025 Funding Required:</i>	\$91,000
	<i>Funding Source(s):</i>	Capital Reserves - \$60,000 Operating Reserves - \$31,000
	<i>Rationale / Service Impacts:</i>	<p><b>*Staff recommend deferring to 2026</b></p> <p>The Rotating Biological Contactor (RBC) system, which was installed in 1982, historically met the wastewater treatment needs at Curran Road.</p>

		<p>However, since the plant was upgraded to a FAST (Fixed Activated Sludge Treatment) system in 2014, the RBC was intended to be treatment for low flows. The RBC drum shaft has broken, making it unusable and its continued presence leads to inefficiencies and incurs unnecessary operational costs. To optimize facility performance and reduce maintenance expenses, staff recommend the removal of the RBC drum system along with conducting a condition assessment of the remaining RBC infrastructure to determine the best course of action.</p> <p>Any potential replacement or upgrades of the RBC system may be considered in a future proposal for 2026 only if the cost-benefit analysis deems it practicable.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This project may have a future impact on operational and maintenance costs within the service area and may result in future capital work related to asset rehabilitation or replacement on site.
	<i>Asset Management Implications:</i>	4.0 Understanding the Asset Lifecycle
		This project includes a condition assessment of the asset to confirm the feasibility of installing a new RBC unit.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

7	<i>Function Number – Project Title:</i>	Rate Stabilization ([382],[386],[391])
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Discretionary
	<i>Geographic Areas Affected:</i>	A, B and E
	<i>2025 Funding Required:</i>	Woodcreek [382]-\$1,274 Lee Bay [386]- \$7,618

	Curran [391] - \$978
<i>Funding Source(s):</i>	Operating Reserves
<i>Rationale / Service Impacts:</i>	Due to high Operating Reserves staff have recommended supplementing 2025 Operating budget with Operating Reserves rather than raise rates.
<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a
<i>Asset Management Implications:</i>	3.0 Guiding Effective Decisions
<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
<b>386 - Lee Bay</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 359,654	\$ 299,493	\$ 370,245	\$ 449,797	\$ 529,349
Contributions Surplus	\$ 49,809	\$ 70,752	\$ 79,552	\$ 79,552	\$ 79,552
2025 Proposals	-\$ 109,970	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 299,493	\$ 370,245	\$ 449,797	\$ 529,349	\$ 608,901

<b>391 - Curran Road</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 90,219	\$ 58,562	\$ 65,632	\$ 59,607	\$ 53,582
Contributions Surplus	\$ 28,343	\$ 7,070	-\$ 6,025	-\$ 6,025	\$ 36,216
2025 Proposals	-\$ 60,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 58,562	\$ 65,632	\$ 59,607	\$ 53,582	\$ 89,798

<b>Five-Year Operating Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
<b>384 - Woodcreek Park</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 98,714	\$ 125,429	\$ 120,401	\$ 114,780	\$ 109,159
2024 Operating Surplus	\$ 29,639	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 1,774	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	-\$ 1,150	-\$ 5,028	-\$ 5,621	-\$ 5,621	\$ 24,625
Closing Balance in Reserve	\$ 125,429	\$ 120,401	\$ 114,780	\$ 109,159	\$ 133,784

<b>384 - Jolly Roger</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 26,078	\$ 23,781	\$ 20,602	\$ 17,153	\$ 13,704
2024 Operating Surplus	\$ 10,089	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 10,500	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	-\$ 1,886	-\$ 3,179	-\$ 3,449	-\$ 3,449	\$ 10,297
Closing Balance in Reserve	\$ 23,781	\$ 20,602	\$ 17,153	\$ 13,704	\$ 24,001

<b>385 - Secret Cove</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 27,633	\$ 18,980	\$ 14,920	\$ 10,588	\$ 6,256
2024 Operating Surplus	\$ 4,595	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 10,500	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	-\$ 2,748	-\$ 4,060	-\$ 4,332	-\$ 4,332	\$ 9,536
Closing Balance in Reserve	\$ 18,980	\$ 14,920	\$ 10,588	\$ 6,256	\$ 15,792

<b>386 - Lee Bay</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 243,504	\$ 241,151	\$ 231,629	\$ 221,699	\$ 211,769
2024 Operating Surplus	\$ 13,273	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 8,118	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	-\$ 7,508	-\$ 9,522	-\$ 9,930	-\$ 9,930	\$ 11,007

**Staff Report to Finance Committee – November 25-26, 2024**  
**2025 Round 1 Budget Proposal for Wastewater Treatment Plants [381-395] Page 10 of 10**

<b>391 - Curran Road</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 75,572	\$ 49,780	\$ 47,089	\$ 44,022	\$ 40,955
2024 Operating Surplus	\$ 7,583	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 32,478	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	-\$ 897	-\$ 2,691	-\$ 3,067	-\$ 3,067	\$ 15,942
Closing Balance in Reserve	\$ 49,780	\$ 47,089	\$ 44,022	\$ 40,955	\$ 56,897

<b>394 - Painted Boat</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 82,816	\$ 80,045	\$ 76,192	\$ 72,121	\$ 68,050
2024 Operating Surplus	\$ 469	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 2,500	-\$ 2,000	-\$ 2,000	-\$ 2,000	-\$ 2,000
Contribution to Reserve	-\$ 740	-\$ 1,853	-\$ 2,071	-\$ 2,071	\$ 9,255
Closing Balance in Reserve	\$ 80,045	\$ 76,192	\$ 72,121	\$ 68,050	\$ 75,305

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – R. Rosenboom	Other Staff	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024  
**AUTHOR:** Shane Walkey, Manager, Utility Services  
**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR AREA A FEASIBILITY STUDIES [151]

---

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Area A Feasibility Studies [151] be received for information.**

---

**BACKGROUND**

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

**DISCUSSION**

***2025 R1 Budget Proposal***

1	<i>Function Number – Project Title:</i>	[151] – Feasibility Study Pender Landing Wastewater Treatment Plant Service Establishment
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	A
	<i>2025 Funding Required:</i>	\$37,500
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	In 2019 the Board directed staff to establish a new service area and take over the management and ownership of all remaining assets associated with the Pender Landing Wastewater Treatment Plant (WWTP), with the additional direction that we would change the disposal from a land disposal option to an ocean outfall.

		<p>Staff have since been working with the owner of the outfall/developer of the original Pender Landing subdivision on the steps required and are now at a stage that the final steps could be initiated for this service establishment.</p> <p>The purpose of this proposal is to establish sufficient funding to undertake the essential activities to establish a service area, including:</p> <ul style="list-style-type: none"> <li>- Assess technical and legal implications for connection of Sara Wray Hall to facility and address any identified issues.</li> <li>- Petition process with residents to confirm support for service area establishment</li> <li>- Transfer relevant SRWs to SCRD and establish remaining SRW</li> </ul> <p>Excluded from the scope of this project is:</p> <ul style="list-style-type: none"> <li>- Undertaken condition assessment of outfall and complete any required repairs</li> <li>- Develop legal operating agreements with third parties that would like to also use same outfall (PODS, one resident)</li> <li>- Transfer registration with MOESCC of outfall to SCRD.</li> </ul> <p>The owner of the outfall/developer of the original subdivision has indicated that he might be willing to fund some of the costs associated with the outfall work that might reduce the future costs for the service participants. To date no formal agreement on this has been reached. Any such contribution would reduce the initial cost of the new service, if established.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

Reviewed by:			
CAO / CFO		Legislative	
Finance		Manager	
GM		Other Staff	



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Marc Sole, Manager, Solid Waste Services

**SUBJECT:** **SOLID WASTE MANAGEMENT PLAN UPDATE - INCLUSION OF LONG-RANGE DISPOSAL OPTIONS**

---

### RECOMMENDATION(S)

**THAT the report titled Solid Waste Management Plan Update – Inclusion of Long-Range Disposal Options be received for information.**

---

### BACKGROUND

At the November 14 Board meeting the Board adopted the following recommendation:

304/24 **Recommendation No. 10** *2025 Proposed Projects*  
 (part) The Finance Committee recommended that staff report, after contacting the Ministry of Environment and Climate Changes Strategies, on the outcomes and implications of requesting an extension for the update of the Solid Waste Management Plan and how this extension impacts solid waste projects current and proposed for 2025.

The purpose of this report is to provide an overview of the projects, and associated timelines, directly or indirectly related to confirming a long-term solid waste disposal option after 2030.

### DISCUSSION

#### *Solid Waste Management Plan update*

Since 2023 the Sunshine Coast Regional District (SCRD) has been working on an update to the 2011 Solid Waste Management Plan (SWMP). The development of the SWMP must be completed every ten years, as per Provincial guidelines, and will ultimately need to be submitted to the Minister of Environment and Climate Change Strategy for approval. This strategic service plan is required to describe how the SCRD will manage the community's solid waste, including an overview of any services provided, waste diversion and community engagement initiatives, and waste disposal options. The relocation of the current contact water pond is anticipated to extend the useful landfill life of the Sechelt Landfill until sometime in 2030. Given the 10-year term of the SWMP, the Plan would also need to outline the anticipated disposal option after 2030. The SMWP update therefore cannot be completed without this long-term disposal option being confirmed. It should be noted that any capital projects to support any of the initiatives included in the Plan are exempt from any further electoral approval requirements associated with securing a long-term loan required for the development of that infrastructure.

Provincial staff have advised the SCRD to submit a formal extension request with regards to the January 31, 2025 deadline provided in the 2023 amendment to the 2011 SWMP. This amendment temporarily allows the SCRD to export waste off Coast, should the Sechelt Landfill reach capacity while a new SWMP is being developed. Although this amendment is no longer

necessary in light of the Contact Water Pond Relocation Project currently being implemented, extending the useful landfill life of the Sechelt Landfill to 2030 and the SWMP-update process is expected to be completed in 2025 or 2026.

*Detailed and updated feasibility study for waste export*

One of the potentially feasible long-term waste disposal options is to export all the waste off Coast to a landfill within the United States or elsewhere in BC. This option would require a purpose-built transfer station to be developed near a barge facility. The development of such a facility could easily take four years to complete, making it essential that such development would commence in 2026 in order to meet the 2030 timeline for completion.

*Vertical expansion of the Sechelt Landfill*

The alternative long-term waste disposal option currently being further explored is the construction of a berm or wall along the outside perimeter of parts of or the entire Sechelt Landfill to allow for a further increase in height of the Landfill. This expansion would be constructed on the existing landfill property. This option could result in an increase in landfill life of anywhere between seven years and several decades. The development of a vertical expansion needs to commence in 2026 in order to meet the 2030 timeline for completion.

*First Nation and public engagement*

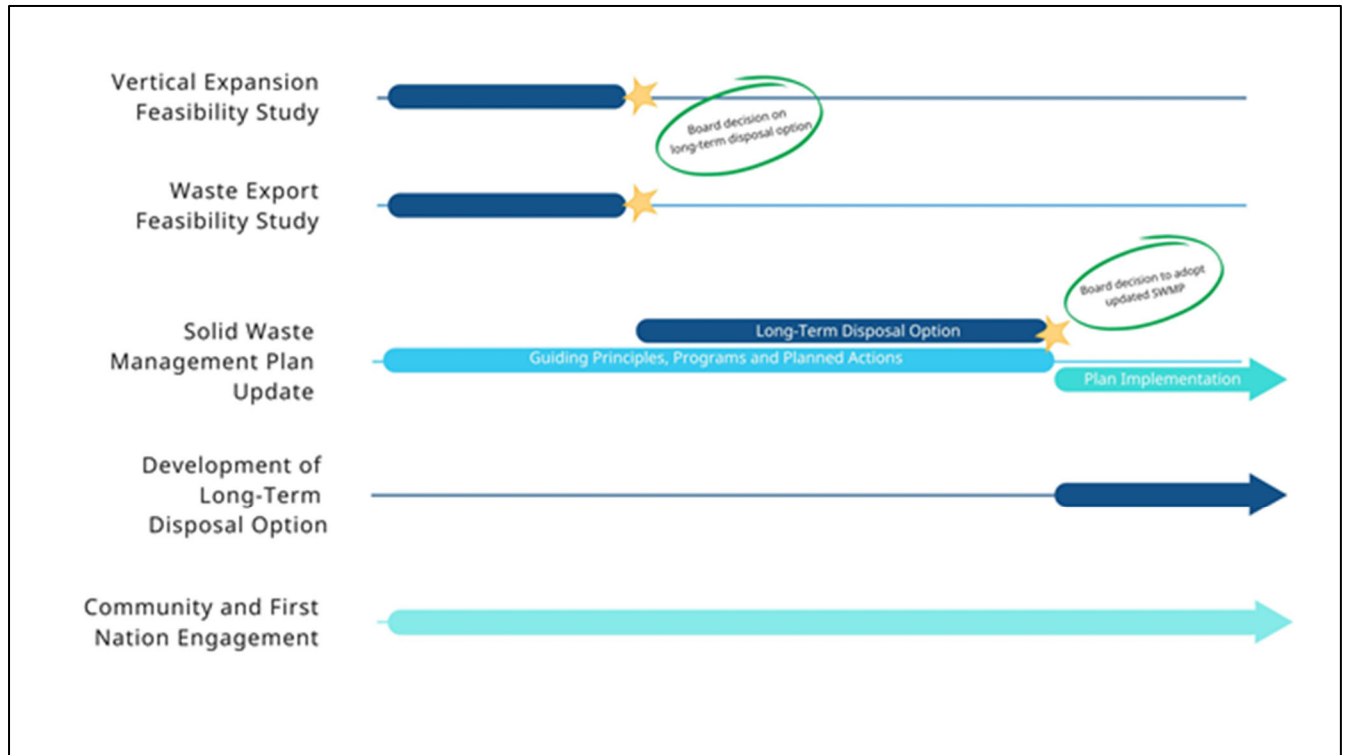
Staff is advancing the engagement with the shíshálh Nation and the Sḵwxwú7mesh Úxwumixw on the projects listed above. Public engagement on a draft SWMP update is also required and has been ongoing. The draft Plan can only be completed once a long-term waste disposal option is confirmed in principle.

*Timeline for next steps*

Staff are currently working with a consultant on feasibility studies focused on confirming the options for long-term waste disposal. These studies are anticipated to be completed by late Q1/early Q2 2025. This timeline would allow for the SCRD to confirm its preferred long-term waste disposal option. The preferred option would subsequently be included in the draft SWMP update that would then be referred to First Nations, member municipalities, and would be the subject of further public engagement.

Based on the feedback received during this engagement, funds to initiate the actual development of the preferred option could be considered for approval as part of the 2026 budget process.

The schematic presented below presents the connection between the above listed projects in a graphical manner.



**STRATEGIC PLAN AND RELATED POLICIES**

This staff report is aligned with the Board’s Service Delivery Focus Area of Solid Waste Solutions: Update and adopt the Regional Solid Waste Management Plan that includes new diversion targets and optimization of service delivery; and, Optimize use of Sechelt Landfill site to bridge to future long-term waste disposal solutions.

**CONCLUSION**

As per Provincial guidelines the SCRD has been working on an update to the 2011 SWMP. Given the 10-year term of the Plan, it cannot be completed without a long-term disposal option being confirmed after 2030. Feasibility studies focused on confirming the options for long-term waste disposal are anticipated to be completed early 2025.

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

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024  
**AUTHOR:** Marc Sole, Manager, Solid Waste Services  
**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR REGIONAL SOLID WASTE [350, 351, 352]

---

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Regional Solid Waste [350, 351, 352] be received for information.**

---

**BACKGROUND**

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

**DISCUSSION**

**2025 R1 Budget Proposals**

1	<i>Function Number – Project Title:</i>	[351, 352] – Solid Waste Operations Maintenance Base Budget Increase for FTE Component (0.93 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	Sechelt and A
	<i>2025 Funding Required:</i>	\$75,704
	<i>Funding Source(s):</i>	User Fees (Tipping Fees)
	<i>Rationale / Service Impacts:</i>	The Contact Water Pond Relocation construction at Sechelt Landfill and Pender Harbour Transfer Station upgrades are expected to be completed in 2025. As part of the project, a preventative maintenance plan is being developed to ensure regulatory compliance and longevity of the new infrastructure. Besides, the recently amended

		<p>Operating Certificate for the Sechelt Landfill emphasizes regulatory operational requirements staff have not been able to meet over the past several years due to insufficient staffing resources. Additional annual base budget is required for maintenance that includes inspections, vegetation control, sediment removal, and other preventative maintenance items, such as work on the electric fence.</p> <p>Additional 0.92 FTE Site Attendant FTE is required.</p>
	<i>HR Implications</i>	<p><input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p> <p><b>Staffing (2025)</b>  Proration (7.2 Months)  FTE Count: 0.63  Cost (2025): \$55,704</p> <p><b>Future Year FTE Request</b>  FTE Count: 0.93  Cost: \$84,491</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Base Budget Increase
	<i>Asset Management Implications:</i>	<p>5.0 Asset Governance</p> <p>Preventative maintenance and ensuring regulatory requirements.</p>
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 10: Increase Community Resilience to Extreme weather events including flooding, extreme heat, and poor air quality.

2	<i>Function Number – Project Title:</i>	[351, 352] – Environmental Monitoring for Sechelt Landfill and Pender Harbour Transfer Station (base budget)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	Sechelt and A

	<i>2025 Funding Required:</i>	\$100,000
	<i>Funding Source(s):</i>	User Fees (Tipping Fees)
	<i>Rationale / Service Impacts:</i>	<p>Provincial regulations require Environmental Monitoring Programs at Sechelt Landfill and Pender Harbour Transfer Station - including groundwater, surface water, and landfill gas monitoring.</p> <p>Given the updated environmental requirements included in the recently amended Operating Certificate for the Sechelt Landfill the scope of the environmental monitoring has expanded and increased substantially. Staff assessed the delivery options and concluded that contracting out most of the required environmental monitoring services is more cost-effective than bringing all these services in-house.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Base Budget Increase
	<i>Asset Management Implications:</i>	3.0 Guiding Effective Decisions
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 7: Increase Organizational Ability to Promote Ecosystem Health and Resilience.

3	<i>Function Number – Project Title:</i>	[350, 351, 352] – Solid Waste Contracts
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	<p><b>\$64,280</b></p> <p>350 - \$33,992                      351 - \$12,115                      352 - \$18,173</p>

	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	The Solid Waste Division has over forty contracts that support all solid waste services. This proposal includes all contracts that are expiring in 2025 up to Q2 2026. To ensure business continuity, this proposal adds buffers to avoid amending the Financial Plan throughout the year as best as possible. Alternatively, for the contract renewals or extensions that require an increased budget, the Board could decide to amend the Financial Plan 2025-2029 when contract awards are presented to the Board.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Base Budget Increase
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

4	<i>Function Number – Project Title:</i>	[350] – Solid Waste Management Plan (SWMP) Update - Inclusion of Long-Range Disposal Options <b>Extraordinary</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Strategic Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$86,782
	<i>Funding Source(s):</i>	Eco Fee Operating Reserve
	<i>Rationale / Service Impacts:</i>	At the February 8, 2024, Board meeting, the Board adopted the following resolution 038/24 (in part): b) Staff engage with Sunshine Coast local governments, First Nations, interested parties and residents on the feasibility of future solid waste disposal options in support of the Solid Waste Management Plan (SWMP) Update

		<p>process and the future of solid waste management on the Sunshine Coast.</p> <p>The proposal is to extend the engagement with First Nations at a staff and elected level over and above of what was initially planned. This proposal is for retaining a professional facilitator and funds for facility rental and catering costs for some of these meetings. Besides, this Budget Proposal would also allow our SWMP consultant to support and attend these meetings and incorporate the outcome in the SWMP update.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 2: Collaboration - Stronger collaboration between different levels of government, local governments, businesses, and community groups.

5	<i>Function Number – Project Title:</i>	[352] – Sechelt Landfill Generator Purchase
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2025 Funding Required:</i>	\$80,300
	<i>Funding Source(s):</i>	Landfill Operating Reserves
	<i>Rationale / Service Impacts:</i>	Sechelt Landfill must have power twenty-four hours per day to ensure that the electric fence is functional, which is a regulatory requirement of the Operational Certificate issued by the province. While awaiting BC Hydro Power, the SCRCD owns one generator and rents another to ensure reliable power supply to the site. Once connected to BC Hydro power, the site will require a backup



		power source in the event of a power failure. The SCR D owned generator is an older unit procured internally from another division with the aim of continuing to use it once connected to BC Hydro power as a backup power source. However, this generator is nearing the end of its life. A back-up generator is a critical piece of infrastructure for the site, and a replacement generator is required. The lead time for acquiring generators can be several months, securing budget is essential to ensure a generator is procured prior to the current generator’s end of life.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	To be included in the pending Asset Management Plan
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

6	<i>Function Number – Project Title:</i>	[350, 352] – Solid Waste Operations Supervisory Staff On-site Vehicle
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Board Directed or Business continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$20,750
	<i>Funding Source(s):</i>	Landfill Operating Reserves
	<i>Rationale / Service Impacts:</i>	Sechelt Landfill is the main office location for the Superintendent of Solid Waste Operations and the Solid Waste Operations Coordinator. These positions are responsible for Sechelt Landfill and Pender Harbour Transfer Station. The Supervisory staff onsite do not have a vehicle to go between sites or to quickly attend to urgent situations. The site has one pick-up truck that is occupied by Site

		Attendants for day-to-day operations. A replacement is proposed to be sourced from another division that is transitioning to a new vehicle. The vehicle available for Solid Waste to purchase as soon as we have funding is Unit No. 465 from Utilities, which is a 2012 Ford Escape.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	To be included in the pending Asset Management Plan
	<i>Asset Management Implications:</i>	1.0 Asset Inventory Utilization
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

7	<i>Function Number – Project Title:</i>	<b>**NEW</b> [350, 352] – Sechelt Landfill BC Hydro Connection – Additional Funding Required
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business continuity
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2025 Funding Required:</i>	\$71,666
	<i>Funding Source(s):</i>	Capital Costs: Long-Term Debt  Electricity Costs: Taxation
	<i>Rationale / Service Impacts:</i>	<p>Power at the Sechelt Landfill is currently provided by two diesel generators: one owned by the SCRD and the other rented. Electricity is needed twenty-four hours per day to power the electric fence, which is a regulatory requirement, and operate the scale, payment system, and staff workstations at the site.</p> <p>In 2020 the Board directed staff to pursue a direct connection to the BC Hydro grid. Staff have been working with BC Hydro since then to complete this project. A quote from BC Hydro was received in late 2024 with a cost</p>

		<p>of \$289,348 to install poles along Dusty Road and connect the Landfill to the grid. The SCR D will need to install an underground conduit across Dusty Road at the Landfill and perform tree removal work along the road for \$34,300. It is anticipated that the annual charge for electricity, once the installation is complete, would be \$4,000. For 2025 any such costs can be absorbed within base budget. Staff will report back to the Board if the electricity costs will be in excess of what can be absorbed in base budget long-term.</p> <p>The current budget for this project is \$264,224 and there is a shortfall of \$71,666.</p> <p>If this project does not proceed, the SCR D will need to continue its use of diesel generators to provide power to the site. Fuel costs are \$26,000 per year and associated greenhouse gas emissions release 38.9 tCO<sub>2</sub> per year, or 3.2% of the SCR D’s corporate emissions.</p>
	<p><i>HR Implications</i></p>	<p><input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE  <input type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>n/a</p>
	<p><i>Asset Management Implications:</i></p>	<p>n/a</p>
	<p><i>Climate Action Plan Goal and Impact (if applicable)</i></p>	<p>Goal 14: Buildings are as efficient as possible and lock into zero-emission options as much as possible.</p>

**Financial Implications**

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

350 - Regional Solid Waste	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 85,446	\$ 158,806	\$ 127,034	\$ 93,718	\$ 58,783
2024 Operating Surplus	\$ 153,660	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 80,300	-\$ 31,772	-\$ 33,316	-\$ 34,935	-\$ 36,634
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 158,806	\$ 127,034	\$ 93,718	\$ 58,783	\$ 22,149

Landfill	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 1,083,067	\$ 1,515,441	\$ 1,515,441	\$ 1,515,441	\$ 1,515,441
2024 Operating Surplus	\$ 453,124	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 20,750	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,515,441	\$ 1,515,441	\$ 1,515,441	\$ 1,515,441	\$ 1,515,441

350 - Zero Waste Initiatives	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 222,505	\$ 191,593	\$ 247,463	\$ 303,333	\$ 359,203
2024 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 86,782	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 55,870	\$ 55,870	\$ 55,870	\$ 55,870	\$ 55,870
Closing Balance in Reserve	\$ 191,593	\$ 247,463	\$ 303,333	\$ 359,203	\$ 415,073

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X - R. Rosenboom	Other Staff	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

**TO:** Finance Committee (Round 1 Budget) – November 25-26, 2024  
**AUTHOR:** Tina Perreault, Chief Administrative Officer / Chief Financial Officer  
**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR GENERAL GOVERNMENT [110]**

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for General Government [110] be received for information.**

**BACKGROUND**

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

Mandatory project, as follows, has been included in the Draft 2025-2029 Financial Plan:

- **BOARD REQUIREMENT:**
  - Chief Administrative Officer Recruitment.

**DISCUSSION**

**2025 R1 Budget Proposal**

<b>1</b>	<i>Function Number – Project Title:</i>	[110] – Corporate Work Planning (One-Time and Base Budget Increase)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	<b>\$30,000 Total in 2025</b> \$30,000 One Time (2025)
	<i>Funding Source(s):</i>	Operating Reserves \$30,000
	<i>Rationale / Service Impacts:</i>	This is to support the continuation of the corporate prioritization and resource planning

		<p>toward the development of an SCRD Corporate Plan.</p> <p>The project is currently under way and is much larger in scope than first anticipated. The first phase has focused on “extraordinary projects”, defined as:</p> <ul style="list-style-type: none"> <li>• Increase in to service level , enhancements</li> <li>• New service</li> <li>• Project is Highly technical / expertise like engineering, electrical, etc. required</li> <li>• Project has High costs</li> <li>• Project has a high level of complexity</li> <li>• Project has High risk</li> <li>• Asset has a Long life cycle</li> <li>• Project involves other Divisions (i.e. Leg Services for electoral approval process or APP, etc.)</li> </ul> <p>The next phase will include an analysis of the operational plans and resources as well as how the SCRD will report on progress of projects.</p> <p>How the tool will be used for decision making also needs to be determined.</p>
	<p><i>HR Implications</i></p>	<p><input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input checked="" type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>2026-2029-\$15,000 Ongoing Base Budget Increase to ensure continuity of Corporate Work Planning</p>
	<p><i>Asset Management Implications:</i></p>	<p>n/a</p>
	<p><i>Climate Action Plan Goal and Impact (if applicable)</i></p>	<p>n/a</p>

**Financial Implications**

**Five-Year Operating Reserve Plan (or longer, if applicable)**

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 735,489	\$ 788,010	\$ 730,510	\$ 736,510	\$ 742,510
2024 Operating Surplus	\$ 186,521	\$ -	\$ -	\$ -	\$ -
2025 Mandatory Project-CAO recruitment	-\$ 60,000				
2025 Budget Proposals	-\$ 30,000	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve			\$ 6,000	\$ 6,000	\$ 6,000
From Reserve (Rate Stabilization)	-\$ 44,000	-\$ 57,500			
Closing Balance in Reserve	\$ 788,010	\$ 730,510	\$ 736,510	\$ 742,510	\$ 748,510

Reviewed by:			
CAO / CFO		Legislative	
Finance		Manager	
GM		Other Staff	

**UNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

**TO:** Finance Committee (Round 1 Budget) –November 25 and 26, 2024  
**AUTHOR:** Tina Perreault, Chief Administrative Officer / Chief Financial Officer  
**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR FIELD ROAD BUILDING MAINTENANCE [114]**

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Field Road Building Maintenance [114] be received for information.**

**BACKGROUND**

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

**DISCUSSION**

**2025 R1 Budget Proposals**

1	<i>Function Number – Project Title:</i>	<b>***NEW</b> [114] – Field Road Building Maintenance – Mandatory Repairs and Maintenance – Base Budget Increase
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$60,000
	<i>Funding Source(s):</i>	Support Services
	<i>Rationale / Service Impacts:</i>	The SCRD's administrative building is 20 years old. Several items with the facility are at or nearing the end of their useful life. These include repairs to mechanical systems (HVAC), equipment, and other building components which are causing safety concerns. There has not been an increase in this area for over 10 years.



		A capital plan is being developed, including condition assessment. It is anticipated that large capital costs will be required in the coming, including an increase to reserve contributions. This is expected to be presented as part of the 2026 Budget and capital planning process.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing Requirements – Base Budget Increase \$60,000
	<i>Asset Management Implications:</i>	4.0 Understanding the Asset Lifecycle
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 14: Buildings are as efficient as possible and lock into zero-emission options as much as possible.

2	<i>Function Number – Project Title:</i>	<b>***NEW</b> [114] – Field Road Vehicle Compound Extension and Upgrades for Additional Electric Vehicles (Part of EV Phase 2 – 2022 Project)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$150,000
	<i>Funding Source(s):</i>	Support Services
	<i>Rationale / Service Impacts:</i>	The SCR D fleet replacement strategy is to replace fossil fuel vehicles with electric vehicles (EV) to meet Corporate GHG targets. The transition EV requires sufficient charging infrastructure to support the daily operation of EV. Currently there are 6 EV based at Field Road which are supported by 4 level II and 3 level I chargers. Due to the constraints of the current electrical supply infrastructure at Field Road the level II chargers are operating at extremely reduced capacity which is limiting the useful range of EV. There are a number of fossil fuel vehicles planned for replacement with EV in the next 2 years (recommended replacement schedule is being developed as part of the Fleet

		<p>Strategy). An electrical design consultant conducted an electrical assessment of Field Rd location to determine the future charging needs and electrical service infrastructure upgrades required to support the anticipated EV fleet to be based at Field Road over the next 2 years and 5 years.</p> <p>Implementation of this project in two phases would result in capacity for 15 level II chargers within 5 years.</p> <p>Phase 1 Infrastructure upgrades at Field Road include:</p> <ul style="list-style-type: none"> <li>- Connection to the main switchboard in the Field Road Office Building</li> <li>- Outdoor rated transformer and base installed in the fleet parking area</li> <li>- Distribution panel installed in the fleet parking area</li> <li>- Significant trenching and cabling</li> <li>- Installation of 6 new level II chargers</li> <li>- Most of the new chargers will be pedestal mounted</li> <li>- Expansion of the parking area to accommodate additional vehicles and chargers including, relocation of storage container, moving fencing and surface grading.</li> </ul>
	<p><i>HR Implications</i></p>	<p><input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input checked="" type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Phase 2 - Upgrade \$45,000 (estimated in 2024 dollars)</p> <p>TOTAL PROJECT: \$195,000 (not including public charging option)</p>
	<p><i>Asset Management Implications:</i></p>	<p>5.0 Asset Governance</p>
	<p><i>Climate Action Plan Goal and Impact (if applicable)</i></p>	<p>Goal 14: Buildings are as efficient as possible and lock into zero-emission options as much as possible.</p>

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$319,092	\$339,092	\$359,092	\$379,092	\$399,092
Contributions Surplus	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$339,092	\$359,092	\$379,092	\$399,092	\$419,092

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
**(use table illustrating capital contributions and expenditures, if available)**

	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 250,128.00	\$ 296,668	\$ 296,668	\$ 296,668	\$ 296,668
2024 Operating Surplus	\$ 46,540.00	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 296,668	\$ 296,668	\$ 296,668	\$ 296,668	\$ 296,668

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM		Other Staff	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25-26, 2024

**AUTHOR:** Gerry Parker, Senior Manager, Human Resources

**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR HUMAN RESOURCES (115)

---

### RECOMMENDATION(S)

**THAT the report titled 2025 Round 1 Budget Proposal for Human Resources (115) be received for information.**

---

### BACKGROUND

On October 15, 2024, the HR team was extremely pleased to receive confirmation that we successfully completed all the requirements for the Certificate of Recognition (COR), a voluntary health and safety audit process supported by the BC Municipal Safety Association (BCMSA) in conjunction with WorkSafeBC (WSBC).

### DISCUSSION

In addition to ensuring the SCR D maintains a strong focus on reducing injuries and accidents by promoting safe working procedures, WorkSafeBC also provides an annual incentive payment based on the SCR D's reported assessable payroll and base rate premiums.

The SCR D has been advised by WSBC that our 2025 rates will be:

Classification Unit (CU)	Base Rate	Experience Rate	Net Rate
Commercial Bus, Shuttle Operations, or Public Transit (not elsewhere specified) (732046)	3.20	9.2% surcharge	3.49
Local Government and Related Operations (753004)	3.76	11.1% surcharge	4.18

Based on the above, WSBC uses the following calculation:  $(10\% \times \text{CU Base Rate}) \times \text{Assessable Payroll}$  to calculate the annual incentive payment.

For our Transit group, that means approximately  $(10\% \times \$3.20/\$100) \times \$2,000,000 = \$6,400$ . For our Local Government group, that means approximately  $(10\% \times \$3.76/\$100) \times \$18,000,000 = \$67,680$ . The total anticipated **positive reduction** to our WSBC premiums in 2025 is therefore expected to be approximately \$74,080.

**2025 R1 Budget Proposal**

1	<i>Function Number – Project Title:</i>	[115] Certificate of Recognition (COR) Audit Process
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$11,000
	<i>Funding Source(s):</i>	Operating Reserves (2025)-\$6,000  Support Service (2025 and 2026) for internal audit-\$5,000 per year  Operating Reserves (every 3 <sup>rd</sup> year)-External audit & recertification-\$17,500 (starting 2027)
	<i>Rationale / Service Impacts:</i>	The SCRD will remain eligible to receive a financial incentive for each year we hold a valid COR which will entail annual internal audits and an external audit every third year.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Recruit and select up to 3 existing staff from other Divisions to become certified as internal auditors at a one-time cost of about \$6,000 funded from Operating Reserves. Conduct an internal audit over the next two years that we do not have an external audit at a cost of about \$5,000 per year funded from support services and then an external audit in the third year at a cost of about \$13,000 funded from Operating Reserves. Internal auditors currently need to be recertified every 3 years at a cost of about \$1,500 per person for a total of \$4,500 (3 people X \$1,500).  This is a cyclical ongoing request as follows: Year 1: Internal Audit Year 2: Internal Audit Year 3: External Audit and Internal auditor recertification

<i>Asset Management Implications:</i>	N/A
<i>Climate Action Plan Goal and Impact (if applicable)</i>	N/A

**Financial Implications**

**Five-Year Operating Reserve Plan (or longer, if applicable)**

(use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 359,139	\$ 341,631	\$ 301,631	\$ 244,131	\$ 254,131
2024 Operating Surplus	\$ 28,492	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 6,000	\$ -	-\$ 17,500		\$ -
Contribution to Reserve	-\$ 40,000	-\$ 40,000	-\$ 40,000	\$ 10,000	\$ 10,000
Closing Balance in Reserve	\$ 341,631	\$ 301,631	\$ 244,131	\$ 254,131	\$ 264,131

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM		Other Staff	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024  
**AUTHOR:** David Nelson, Manager, Information Services  
**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR INFORMATION TECHNOLOGY [117]

---

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Information Technology [117] be received for information.**

---

**BACKGROUND**

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

Mandatory project, as follows, have been included in the Draft 2025-2029 Financial Plan:

- IMMEDIATE ASSET FAILURE:
  - Data Storage Expansion (PURE).

**DISCUSSION**

**2025 R1 Budget Proposal**

<b>1</b>	<i>Function Number – Project Title:</i>	[117] – Improve Data Backup and Restoration Capabilities
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$30,000 annually.
	<i>Funding Source(s):</i>	Support Services
	<i>Rationale / Service Impacts:</i>	Implement off-Coast, Cloud-based data backup and restoration services to improve disaster recovery strategy. This service will improve alignment with the IT industry’s 3-2-1 best

		practice for maintaining 3 data copies: 2 backup copies on different media with 1 copy offsite in a remote location, and 1 production copy.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Hardware and software as a service in the Cloud as a bundle.
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
		Improving disaster and cyber resilience and protecting critical business operations and records.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 10: Increase Community Resilience to Extreme weather events including flooding, extreme heat, and poor air quality.

**Financial Implications**

**Five-Year Capital Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$442,645	\$452,645	\$462,645	\$472,645	\$482,645
Contributions Surplus	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$452,645	\$462,645	\$472,645	\$482,645	\$492,645

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 145,369.00	\$ 257,908	\$ 257,908	\$ 257,908	\$ 257,908
2024 Operating Surplus	\$ 112,539.00	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 257,908	\$ 257,908	\$ 257,908	\$ 257,908	\$ 257,908

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM		Other Staff	



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Shelley Gagnon, General Manager, Community Services

**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR VARIOUS FUNCTIONS – CORPORATE FLEET RATE INCREASE [210, 212, 216, 218, 313, 370, 650]**

---

### RECOMMENDATION(S)

**THAT the report titled 2025 Round 1 Budget Proposal for Various Functions – Corporate Fleet Rate Increase [210, 212, 216, 218, 313, 370, 650] be received for information.**

---

### BACKGROUND

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

### DISCUSSION

#### ***2025 R1 Budget Proposal***

1	<i>Function Number – Project Title:</i>	[210, 212, 216, 218, 313, 370, 650] – Various Functions – Corporate Fleet Rate Increase
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	Various
	<i>2025 Funding Required:</i>	\$87,300 (on going)
	<i>Funding Source(s):</i>	Taxation/ Internal Recoveries/User Fees
	<i>Rationale / Service Impacts:</i>	Based on an internal review of the fleet recovery rate, an increase in the rate is being recommended. This budget proposal requests an ongoing base budget lift for those services impacted by this increase (based on an assessment of current budgets). Fleet services ended 2023 in a deficit position and are forecasting a deficit for 2024. The increase in the fleet recovery rate is critical to ensure sustainable

**Staff Report to Finance Committee**

**2025 Round 1 Budget Proposal for Various Functions – Fleet Rate Increase [210, 212, 216, 218, 313, 370, 650]**

		funding for the service, and this budget request supports those services most impacted by the increase.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	210 \$20,300 Taxation; 212 \$8,900 Taxation; 216 \$6,000 Taxation; 218 \$4,500 Taxation; 313 \$4,700 Internal Recoveries; 370 \$32,000 User Fees; 650 \$10,900 Taxation
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

**Financial Implications**

N/A

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – S. Gagnon	Other Staff	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

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

**SUBJECT:** **SUNSHINE COAST REGIONAL DISTRICT (SCRD) VOLUNTEER FIRE DEPARTMENTS [210, 212, 216, 218] – FIREFIGHTER COMPENSATION ACTION PLAN PROJECT RESULTS**

---

### RECOMMENDATION(S)

**THAT the report titled Sunshine Coast Regional District (SCRD) Volunteer Fire Departments [210, 212, 216, 218] – Firefighter Compensation Action Plan Project Results be received for information.**

---

### BACKGROUND

The Finance Committee made the following recommendation on October 28, 2024 (excerpted):

**Recommendation No. 12**

The Finance Committee recommended that Budget Proposals for Board Directed and / or Business Continuity projects, as follows, be brought forward to Finance Committee 2025 Round 1 Budget:

- Firefighter Compensation Action Plan (Gibsons and District Fire Protection);
- Firefighter Compensation Action Plan (Roberts Creek Fire Protection);
- Firefighter Compensation Action Plan (Halfmoon Bay Fire Protection);
- Firefighter Compensation Action Plan (Egmont Fire Protection);

This report provides the results of the Action Plan project.

A placeholder budget proposal is included for each of the four SCRd Fire Departments. A 2025 Round 2 Budget Proposal will be forthcoming.

### DISCUSSION

The Firefighter Compensation Action Plan process has generated a series of recommendations, captured in the report from the consultant, Tim Pley and Associates Ltd., titled “Sunshine Coast Regional District Fire Department Compensation Review” (TPA) (Attachment A).

A project team comprised of representatives from all SCRd Fire Departments, Finance, Human Resources and Communications was convened to deliver this project. The project team met in person at key milestones to provide input and test ideas.

The project consultant met with members of all fire departments in person.

Five project information bulletins were distributed to all fire department members on behalf of the project team.

*Timeline for Next Steps*

Staff will provide budget proposals as part of the 2025 Round 2 Budget deliberations.

*Communication Strategy*

Project communications outlined in section above.

Communications, including proactive engagement, with firefighters will form part of any next steps on this topic.

**CONCLUSION**

This report provides the results of the Firefighter Compensation Action Plan project. Staff will provide budget proposals as part of the 2025 Round 2 Budget deliberations.

**ATTACHMENT**

Attachment A: Sunshine Coast Regional District Fire Department Compensation Review - Consultant Report dated November 15, 2024

Reviewed by:			
CAO / CFO	X – T. Perreault	Legislative	
Finance		Manager	
GM/SM	X – I. Hall	Human Resources	X – G. Parker

# Sunshine Coast Regional District Fire Department Compensation Review

Prepared for:

Ian Hall  
General Manager, Planning and Development  
Sunshine Coast Regional District

Prepared by:

Tim Pley & Associates Ltd.

Date Submitted:

November 15, 2024

## Table of Contents

<b>1. EXECUTIVE SUMMARY.....</b>	<b>2</b>
<b>2. SCOPE OF WORK AND METHODOLOGY .....</b>	<b>3</b>
2.1 SCOPE OF WORK .....	3
2.2 METHODOLOGY .....	3
<b>3. SECTOR HISTORY AND CURRENT SECTOR TRENDS.....</b>	<b>5</b>
3.1 CHIEF OFFICERS.....	5
3.2 UNIONIZATION IN THE POC FIREFIGHTER SECTOR .....	6
<b>4. WHAT WE HEARD.....</b>	<b>8</b>
4.1 TRUST AND TRANSPARENCY .....	8
4.2 COMMUNICATIONS .....	9
4.3 POTENTIAL IMPACT OF POC MODEL ON VOLUNTEERISM AND DEPARTMENT CULTURE.....	9
4.4 FAIRNESS AND RESPECT .....	9
4.5 POTENTIAL TO MAINTAIN UNIQUE PRACTICES WITHIN A COMMON COMPENSATION MODEL.....	10
4.6 COMPENSATION TIED TO QUALIFICATIONS, NOT DEPARTMENT SERVICE LEVEL.....	10
4.7 OPERATIONAL EFFECTIVENESS .....	10
4.8 TOTAL COMPENSATION PACKAGE.....	11
4.9 ASSOCIATIONS.....	11
<b>5. SUMMARY .....</b>	<b>13</b>
5.1 CONSIDERATION .....	13
5.1.1 <i>Egmont</i> .....	14
<b>6. RECOMMENDATIONS .....</b>	<b>16</b>
6.1 PROPOSED SCRD COMPENSATION MATRIX .....	17
<b>7. APPENDIX A: DISTRICT OF NORTH COWICHAN COLLECTIVE AGREEMENT COMPENSATION MATRIX .....</b>	<b>20</b>
<b>8. APPENDIX B: CITY OF DUNCAN COMPENSATION MATRIX.....</b>	<b>22</b>

# 1. Executive Summary

The Sunshine Coast Regional District (the “SCRD”) engaged Tim Pley & Associates Ltd. (“TPA” or the “Consultant”) to undertake a review of firefighter compensation and submit a report that includes recommendations.

The SCRD operates four fire departments, each distinctly different from the others in terms of culture, the nature of the community served, the number and type of calls for service, and in some cases, service levels. The SCRD has received requests that a paid on call (“POC”) model be developed to compensate firefighters for their time. Currently, the SCRD compensates firefighters for attending training, but not for response to emergency incidents. In some cases, the SCRD provides an annual stipend to officers.

It should be recognized that volunteer and paid-on-call fire departments are one of the most cost effective services in which local governments can invest. For residents, the departments provide time-impacted, life-critical services; at the same time, as each of the SCRD departments has a solid rating from the Fire Underwriters,<sup>1</sup> property owners and businesses could be realizing a net savings on their insurance costs relative to fire protection service costs.

The SCRD is in receipt of a third party report recommending that the current compensation practices for volunteer firefighters be reviewed, and another report providing a comparison of current SCRD firefighter compensation rates and benefits relative to other jurisdictions. The SCRD has developed a Fire Fighter Compensation Advisory Planning (“FFCAP”) working group that includes chief officers and firefighter representatives.

The rural fire service in BC and across North America is experiencing an unprecedented period of change, including the transition of formerly volunteer firefighter groups to POC. While the impact of transitioning to a POC model is felt locally, the SCRD, its constituents, and its firefighters should bear in mind that this is not strictly a local issue, and the pressures and stressors that they are experiencing are also being felt in other jurisdictions across the continent.

This report includes the Consultant’s findings based on engagement sessions with each of the four fire department groups, the FFCAP working group, and SCRD staff, as well as a review of SCRD documents and third-party reports. Recommendations in this report are intended to support the SCRD transitioning to a POC model in a way that provides for the best possible short- and long-term outcomes, including the establishment of new processes for engagement of the SCRD’s firefighters. The recommended engagement processes are intended to enable healthy dialogue on the topic of compensation as well as other matters that are likely to arise as the rural fire service continues to adapt to change.

---

<sup>1</sup> Dave Mitchell & Associates Ltd., *Sunshine Coast Regional District: Fire Services Strategic Plan 2018* (December 2018), Table 7 at p. 84.

## 2. Scope of Work and Methodology

### 2.1 Scope of Work

The SCRD sought third-party assistance in supporting its working group on the topic of reviewing firefighter compensation options, following up on firefighter compensation benchmarking work completed in 2023 and more recent committee work. Project work is intended to inform a compensation action plan project currently underway internally at the SCRD.

While the scope of work intentionally provided for fluidity in terms of following up on inputs from interest holder engagement sessions, it included:

1. reviewing relevant background documentation including a 2018 service review (Strategic Plan report) and 2023 compensation benchmarking report;
2. engaging with the project working group and firefighters in four SCRD volunteer fire departments, to understand:
  - a. current compensation pressure points/concerns; and
  - b. opportunities for change in the short, medium and long terms that align culturally with the fire departments and the SCRD;
3. conducting a high-level review and providing comment on other 'total compensation' factors such as benefits, support to Associations, wage replacement, etc.;
4. preparing recommendations in the form of a written report for changes to the SCRD's current approach to firefighter compensation. Recommendations should consider short-, medium- and long-term needs/opportunities and should promote resilience in the face of a dynamic industry/sector; and
5. presenting a final report to the SCRD Board of Directors (in-person or virtually).

It was intended that draft recommendations be delivered prior to the SCRD's annual budget process being initiated in mid-October.

### 2.2 Methodology

The methodology undertaken as part of this project included:

1. reviewing of current sector trends;
2. reviewing relevant documentation including:
  - a. 2018 Fire Services Strategic Plan report;
  - b. 2023 Regional District Fire Service Compensation Review and Benchmarking report;



- c. 2023 SCRD Fire Department Compensation Option Development report (an internal summary of compensation options);
  - d. SCRD Firefighter Compensation Action Plan;
  - e. SCRD Firefighter Compensation Action Plan Project Team (FFCAP Project Team) meeting agendas and minutes; and
  - f. communication updates for firefighters on the working group progress;
3. engaging with and taking input from as many firefighters as possible in group settings and individually if necessary;
4. engaging with the FFCAP Project Team;
5. providing a draft report for consideration; and
6. providing and presenting a final report including recommendations for action.

### 3. Sector History and Current Sector Trends

The local government structure fire protection sector, known for its adherence to tradition, is experiencing an unprecedented period of change. Change drivers include:

- societal and demographic changes that result in increased calls for service, aging out of the Baby Boomer generation firefighters, and a general decline in volunteerism;
- cultural changes that result in current and future volunteer and POC firefighters requiring a clearer value proposition related to their involvement in volunteer fire departments. This often manifests in the expressed need that firefighters' time be valued, including in terms of compensation, that they be provided with competent leaders, receive quality training, and that they have a voice in the making of decisions that affect them;
- legislative and regulatory changes that result in increased training, maintenance and administrative workloads; and
- fire departments being brought into the local government organizations, where historically a hands-off approach was more common.<sup>2</sup>

If a long-term view is applied to fire services, where rural fire departments once succeeded using firefighters engaged on a volunteer basis, and local governments might have funded, but were not necessarily involved in the managing of those departments, today firefighters are more likely to be POC as opposed to volunteers. Local government involvement in the management of rural fire departments has increased, as evidenced by the setting of fire department service levels, and the hiring of chief officers as local government employees. In the past fire department chief officers were more commonly elected by department members.

The province-wide trend of a decline in the number of firefighters who are purely volunteers, and a considerable shift toward the POC compensation model under various forms appears to be a permanent shift in rural fire service.

#### 3.1 Chief Officers

One change noted above, the selection of chief officers (fire chiefs, deputy fire chiefs, and assistant fire chiefs) transitioning from member-elected to local government, merit-based hiring, bears examination, as it reflects the transition in the rural fire service, and fundamentally changes the way in which affected departments and local governments will need to conduct business.

In the past, volunteer chief officers were selected by the firefighters, and were accountable to the membership. While local governments may have formally appointed the chief officers who were selected by the members, all parties generally understood that chief officers represented department members first and foremost. Under that model, local governments correctly deferred to chief officers as the social and operational leaders of fire department membership groups.

---

<sup>2</sup> Local government hands off approach to managing volunteer and POC fire departments is sometimes referred to as the “fund and forget model.”

When there was a need to consult or communicate with firefighters, the chiefs were the natural and effective conduit.

Since the hiring of career fire chiefs in the SCRD in recent years, the role of those chiefs, and their ability to speak for firefighters have changed. Where once the role of chief officers in volunteer departments involved being both the operational leader and the representative of the members, today it includes being the operational leader and the *representative of the employer* in the workplace (fire hall). Importantly for the discussion on firefighter compensation, chief officers can no longer be considered by the SCRD as the only or principal advocates for their firefighters, nor should they be used to select the advocates. Chief officers, as per their employment agreements, are now management employees of the SCRD.

With the role of chief officers changed, or perhaps redefined, the SCRD should create an alternate, effective pathway through which to engage its firefighters on non-operational matters such as compensation. A preferred scenario would be that firefighter groups elect their representatives who are tasked with interacting with the SCRD on matters related to compensation and other non-operational issues. The SCRD's fire departments are, and should operate more like, workplaces. The SCRD should, in essence, seek to mirror within its fire departments, systems that are effective in the SCRD's unionized work groups, to ensure functional two-way conversations between the SCRD and its firefighters. This will help with the compensation discussion and will also enable the SCRD and its firefighters to communicate about various other changes that will affect the fire departments as the sector continues to evolve in response to external change drivers.

Some of the difficulty that the SCRD and its fire departments have experienced recently on the compensation discussion, are related to the absence of effective processes for interaction between the SCRD and its firefighters. Within this void, individuals will naturally seek out direct and indirect communication channels with decision-makers. This can take the form of direct engagement between firefighters and individual Board members, airing out of grievances on social media platforms, or utilization of the myriad pathways that exist in rural communities where people are connected in multiple ways.

Development of effective organizational committee structures and communication channels should be considered in parallel with the matter of firefighter compensation. They are connected.

## 3.2 Unionization in the POC Firefighter Sector

In 2023, the sector trend of volunteer fire departments transitioning to the POC model experienced a significant change. POC firefighters employed by the Municipality of North Cowichan were organized by CUPE 358, resulting in the first collective agreement in BC with a union representing only POC firefighters. That collective agreement includes a wage schedule for POC firefighters (see Appendix A). The North Cowichan wage rate matrix is similar in format to career firefighter salary matrixes common in IAFF collective agreements in BC.

Soon after the public announcement of the North Cowichan collective agreement, the neighbouring City of Duncan adopted by way of Council resolution a similar wage matrix, and the same hourly wage rates as North Cowichan (see Appendix B). Similar matrices are being utilized and considered in other jurisdictions in BC, indicating that the North Cowichan/Duncan POC firefighter hourly wage matrix may represent an emerging standard POC compensation model in BC.

The SCR D is not obligated to adopt any firefighter compensation model, nor is it obligated to pay the same levels of compensation as other local governments. However, the SCR D is encouraged to take into consideration recent compensation changes in the POC firefighter sector, understand that SCR D's firefighters are aware of these trends, and consider adopting a compensation model that will remain relevant and effective in the future.

## 4. What We Heard

The firefighters with whom the Consultants engaged expressed a range of feelings and opinions on the matters of compensation and the process through which the SCRD has been exploring compensation alternatives. Some specific matters raised are summarized and addressed below. In general, members of the four SCRD fire departments were found to be community-focussed, invested in their department's team, operating in effective team units, and unfamiliar with local government processes and timelines.

While the firefighter groups demonstrated non-familiarity with local government processes<sup>3</sup> they did project in group sessions that the matter of compensation has been heavily discussed, and groups and individuals have formed some opinions on the matter.

The Consultant observed from the FFCAP Project working group, a higher level of understanding of the compensation issue, complexity and constraints. Members of the FFCAP Project working group were observed to represent their constituent groups well, and to be collaborating effectively to find solutions that work for the SCRD and all firefighter groups.

### 4.1 Trust and Transparency

There are often varying levels of trust and understanding between firefighters and local governments. Trust and understanding appear to be most difficult to develop and foster at the regional district level of local government, where the local government can be responsible for service provision in multiple communities, and each firefighter group represents only one of those communities.

SCRD firefighters expressed varying levels of trust in the SCRD and its motives for undertaking a compensation review. Some expressed concerns that the SCRD was using the compensation discussion to take greater control of the fire departments. Concern was expressed about transparency regarding the SCRD's actions and motives related to the compensation review. Firefighters perceived mixed messages from the SCRD about the role that firefighters were expected to play in developing a new compensation model and in communicating within their communities about increases in firefighter compensation. Some firefighters thought that the SCRD had tasked the firefighters with deciding their preferred compensation model, and with communicating with the public on the matter of compensation.

The inputs noted above likely reflect the absence of regular interaction through effective channels between the parties involved.

---

<sup>3</sup> Firefighters and firefighter groups commonly lack a full understanding of local government processes, how local governments make decisions, and what motivates those decisions. Likewise, local government staff are commonly unaware of this, and assume that the firefighters are better-versed in local government processes than actually is the case; local government staff also often do not fully understand or appreciate volunteer firefighter culture and issues. This mutual absence of understanding can result in perceptions and assumptions that undermine trust.

## 4.2 Communications

The SCRD has been strategically utilizing its communications resources to promote public awareness of the value of firefighters. These efforts were reported as being successful in terms of increasing public awareness of fire services and the benefit that volunteers provide to the communities. Without such efforts, constituents might not consider how much they value fire protection services or whether firefighters providing that service are adequately compensated.

As noted above, feedback was received indicating that some firefighters perceived that the SCRD was expecting the firefighters to take some ownership of the external communication process. The SCRD should be aware of this perception held by some firefighters, avoid actions or statements that could perpetuate that impression, and utilize the FFCAP Project working group to keep firefighters informed.

## 4.3 Potential Impact of POC Model on Volunteerism and Department Culture

While a number of firefighters expressed concerns that the current compensation structure and rates do not cover their input costs let alone adequately compensate them for time away from work and family, a significant number of firefighters, sometimes the same ones, expressed that they did not want compensation changes to negatively affect camaraderie within their department or detract from their ability to volunteer their time for non-operational/unpaid tasks.

Firefighters generally want to be compensated for attending training, responding to calls, and doing other work under the direction of the fire chiefs, while not wanting to lose any of the positive aspects about the departments that they currently enjoy.

## 4.4 Fairness and Respect

The issues of fairness and respect were central within the feedback from firefighters.

Firefighters want to feel respected by the SCRD. Some expressed that the current rates of compensation, remaining unchanged for many years, reflect an absence of respect.

The matter of fairness was also central to discussions. Firefighters acknowledged that some service areas have smaller tax bases than others, affecting the budget capacity to pay the same wages as in other SCRD service areas. Also, some departments provide higher levels of service than others and respond to greater numbers of calls for service. Any compensation model adopted by SCRD should reflect fairness, and result in firefighters feeling respected.

The matter of fairness arose as a concern when discussing the potential for different wage rates in different departments, based on varying levels of service and ability to pay. Conversely, if the same hourly rates of compensation were to be applied across the four SCRD fire departments, how would that provide fairness given that those new rates might reflect considerable increases over current rates in some departments and smaller increases (maybe even decreases) in one

or more department? There was consensus that a change in compensation practices should not result in any firefighters receiving lower compensation than under the current model or having to work more to earn the same compensation.

## 4.5 Potential to Maintain Unique Practices Within a Common Compensation Model

Firefighters were understandably focused on their own departments more than on ensuring consistency across the SCRD. Concerns were expressed about losing existing practices in each department that might differ from those in other departments. As much as possible, firefighters would like to see any changes in compensation models or rates not impact department operations any more than necessary. Firefighters requested in some cases that any operational impacts that might result from a new compensation model (the use of duty crews, for example) be identified and communicated to firefighters prior to implementation of a new compensation model, in order that they can then make informed decisions about the proposed compensation changes. Notwithstanding these expressed concerns, the SCRD likely will not be able to anticipate future operational changes, nor the extent to which those changes might be related to compensation rates. The SCRD should be cautious about making commitments related to future operational changes, in this period of change in the rural fire service sector.

## 4.6 Compensation Tied to Qualifications, Not Department Service Level

As noted above, several discussions about compensation led to discussion about whether rates of pay might be attached to individual qualifications or department service levels. These discussions naturally evolved to a consensus that for reasons of fairness, inter-operability between mutual aid departments, and the potential for movement of firefighters between departments, the SCRD should encourage professional development for all firefighters, regardless of the service level of their fire department. That encouragement could be reflected by compensating individuals based on their level of achieved qualification, not based on their department's service level. This would likely encourage professional development, improve inter-operability between SCRD fire departments, and support current members in joining other SCRD fire departments if their work or residency results in their relocating within the SCRD. It was pointed out that firefighters trained to a higher level than their department's service level would be beneficial, and all firefighters should be encouraged to develop professionally.

## 4.7 Operational Effectiveness

While not discussed broadly in group engagement sessions, some chief officers expressed the growing need for a compensation model that would enable them to engage POC firefighters for

special assignment work,<sup>4</sup> compensating them on an hourly basis for that work. A new compensation model should facilitate an expected increase in the use of firefighters for what is generally termed “special duty” work in the future.

## 4.8 Total Compensation Package

Some feedback was received expressing interest in improved benefits as part of a total compensation package. The SCR D already provides a benefit package that is as good as or better than many other regional districts.<sup>5</sup> While the SCR D should calculate the total compensation package provided to firefighters relative to other jurisdictions, the base wage rates need to be competitive with those paid in other jurisdictions. In other words, providing better (more costly) benefits likely will not prevent firefighters from comparing wage rates to other jurisdictions, and advocating for parity on wage rates only. The SCR D should be cautious about increasing costs related to benefits while its hourly wage rates are lower than market rates.

Similar to the issue of benefits, the SCR D should also consider the compensation provided to Firefighter Associations, and specifically what the SCR D intends to receive in return for that compensation.

If the SCR D implements a POC compensation model, all other forms of compensation should be discontinued and folded into the new model.

## 4.9 Associations

Some feedback was received from firefighters, expressing concern that a transition to a POC model might affect the current practice of the SCR D providing some funding directly to firefighter Associations. If the SCR D adopts a POC hourly wage rate model, it should also transition as much as is practical, away from directly funding Associations. The SCR D could assess the specific intended uses of the funds that are transferred directly to Associations, determine the value of those services to the SCR D, and match funding levels to those services. Any funds currently being provided directly to Associations other than what is required for the Associations to provide specific services could be redirected to firefighter compensation.

The SCR D could offer a payroll deduction process through which firefighters could pay dues to their Associations, thus ensuring the continued viability of those Associations, with the Associations properly deriving at least a portion of their revenues from their members.

---

<sup>4</sup> “Special Assignment Work” or “Special Duties” is a catch-all phrase used in this report to cover any assignment other than training or emergency response and related administrative work that a chief officer might assign. Special Assignment Work or Special Duties could include (but would not be limited to) public engagement on behalf of the department, routine maintenance work in or outside of a fire hall, delivery of apparatus to a servicing facility, or being on duty at a fire hall.

<sup>5</sup> Dave Mitchell & Associates Ltd., *Regional District Fire Service Compensation Review and Benchmarking* (2023).



Otherwise, there is potential that the total compensation package value will not be clearly understood.

The SCRD should endeavour to enter into agreements with Associations related to any funding provided directly, any services provided in return by the Associations, and any dues deduction and transfer arrangements.

## 5. Summary

Each of the four firefighter groups engaged fully and were respectful while demonstrating their passion about the service they provide to their communities. There was broad and consistent individual commitment demonstrated to fire department teams and the communities that they serve. Two department groups expressed their clear support for a transition to a POC model, and a waning of their patience for progress on that front.

The other two department groups also support the transition to a POC model but demonstrated some internal division on that model for several reasons. The firefighters in Egmont are concerned about the affordability of the POC model in their service area, and that the associated cost increase might cause fire protection service to be discontinued in their community. The firefighters in the other department are concerned that implementation of an SCR-wide compensation model might affect some of their members negatively, and that there might be related operational changes that impact their team camaraderie, which is high. Team camaraderie is a point of pride and satisfaction within all fire department groups.

Based on the feedback received, if SCR does not proceed with implementing a POC model in 2025, there would need to be careful considerations given to the risks associated with such a decision. If the SCR does proceed with implementing a POC model in 2025, it will need to engage regularly with firefighters to refine the model and communicate thoroughly with them about the model and any anticipated impacts.

### 5.1 Consideration

As addressed above, the SCR needs to ensure and to develop effective communication and engagement pathways to facilitate the discussion about compensation and other non-operational matters.

Some key principles should be considered, and reflected in any new compensation policy and structure, including:

- uninterrupted service provision;
- transparency, fairness and equity;
- affordability in all service areas;
- administrative efficiency;
- cost certainty - supporting the SCR and constituents in five-year financial planning; and
- a model that remains effective through changing times, is scalable and adaptable.

The above goals can be achieved through adoption of a POC system, supported by an hourly wage rate matrix that bases wage rates on individual qualifications or rank. The hourly rates of pay should be such that initially, no individual or group is exposed to a decrease in compensation. Rate increases over a five-year period should at least offset the impacts of

inflation, while also narrowing any compensation gaps identified in the 2023 compensation review<sup>6</sup> or future reviews and smoothing any impact on taxation rates.

Given that two SCRD fire departments appear more ready than the others for implementation of a POC compensation model, the SCRD could consider the potential to implement a POC model in 2025 in two departments and continue to engage with the other two departments to resolve outstanding concerns. If the SCRD was to take this course of action, it should be sure to adopt a compensation model initially that can eventually work for all SCRD fire departments.

The SCRD should develop processes that facilitate healthy and effective current and future discussions about compensation, and other emerging matters on which the SCRD may want to engage its firefighter workforce. Given some of the change drivers noted in this report, not the least of which is the changed/defined role of chief officers as agents of the employer in the SCRD's workplaces, the SCRD should implement organizational structures that support functional dialogue with elected representatives of firefighters. Firefighters should select their representatives, and the SCRD should respect the role of those representatives.

### 5.1.1 Egmont

The circumstances in Egmont bear special consideration. The relatively small tax base in that service area results in service costs being higher per assessed value than in other service areas despite the Department's operating budget already being modest. Any increase in costs related to service provision will have a greater effect on taxation than in other service areas.

Application of a POC model in Egmont should not proceed without further consideration and discussion of several factors affecting the cost impact, such as:

- it was reported that a high percentage of calls for service are related to medical incidents or electrical lines down. In the case of electrical lines being down, crews can be tied up at scenes for four or more hours. The SCRD might consider management measures such as:
  - reducing the type of medical calls to which Egmont Volunteer Fire Department responds, thereby reducing related compensation costs. Pre-hospital care is a provincial government responsibility
  - reducing the length of time that Department crews remain at the scene of electrical wires down. Scenes can be made safe by deployment of road barricades, and/or Ministry of Highways resources can be requested to attend the scene immediately. Provincial road safety is a provincial government responsibility, and electrical wires down are a BC Hydro responsibility
  - responding to some call types with fewer members, thereby reducing related compensation costs
- estimated costs related to POC compensation can be calculated, and the cost control value of the above-noted measures can be assessed against potential negative consequences of each measure; and

---

<sup>6</sup> Ibid.

- making any necessary bylaw changes to provide for the additional budget funds required.

After operational changes have been considered, the cost impacts of implementing a POC model in Egmont are better-known, and any required bylaw changes have been adopted, then the SCRD can implement the POC model in Egmont.

## 6. Recommendations

Reco #	Recommendation
1.	Given the prevalence of the practice of compensating firefighters on a paid on call basis by way of wages, the Sunshine Coast Regional District should proceed with establishing a paid on call compensation structure for its firefighters, preferably based upon the Duncan/North Cowichan matrix as an example.
2.	The Sunshine Coast Regional District model should ideally incorporate paid on call firefighter wage rates based on individual firefighting qualifications and any appointments to officer positions, not based on fire department service levels.
3.	The Sunshine Coast Regional District model should ideally evolve to incorporate the same wage rates across its four fire departments and enable variations on the application of those rates by way of operational guidelines within each department.
4.	The SCRD should ensure that it clearly is presenting the total compensation package – including benefits, training or other pay, and amounts paid to the fire department associations – when comparing and communicating about firefighter compensation in the SCRD relative to other jurisdictions.
5.	In establishing wage rates, the Sunshine Coast Regional District should ensure that no individual is exposed to a reduction in compensation as a direct result of newly established wage rates.
6.	In establishing wage rates and reducing any gaps relative to wages paid in other jurisdictions, the Sunshine Coast Regional District should phase in the system over several years to smooth the impact of any increase in fire department budgets and taxation.
7.	The Sunshine Coast Regional District should develop procedures to improve communications processes with its firefighters, such as: <ul style="list-style-type: none"><li>• having each firefighter group, potentially via the Associations, nominate and elect one or more employee representatives from amongst its firefighters;</li><li>• establishing committees/working groups that include firefighter representatives to address a range of issues such as compensation, firefighter health and wellness, and occupational health and wellness.</li></ul>
8.	The Sunshine Coast Regional District should establish, by way of policy or operational guidelines, procedures that improve its on-going communications with firefighters in each department. Such processes should be informed by committees or working groups, and need to demonstrate the Sunshine Coast Regional District's commitment to collaboration with its fire department members.

Reco #	Recommendation
9.	The Sunshine Coast Regional District should consider entering into agreements with the Associations, covering the role of each Association and any dues collection by the Sunshine Coast Regional District on behalf of an Association.
10.	The Sunshine Coast Regional District should respect the role of the firefighter representatives selected to represent their Department members, and help them operate effectively in that role.
11.	The Sunshine Coast Regional District model should discontinue the historical funding of Associations and re-address methods to fund services provided by the Associations. Firefighters should be offered the option to contribute dues to their Association by way of payroll deduction. The Sunshine Coast Regional District should support the firefighters and the Associations as necessary through this transition.

## 6.1 Proposed SCRD Compensation Matrix

The hourly rates of pay within the wage rate matrix below are not recommended per se but are an example to illustrate how a shift could occur over a five-year period, supporting the SCRD's financial planning needs, addressing firefighter needs and concerns, and achieving the goals of transparency, fairness and affordability.

The hourly pay matrix below reflects the following considerations:

- standard wage rates across all SCRD fire departments, based on individual certification or rank;<sup>7</sup>
- application of a matrix like that used by the Duncan and North Cowichan, which would best position the SCRD to adapt to future compensation changes in the sector;
- the January 1, 2025 hourly wage rates set out below were calculated utilizing the current compensation paid to Captains in the Gibsons Fire Department as a base, assuming:
  - the Gibsons Captain compensation reflects the highest level of compensation within the SCRD fire departments, excepting chief officers;

<sup>7</sup> While the wage rates would apply equally across the SCRD departments, in Egmont where the service level is Exterior Operations, and all firefighters were reported to be qualified to only the exterior level, those firefighters would receive a lower wage rate even though the matrix applies equally across the SCRD. Similarly, Egmont's lower call volume would result in lower overall earnings for firefighters than in busier departments, providing for affordability while maintaining fairness.

- the Gibson Captain \$25 per hour training wage rate is reflected within the \$6,000 annual stipend, compensating Captains for attending meetings, record keeping, and any other assigned duties.<sup>8</sup>
- there might be work involved for chief officers and the SCRD payroll department moving to hourly pay for firefighters; and
- the matrix shows the Duty Officer hourly wage rate at 25% of Captain hourly wage rate rather than a sum for a block of time. The Duty Officer rate is paid to ensure that the individual in question is available for a call-out; once a call-out occurs, the rate shifts to the appropriate hourly pay rate.

Table 1: Compensation Example Matrix

Department-Specific Minimum Requirements	Classifications	%	Hourly Wage Rates				
			Jan 1, 2025	Jan 1, 2026	Jan 1, 2027	Jan 1, 2028	Jan 1, 2029
Employment entry minimums	Firefighter 1 (Recruit)	70%	\$15.22	\$	\$	\$	\$
Exterior Ops	Firefighter 2 (Exterior)	85%	\$18.47	\$	\$	\$	\$
Interior Ops & FR III	Firefighter 3 (Interior)	95%	\$20.65	\$	\$	\$	\$
NFPA 1001	Firefighter 4 (Full Service)	100%	\$21.74	\$22.83	\$23.97	\$25.17	\$26.43
NFPA 1001 + EVO/P&P + Class 3 with Air	Firefighter 5 (Full Service + Driver/Operator)	105%	\$22.83	\$	\$	\$	\$
FO I + TO I	Lieutenant	110%	\$23.91	\$	\$	\$	\$
FO II	Captain	115%	\$25.00	\$26.25	\$27.56	\$28.94	\$30.39
FO I	Duty Officer (on call pay)	25% of Captain	\$6.25	\$6.56	\$6.89	\$7.24	\$7.60

<sup>8</sup> It was reported that, on average, incidents last 1.5 hours. If Captains work a further 30 minutes per incident performing incident reporting, they are currently being compensated for attending 120 incidents each per year, fewer if attendance at safety and officers' meetings are also factored in.

## Notes

- The matrix indicates a wage rate of \$15.22 for Firefighter 1 (Recruit). This is below the minimum wage rate in BC. Although volunteer and POC firefighters are exempt from the minimum wage rate, the SCRD may opt to adjust the lowest wage rate at “70% but not lower than the minimum wage rate in BC.”
- The matrix indicates in the Jan 1, 2025, column, wage rates calculated from the current Captain compensation in Gibsons and District Fire Department. This is presented for demonstration purpose. The SCRD may decide to set different wage rates effective Jan 1, 2025.
- The matrix shows, for the purposes of discussion the effect of a 5% annual rate increase on the wage rates for Firefighter 4, Captain and Duty Officer. This is for demonstration purposes. The actual wage rates would be determined by the SCRD.
- In the first column, the matrix includes the minimum requirements for each classification. These minimum requirements are provided for demonstration purposes only. An actual SCRD wage matrix would include minimum requirements set by the SCRD. It is recommended that minimum requirements be department-specific to support any specific requirements in each department that should be addressed in the matrix and reflected in compensation rates.



## 7. Appendix A: District of North Cowichan Collective Agreement Compensation Matrix

### SCHEDULE A - WAGES

#### NORTH COWICHAN FIRE DEPARTMENT

Rank	Pay Rate as at Ratification	Pay Rate June 30 2024	Pay Rate January 1 2025	Requirements
Firefighter Level 1	<u>Level 1</u> 58% Level I while in 1-6 month probation. \$17.14 70% Base Rate during months 7-12 \$20.69	<u>Level I</u> 58% Level I while in 1-6 month probation. \$17.82 70% Base Rate during months 7-12 \$21.51	<u>Level 1</u> 58% Level I while in 1-6 month probation. \$18.54 70% Base Rate during months 7-12 \$22.37	As per application, testing, interview, criminal record search, class attendance, test & exam grades Other requirements as updated
Firefighter Level 2	<u>Level 2</u> 85% of Base Rate \$25.12	<u>Level 2</u> 85% of Base Rate \$26.12	<u>Level 2</u> 85% of Base Rate \$27.17	Exterior Firefighter ICS 100 BC Electrical Safety Hazmat Awareness WFFI
Firefighter Level 3	<u>Level 3</u> 95% Base Rate \$28.07	<u>Level 3</u> 95% Base Rate \$29.20	<u>Level 3</u> 95% Base Rate \$30.36	All above plus: FR 3 (placement subject to change by leadership team direction) ICS 200
Firefighter Level 4 (Base Rate)	<u>Level 4</u> 100% Base Rate \$29.55	<u>Level 4</u> 100% Base Rate \$30.73	<u>Level 4</u> 100% Base Rate \$31.96	All above plus: Completion of Interior Firefighter

<b>Rank</b>	<b>Pay Rate as at Ratification</b>	<b>Pay Rate June 30 2024</b>	<b>Pay Rate January 1 2025</b>	<b>Requirements</b>
				Marina Firefighting
Firefighter Level 5	<u>Level 5</u> 105% Base Rate \$31.03	<u>Level 5</u> 105% Base Rate \$32.27	<u>Level 5</u> 105% Base Rate \$33.56	All above plus: Full Service Firefighter Signed off as a driver operator on all apparatus Pumps and Pumping Course Hazmat Operations
Officer in Training	<u>Level 6</u> 110% Base Rate \$32.51	<u>Level 6</u> 110% Base Rate \$33.81	<u>Level 6</u> 110% Base Rate \$35.16	All above plus: ESM 1 Team Leader Exterior and Interior Training
Captain/TO	115% Base Rate \$33.98	115% Base Rate \$35.34	115% Base Rate \$36.76	All above plus: Fire Officer 1
Deputy Station Chief	120% Base Rate \$35.46	120% Base Rate \$36.88	120% Base Rate \$38.35	All above plus: Fire Officer 2 FSI 1
Station Chief	125% Base Rate \$36.94	125% Base Rate \$38.42	125% Base Rate \$39.95	All above plus: TBD

## 8. Appendix B: City of Duncan Compensation Matrix

### DUNCAN FIRE DEPARTMENT

December 13, 2023



Qualifications for each classification will be set out in a General Operating Guideline and subject to change depending on operational requirements.

Current Classification	New Classification	Hourly Pay Rates			
		January 1, 2023	September 1, 2023	June 30, 2024	January 1, 2025
** See note	Firefighter 1 A		\$ 17.14	\$ 17.82	\$ 18.54
** See note	Firefighter 1 B		\$ 20.69	\$ 21.51	\$ 22.37
Firefighter – Exterior (no badge)	Firefighter 2	\$ 17.05	\$ 25.12	\$ 26.12	\$ 27.17
	Firefighter 3		\$ 28.07	\$ 29.20	\$ 30.36
Firefighter – Interior (badge)	Firefighter 4	\$ 17.46	\$ 29.55	\$ 30.73	\$ 31.96
Firefighter – Full Service (after 4 yrs)	Firefighter 5	\$ 18.02	\$ 31.03	\$ 32.27	\$ 33.56
Lieutenant	Lieutenant	\$ 19.06	\$ 32.51	\$ 33.81	\$ 35.16
Captain	Captain	\$ 20.87	\$ 33.98	\$ 35.34	\$ 36.76
Assistant Chief	Assistant Chief	\$ 21.64	\$ 35.46	\$ 36.88	\$ 38.35
Deputy Chief	Deputy Chief	\$ 22.63	\$ 36.94	\$ 38.42	\$ 39.95

**\*\*NOTE:** The classifications of Firefighter 1A and Firefighter 1B are new. Effective September 1, 2023, Firefighters who are in their first six months of employment will be classified as Firefighter 1A. Firefighters who are in their seventh to twelfth month of employment will be classified as Firefighter 1B.

Notwithstanding the above, any firefighters who are members of the department on September 1, 2023 and who have not yet achieved Exterior Operations level, will be classified as Firefighter 1B.

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024  
**AUTHOR:** Rob Michael, Fire Chief, Gibsons and District Volunteer Fire Department  
**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR GIBSONS AND DISTRICT FIRE PROTECTION [210]**

---

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Gibsons and District Fire Protection [210] be received for information.**

---

**BACKGROUND**

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

**DISCUSSION**

The Finance Committee made the following recommendations on October 28, 2024:

**Recommendation No. 12**

The Finance Committee recommended that Budget Proposals for Board Directed and / or Business Continuity projects, as follows, be brought forward to Finance Committee 2025 Round 1 Budget:

- Firefighter Compensation Action Plan (Gibsons and District Fire Protection);
- Gibsons and District Fire Protection Assistant Chief of Prevention;

**Recommendation No. 15**

The Finance Committee recommended that Budget Proposals for Discretionary projects, as follows, be brought forward to Finance Committee 2025 Round 1 Budget:

- Gibsons and District Fire Protection – HVAC Heat Pump;

**2025 R1 Budget Proposals**

1	<i>Function Number – Project Title:</i>	[210] – GDVFD Assistant Fire Chief - Prevention and Safety
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction

	<i>Geographic Areas Affected:</i>	E, F & Gibsons
	<i>2025 Funding Required:</i>	\$75,521
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>With a full complement of 45 volunteer firefighters and five support staff, increased call volume and climate change challenges, a full time Assistant Fire Chief – Prevention is required to support the Gibsons and District Volunteer Fire Department.</p> <p>Assistant Chief to assist in emergency response, fire prevention, public education, training, OH&amp;S, equipment preparation, maintenance, and pre-incident planning.</p> <p>The Assistant Chief is also required for Monday to Friday emergency daytime response when other members are not available due to their own career responsibilities. This position will provide coverage and will be available for critical decision making when other chief officers are on vacation, taking leave or attending to critical operational matters elsewhere. This is becoming much more relevant with the increase in call volume and more frequent Emergency Operation Center activations.</p> <p>The fire prevention division is currently unable to meet service demands as mandatory fire and life safety inspections targets are not being met. Additionally, new building construction referrals and plan reviews are taking an increasing time commitment from staff.</p> <p>“As each Department then grows, and its call volumes and responsibilities increase, one or more other officer positions (e.g., Deputy Chief/Training Officer) then will become either full or part-time positions.”</p> <p>(Mitchell, 2018 p 5)</p> <p>NFPA 1710 and 1720 dictate the number of firefighters (including chief officers) expected to respond to structure fires. With the growing density within the fire protection district, adequate staffing levels are required to maintain health and safety standards of responding firefighters. Although the fire department does not respond to</p>

		“high rise” buildings, there are approved and proposed buildings up to six stories in height that will challenge firefighting resources.
	<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
		<b>Staffing (2025)</b> Proration (6 Months) FTE Count: 0.5 Cost (2025): \$63,966  <b>Additional Staffing Costs:</b> \$11,555  <b>Future Year FTE Request</b> FTE Count: 1.0 Cost: \$137,004
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Position is pro-rated at 0.5 FTE for 2025, increasing to 1.0 FTE for 2026.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 10: Increase Community Resilience to Extreme weather events including flooding, extreme heat, and poor air quality.

2	<i>Function Number – Project Title:</i>	<b>Referred to Round 2 Budget -</b> [210] – SCRD Firefighter Compensation Action Plan (Gibsons and District Fire Protection)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	E, F & Gibsons
	<i>2025 Funding Required:</i>	TBC – staff report to be presented
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	As part of the 2024 budget, the SCRD Board directed (resolution 049/23, recommendations No. 39, 41, 42 and 43 – in part) that staff prepare a 2024 firefighter compensation action plan that includes... engagement with volunteer firefighters around recognition and compensation; raising public awareness of the contributions made by

		<p>volunteer firefighters; a report to the Board prior to the 2025 budget process.</p> <p>The Sunshine Coast relies on volunteer fire departments. The “ask” of volunteers has increased substantially in recent years based on increased training demands and increased call volumes.</p> <p>Recognition and compensation are important factors for the retention of trained firefighters and recruitment of new members.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBC – staff report to be presented
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 10: Increase Community Resilience to Extreme weather events including flooding, extreme heat, and poor air quality.

3	<i>Function Number – Project Title:</i>	[210] – Gibsons and District Fire Protection – HVAC Heat Pump – <b>Extraordinary Project</b>
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Discretionary
	<i>Geographic Areas Affected:</i>	E, F & Gibsons
	<i>2025 Funding Required:</i>	\$33,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	The existing rooftop air conditioning unit is approaching end of life and is slated to be replaced soon. Fire department staff have noted the limited performance of the existing system and are proposing that the rooftop unit is replaced with a heat pump located on the ground. This will improve both the effectiveness and efficiency of cooling and heating of the fire hall facility and allow for easier access to service and maintain the heat pump. Not only are heat pumps more efficient it also would be possible to



	target cooling/heating only occupied areas of the hall.  Synchronizing the timing of the roof replacement and the removal of the rooftop AC unit is recommended to ensure the new roof is installed at one time and a patch is not required when the AC unit is relocated to the ground.
<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	HVAC upgrade is expected to lead to cost savings due to heating and cooling efficiencies.
<i>Asset Management Implications:</i>	4.0 Understanding the Asset Lifecycle
<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 14: Buildings are as efficient as possible and lock into zero-emission options as much as possible.

**Financial Implications**

**Five-Year Capital Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$892,240	\$178,665	\$245,168	\$346,813	\$389,945
Contributions Surplus	-\$713,575	\$ 66,503	\$101,645	\$ 43,132	\$384,264
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$178,665	\$245,168	\$346,813	\$389,945	\$774,209

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 58,509	\$ -	\$ -	\$ -	\$ -
2024 Operating Deficit	-\$ 58,509	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ -	\$ -	\$ -	\$ -	\$ -

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

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024  
**AUTHOR:** Patrick Higgins, Chief, Roberts Creek Volunteer Fire Department  
**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR ROBERTS CREEK FIRE PROTECTION [212]

---

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Roberts Creek Fire Protection [212] be received for information.**

---

**BACKGROUND**

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

The Finance Committee made the following recommendations on October 28, 2024:

**Recommendation No. 5**

The Finance Committee recommended that Budget Proposals for Base Budget Related and Strategic Plan Focus Area projects, as follows, be brought forward to Finance Committee 2025 Round 1 Budget on November 25-26, 2024:

- Roberts Creek Fire Protection Base Budget Increase; (Proposal 1)

**Recommendation No. 12**

The Finance Committee recommended that Budget Proposals for Board Directed and / or Business Continuity projects, as follows, be brought forward to Finance Committee 2025 Round 1 Budget:

- Firefighter Compensation Action Plan (Roberts Creek Fire Protection); (Proposal 2)
- Roberts Creek Assistant Chief of Training and Safety; (Proposal 3)

**DISCUSSION**

***2025 R1 Budget Proposals***

1	<i>Function Number – Project Title:</i>	[212] – Roberts Creek Fire Protection Base Budget Increase
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact

<i>Category:</i>	Business Continuity / Base Budget (Operating)
<i>Geographic Areas Affected:</i>	D
<i>2025 Funding Required:</i>	\$15,000
<i>Funding Source(s):</i>	Taxation
<i>Rationale / Service Impacts:</i>	In order to support the increase in membership from 15 to 24 a base budget lift is required for honoraria, self-contained breathing apparatus and equipment, Volunteer Firefighter insurance, extended health benefits, radio licenses.
<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input checked="" type="checkbox"/> Term or Student (TIME)
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$15,000 per year to year 5
<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	(text)
<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 9: Community Members feel Connected and Ready to Collaborate to increase the Sunshine Coast’s Resilience to the Impacts of Climate Change.

2	<i>Function Number – Project Title:</i>	<b>Referred to Round 2 Budget - [212] –</b> Firefighter Compensation Action Plan (Roberts Creek Fire Protection)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Directed
	<i>Geographic Areas Affected:</i>	D
	<i>2025 Funding Required:</i>	TBC – staff report to be presented
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	As part of the 2024 budget, the SCRD Board directed (resolution 049/23, recommendations No. 39, 41, 42 and 43 – in part) that staff prepare a 2024 firefighter compensation action plan that includes... engagement with volunteer firefighters

		<p>around recognition and compensation; raising public awareness of the contributions made by volunteer firefighters; a report to the Board prior to the 2025 budget process.</p> <p>The Sunshine Coast relies on volunteer fire departments. The “ask” of volunteers has increased substantially in recent years based on increased training demands and increased call volumes.</p> <p>Recognition and compensation are important factors for the retention of trained firefighters and recruitment of new members.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBC – staff report to be presented
	<i>Asset Management Implications:</i>	none
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 10: Increase Community Resilience to Extreme weather events including flooding, extreme heat, and poor air quality.

3	<i>Function Number – Project Title:</i>	[212] – Roberts Creek Assistant Chief of Training and Safety
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Directed (Operating)
	<i>Geographic Areas Affected:</i>	D
	<i>2025 Funding Required:</i>	\$35,270
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Deferred to 2025 per Directive 039/24 No. 40</p> <p>Assistant Chief assisting in fire prevention, training, inspections and operational readiness through equipment and facility maintenance; and leading the health and safety program.</p>

		This position will ensure two people are in the hall available to respond.
	<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
		<b>Staffing (2025)</b> Proration (6 Months – Ongoing to 2025) FTE Count: 0.25 Cost (2025): \$27,865  <b>Additional Staffing Costs:</b> \$5,905 ongoing plus \$1,500 one time  <b>Future Year FTE Request</b> FTE Count: 0.50 Cost: \$57,262
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$57,262 to year 5.
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 2: Collaboration - Stronger collaboration between different levels of government, local governments, businesses, and community groups.

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$730,547	\$ 838,123	\$1,001,653	\$ 918,316	\$1,111,292
Contributions Surplus	\$159,576	\$ 163,530	-\$ 83,337	\$ 192,976	\$ 213,972
2025 Budget Proposals	-\$ 52,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$838,123	\$1,001,653	\$ 918,316	\$1,111,292	\$1,325,264

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 54,486	\$ 34,057	\$ 34,057	\$ 34,057	\$ 34,057
2024 Operating Deficit	-\$ 20,429	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 34,057	\$ 34,057	\$ 34,057	\$ 34,057	\$ 34,057

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

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024  
**AUTHOR:** Ryan Daley, Fire Chief, Halfmoon Bay Volunteer Fire Department  
**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR HALFMOON BAY FIRE PROTECTION [216]

---

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Halfmoon Bay Fire Protection [216] be received for information.**

---

**BACKGROUND**

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

The Finance Committee made the following recommendations on October 28, 2024:

**Recommendation No. 12**

The Finance Committee recommended that Budget Proposals for Board Directed and / or Business Continuity projects, as follows, be brought forward to Finance Committee 2025 Round 1 Budget:

- Firefighter Compensation Action Plan (Halfmoon Bay Fire Protection);
- Halfmoon Bay Deputy Chief Increase;

**Recommendation No. 15**

The Finance Committee recommended that Budget Proposals for Discretionary projects, as follows, be brought forward to Finance Committee 2025 Round 1 Budget:

- Halfmoon Bay Fire Protection Kitchen Upgrade;

**DISCUSSION**

**2025 R1 Budget Proposals**

1	<i>Function Number – Project Title:</i>	[216] – Halfmoon Bay Deputy Chief (0.5 FTE Increase)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	B

	<p><i>2025 Funding Required:</i></p>	<p>\$46,734</p>
	<p><i>Funding Source(s):</i></p>	<p>Taxation</p>
	<p><i>Rationale / Service Impacts:</i></p>	<p>Deferred to 2025 per directive 039/24 No. 42</p> <p>Deputy Chief to assist in emergency response, administration duties, fire prevention, public education, training, OH&amp;S, equipment preparation, maintenance, and pre-incident planning.</p> <p>The Deputy Chief is also required for Monday to Friday emergency daytime response when other members are out of the district due to their own career responsibilities. The lack of employment in Halfmoon Bay means most volunteer members work outside the district. In 2023 HBFD had 28.57% of its call volume Monday to Friday from 9:00-17:00. Currently 50% of the time there is only 1 staff member on shift to respond during these hours. When that staff member is on vacation, the fire hall is empty 50% of the time. This position will ensure one person is at the hall during these hours and majority of the time two people are in the hall available to respond. Our primary function is to save lives, and being able to respond quicker with an adequate work force is a vital requirement.</p> <p>“As each Department then grows, and its call volumes and responsibilities increase, one or more other officer positions (e.g., Deputy Chief/Training Officer) then will become either full or part-time positions.” (Mitchell, 2018 pg 5)</p>
	<p><i>HR Implications</i></p>	<p><input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p> <p><b>Staffing (2025)</b>  Proration (10 Months)  FTE Count: 0.4  Cost (2025): \$46,734</p> <p><b>Additional Staffing Costs:</b>  \$0 – existing permanent position</p> <p><b>Future Year FTE Request</b>  FTE Count: 0.5  Cost: \$55,836</p>



	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Year 2, \$55,836 Year 3, \$56,953
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Choose an item.

2	<i>Function Number – Project Title:</i>	<b>Referred to Round 2 Budget -</b> [216] – SCRD Firefighter Compensation Action Plan (Halfmoon Bay Fire Protection)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	B
	<i>2025 Funding Required:</i>	TBC – staff report to be presented
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>As part of the 2024 budget, the SCRD Board directed (resolution 049/23, recommendations No. 39, 41, 42 and 43 – in part) that staff prepare a 2024 firefighter compensation action plan that includes... engagement with volunteer firefighters around recognition and compensation; raising public awareness of the contributions made by volunteer firefighters; a report to the Board prior to the 2025 budget process.</p> <p>The Sunshine Coast relies on volunteer fire departments. The “ask” of volunteers has increased substantially in recent years based on increased training demands and increased call volumes.</p> <p>Recognition and compensation are important factors for the retention of trained firefighters and recruitment of new members.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBC – staff report to be presented	

	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 10: Increase Community Resilience to Extreme weather events including flooding, extreme heat, and poor air quality.

3	<i>Function Number – Project Title:</i>	[216] – Halfmoon Bay Fire Protection Kitchen Cabinet Upgrade <b>Extraordinary</b>
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Discretionary
	<i>Geographic Areas Affected:</i>	B
	<i>2025 Funding Required:</i>	\$18,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	Replace current kitchen cabinets that are deteriorating. The current kitchen cabinets are old, worn out, has lack of space and it does not have the proper layout for appliances.
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Future replacement after 30-year life cycle
	<i>Asset Management Implications:</i>	4.0 Understanding the Asset Lifecycle
<i>Climate Action Plan Goal and Impact (if applicable)</i>	N/A	

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 953,310	\$ 1,060,696	\$ 1,057,760	\$ 1,109,284	\$ 1,218,251
Contributions Surplus	\$ 107,386	-\$ 2,936	\$ 51,524	\$ 108,967	\$ 220,727
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,060,696	\$ 1,057,760	\$ 1,109,284	\$ 1,218,251	\$ 1,438,978

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 115,115	\$ 119,567	\$ 119,567	\$ 119,567	\$ 119,567
2024 Operating Surplus	\$ 22,452	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 18,000	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 119,567	\$ 119,567	\$ 119,567	\$ 119,567	\$ 119,567

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget)– November 25 and 26, 2024

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

**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR EGMONT FIRE PROTECTION [218]

---

### RECOMMENDATION(S)

**THAT** the report titled **2025 Round 1 Budget Proposal for Egmont Fire Protection [218]** be received for information.

---

### BACKGROUND

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

The Finance Committee made the following recommendation on October 28, 2024:

#### **Recommendation No. 12**

The Finance Committee recommended that Budget Proposals for Board Directed and / or Business Continuity projects, as follows, be brought forward to Finance Committee 2025 Round 1 Budget:

- Firefighter Compensation Action Plan (Egmont Fire Protection);

### DISCUSSION

#### ***2025 R1 Budget Proposal***

1	<i>Function Number – Project Title:</i>	<b>Referred to Round 2 Budget - [218]</b> – Firefighter Compensation Action Plan (Egmont and District Fire Protection)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Directed (Operating)
	<i>Geographic Areas Affected:</i>	A
	<i>2025 Funding Required:</i>	TBC – staff report to be presented
	<i>Funding Source(s):</i>	Taxation

	<i>Rationale / Service Impacts:</i>	<p>As part of the 2024 budget, the SCRD Board directed (resolution 049/23, recommendations No. 39, 41, 42 and 43 – in part) that staff prepare a 2024 firefighter compensation action plan that includes... engagement with volunteer firefighters around recognition and compensation; raising public awareness of the contributions made by volunteer firefighters; a report to the Board prior to the 2025 budget process.</p> <p>The Sunshine Coast relies on volunteer fire departments. The “ask” of volunteers has increased substantially in recent years based on increased training demands and increased call volumes.</p> <p>Recognition and compensation are important factors for the retention of trained firefighters and recruitment of new members.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBC – staff report to be presented
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 10: Increase Community Resilience to Extreme weather events including flooding, extreme heat, and poor air quality.

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$179,182	\$199,182	\$224,182	\$166,482	\$180,482
Contributions Surplus	\$ 20,000	\$ 25,000	-\$ 57,700	\$ 14,000	\$ 30,000
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$199,182	\$224,182	\$166,482	\$180,482	\$210,482

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 262,818.00	\$ 299,931	\$ 299,931	\$ 299,931	\$ 299,931
2024 Operating Surplus	\$ 37,113.00	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 299,931	\$ 299,931	\$ 299,931	\$ 299,931	\$ 299,931

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – I. Hall	Other Staff	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

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

**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR 911 EMERGENCY TELEPHONE [220]

---

### RECOMMENDATION(S)

**THAT the report titled 2025 Round 1 Budget Proposal for 911 Emergency Telephone [220] be received for information.**

---

### BACKGROUND

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

The Finance Committee made the following recommendation on October 28, 2024:

#### **Recommendation No. 12**

The Finance Committee recommended that Budget Proposals for Board Directed and / or Business Continuity projects, as follows, be brought forward to Finance Committee 2025 Round 1 Budget:

- 911 Radio Upgrade – Final Phase;
- Placeholder – Chapman 911 Tower Project Budget Increase;

**\*NEW ADDITION – 2025 911 E-Comm Levy Increase**

### DISCUSSION

#### **2025 R1 Budget Proposals**

1	<i>Function Number – Project Title:</i>	[220] – 911 Radio Upgrade – Final Phase – <b>Extraordinary Project</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional

	<i>2025 Funding Required:</i>	\$750,000
	<i>Funding Source(s):</i>	Equipment Financing Debt-\$735,830 Capital Reserves-\$365,170
	<i>Rationale / Service Impacts:</i>	<p>This is the next phase of work needed to complete 911 system upgrades, a project that was started circa 2010.</p> <p>At this point, whole radio systems (at end of useful life) need to be replaced in one effort so that everything works together. There are two options for staging the work over the next two years. The slower option balances costs but sustains an existing risk (lack of redundancy in Nanaimo, which is SCRD's relay point to E-Comm) for an additional year.</p> <p>Option 1:</p> <p>2025: \$750,000 2026: \$350,000</p> <p>Option 2:</p> <p>2025: \$900,000 2026: \$200,000</p> <p>Deliverables include:</p> <ol style="list-style-type: none"> <li>1. Refresh aged-out radio equipment and power supplies</li> <li>2. Add radio site monitoring to monitor and report to fire department and radio contractor: power outages, equipment faults, site intrusion (will require PIA)</li> <li>3. Increase VHF channels</li> <li>4. Improve radio coverage due to difficult terrain</li> </ol>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	SCRD currently has preventative maintenance program in place for 911 service assets. This project will not increase costs for this program.



		A capital plan for the 911 service is in development (inventory completed in 2024).
	<i>Asset Management Implications:</i>	4.0 Understanding the Asset Lifecycle
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	N/A

2	<i>Function Number – Project Title:</i>	[220] – Chapman 911 Tower Project Budget Increase – <b>Existing Extraordinary Project</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$125,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Rationale / Service Impacts:</i>	<p><b>Staff recommend deferring to Round 2; project costing still underway.</b></p> <p>911 tower being constructed at Chapman WTP has encountered:</p> <ol style="list-style-type: none"> <li>1. Additional archaeological costs</li> <li>2. Additional geotechnical review costs</li> <li>3. Additional foundation design costs</li> <li>4. Additional internal project management costs based on time and complexity</li> <li>5. Potential increase to construction cost (no contract signed) based on time escalation; striving to offset with more efficient foundation design</li> </ol> <p>It is anticipated that a project budget increase will be needed.</p> <p>This project is critical; the existing tower is not CSA compliant and at risk of collapse (and is a core asset for 911 and RCMP communication for the region). Further details expected Q4 2024.</p>

	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	None related to this proposal
	<i>Asset Management Implications:</i>	3.0 Guiding Effective Decisions
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	N/A

3	<i>Function Number – Project Title:</i>	<b>***NEW</b> [220] – 2025 911 E-Comm Levy Increase
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$8,315
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>E-Comm provides 911 dispatch services for SCR D (and almost all governments in BC).</p> <p>The 2025 911 E-Comm Levy is expected to increase by 14% compared to 2024.</p> <p>A base budget increase of \$8,315 for Contracted Services is required to cover the difference.</p> <p>The budget for this item was last increased in 2021/2022.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing base budget increase
<i>Asset Management Implications:</i>	N/A	
<i>Climate Action Plan Goal and Impact (if applicable)</i>	N/A	

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$531,732	\$516,532	\$261,162	\$370,962	\$480,762
Contributions Surplus	\$109,800	\$109,800	\$109,800	\$109,800	\$109,800
2025 Budget Proposals	-\$125,000	-\$365,170	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$516,532	\$261,162	\$370,962	\$480,762	\$590,562

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 85,020.00	\$ 138,982	\$ 138,982	\$ 138,982	\$ 138,982
2024 Operating Surplus	\$ 53,962.00	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 138,982	\$ 138,982	\$ 138,982	\$ 138,982	\$ 138,982

Reviewed by:			
CAO / CFO		Legislative	
Finance		Manager	
GM		Other Staff	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Ahmad Kidwai, Manager, Transit and Fleet

**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR PUBLIC TRANSIT [310]**

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Public Transit [310] be received for information.**

**BACKGROUND**

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

**DISCUSSION**

**2025 R1 Budget Proposals**

1	<i>Function Number – Project Title:</i>	<b>Refer to Round 2 Budget Pending AOA</b> - [310] – 2025/26 Annual Operating Agreement – base budget lift
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	B, D, E, F, DoS, ToG, sNGD
	<i>2025 Funding Required:</i>	TBD
	<i>Funding Source(s):</i>	Taxation: TBD  BC Transit Recovery / Fare Revenue:TBD
	<i>Rationale / Service Impacts:</i>	Each year BC Transit and the SCR D enter into an Annual Operating Agreement (AOA) which governs transit service levels and associated costs. BC Transit provides the SCR D with a draft 3 Year budget reflective of the anticipated costs to operate the transit service in the upcoming year (April 01, 2025 – March 31, 2026).  The draft 3-Year budget for the AOA considers an increase in ridership (revenues retained by

		<p>SCRD to offset costs), as well as increased costs for various operational areas such as fuel, lease fees, maintenance, insurance, BC Transit administrative overhead, and fixed operational costs such as management and administrative salaries, cleaning, uniforms, training, and infrastructure costs.</p> <p>The 2025/26 proposed budget also includes additional handyDART hours over and above the approved 2024 service expansion. An additional 178 service hours were supported by BC Transit in order to align with the SCRDR Collective Agreement minimum shift length.</p> <p>Finally, the Battery Electric Buses are scheduled to be in service in early 2026 (Year 1 of the draft 3-Year budget), however, are anticipated to be a cost neutral impact on the budget.</p> <p>The overall increase to the 3-Year Budget/AOA is funded through a combination of taxation and BC transit recovery per the shared cost formula, as well as estimated increases in fare and advertising revenue.</p> <p>Staff continue to work with BC Transit to finalize the draft three-year AOA budget. Current efforts are focused on refining the AOA operator detail budget to include expansion-related increases and existing budgeted fixed costs which are not currently cost shared.</p> <p>Once these details have been finalized, staff will then be able to calculate the net increase to the SCRDR base budget and the respective BC Transit and SCRDR funding shares.</p>												
	<p><i>HR Implications</i></p>	<p><input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input checked="" type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p>												
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<table border="1" data-bbox="764 1623 1401 1761"> <thead> <tr> <th></th> <th>2025</th> <th>2026</th> <th>2027</th> </tr> </thead> <tbody> <tr> <td>Base Budget</td> <td>\$TBD</td> <td>\$TBD</td> <td>\$TBD</td> </tr> <tr> <td>Increase</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>Figures are estimates prior to BC Transit approving their budget.</li> </ul>		2025	2026	2027	Base Budget	\$TBD	\$TBD	\$TBD	Increase			
	2025	2026	2027											
Base Budget	\$TBD	\$TBD	\$TBD											
Increase														

		<ul style="list-style-type: none"> <li>• Values are reflective of net operating base budget increase only; support services and wages are budgeted separately.</li> <li>• Funding breakdown for 2024 base budget increase is based on draft 3-Year budget and increases required over provisional budget values.</li> </ul> <p>Funding future funding ratios are dependent on numerous factors, namely shareable cost ratios negotiated with BC Transit annually, fare revenue, and lease fees.</p>
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 12: Shift beyond the car – 30% of trips made by walking, biking, or transit by 2030 (BC’s Roadmap to 2030).

2	<i>Function Number – Project Title:</i>	[310] – Transit Training Base Budget Alignment
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Base Budget Increase Request
	<i>Geographic Areas Affected:</i>	B, D, E, F, DoS, ToG, sNGD
	<i>2025 Funding Required:</i>	N/A
	<i>Funding Source(s):</i>	Existing budget (\$15,850)
	<i>Rationale / Service Impacts:</i>	<p>The purpose of this item is to correct an administrative error and to align the budget with where the actual expenses are realized.</p> <p>The base operating budget was increased in 2022 for Driver Orientation and Training, however the budget was included in the Training and Development expense category and did not include the related FTE’s. The actual expense is realized within the Salaries and Wages expense category and has an associated FTE for the hours spent in driver orientation and training.</p> <p>The proposal is cost neutral and moves the budget to the correct general ledger account.</p>

	<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
		<b>Staffing (2025)</b> Not pro-rated (12 months) FTE Count: 0.16 FTE Cost (2025): \$15,850 (from existing budget)
		<b>Future Year FTE Request</b> FTE Count: 0.16 FTE (ongoing) Cost:\$15,850 (From existing budget)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Base Budget
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

3	<i>Function Number – Project Title:</i>	[310] – Transit Expansion Priorities 2025+  <b>Extraordinary</b>
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	B, D, E, F, DoS, ToG, sNGD
	<i>2025 Funding Required:</i>	\$171,000
	<i>Funding Source(s):</i>	Revenue \$ 8,200  Taxation \$39,500  BC Transit Share \$123,300
	<i>Rationale / Service Impacts:</i>	On October 10, 2024, the Board adopted a resolution (285/24) to enter into a Memorandum of Understanding with BC Transit for 2025/26 service expansion priorities including increased weekday frequency of Route 90 and an increase to weekday and weekend handyDART service hours; and to bring forward a budget proposal for the 2025-2028 financial plan deliberations.

		The addition of 800 hours to Route 90 to address critical ridership levels/passups on weekends is anticipated for May 2025 implementation, while the majority of Route 90 service hour expansion (2,700 hrs) as well as handyDART service hours (2,912 hrs) are anticipated for a January 2026 commencement (both services requiring additional fleet units).
	<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)  <b>Staffing (2025)</b> Proration (8 Months) FTE Count: 0.60 Cost (2025): \$51,870  <b>Additional Staffing Costs:</b> \$362,820  <b>Future Year FTE Impact (2026)</b> FTE Count: 3.85 Cost: \$372,798
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Total Funding Required in 2026: \$1,110,000 Funding Sources: Fare Revenue \$57,000 Taxation \$520,000 BC Transit Share \$533,000
	<i>Asset Management Implications:</i>	Choose an item.  N/A – Fleet is leased from BC Transit.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 12: Shift beyond the car – 30% of trips made by walking, biking, or transit by 2030 (BC’s Roadmap to 2030).



**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 225	\$ 225	\$ 225	\$ 225	\$ 225
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 225	\$ 225	\$ 225	\$ 225	\$ 225

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 515,849	\$ 742,286	\$ 742,286	\$ 742,286	\$ 742,286
2024 Operating Surplus	\$ 408,157	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 56,720	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	-\$ 125,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 742,286	\$ 742,286	\$ 742,286	\$ 742,286	\$ 742,286

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – S. Gagnon	Other Staff	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Shelley Gagnon, General Manager, Community Services

**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR PUBLIC TRANSIT AND FLEET MAINTENANCE FACILITY [310 AND 312]**

---

### RECOMMENDATION(S)

**THAT the report titled 2025 Round 1 Budget Proposal for Public Transit and Fleet Maintenance Facility [310 and 312] be received for information.**

---

### BACKGROUND

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

### DISCUSSION

#### ***2025 R1 Budget Proposal***

1	<i>Function Number – Project Title:</i>	[310 and 312] – Transit and Fleet Maintenance Facility Required Maintenance and Space Optimization (Phase 1)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2025 Funding Required:</i>	\$85,000 (one time)
	<i>Funding Source(s):</i>	Fleet [312] Capital Reserves - \$28,280 Transit [310] Operating Reserves - \$56,720
	<i>Rationale / Service Impacts:</i>	The Transit and Fleet Maintenance Facility was constructed in 1995 with an expansion in 2006. The building has only had a few investments and minor repairs over the past thirty years. There is no capital plan in place for the building.

		<p>The main floor office configurations, flooring, and painting are original, with the exception of a customer service front counter added in 2018.</p> <p>Over the past ten years, there have been increases in transit service hours as well as the number of corporate fleet units, which has resulted in additional staff requiring work space as well, particularly in the dispatch and driver interface area. The interior of the building and main floor workspaces are in desperate need of an upgrade and retrofit to enable additional work stations.</p> <p>The proposal requests consideration for a phased approach to interior building repair and maintenance.</p> <p><b>Phase 1 includes:</b></p> <ul style="list-style-type: none"> <li>- Renovation of dispatch and driver interface area to allow for two workstations and more effective use of space</li> <li>- Renovation of lunchroom and photocopy area to allow more effective use of space, and accommodate a larger lunch area within the same space</li> <li>- New flooring throughout main floor and stairwell to second floor area</li> <li>- Painting throughout main floor and stairwell to second floor area</li> </ul> <p>It is anticipated that this project will be managed and executed by the Building Maintenance team.</p> <p>Future budget proposals for repair and maintenance to the fleet offices area to come forward in a future year.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
310 Transit	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 225	\$ 225	\$ 225	\$ 225	\$ 225
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2025 BPs	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 225	\$ 225	\$ 225	\$ 225	\$ 225

312 Fleet Maintenance	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 106,162	\$ 77,882	\$ 77,882	\$ 77,882	\$ 77,882
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2025 BPs	-\$ 28,280	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 77,882	\$ 77,882	\$ 77,882	\$ 77,882	\$ 77,882

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

310 Transit	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 515,849	\$ 742,286	\$ 742,286	\$ 742,286	\$ 742,286
2024 Operating Surplus	\$ 408,157	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 56,720	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	-\$ 125,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 742,286	\$ 742,286	\$ 742,286	\$ 742,286	\$ 742,286

312 Fleet Maintenance	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 36,239	\$ 9,338	\$ 4,669	\$ -	\$ 2,335
2024 Operating Deficit	-\$ 22,232	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	-\$ 4,669	-\$ 4,669	-\$ 4,669	\$ 2,335	\$ 4,669
Closing Balance in Reserve	\$ 9,338	\$ 4,669	\$ -	\$ 2,335	\$ 7,004

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – S. Gagnon	Other Staff	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Allen van Velzen, Manager, Facility Services

**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR BUILDING MAINTENANCE [313]

**RECOMMENDATION(S)**

**THAT** the report titled 2025 Round 1 Budget Proposal for Building Maintenance [313] be received for information.

**BACKGROUND**

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

**DISCUSSION**

**2025 R1 Budget Proposal**

1	<i>Function Number – Project Title:</i>	[313] – Covered Salt Storage Bin at Mason Yards (Snow and Ice Control)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2025 Funding Required:</i>	\$17,600 (one time)
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	In 2023/24 the provision of snow and ice control services at SCRD facilities was transitioned from an external contract to internal resources. A 2024 budget proposal was approved to support the operational expenses of providing the service.  A temporary salt storage area at Mason Yards was accommodated and the salt was covered by using a tarp. Through our experience gained over the first season of providing the service, it was determined that the salt storage area was

	inadequate. A larger, protected storage area was required.  This budget proposal is to construct a covered salt storage area with adequate capacity to store a minimum of 30 tons of salt.
<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Reduces product loss from exposure to weather. Will require replacement in approximately 15 – 20 years. Ongoing repair and maintenance of the storage area can be addressed through existing operating budget.
<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	Should be considered for 313 capital plan lifecycle replacement.
<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

**Financial Implications**

**Five-Year Operating Reserve Plan (or longer, if applicable)**

(use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 83,356	\$ 61,428	\$ 61,428	\$ 61,428	\$ 61,428
2024 Operating Deficit	-\$ 4,328	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 17,600	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 61,428	\$ 61,428	\$ 61,428	\$ 61,428	\$ 61,428

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – S. Gagnon	Other Staff	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Shelley Gagnon, General Manager, Community Services

**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR MASON ROAD YARDS [315]

**RECOMMENDATION(S)**

**THAT** the report titled 2025 Round 1 Budget Proposal for Mason Road Yards [315] be received for information.

**BACKGROUND**

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

**DISCUSSION**

***2025 R1 Budget Proposal***

1	<i>Function Number – Project Title:</i>	[315] – Mason Road Yards Infrastructure Upgrades (Phase 1) - Supporting Phase 2 of Electric Vehicle Project
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2025 Funding Required:</i>	\$167,000
	<i>Funding Source(s):</i>	Internal Recoveries
	<i>Rationale / Service Impacts:</i>	As per the Corporate Carbon Neutrality Plan, aging fleet units will be replaced with electric vehicles where possible. This transition to electric vehicles requires sufficient charging infrastructure to support the daily operation of electric vehicles.  This project proposes infrastructure upgrades at Mason Road Yards (MY) to support the Phase 2

		<p>EV Project; to support the electrification of the fleet units housed at Mason Road Yards.</p> <p>Currently there is one charging station at MY and one EV. In 2024, approvals were received to secure two additional EV/Hybrid units. Between 2025-2027, it is anticipated that this number could grow to 15+ units. Transit buses are NOT in scope. If EV infrastructure is not added at MY, it will impact the corporation's ability to achieve its Board approved goals for Green House Gas reductions.</p> <p>Each fossil fueled vehicle replaced by an electric vehicle will result in an estimated reduction of 2.5 tonnes of CO<sub>2</sub>e/yr (2tCO<sub>2</sub>e/yr for cars and 3tCO<sub>2</sub>/yr for SUVs and trucks, varies by vehicle type and usage).</p> <p>Staff retained the services of an electrical design consultant to conduct an electrical assessment of MY to determine the future charging needs and electrical service infrastructure upgrades required to support the anticipated electrical vehicle fleet to be based at MY over the next 2 years (Phase 1) and 5 years (Phase 2).</p> <p>The BC Hydro (electrical) service at MY is split between three buildings (Waterworks/Utilities Building; Parks Hut, and the Waterworks storage shed). The site has sufficient electrical capacity to accommodate the proposed charging, however accommodating the proposed changes at MY is more challenging, requiring circuit sharing with two chargers per circuit, with chargers distributed over the three Hydro services.</p> <p>Staff are proposing the project be implemented in two phases that would result in a total capacity of 21 Level II chargers within 5 years.</p> <p>The 2025 budget proposal is for Phase 1 only. Implementation of Phase 2 will be brought forward in a 2027 budget proposal.</p> <p><b>Phase 1 (current – 2 year need):</b> Infrastructure upgrades at MY include:</p> <ul style="list-style-type: none"><li>- Connection to the existing main switchboard in the Utility Building</li></ul>
--	--	---



		<ul style="list-style-type: none"> <li>- New panel on rear wall for EV charging</li> <li>- Significant trenching, cabling</li> <li>- Relocate existing charger to a pedestal, and install additional charger</li> <li>- Installation of 12 new level II chargers (for a total of 13)</li> <li>- Install the majority of new chargers on pedestals with some wall</li> </ul> <p><b>Phase 2 estimate: \$89,000 (2024 \$)</b></p> <p>There is an opportunity to apply for a BC Hydro Fleet Electrification Grant, which could help offset the cost of the project (~ max \$65,000 for total MY project).</p> <p>This project will be managed by the BM team.</p> <p>NOTE: This proposal is related to the infrastructure to support the operation of EV's. The cost of operations (i.e. Electricity) is not included. Charge management software will be required to accurately charge back operational costs to the individual services, the costs for charge management software are not included in this proposal. The Corporate Fleet Strategy should include recommendations for software and will be part of a future budget proposal.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2025 - \$167,000 2026 - \$89,000 (as per 2024\$)
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 13: Electrify Transportation.

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – S. Gagnon	Other Staff	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Shelley Gagnon, General Manager, Community Services

**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR PORTS SERVICES [345]

---

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Ports Services [345] be received for information.**

---

**BACKGROUND**

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

**DISCUSSION**

***2025 R1 Budget Proposal***

1	<i>Function Number – Project Title:</i>	[345] – Keats Landing Dock Major Repairs – Project Budget Lift
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	F
	<i>2025 Funding Required:</i>	\$268,500 (one time)
	<i>Funding Source(s):</i>	Community Works Funds (Area F)
	<i>Rationale / Service Impacts:</i>	As per Board Resolution 303/24 No 2., this budget proposal is for additional funding to complete the Keats Landing dock major repairs. In October 2023, the Keats Landing dock was closed to vehicular traffic after a major inspection of the dock identified significant structural damage to two bearing piles along the approach.

	<p>Since the closing of the dock to vehicular traffic, numerous complaints have been received by the community. The dock is the main access to the west side of Keats Island used by residents, tourists, Keats camp, and commercial scheduled water taxi services.</p> <p>The detailed design and construction documents to increase the load bearing capacity of the dock to permit vehicular access are nearing completion and a cost estimate has been completed.</p> <p>The balance of previously approved budget for Keats Landing major repairs of \$93,000 was used to attain the engineered drawings and cost update, however, it is insufficient to complete the project. The project is estimated to cost \$361,500. An additional \$268,500 will be required to complete the project.</p>
<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This repair will need to be incorporated into the capital renewal plan currently being drafted.
<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$1,390,194	\$1,755,194	\$2,120,194	\$2,485,194	\$2,850,194
Contributions Surplus	\$ 365,000	\$ 365,000	\$ 365,000	\$ 365,000	\$ 365,000
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$1,755,194	\$2,120,194	\$2,485,194	\$2,850,194	\$3,215,194

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 184,139	\$ 262,857	\$ 280,857	\$ 298,857	\$ 226,857
2024 Operating Surplus	\$ 60,718	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 18,000	\$ 18,000	\$ 18,000	-\$ 72,000	\$ 18,000
Closing Balance in Reserve	\$ 262,857	\$ 280,857	\$ 298,857	\$ 226,857	\$ 244,857

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – S. Gagnon	Other Staff	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Allen van Velzen, Manager, Facility Services  
Graeme Donn, Manager, Recreation Services

**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR RECREATION FACILITIES [615]

---

### RECOMMENDATION(S)

**THAT** the report titled 2025 Round 1 Budget Proposal for Recreation Facilities [615] be received for information.

---

### BACKGROUND

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

### DISCUSSION

#### ***2025 R1 Budget Proposals***

1	<i>Function Number – Project Title:</i>	[615] – Facility Services Inflationary Expense Increase - Base Budget Lift
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase
	<i>Geographic Areas Affected:</i>	Sechelt, Gibsons
	<i>2025 Funding Required:</i>	\$90,600 (Ongoing) \$15,000 (One-time)
	<i>Funding Source(s):</i>	Taxation (Ongoing) Operating Reserves (One-time)
	<i>Rationale / Service Impacts:</i>	This budget proposal requests a base budget increase for various fixed expenses to respond to cost increases due to inflation as well as post-pandemic trends. The cost to procure goods and

		<p>services has risen significantly over past five years, without a corresponding budget lift.</p> <p>Since 2019, the following fixed expenses have increased:</p> <ul style="list-style-type: none"><li>• Telecommunications – increase of 4.5%</li><li>• Natural Gas* – increase of 51%</li><li>• Water** - increase of 56%</li><li>• Janitorial Supplies – increase of 34%</li><li>• Pool Chemicals – increase of 13%</li><li>• GDAF Pool Basin Painting - increase of 40%</li><li>• Pool Maintenance Supplies (Unit Cost) – increase of 84%</li></ul> <p>*Excludes SAC data due to failed heat pumps impacting gas consumption.</p> <p>**Excludes GACC 2023 data due to condenser issue increasing water consumption, GACC data based on 2022 cost.</p> <p>To date, in order to mitigate the impacts of these fixed cost increases, staff have adjusted spending in other areas of the base budget, that has resulted in a reduction in contingencies for non-fixed costs such as repairs and non-critical maintenance. As the facilities age, the budget for these non-planned repair and maintenance items should be increasing. In 2023/24, non-planned repairs were greater than \$75,000 (steam room, condenser, ice resurfacer) placing further pressure on limited budgets. This is not sustainable over the long term.</p> <p>The proposed increase of 16.65% base Materials and Supplies and Repairs and Maintenance will restore the historical levels of budget for maintenance and repairs at the recreation facilities and avoid further deferral of maintenance. The increase equates to \$90,600 or a 5.58% overall increase to the base budget (excluding salaries/benefits).</p> <p>Further, within this budget proposal is one-time funding of \$15,000 to complete the header trench cleaning for SCA and GACC. Header trench cleaning at SCA is an item that has been deferred. The header trench cleaning process is normally completed every three years, SCA is</p>
--	--	--

		now overdue by 2 years (GACC is due again in 2025).
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2026 Financial Implication: \$90,600 ongoing
	<i>Asset Management Implications:</i>	n/a - Operational
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

2	<i>Function Number – Project Title:</i>	[615] – FTE Alignment for Joint Use Agreement Staffing
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	Internal Recovery (\$18,992)
	<i>Funding Source(s):</i>	None required
	<i>Rationale / Service Impacts:</i>	<p>The purpose of this budget proposal is to include the incremental additional staffing required to delivery on the Joint Use Agreement (JUA) with SD46. The base operating budget was approved in 2023 for the staffing related to swim lessons offered through the JUA, however due to an administrative oversight, the funding was not accounted for in the correct general ledger nor were the associated FTE included.</p> <p>The proposal is cost neutral, includes the 0.24 FTE, and moves the budget to the correct general ledger account (salaries and wages).</p> <p>This budget is not pro-rated and is reflective of 12 months in 2025.</p>
	<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)

		<b>Staffing (2025) Ongoing</b>  FTE: 0.24  Cost: Internal recovery (\$18,992)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a - Operational
	<i>Asset Management Implications:</i>	n/a - Operational
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

3	<i>Function Number – Project Title:</i>	[615] – Sechelt Aquatic Centre - Pumps for Water Features (slide, lazy river, play feature)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Discretionary
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2025 Funding Required:</i>	\$44,100 (One Time)
	<i>Funding Source(s):</i>	Operating Reserve
	<i>Rationale / Service Impacts:</i>	<p>This budget proposal is to replace the pumps from the water slide, play feature and lazy river.</p> <p>During the creation of capital renewal plans for the recreation facilities, assets were classified as critical or non-critical. Critical assets support the basic core function of the facility, for example HVAC, lighting, building envelopes and pool systems such as filtration, circulation and primary water heating. Non-critical assets support ancillary functions of the facility, for example steam room, sauna and pool water features such as lazy river, water slide, and play features (tipping buckets, spray arch, etc.). The current board approved capital renewal funding only supports the replacement of assets classified as critical.</p> <p>Regardless of the classification of the asset, these non-critical capital assets enhance the patron experience and form part of the historical expected service level of the facilities.</p>



		<p>Through the 2024 annual maintenance of pump systems at SAC significant corrosion was discovered in the volutes of the water slide and play feature pumps. Temporary repairs were attempted on both pumps with only the play feature pump being successful, the water slide pump is currently inoperable resulting in closure of the water slide in July. Staff attempted to source replacement parts for the pumps, however the parts are no longer available, complete pump replacement is the only option.</p> <p>If the funding is not approved, the water slide will remain closed and imminent asset failure of the other pump is anticipated which would result in closure of the lazy river and play feature. All water feature pumps were installed during original construction in 2007.</p> <p>The replacement pumps will include epoxy coated volutes and stainless-steel impellers to reduce corrosion and extend the expected service life.</p>
	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

4	<i>Function Number – Project Title:</i>	[615] – Joint Health and Safety (Recreation Services)
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Discretionary
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$18,590 (ongoing)
	<i>Funding Source(s):</i>	Taxation

	<p><i>Rationale / Service Impacts:</i></p>	<p>Joint Health and Safety Committees (JHSC) have been in place for many years, however the expectations and responsibilities for committee members have increased especially with the focus on achieving COR certification. There are two JHSC's for Recreation Services, with members involved in facility inspections, incident reviews, and meetings. Employer and employee representation on the committee is required as per the terms of reference. Employee representatives are often filled by positions that require backfill (lifeguard, facility operator), while other committee members complete their responsibilities as part of their workplan. This budget proposal is to institute a budget for JHSC time/responsibilities.</p> <p>Staff are proposing an ongoing increase and corresponding base budget lift to support the staff time and costs related to the JHSC participation for both committees.</p> <p>The 2025 budget request is not pro-rated as expenses are incurred for the full 12 months.</p>
	<p><i>HR Implications</i></p>	<p><input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p> <p><b>Staffing (2025) Ongoing</b>                  FTE Count: 0.1107                  Cost: \$10,675  <b>Additional Staffing Costs:</b>                  \$7,916  <b>Future Year FTE Request</b>                  FTE Count:0.1107                  Cost: \$18,590</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>2026 Financial Implications: \$18,590 (ongoing)</p>
	<p><i>Asset Management Implications:</i></p>	<p>n/a - Operational</p>
	<p><i>Climate Action Plan Goal and Impact (if applicable)</i></p>	<p>n/a</p>

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$2,552,253	\$1,963,850	\$1,953,520	\$1,663,391	\$ 664,131
Contributions Surplus	-\$ 588,403	-\$ 10,330	-\$ 290,129	-\$ 999,260	\$1,420,056
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$1,963,850	\$1,953,520	\$1,663,391	\$ 664,131	\$2,084,187

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 909,048	\$ 1,018,784	\$ 1,024,084	\$ 1,022,884	\$ 1,028,184
2024 Operating Surplus	\$ 178,946	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 59,100	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	-\$ 10,110	\$ 5,300	-\$ 1,200	\$ 5,300	\$ 5,300
Closing Balance in Reserve	\$ 1,018,784	\$ 1,024,084	\$ 1,022,884	\$ 1,028,184	\$ 1,033,484

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – S. Gagnon	Other Staff	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Graeme Donn, Manager, Recreation Services

**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR PENDER HARBOUR AQUATIC AND FITNESS CENTRE [625]**

---

### RECOMMENDATION(S)

**THAT the report titled 2025 Round 1 Budget Proposal for Pender Harbour Aquatic and Fitness Centre [625] be received for information.**

---

### BACKGROUND

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

Mandatory project, as follows, have been included in the Draft 2025-2029 Financial Plan:

- REGULATORY COMPLIANCE:
  - Eye Wash Station.

### DISCUSSION

#### **2025 R1 Budget Proposal**

1	<i>Function Number – Project Title:</i>	<b>***NEW</b> [625] – FTE Alignment for Joint Use Agreement Staffing
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase Requests
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	Internal Recovery (\$1,574) ongoing
	<i>Funding Source(s):</i>	None required
	<i>Rationale / Service Impacts:</i>	The purpose of this budget proposal is to include the incremental additional staffing required to delivery on the Joint Use Agreement (JUA) with School District #46. The base operating budget

	<p>was approved in 2023 for the staffing related to swim lessons offered through the JUA, however due to an administrative oversight, the funding was not accounted for in the correct general ledger nor were the associated FTE included.</p> <p>The proposal is cost neutral, includes the 0.02 FTE, and moves the budget to the correct general ledger account (salaries and wages).</p> <p>This budget is not pro-rated and is reflective of 12 months in 2025.</p>
<i>HR Implications</i>	<p><input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p> <p><b>Staffing (2025) Ongoing</b></p> <p>FTE: 0.02</p> <p>Cost: Internal recovery (\$1,574)</p>
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a Operational
<i>Asset Management Implications:</i>	n/a Operational
<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 114,122	\$ 94,122	\$ 109,122	\$ 124,122	\$ 139,122
Contributions Surplus	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
2025 Budget Proposals	-\$ 35,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 94,122	\$ 109,122	\$ 124,122	\$ 139,122	\$ 154,122

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 629,080	\$ 679,350	\$ 679,350	\$ 679,350	\$ 679,350
2024 Operating Surplus	\$ 50,270	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 679,350	\$ 679,350	\$ 679,350	\$ 679,350	\$ 679,350

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – S. Gagnon	Other Staff	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Jessica Huntington, Manager, Parks Services

**SUBJECT:** **CLIFF GILKER BRIDGES AND TRAILS REMEDIATION (PARK RECOVERY PROJECT) OPTIONS**

---

### RECOMMENDATION(S)

**THAT the report titled Cliff Gilker Bridges and Trails Remediation (Park Recovery Project) Options be received for information.**

---

### BACKGROUND

On November 15, 2021 significantly high volumes of water exceeded the natural stream banks of Clack Creek causing significant damage to bridges (Lower and Zig Zag) and trail infrastructure in the park. The two bridges and an 80m section of Yellow trail leading to the Zig Zag bridge were closed, however the rest of the park remains open for use.

Funding was approved on January 13, 2022 (Recommendation 010/22), to secure professional services to assess the damaged assets and provide options and costing for replacement or decommissioning.

Recommendations for park recovery options focused on: cost effective designs for up-front construction and overall lifecycle costs; suitability for climate and service conditions; ability to source components locally; climate resiliency, ecosystem protection, accessibility; and, consideration of amenities that blend in with the Cliff Gilker environment. Additionally, design requirements needed to conform with contemporary bridge design codes and guidelines for pedestrian, cycling and multiuse.

Staff returned to the May 23, 2024 Committee of the Whole with options from the consultant's report and a staff recommendation:

177/24      **Recommendation No. 4**      *Cliff Gilker Park Recovery Project*

The Committee of the Whole recommended that the report titled Cliff Gilker Park Recovery Project be received for information;

AND THAT a Budget Proposal for the Cliff Gilker Recovery Project be submitted as part of the 2025-2029 Financial Planning Process.

As part of the next steps for the project, staff launched a Let's Talk Page with a survey to receive public feedback to help inform the project recommendations submitted as part of the 2025-2029 Financial Planning Process. The survey results were presented to the SCRD Electoral Area Services Committee on November 21, 2024.

Survey results indicated that protection of sensitive ecosystems was the highest priority for the community with climate resiliency also ranking high. The replacement of the Upper Waterfall bridge was a high priority for respondents, with high rankings for the replacement of all four bridges.

In 2024, a subsequent engineer's assessment of Upper Waterfall bridge recommended that the bridge be closed to public access immediately as keeping it open presented a significant life safety risk to the public. The bridge was closed on September 11, 2024. The Gorge bridge was also assessed at end of life.

Staff have submitted a 2025 Budget Proposal entitled Cliff Gilker Bridges and Trails Remediation (Park Recovery Project) with a recommended budget of \$1.6M to replace the Upper Waterfall and Gorge bridges, decommission the Lower Waterfall and Zig Zag bridges, and conduct trail recovery work that focuses on climate resiliency, ecosystem protection and accessibility improvements.

The purpose of this report is to provide options that the SCR D Board of Directors could consider if there is a desire to alter the scope of the project.

## **DISCUSSION**

### Bridges

There are five bridge crossing over Clack Creek in a 750m stretch of the Red and Yellow trails, three (Upper Waterfall, Lower Waterfall and Zig Zag), of which are now closed. With the two that remain open (Gorge and the Upper Red trail crossing), connectivity to the trail networks in Cliff Gilker has been maintained, albeit visitors' usual patterns of use have had to adjust slightly. The Upper Waterfall bridge is the main bridge crossing providing access to the Cliff Gilker trail network and is also the access used for park operations staff to conduct park maintenance and inspections. Although the Lower Waterfall and Zig Zag bridges provide opportunities to cross Clack Creek, they are not required to maintain trail connectivity to other areas of the park.

The Upper Waterfall and Gorge bridges are the 2 least expensive of the 4 bridge replacement options and together provide viewing points of interest over Clack Creek and shorter loop opportunities for the Red and Yellow trails. Replacement of the Lower Waterfall and Zig Zag bridges are more expensive as they would need to be built at higher elevations or different locations to span the channel width of Clack Creek. Rebuilding as previously designed is not recommended due to susceptibility to damage from future atmospheric river events.

Based on the high level of flows in Clack Creek during heavy rain events, clear span structures are recommended for all bridges to promote durability and climate resiliency. These are designed to be installed outside the "top of bank" of Clack Creek to minimize environmental impacts, and environmental regulation implications, as well as promote climate resiliency.

The 2025 Budget Proposal includes considerations for the replacement of the Upper Waterfall and Gorge bridges and decommissioning the Lower Waterfall and Zig Zag bridges.

### Trails and Trail Amenity Remediation

Portions of the Red trail have experienced erosion due to high levels of use as well as being located below the flood level of the Clack Creek channel. Further, the way the trail was constructed does not have adequate surface water control measures. Critical trail work and enhancements are intended to build resiliency into trail infrastructure and to protect sensitive ecosystems by realigning sections of trail away from flood prone areas and using contemporary



**Staff Report to Finance Committee – November 25, 2024**  
**Cliff Gilker Bridges and Trails Remediation (Park Recovery Project) Options Page 3 of 5**

trail construction methods to improve surface water drainage, prevent soil erosion, and protect tree roots from impacts of high levels of use.

The 2025 Budget Proposal includes considerations for critical trail resiliency works as well as rerouting other sections of trails.

Rest areas, observation areas, and accessibility did not rank as high a priority for public survey respondents. That being said, *The BC Accessibility Act* requires governments to develop new accessibility standards to reduce barriers in a range of areas including service delivery areas. The 2014 Parks and Recreation Master Plan recommends inclusion of providing some universal accessibility within parks whenever they are upgraded and including at least one universally accessible trail (preferably a loop) in all destination and community parks. For these reasons, staff have included accessibility upgrades in the 2025 Budget Proposal.

*Analysis and Options*

The following provides a breakdown of the various components included in the Cliff Gilker Bridges and Trail Remediation (Park Recovery Project):

<b>SUMMARY of Components</b>	Estimate
Upper Bridge	\$ 272,000
Gorge Bridge	\$ 316,800
Lower Bridge	\$ 443,200
Zig Zag Bridge	\$ 516,800
Critical Trail Resiliency Work	\$ 153,650
Accessibility Enhancements	\$ 127,400
Trail Enhancements (re-routing)	\$ 279,986
Signage	\$ 6,420
Bridge Decommissioning (per bridge)	\$ 32,000
Project Base Costs - Mandatory on all Components	\$ 385,980
Grand Total of all Components	\$ 2,534,236

The staff recommended option for the Cliff Gilker Bridges and Trail Remediation (Park Recovery Project) provided in the 2025 Budget Proposal, includes considerations for replacing the Upper Waterfall and Gorge bridges, decommissioning the Lower Waterfall and Zig Zag bridges, and conducting trail recovery work that focuses on climate resiliency, ecosystem protection and accessibility improvements. This will maintain trail connectivity, reduce bridge redundancy, focus on reconstruction of durable amenities in locations that will be climate resilient and protect ecosystems. It also includes service level enhancements by improving accessibility in the park through the development of accessible trails and viewing platforms. With the exception of replacing all four bridges, the 2025 Budget Proposal is reflective of most of the community engagement survey findings.

**Staff Report to Finance Committee – November 25, 2024**  
**Cliff Gilker Bridges and Trails Remediation (Park Recovery Project) Options Page 4 of 5**

<b>Staff Recommended Components</b>	<b>Estimate</b>
Upper Bridge	\$ 272,000
Gorge Bridge	\$ 316,800
Lower Bridge	
Zig Zag Bridge	
Trail Resiliency Work	\$ 153,650
Accessibility Enhancements	\$ 127,400
Trail Enhancements (re-routing)	\$ 279,986
Signage	\$ 6,420
Bridge Decommissioning (two bridges)	\$ 64,000
Project Base Costs - Mandatory on all Components	\$ 385,980
<b>Total</b>	<b>\$ 1,606,236</b>

If the Boards desire is to increase or reduce the cost of the project, the scope could be adjusted by adding or removing components to the project.

An example of a minimized scope of work that focuses on replacement of bridges that provide connectivity to the park, but are not redundant, decommissions the other two bridges, and conducts only critical trail remediations is estimated to cost the following:

<b>SUMMARY of Minimized Scope of Work Components</b>	<b>Estimate</b>
Upper Bridge	\$ 272,000
Gorge Bridge	\$ 316,800
Lower Bridge	
Zig Zag Bridge	\$ -
Critical Trail Resiliency Work	\$ 153,650
Accessibility Enhancements	\$ -
Trail Enhancements (re-routing)	\$ -
Signage	\$ 6,420
Bridge Decommissioning (two bridges)	\$ 64,000
Project Base Costs - Mandatory on all Components	\$ 385,980
<b>Grand Total of all Components</b>	<b>\$ 1,198,850</b>

Regardless of the scope of work, staff will also explore opportunities for volunteer involvement for lower risk activities, such as trail work, and implement where feasible to possibly reduce project costs. The Request for Proposals for the project would be developed with this in mind.

*Organization and Intergovernmental Implications*

Decisions around the capital and ongoing operational costs of the project scope will potentially result in a service level change and need to be appropriately captured in the 2025 Budget Proposal.

*Financial Implications*

The financial implications of the project (one time capital and ongoing operating) will range depending upon the desired project scope and service level for the park.

Any new capital infrastructure built or decommissioned would be updated in the Parks capital asset registry and ongoing operational plans.

*Timeline for next steps or estimated completion date*

A 2025 Budget Proposal for the staff recommended option to support the Cliff Gilker Bridges and Trails Remediation (Park Recovery Project) has been submitted as part of the 2025-2029 financial planning process.

*Communications Strategy*

N/A

**STRATEGIC PLAN AND RELATED POLICIES**

The staff recommended Cliff Gilker Bridge and Trail Remediation (Park Recovery Project) is in alignment with the:

- 2014 Parks and Recreation Master Plan values and vision,
- SCRD Asset Management Policy Goals of long-term sustainability, resiliency, financial efficiency and continual improvement,
- SCRD Community Action plan action 4.2 to develop adaptation strategies and prioritization for vulnerable infrastructure,
- Area D Official Community Plan, Parks Trails and Recreation objective to protect major watercourses for appropriate public use while ensuring minimal impact to the environment.

**CONCLUSION**

The staff recommended option for Cliff Gilker Bridge and Trail Remediation (Park Recovery Plan) 2025 Budget Proposal balances community feedback, regulatory requirements, risk, and provides an opportunity to position park assets more appropriately for climate resiliency while maintaining access and service to Cliff Gilker Park. Nevertheless, the scope of work could be increased or decreased commensurate at the discretion of the SCRD Board. This report provides details that can inform a change in scope.

Reviewed by:			
Manager		Finance	
GM	X - S. Gagnon	Legislative	
CAO / CFO		Other	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Jessica Huntington, Manager, Parks Services

**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR COMMUNITY PARKS [650]**

---

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Community Parks [650] be received for information.**

---

**BACKGROUND**

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

Mandatory project, as follows, has been included in the Draft 2025-2029 Financial Plan:

- **REGULATORY COMPLIANCE:**
  - Noxious Weed Removal at John Daley Park.

**DISCUSSION**

**2025 R1 Budget Proposals**

1	<i>Function Number – Project Title:</i>	[650] – Parks Inflationary Expense Increase – Base Budget Lift
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase
	<i>Geographic Areas Affected:</i>	A, B, D, E, F.
	<i>2025 Funding Required:</i>	\$192,500 (ongoing)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	Due to increases resulting from inflation and post-pandemic tendencies, the cost to procure goods and services required to sustain the maintenance and operations of the park facilities has seen a significant rise over the past five

	<p>years. This budget proposal is for an ongoing base budget increase related to contracted services, repairs and maintenance, material and supplies, and fixed costs like water.</p> <p>Currently the operating budget for Contracted Services is only sufficient to fund committed contracts. There is a need to address the backlog of operational projects that should be done annually, through contracted services.</p> <p>The cost of materials and supplies required for maintenance of parks assets and amenities such as halls, trails, fences, stairs, parking lots, furniture, fences/gates, washrooms buildings, septic systems, garbage receptacles, playgrounds, sports field lighting, continues to increase. Failure to address annual repairs and maintenance only decreases the life of an already strained and aged asset.</p> <p>Extreme weather events are also becoming more common, resulting in damage and safety concerns that require action or service level impacts (i.e. closures).</p> <p>Rate charges have continually risen without a corresponding budget lift (i.e. Water rates, fuel).</p> <p>Proposed budget increases include: Contracted Services: \$94,000 Repairs and Maintenance: \$13,000 Materials and Supplies: \$50,000 Fuel: \$10,500 Water: \$25,000</p> <p>The Parks operating budget was in a deficit position in 2023 and is forecasting a similar situation in 2024. Over the years, as costs increased without a corresponding budget lift, non-critical tasks were deferred in order to cover contract increases and/or rising costs of goods and services. This has impacted annual preventative maintenance, created backlogs of projects, and has reduced contingency available for non-fixed costs such emergency and non-critical maintenance and repairs.</p>
--	---

	<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2026 Financial Implications: \$192,500 (ongoing)  The inflationary base budget increase will provide an operational funding bridge until the recommendations of a park service review are known which will better inform service levels and required resources to meet those defined service levels. A related base budget review at a future date would accompany this service review, if supported by the board.
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

2	<i>Function Number – Project Title:</i>	[650] – Parks Service Review <b>Extraordinary</b>
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	A, B, D, E, and F
	<i>2025 Funding Required:</i>	\$100,000 (one time)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	The Parks service delivery area is spread across the mainland Sunshine Coast as well as Gambier, Keats, Thormanby, and Nelson Islands and includes over 1,500 hectares of parkland, over 100 beach accesses and community parks, one campground, five sports fields, five community halls, approximately 71 km of trails, along with other parks amenities such as permanent washroom facilities, parking lots, boat launches, playgrounds, parks furniture, garbage receptacles.  The delivery of these services is challenging due to a combination of factors including aging and now failing infrastructure, decades of insufficient asset management, geographical distances,

		<p>regulatory requirements, the impacts of climate change, increased community expectations, lack of defined service levels, and increased costs of repairing and maintaining parks assets and amenities.</p> <p>While the Parks Services staffing complement has increased over the past four years, the backlog of repair and maintenance projects persists.</p> <p>Defined service levels would inform the necessary operational capacity, resources required, manage expectations, as well as help advance the Parks Capital and Operational Plans.</p> <p>This proposal is for a Parks Service Review to be conducted in 2025. The development of clearly defined guidelines, priorities and service levels are required. This would include options for defined Park, trails, and amenities classifications and service Levels; development of annual maintenance schedules and tasks required to achieve service levels; review and recommendations for the resource complement required to support desired service level, development of reporting metrics and evaluation (optional); as well as identify opportunities for department and organizational efficiencies (optional). The recommendations would align with existing Parks Master Plan or Trails Network Plan recommendations OR make recommendations as to why a change may be required.</p>
	<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Recommendations from the review will inform future service level, FTE requirements, and associated financial implications for Parks Services.
	<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning Defined Services Levels will help advance the Parks Capital Plan.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

3	<i>Function Number – Project Title:</i>	[650] – Cliff Gilker Bridges and Trail Remediation (Park Recovery)  <b>Extraordinary</b>
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	D
	<i>2025 Funding Required:</i>	\$1,671,000 (one time)
	<i>Funding Source(s):</i>	Community Works Funds (Area D)
	<i>Rationale / Service Impacts:</i>	<p>As per Board Resolution #177/24, this budget proposal is for the project costs related to the Cliff Gilker Recovery Project.</p> <p>The results of the online survey (community engagement) further confirm the staff report recommendations that the project include:</p> <ul style="list-style-type: none"> <li>• replacement of Upper Waterfall and Gorge bridges</li> <li>• decommissioning and removal of Lower Waterfall and Zig Zag bridges</li> <li>• trail recovery work focused on climate resiliency, ecosystem protection, and accessibility improvements</li> </ul> <p>This proposal will maintain trail connectivity, reduce bridge redundancy, focus on reconstruction of durable amenities in locations that will be climate resilient. This option also includes an opportunity to consider service level enhancement by improving accessibility in the park through the development of accessible trails and viewing platforms.</p> <p>The project will be completed in phases and where feasible, will offer opportunity for volunteer participation/contributions to reduce costs.</p>
<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)	



<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2026 Financial Implications: \$1,000 ongoing operational budget lift for associated repairs and maintenance.
<i>Asset Management Implications:</i>	4.0 Understanding the Asset Lifecycle
	Capital Improvements to be documented in the Parks Capital Asset Registry for capital replacement planning.
<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 4: Buildings and Infrastructure are resilient to climate change, extreme weather events, wildfires, and sea level rise.

4	<i>Function Number – Project Title:</i>	[650] – Egmont Park Repairs
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	A
	<i>2025 Funding Required:</i>	\$184,000 (one time)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p><b>*Staff recommend deferring to 2025</b></p> <p>Egmont Park is a 1.48 acre neighborhood park located in central Egmont. The property is owned by School District #46 and leased to the SCRD. The SCRD is responsible for all ongoing maintenance and capital renewal of park infrastructure onsite. Park assets include an aging tennis court, swing set, playground, 2 picnic tables, fencing, and a grass playfield.</p> <p>This budget proposal is related to the renewal of the tennis court (new asphalt pad) and fencing which are in a state of disrepair and at the end of their lifespan.</p>
<i>HR Implications</i>	<input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)	
	<p><i>*Correction from Pre-Budget Spreadsheet</i>  <b>Future Year FTE Request (2026)</b>                      FTE Count: 0.01 Senior Parks Worker                      Cost: \$1,000</p>	

	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	*Correction from Pre-Budget Spreadsheet Total 2026 Financial Implications: \$1,835  Ongoing base budget lift for staffing \$1,000 plus \$835 for related operational expenses.
	<i>Asset Management Implications:</i>	4.0 Understanding the Asset Lifecycle  This asset will need to be included in the Parks Capital Asset Management Plan for renewal every 10-15 years.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

5	<i>Function Number – Project Title:</i>	[650] – Chaster Park Temporary Access and Parking Enhancements
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	E
	<i>2025 Funding Required:</i>	\$143,000 (one time)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	As per Board Resolution #177/24, this budget proposal is for upgrades to the alternate access to Chaster Park (eastern side of the park) and includes: upgrades to the gravel pathway to better improve safety and durability (e.g. grading, lighting), improvements to accommodate loading and unloading of supplies for booked events, parking improvements to the existing spaces along Ocean Beach Esplanade Road and improved signage.  The proposal also includes decommissioning and removal of Chaster pedestrian bridge, concrete abutments and other associated infrastructure, as well as revegetation of impacted areas with native species to restore riparian habitat along Chaster Creek.

<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE <input checked="" type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2026 Financial Implications - \$150 ongoing operational budget lift for associated repairs and maintenance.
<i>Asset Management Implications:</i>	2.0 O&M and Capital Planning
	Improvements to be documented in the Parks Capital Asset Registry for capital replacement planning.
<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

**Financial Implications**

**Five-Year Capital Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$1,248,433	\$1,248,433	\$1,248,433	\$1,248,433	\$1,248,433
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$1,248,433	\$1,248,433	\$1,248,433	\$1,248,433	\$1,248,433

**Five-Year Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 42,698	\$ 33,500	\$ 67,000	\$ 100,500	\$ 134,000
2024 Operating Deficit	-\$ 42,698	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 33,500	\$ 33,500	\$ 33,500	\$ 33,500	-\$ 29,000
Closing Balance in Reserve	\$ 33,500	\$ 67,000	\$ 100,500	\$ 134,000	\$ 105,000

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – S. Gagnon	Other Staff	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Jessica Huntington, Manager, Parks Services

**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR DAKOTA RIDGE RECREATION SERVICE AREA [680]**

---

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Dakota Ridge Recreation Service Area [680] be received for information.**

---

**BACKGROUND**

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

**DISCUSSION**

***2025 R1 Budget Proposal***

1	<i>Function Number – Project Title:</i>	[680] – Piston Bully and Equipment Repair and Maintenance Base Budget Lift
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Base Budget Increase
	<i>Geographic Areas Affected:</i>	D
	<i>2025 Funding Required:</i>	\$73,500
	<i>Funding Source(s):</i>	\$58,500 – Operating Reserves \$15,000 - Taxation
	<i>Rationale / Service Impacts:</i>	The operation of Dakota Ridge (DR) Winter Recreation Area requires multiple pieces of specialized equipment and machinery, including the Piston Bully Trail Groomer. DR has 7 other pieces of specialized equipment including a UTV,

		<p>2 snowmobiles, and tow behind grooming equipment.</p> <p>Ensuring the equipment and machinery are kept in a safe and reliable operating condition through regular maintenance and repairs is required to maintain service levels, prolong the life of the equipment and machinery, as well as ensure the safety of volunteers, staff and the Dakota Ridge environment.</p> <p>The SCRD Piston Bully Trail Groomer is 18 years old and is the main piece equipment used for grooming and track setting over 30kms of classic and skate skiing trails on Dakota Ridge almost daily for pre-season preparations, and four days per week during the 4-month winter operational season. It is also utilized for snow clearing around buildings, pathways, staging areas, and the tobogganing hill. The machine is still considered to be in good shape for its year and age and has relatively low operational hours compared to other units at ski areas that get groomed daily, however, it requires midlife maintenance to extend its useful life.</p> <p>Inflationary pressures have increased the cost of specialized parts and contracted labour to maintain the Piston Bully. The current repair and maintenance budget for Dakota Ridge is \$22,000 for all equipment, machinery, and site buildings.</p> <p>To mitigate the impacts of the cost increases for reoccurring repairs and maintenance, adjustments are made annually to the distribution of funds in the 680 base budget to maintain the requested zero increase which reduces contingency available for non-fixed costs such emergency and non-critical maintenance, repairs, and staff training.</p> <p>Staff are proposing a midlife maintenance budget increase of \$58,500 for the Piston Bully in 2025 as well as a base budget lift of \$15,000/yr to the existing repair and maintenance budget to ensure that the existing service level for Dakota Ridge Winter Recreation Area can be maintained.</p>
--	--	---

<i>HR Implications</i>	<input type="checkbox"/> Additional FTE <input checked="" type="checkbox"/> Existing FTE <input type="checkbox"/> No Additional FTE or Resourcing <input type="checkbox"/> Term or Student (TIME)
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$15,000 base budget lift for annual repairs and maintenance  Of note, the Piston Bully will require the completion of additional midlife maintenance in 2028, to ensure it remains safely operational and to extend its useful life. Staff will be returning with a future budget request accordingly.
<i>Asset Management Implications:</i>	4.0 Understanding the Asset Lifecycle
<i>Climate Action Plan Goal and Impact (if applicable)</i>	n/a

**Financial Implications**

**Five-Year Operating Reserve Plan (or longer, if applicable)**

(use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 387,994	\$ 375,836	\$ 375,836	\$ 375,836	\$ 375,836
2024 Operating Surplus	\$ 46,342	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 58,500	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 375,836	\$ 375,836	\$ 375,836	\$ 375,836	\$ 375,836

Reviewed by:			
CAO / CFO		Legislative	
Finance		Manager	
GM		Other Staff	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25-26, 2024  
**AUTHOR:** Raph Shay, Manager, Sustainable Development  
**SUBJECT:** 2025 ROUND 1 BUDGET PROPOSAL FOR REGIONAL SUSTAINABILITY [136]

---

**RECOMMENDATION(S)**

**THAT** the report titled **2025 Round 1 Budget Proposal for Regional Sustainability [136]** be received for information.

---

**BACKGROUND**

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

**DISCUSSION**

**2025 R1 Budget Proposals**

1	<i>Function Number – Project Title:</i>	Framework for Land Use Planning for Environmentally Sensitive Areas – <b>Extraordinary Project</b>
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	A, B, D, E, F
	<i>2025 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Taxation (grant options will be explored)
	<i>Rationale / Service Impacts:</i>	<p><b>*Staff recommend deferring to 2026</b>                      178/24: “That a proposal be brought forth for consideration in Budget 2025 to support the inclusion of ecological stewardship, habitat connectivity and restoration in new land use planning policies and regulations”</p> <p>This project would engage the community in the definition of goals related to stewardship of</p>

		<p>environmentally sensitive areas stewardship as it relates to:</p> <ol style="list-style-type: none"> <li>1. Strategic Plan priorities related to water stewardship</li> <li>2. Climate adaptation, especially as related to critical public infrastructure</li> <li>3. Review of/updates to land use bylaws (as required by LGA s. 473(1)(d); OCPs “must include statements and map designations for the area covered by the plan respecting... restrictions on the use of land that is... environmentally sensitive...”</li> <li>4. Support for fringe area planning as contemplated in the ‘One Water’ agreement with Town of Gibsons</li> </ol> <p>Specific deliverables would be:</p> <ol style="list-style-type: none"> <li>A. Goals and objectives</li> <li>B. Maps/dataset, with recommendations for addressing any gaps</li> <li>C. Recommendations for implementation</li> </ol>
	<p><i>HR Implications</i></p>	<p><input type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input checked="" type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p> <p>Project would be managed by Manager, Sustainable Development with involvement of Planning Division and staff from other local governments.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>This is a one-time project. Future updates or action on recommendation may require additional resource approvals.</p>
	<p><i>Asset Management Implications:</i></p>	<p>3.0 Guiding Effective Decisions</p> <p>Project results may inform asset planning and risk mitigation (e.g. park bridge location and design, community sewer design, beach accesses, etc.)</p>



	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 7: Increase Organizational Ability to Promote Ecosystem Health and Resilience.  Goal 8: Biodiversity, ecosystem health and resilience is enhanced in the face of climate change.
--	--	---

2	<i>Function Number – Project Title:</i>	Human Resource Adjustment for Coastal Floodplain Mapping Project
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2025 Funding Required:</i>	\$0 (HR plan adjustment only; grant funds already approved/accepted)
	<i>Funding Source(s):</i>	Grant (100%)
	<i>Rationale / Service Impacts:</i>	<p>The SCRD received a UBCM grant to complete Coastal Floodplain Mapping and recommendations for climate adaptation. The grant included project management funds for additional (incremental) human resources at the SCRD. This proposal formalizes the allocation of these funds to temporary Sustainable Development FTE in the financial plan.</p> <p>This would be a one-year, 0.43 FTE increase to the Climate Action Coordinator role (existing PT position) related to work on this project. 100% grant funded using funds already received (<b>this is just an HR plan amendment</b>). No incremental telecommunications, office space, etc. costs are anticipated.</p>
	<i>HR Implications</i>	<p><input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p> <p><b>Staffing (2025)</b>                  FTE Count: 0.43                  Cost (2025): \$42,414</p> <p><b>Future Year FTE Request</b>                  FTE Count: 0                  Cost: 0</p>

	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This is a one-time project. Action on recommendations may require additional resource approvals.
	<i>Asset Management Implications:</i>	3.0 Guiding Effective Decisions  Project outcomes will define coastal hazard risks and inform planning and risk mitigation of assets.
	<i>Climate Action Plan Goal and Impact (if applicable)</i>	Goal 4: Buildings and Infrastructure are resilient to climate change, extreme weather events, wildfires, and sea level rise.

**Financial Implications**

**Five-Year Operating Reserve Plan (or longer, if applicable)**

(use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 112,524.00	\$ 123,541	\$ 123,541	\$ 123,541	\$ 123,541
2024 Operating Surplus	\$ 11,017.00	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 123,541	\$ 123,541	\$ 123,541	\$ 123,541	\$ 123,541

Reviewed by:			
CAO		Legislative	
CFO		Manager	
GM	X – I. Hall	Other Staff	

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

---

**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024  
**AUTHOR:** Ian Hall, General Manager Planning and Development  
**SUBJECT:** **2025 ROUND 1 BUDGET PROPOSAL FOR HILLSIDE DEVELOPMENT PROJECT [540]**

---

**RECOMMENDATION(S)**

**THAT the report titled 2025 Round 1 Budget Proposal for Hillside Development Project [540] be received for information.**

---

**BACKGROUND**

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

**DISCUSSION**

The Finance Committee made the following recommendation on October 28, 2024:

**Recommendation No. 12**

The Finance Committee recommended that Budget Proposals for Board Directed and / or Business Continuity projects, as follows, be brought forward to Finance Committee 2025 Round 1 Budget:

- Hillside Headlease Renewal Project - Expansion based on updated Deliverables;

***2025 R1 Budget Proposal***

<b>1</b>	<i>Function Number – Project Title:</i>	[540] - Hillside Headlease Renewal Project  <b>Extraordinary Project</b>
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Non-Mandatory Board Directed or Business Continuity
	<i>Geographic Areas Affected:</i>	F
	<i>2025 Funding Required:</i>	\$90,000 (total project cost \$180,000 over 2 years)
	<i>Funding Source(s):</i>	Reserves

<p><i>Rationale / Service Impacts:</i></p>	<p>Resolution #310/24  <i>...AND THAT a proposal be brought to the 2025 budget process for [540] Hillside Development Service related to... [t]ermination of Provincial Water Lot Head Lease No. 235700</i></p> <p>In scope: This project will plan for termination of the 33-year term water lot head lease granted to SCRD by the Province in 1993. Project-specific temporary casual staff resources and retained consultant service will support wrap-up planning, administration of closeout responsibilities, transition support to current sublessees and application to maintain or add new geospatial conservation measures in the area. Engagement with community, landowners and First Nations is planned.</p> <p>Out of scope: While sublessees are responsible for many aspects of sublease/head lease closeout, such as removal of improvements, there may be Provincially-required clean-up work that defaults to SCRD as the head lease holder. The proposed project will plan for these needs, but does not include funding for these needs, which are not completely defined at the current time.</p>
<p><i>HR Implications</i></p>	<p><input checked="" type="checkbox"/> Additional FTE <input type="checkbox"/> Existing FTE  <input type="checkbox"/> No Additional FTE or Resourcing  <input type="checkbox"/> Term or Student (TIME)</p> <p>Project-specific resources; as-and-when needed casual basis – up to 0.3 FTE for 2 years.</p>
<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>\$90,000 also required in 2026. This is a 2-year project. Resources are proposed as an up-to maximum.</p>
<p><i>Asset Management Implications:</i></p>	<p>3.0 Guiding Effective Decisions</p> <p>Work conducted through this project will guide decision making for current headlease and other SCRD assets in the area.</p>
<p><i>Climate Action Plan Goal and Impact (if applicable)</i></p>	<p>Goal 5: Natural assets and green infrastructure are integrated into climate adaptation measures.</p> <p>Goal 7: Increase Organizational Ability to Promote Ecosystem Health and Resilience.</p>

**Financial Implications**

**Five-Year Operating Reserve Plan (or longer, if applicable)**

(use table illustrating capital contributions and expenditures, if available)

	2025	2026	2027	2028	2029
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 644,296	\$ 592,150	\$ 498,011	\$ 493,280	\$ 488,549
2024 Operating Surplus	\$ 42,527	\$ -	\$ -	\$ -	\$ -
2025 Budget Proposals	-\$ 90,000	-\$ 90,000	\$ -	\$ -	\$ -
Contribution to Reserve	-\$ 4,673	-\$ 4,139	-\$ 4,731	-\$ 4,731	\$ 25,453
Closing Balance in Reserve	\$ 592,150	\$ 498,011	\$ 493,280	\$ 488,549	\$ 514,002

Reviewed by:			
CAO / CFO		Legislative	
Finance		Manager	
GM		Other Staff	