



**SUNSHINE COAST REGIONAL DISTRICT
FINANCE COMMITTEE
AGENDA**

Monday, October 28, 2024, 9:30 a.m.

Tuesday, October 29, 2024, 9:30 a.m.

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

	Pages
1. CALL TO ORDER	
2. AGENDA	
2.1 Adoption of Agenda	
3. PRESENTATION AND DELEGATION	
3.1 2025 Pre-Budget Overview Chief Administrative Officer / Chief Financial Officer (Voting - All Directors)	
4. REPORTS	
4.1 2025-2029 Financial Plan Outlook Chief Administrative Officer / Chief Financial Officer (Voting - All Directors)	3
4.2 Draft Corporate Work Plan - Existing Projects, Staff Capacity and Prioritization Chief Administrative Officer / Chief Financial Officer (Voting - All Directors)	8
4.3 2025 Proposed Projects Chief Administrative Officer / Chief Financial Officer (Voting - All Directors)	18
4.4 2025 Capital Planning Update Manager, Asset Management (Voting - All Directors)	43
4.5 Community Recreation Facilities [615] Capital Funding Update Manager, Asset Management (Voting - B, D, E, F, Gibsons, Sechelt, sNGD)	48
4.6 Gibsons and District Fire Protection Service [210] Capital Funding Update Manager, Asset Management (Voting - E, F, and Gibsons)	51
4.7 Community Partners - 2025 Preliminary Budget Requests Chief Administrative Officer / Chief Financial Officer (Voting - All Directors)	53

5. COMMUNICATIONS
6. NEW BUSINESS
7. IN CAMERA
8. ADJOURNMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Pre-Budget) – October 28-29, 2024

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

SUBJECT: 2025-2029 FINANCIAL PLAN OUTLOOK

RECOMMENDATION(S)

THAT the report titled 2025-2029 Financial Plan Outlook be received for information.

BACKGROUND

Sections 374 and 375 of the *Local Government Act* require Regional Districts to complete a five-year Financial Plan and institute a public participation process to explain the plan.

The purpose of this report is to present preliminary budgetary information on factors which may affect the upcoming Financial Plan such as external and internal considerations, taxation, user rates, staff resourcing as well as items identified as Board focus areas from the adopted Strategic Plan. This information does not contain any impacts of assessment changes as the information is not available from BC Assessment until January 1, 2025, and will be presented as part of the Round 2 Budget deliberations scheduled for January 13-14, 2025.

All values are preliminary and are subject to change as items such as wage allocations, support service recoveries, contractual obligations, timing of new debt issuances, new Board approvals, and new projects are included through the Budget deliberations leading to the final Financial Plan Bylaw adoption scheduled for February 13, 2024.

DISCUSSION

Economic External Scan

The Sunshine Coast Regional District (SCRD) is impacted by economic and geopolitical events, which can impact trade, commodities, and supply chains. Based on current market data available at the time of this report, the following economic highlights have been provided:

- The Canadian national annual inflation rate in September was 1.6% and has fallen from 3.1% at the start of 2024. This rate falls below the Bank of Canada's target rate of 2% which indicates further cuts are expected.
- Bank of Canada rates have decreased by 0.75% since June 2024 currently at 4.25% which is still 2.5% higher than the rates prior to covid-19, causing both financing and investment rates to remain elevated.
- British Columbia's fiscal and economic update reveals a growing deficit (\$5B in 2023/24) due to increased housing and shelter program spending, wildfire fighting costs. This has resulted in Provincial Government taxpayer supported debt reaching nearly \$75.4 billion, up 26 percent from 2022-2023.

- Canadian Real Gross Domestic Product (GDP) increased 0.5% in the second quarter of 2024 while the Per-person GDP is declined by 0.1% and is expected to decline throughout 2024, threatening overall prosperity.
- As of July 2024, the year-to-date number of planned residential units in B.C.'s census metropolitan areas decreased by 4.0%. Housing starts are expected to drop significantly in BC in 2024, hindering efforts to address housing supply and affordability issues. For reference, the year to date value of building permits increased by 4.1% while BC remained flat at 0.0% ([Source Province of BC: Building Permit Highlights](#))
- At the end of September 2024, the unemployment rates for the Province has climbed to 6.0% (Sept. 2023-5.5%) and 4.5% for the Vancouver Island/Coastal region ([Source: Province of BC: Labour market statistics](#)). Most job sectors continue to see a decline in job activity, however demand for workers continues to impact the SCRD. This is reflective of the unemployment rate of the following sectors utilities- 5.5% (inclusive of water and wastewater), Community and Government-1.4%, Trades, Transport and Equipment Operators-3.3%.
- The Vancouver Consumer Price Indices (CPI) at the end of September 2024, 12-month annual average percent change is up 2.8% over the past 12 months, with the Canadian average up 2.7% ([Source: BC Stats/Statistics Canada - September 2024](#)). Although CPI is one external economic indicator, generally local government spending does not align with consumer goods, therefore, other indices such as fuel, labour, construction, energy, and commodities are segments which are most relevant.
- The Municipal Finance Authority of BC's (MFA) long-term borrowing interest rates are decreasing as Bank of Canada policy rates fall. Status of loans are as follows:

Year	Issue #	5 yr	10 yr	15 yr	20 yr	25 yr	30 yr
2024 Spring	161	4.05%	4.44%	4.44%	4.44%	4.44%	4.44%
2023 Fall	160	4.73%	4.97%	4.97%	4.97%	4.97%	4.97%
2023 Spring	159	3.90%	4.15%	4.15%	4.15%	4.15%	4.15%
2022 Fall	158	3.82%	4.09%	4.09%	4.09%	4.09%	4.09%
2022 Spring	157	3.07%	3.36%	3.36%	3.36%	3.36%	3.36%

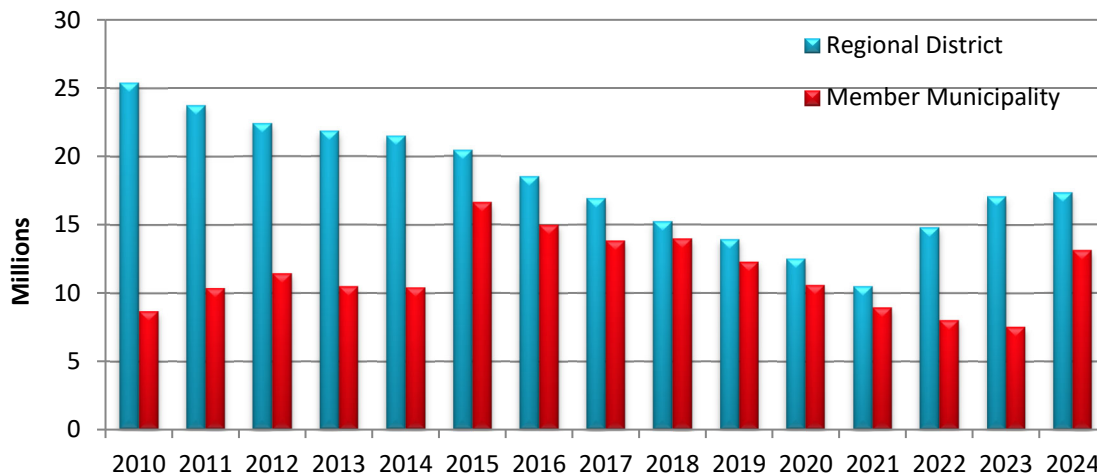
The current 10-year, 15- year and 20-year indicative rates as of October 22nd are 4.02%, 4.43% and 4.56% respectively. MFA equipment financing and short-term daily floating rates have also decreased to 4.87% (October 2024) from 5.62% at the same time last year.

SCRD Internal Scan

The total approved budget for 2024 was approximately \$64 million for operating and \$50 million capital. These values do not account for Financial Plan amendments throughout the year. Overall property tax increased 12.6% in 2024 (11.7%- 2023). The Budget for 2025 is expected to exceed 2024 and below is a summary of current and emerging items as the process begins.

Amendments for wage and benefits based on the Collective Agreement have been factored into the preliminary figures. Rates for 2025 are 4% and both the exempt management and Director remuneration Bylaws are planned for review by the Board to reflect the Vancouver CPI 12 month annual % average at October 31 which is expected to be in line with the rate noted above (2.8%).

As at October 15th, the SCRD’s budgeted unissued debt is \$16.29 million and is expected to climb for the foreseeable future as infrastructure needs increase. The last remaining debt payments for the 20-year debentures for the Community Recreation Facilities (1 of 2) and the Chapman Water Treatment Plant will be complete at the end of 2025. These debt payments are recovered through parcel taxes each year and account for approximately \$1.1 million and \$200,000 respectfully. Included in the table below is a snapshot of the total debt outstanding for both the SCRD and Member Municipalities.



Interest earned on investments ranges from 4% to 6% for short and long-term cash and reserves. Interest positively contributes toward funding operational and capital needs and reduces current and future tax burdens. Investment income earned is approximately \$4 million dollars each year used for operational and long-range financial needs.

Items which were previously approved by the Board which will impact (increase or decrease) the 2025-2029 Financial Plan as summarized below:

- New contract values approved prior to 2025 budget;
- Full cost of new staffing positions approved in 2025 that were pro-rated in 2024. There was an increase of 14.83 in the FTE counts from 2023 to 2024, with an additional 3.81 due to proration from 2024.
- Projects funded by taxation in 2024 which drop off in 2025;

- Debt servicing changes (principal and interest) such as debt resets at higher rates and full-year impacts for newly obtained debt;

What-if Taxation Scenarios

A preliminary ‘what-if’ property taxation scenario has been provided below if each category of the proposals. These figures do not include values which are “to-be-determined” such as the 2025/26 BC Transit AOA, any recent or new Financial Plan amendments.

Items	Area A	Area B	Area D	Area E	Area F	sNGD	DoS	ToG	Total
Baseline 2024 Approved	-1.19%	1.51%	0.84%	1.51%	1.19%	3.55%	3.59%	3.62%	1.70%
Community Partners	0.30%	0.04%	0.12%	0.29%	0.31%	0.03%	0.04%	0.37%	0.19%
Mandatory (Regulatory)	0.40%	0.38%	0.35%	0.37%	0.39%	0.28%	0.23%	0.15%	0.32%
Mandatory (Asset Failure)	0.11%	0.12%	0.11%	0.12%	0.12%	0.18%	0.17%	0.13%	0.13%
Strategic (Business Continuity)	1.61%	1.08%	1.04%	1.05%	1.14%	1.53%	1.81%	1.31%	1.32%
Strategic (Board Directive)	3.61%	2.38%	2.64%	2.33%	2.16%	0.00%	0.00%	0.95%	1.88%
Strategic Plan	0.32%	0.20%	0.20%	0.20%	0.22%	0.32%	0.39%	0.28%	0.26%
Discretionary	1.46%	1.43%	1.30%	1.53%	1.51%	1.33%	1.17%	1.01%	1.34%
Not Recommended	4.71%	3.30%	3.12%	3.17%	3.47%	0.00%	0.00%	0.00%	2.40%
	11.33%	10.43%	9.71%	10.56%	10.48%	7.22%	7.39%	7.81%	9.54%

It should be noted that these values are preliminary and subject to change up until the final Budget is adopted in February 2025 and the 2025 BC Assessment roll is released January 1.

5 Year Historical Budget Data

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

Historical Budget Details	2021	2022	2023	2024	Cumulative Change 2021-2024	Preliminary 2025
Ad Valorem Taxation	24,449,191	26,262,456	29,339,169	33,017,751	8,568,560	33,580,509
% Change Over Prior Year	15.50%	7.42%	11.7%	12.5%	35.0%	1.7%
FTE Count	223.50	236.09	245.05	259.88	36.38	263.69
% Change Over Prior Year	8.49%	5.6%	3.8%	6.0%	16.3%	1.46%
Inflation*	2.0%	2.0%	6.2%	2.8%		

*Statistics Canada, Annual Average % Charge as at September 30

Emerging Items

The following items are currently in progress and have the potential to impact the budget in 2025:

- Result of project tendering and new contract approvals outside of the Financial Planning process (e.g.-Solid Waste services);
- 2024 Year-End Results as several functions have deficits as of Q3 2024 variance reporting (e.g. Gibsons and District Fire and Parks services).
- Successful approval or application toward future grant projects.

- Transit Annual Operating Agreement (AOA); final AOA is not executed until after budget adoption.
- Outcome of the Volunteer Fire-Fighter Compensation Review (report to come before Round 1 Budget).
- Changes to benefits calculation (Workers Compensation, Canada Pension Plan, and Municipal Pension Plan)

Timeline for next steps or estimated completion date

Round 2 Budget meetings are scheduled for January 22-23, 2024 with final adoption of the 2024-2028 Financial Plan Bylaw scheduled for the February 22, 2024 Regular Board meeting.

Communication Plan

A community hub has been developed for the 2025 budget on the SCRD's Let's Talk Platform. The page includes agendas, information on the budget process and a timeline for this year's budget. It also offers the opportunity for residents to have questions answered about the budget process.

In addition to this, news releases will be issued after each round of budget that outline SCRD taxation per area and municipality.

In person, virtual and community public information sessions will be held including two sessions for utility/water rates.

Promotion of all of the above will be done via local media, Facebook and the SCRD's Website. The information will also be shared proactively with community associations and other local organizations via email.

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

An external and internal economic scan has been provided in advance of the Financial Planning process as well as a 'what-if' property tax scenarios for each proposed initiative category.

This is preliminary information which will be provided through the Round 1 and 2 budget deliberations in anticipation of the 2025-2029 Financial Plan Bylaw adoption scheduled for February 13, 2025.

Reviewed by:			
Manager		Finance	X - A. Taylor
GM		Legislative	
CAO/CFO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Pre-Budget) – October 28 and 29, 2024

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

SUBJECT: **DRAFT CORPORATE WORK PLAN- EXISTING PROJECTS, STAFF CAPACITY AND PRIORITIZATION**

RECOMMENDATION(S)

THAT the report titled Draft Corporate Work Plan- Existing Projects, Staff Capacity and Prioritization be received for information.

BACKGROUND

As part of the 2024 Budget, the Board approved the development of a Corporate Work Plan. The Corporate Work Plan serves as a roadmap for local governments, helping them to focus on strategic priorities, allocate resources efficiently, and deliver services effectively to their communities.

The development of the Corporate Work Plan is still underway and is being facilitated by the Innova Strategy Group. The preliminary work includes establishing departmental resource plans, reviewing and updating past Board directives, and incorporating operational and Board approved projects.

The purpose of this report is to present a preliminary draft of the Corporate Work Plan to provide the Board with an initial illustration of the current projects and the associated staffing capacity in contemplation of new requests for 2025.

DISCUSSION

The draft Corporate Work Plan (Attachment A) is not yet complete. Projects which are currently identified as “within existing staff capacity”, or above the “red line”, have not been reviewed or verified by the Board. The outstanding Board directives have also not been incorporated, which will also need to be considered when prioritizing the projects within the draft Corporate Work Plan. This work is scheduled to be completed before the 2025 Round 1 Budget deliberations in November 2024.

It is important to note that the Corporate Work Plan will need to be continuously updated as projects are completed, and resources become available. This will reflect a change in the “red line”, however, there is acknowledgement that there is a large backlog of projects that the Sunshine Coast Regional District (SCRD) needs to get through. This may take a couple of years, depending on how many new projects are added.

The draft Corporate Work Plan does not reflect any new projects that might be added through the 2025-2029 Financial Planning process. In contemplating new proposals for 2025, staff are seeking direction from the Board on which projects they would like to come forward to 2025 Round 1 Budget and which ones could be deferred or abandoned.

The Board may also direct staff to bring back options on how certain projects could be facilitated. New 2025 proposals will further impact the draft Corporate Work Plan, potentially requiring a reprioritization of projects. These include adding additional staff or consultancy resources, deferring or abandoning existing projects, or abandoning current directives.

A revised version of the draft Corporate Work Plan will be provided throughout the Budget process and will be formalized when the 2025-2029 Financial Plan Bylaw is adopted.

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

The draft Corporate Work Plan provides an essential starting point for aligning the SCRD’s strategic priorities with its available resources. As the Corporate Work Plan continues to evolve, it will be refined based on Board feedback and the completion of outstanding directives. Given the backlog of projects and the limited staffing capacity, it will be important for the Board to make informed decisions about which projects to prioritize for 2025, and whether additional resources or adjustments are necessary.

The finalized Corporate Work Plan will play a key role in shaping the SCRD's long-term planning and will be integrated into the 2025-2029 Financial Plan once adopted.

Attachment:

A – Draft Corporate Work Plan as of October 19, 2024

Reviewed by:			
Manager		Finance	
GM	X - S. Gagnon X - R. Rosenboom X - I. Hall	Legislative	X - S. Reid
CAO		Other	

Sunshine Coast Regional District - Project Planner

October 22, 2024



Program Type		Capacity Requirements			Project Delivery						Comments
Initiated by	Capital Program?	Estimated costs overall	Estimated staff hours - 2024 / 25	Estimated staff days - 2024 / 225	Sponsor	Business Unit	Start	On Hold	Expected Completion	Percent complete	

Extraordinary Projects

Overall												
1	Digital Plan Review Preparedness - Hardware, Software and Training	Board	N	\$5,500	35	5.0	Kennett	PD	2023 - Q3	2025-Q1	95 %	
2	Housing Needs Assessment	Mana	N	\$55,000	35	5.0	Jackson	PD	2024 Q2	2024-Q4	95 %	Mandatory: <i>Local Government Act</i> part 14; Contract awarded; Deadline: Dec 31 2024
3	Information Services - Conversion to Microsoft Teams Phone	Staff	N	\$143,000	40	5.7	Nelson	CA	2024-02	2024 Q4	90 %	
4	Recreation Programming Review	Staff	N	\$16,000	40	5.7	Donn	CS	2022-03	2024-Q4	90 %	
5	Katherine Lake Park Access Road Emergency Remediation and Upgrades	Board	N	\$200,000	15	2.1	Huntington	CS	2024-06	2024-Q3	90 %	
6	Sunshine Coast Emergency Planning - Hazard, Risk and Vulnerability Analysis (HRVA) Update	Staff	N	\$58,000	70	10.0	Hughes	PD	2023 - Q3	2024-Q2	85 %	Mandatory: <i>Emergency & Disaster Management Act</i> ; Contract awarded
7	Emergency Telephone 911- Radio Tower Capital Project Consulting Services	Board	N	\$128,000	35	5.0	Hall	PD	2018 Q2	2024-Q4	85 %	Contract awarded; Partners: RCMP, Telus
8	Biocover Feasibility Study - Phase 2 (Strategic Goal)	SP	N	\$286,000	60	8.6	Shoji	IS	2022-8	2025-Q1	80 %	contract awarded
9	Hybrid Meeting Solutions and Board Room Modifications	Staff	N	\$119,650	20	2.9	Reid	CA	2022-Q2	2024-Q4	75 %	Grant funded - COVID Recovery Fund
10	Regional Sustainability Services - Community Climate Plan Development	Board	N	\$40,000	105	15.0	Shay	PD	2022-01	2025-Q2	75 %	
11	Mason Rd Lease Renewal and Site Plan	Staff	N	\$42,500	40	5.7	Gagnon	CS	2022-09	2024-Q4	75 %	Related to the MY lease renewal and Transit facility plan ONLY
12	Feasibility Study Surface Water Intake Upgrades Gray Creek (Strategic Goal)	SP	N	\$125,000	50	7.1	Waldorf	IS	2023-09	2025-Q3	75 %	Strat. Plan: WS6, contract awarded, permit requirement until July 1, 2025
13	Implementation of shishálh Nation Foundation Agreement	Staff	N	\$25,000	50	7.1	Rosenboom	IS	2019 Q1	2025 Q4	75 %	
14	Develop a capacity / project management tool to link overall project delivery, capacity, and Board expectations	OR	N		200	28.6	CAO	CA	2024 Q3	2024 Q4	75 %	Part of corporate workplan.
15	Church Road Well Field - Compliance Monitoring (Strategic Goal)	SP	N	\$200,000	50	7.1	Walkey	IS	2023-7	2025-Q3	75 %	Strat. Plan: WS6, contract awarded
16	Hillside Development Project - Headlease Renewal - Application Development	Board	N	\$195,400	140	20.0	Hall	PD	2023-04	2025-Q2	75 %	Contract awarded; Partners: Province of BC; Deadline: Dec 31 2026
17	eScribe Meeting Management Software	Staff	N	\$25,000	200	28.6	Reid	CA	2023-Q4	2024-Q4	70 %	
18	HBVFD Rescue 1 Fire Apparatus Replacement	Staff	N	\$623,200	35	5.0	Daley	PD	2023 Q3	2025-Q2	70 %	Contract awarded
19	Fire Fighter Compensation Review	Board	N	\$15,000	200	28.6	Hall	PD	Q2 2024	Q4 2024	66 %	Contract awarded



		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
20	Riparian/Shoreline Zoning Bylaw Amendments	Staff	N	\$0	70	10.0	Jackson	PD	Q2-2023		Q4 2024	65 %	
21	Solid Waste Management Plan Update (Strategic Goal)	SP	N	\$150,000	300	42.9	Sole	IS	2022-06		2025-Q4	65 %	
22	SCRD Building & Plumbing Bylaw Renewal	Board	N	\$0	70	10.0	Kennett	PD	2024 Q1		2025-Q2	62 %	
23	Develop Privacy Management Program	Leg	N		600	85.7	Reid	CA	2023		2024-Q4	60 %	Mandated by legislation
24	Fare Free Transit for Youth initiative Planning and initial implementation	Board	N	\$90,000	100	14.3	Kidwai	CS	2024-Q2		2024-Q4	60 %	
25	McNeill Lake Dam Safety Improvements (Strategic Goal)	SP	N	\$735,500	75	10.7	Shoji	IS	2023-01		2024-Q4	60 %	Strat. Plan: WS1, contract awarded
26	Aquifer 560 Watershed Agreement (Strategic Goal)	SP	N	\$30,550	150	21.4	Rosenboom	IS	2023 Q3		2025 Q3	60 %	Strat. Plan: WS3, contract awarded
27	Exposed Watermain Rehabilitation Chapman Intake Line (Strategic Goal)	SP	N	\$294,469	125	17.9	Waldorf	IS	2023-08		2024-Q3	60 %	Strat. Plan: WS1, contract awarded
28	Chapman Lake Dam Safety Improvements - Construction (Strategic Goal)	SP	N	\$1,000,000	100	14.3	Shoji	IS	2023-01		2024-Q4	60 %	Strat. Plan: WS1, contract awarded
29	Edwards Lake Dam Safety Improvements - Construction (Strategic Goal)	SP	N	\$730,000	50	7.1	Shoji	IS	2023-01		2024-Q4	60 %	Strat. Plan: WS1, contract awarded
30	Community Emergency Preparedness Fund Disaster Risk Reduction - Climate Adaptation: Coastal Flooding Project	Board	N	\$510,000	105	15.0	Shay	PD	2023-05		2024-Q4	55 %	Contract awarded; Grant funding: CEPF; Deadline Dec 15 2025
31	Meters Installation Phase 3 District of Sechelt (Strategic Goal)	SP	N	\$9,391,750	500	71.4	Shoji	IS	2022-08		2025-Q2	55 %	Strat. Plan: WS2, contract awarded
32	Cityworks -Improvements and Development	Staff/Board	N	\$35,000	140	20.0	Doyle	CA	2023 Q2		Ongoing	50 %	
33	APC model review	Staff	N	\$0	63	9.0	Hall	PD	Q1-2024		Q3-2024	50 %	
34	Chapman Water Treatment Plant Sludge Residuals Disposal and Planning (Strategic Goal)	SP	N	\$570,000	200	28.6	Rosenboom	IS	2020 Q2		2025-Q3	50 %	Strat. Plan: WS1
35	Future Waste Disposal Options Analysis Study (Strategic Goal)	SP	N	\$265,000	200	28.6	Sole	IS	2020 Q2		2025-Q2	50 %	
36	Chaster Well Upgrades (Well Protection Plan - Phase 2) (Strategic Goal)	SP	N	\$128,500	100	14.3	Waldorf	IS	2023-10		2024-Q4	50 %	Strat. Plan: WS1, RFP issued
37	Various Functions - Corporate Security Enhancement Assessment and Implementation	Staff	N	\$100,000	100	14.3	Parker / Cropp	CA	2024 Q2		2025 Q2	50 %	
38	Chapman Creek Raw Water Pump Station - Pump Maintenance and Upgrade (Strategic Goal)	SP	N	\$130,000	75	10.7	Walkey	IS	2024 Q1		2024-Q3	50 %	Strat. Plan: WS1, contract awarded
39	Water Rate Structure Review - Phase 2 (Strategic Goal)	SP	N	\$60,000	150	21.4	Perreault	IS	2024 Q2		2024 Q4	50 %	
40	SPH Treatment Plant Upgrades - Phase 2	Staff	N	\$100,000	50	7.1	Walkey	IS	2020 Q2		2025-Q2	50 %	Strat. Plan: WS1
41	Next Generation 9-1-1 Implementation	Board	N	\$45,000	35	5.0	Hall	PD	2023 Q2		2026-Q1	50 %	Required: CRTC regulations/directive



	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
42	SharePoint (MARS)/Teams	Staff	N	\$204,000	4200	600.0	Reid/Nelson	CA	2023 Q1		2025-Q3	<div style="width: 50%;"></div> 50 %	
43	Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources - test well drilling (Strategic Goal)	SP	N	\$475,000	300	42.9	Waldorf	IS	2023-07		2025-Q2	<div style="width: 45%;"></div> 45 %	Strat. Plan: WS6, contract awarded
44	Water Metering Program: Development of Customer Relationship Management Tool (Strategic Goal)	SP	N	\$50,000	50	7.1	Rosenboom	IS	2020 Q2		2025-Q4	<div style="width: 40%;"></div> 40 %	Strat. Plan: WS2
45	Supervisory Control Data Acquisition (SCADA) Update / Upgrade (Strategic Goal)	SP	N	\$580,000	300	42.9	Waldorf	IS	2024 Q2		2025-Q2	<div style="width: 40%;"></div> 40 %	Strat. Plan: WS1, contract awarded
46	Official Community Plans and Zoning Bylaws Update	Board	N	\$720,000	4860	694.3	Hall	PD	2023 Q2		Q1 2026	<div style="width: 38%;"></div> 38 %	Contract awarded; One aspect of zoning update is mandatory: <i>Local Government Act</i> ;
47	GDVFD Capital Plan Projects - Fire Truck Replacement	Staff	N	\$585,000	105	15.0	Michael	PD	2023 Q1		2026-Q4	<div style="width: 37%;"></div> 37 %	Required: Fire Underwriters Survey standards
48	911 Tower Chapman Creek Radio Replacement - capital project	Board	N	\$483,295	210	30.0	Hall	PD	2022 Q2		2024-Q3	<div style="width: 36%;"></div> 36 %	Contract awarded for foundation design
49	Groundwater Investigation Round 2 Phase 3 - Langdale well Field and Marianne West (Strategic Goal)	SP	N	\$1,277,600	500	71.4	Waldorf	IS	2022-1		2025-Q4	<div style="width: 35%;"></div> 35 %	Strat. Plan: WS6, contract awarded
50	Battery Electric Bus Pilot - Planning	Staff	N	\$0	200	28.6	Kidwai	CS	2023-Q3		2025-Q4	<div style="width: 35%;"></div> 35 %	In partnership with BC Transit (lead)
51	SCA - Sunshine Coast Arena Water Well Investigation	Board	N	\$63,000	20	2.9	van Velzen	CS	2024-06		2025-Q2	<div style="width: 35%;"></div> 35 %	Strat. Plan: WS6, contract awarded
52	Cliff Gilker Sports Field Irrigation System	Staff	N	\$378,814	50	7.1	Huntington	CS	2024-06		2025-Q4	<div style="width: 35%;"></div> 35 %	Strat. Plan: WS6, contract awarded
53	Corporate Fleet Strategy	Staff	N	\$75,000	200	28.6	Kidwai	CS	2024-08		2025-Q2	<div style="width: 35%;"></div> 35 %	Contract awarded
54	Woodcreek Park Wastewater Treatment Plant Upgrades	Board	N	\$968,591	200	28.6	Shoji	IS	2022-10		2025-Q1	<div style="width: 33%;"></div> 33 %	RFP for construction issued
55	Pender Harbour Transfer Station Site Improvements - Phase 1 and 2	Staff	N	\$861,000	250	35.7	Shoji	IS	2022-10		2025-Q2	<div style="width: 33%;"></div> 33 %	RFP for construction issued
56	911 Emergency Communications Equipment Upgrade	Staff	N	\$141,400	35	5.0	Hall	PD	2019 Q3		2024-Q4	<div style="width: 33%;"></div> 33 %	Contract awarded for engineering and some equipment; Partner: RCMP
57	Metering Program 2: Water Meter Data Analytics (Strategic Goal)	SP	N	\$60,000	50	7.1	Rosenboom	IS	2020 Q2		2025-Q4	<div style="width: 33%;"></div> 33 %	Strat. Plan: WS2
58	Eastbourne Groundwater Supply Expansion (Phase 2) (Strategic Goal)	SP	N	\$1,200,000	550	78.6	Waldorf	IS	2023-10		2025-Q4	<div style="width: 33%;"></div> 33 %	Strat. Plan: WS1, contract awarded
59	Review of SCRD Subdivision Servicing Bylaw No. 320 (Strategic Goal)	SP	N	\$40,000	250	35.7	Rosenboom	IS	2022 Q2		2025-Q4	<div style="width: 30%;"></div> 30 %	On Hold pending additional budget to be approved in Budget process 2025, Strat.
60	Lower Crown Raw Water Reservoir - feasibility study (Strategic Goal)	SP	N	\$100,000	350	50.0	Rosenboom	IS	2023 Q4		2024-Q4	<div style="width: 30%;"></div> 30 %	Strat. Plan: WS6, contract awarded
61	Halfmoon Bay Community Hall - design and construction	Board	N	\$4,473,649	775	110.7	Gagnon / Doyle	CS	2021-09		2027-Q2	<div style="width: 30%;"></div> 30 %	Contracts awarded Grant funded with deadline for completion
62	Coopers Green Park Enhancements	Board	N	\$633,238	450	64.3	Huntington	CS	2024-08		2025-Q4	<div style="width: 30%;"></div> 30 %	Contract awarded
63	Hopkins Landing Port Major Replacements	Board	N	\$497,336	100	14.3	Gagnon	CS	2024-Q1		2025-Q1	<div style="width: 30%;"></div> 30 %	Design contract awarded



	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
64	Bylaw 422 Update (Strategic Goal)	SP	N	\$30,000	200	28.6	Rosenboom/P erreault/Reid	IS	2024-Q3		2025-Q4	30 %	Strat. Plan: WS2
65	Cove Cay Pump Station Rebuild and Access Improvements (Strategic Goal)	SP	N	\$921,200	400	57.1	Waldorf	IS	2023-03		2026-Q1	30 %	Strat. Plan: WS1, RFP for construction issued
66	Chapman Creek Water Treatment Plant UV Upgrade (Strategic Goal)	SP	N	\$1,905,950	400	57.1	Waldorf	IS	2024 Q3		2025-Q4	30 %	Strat. Plan: WS1, RFP for construction issued
67	Development and Implementation of Chapman Creek Environmental Monitoring Plan (Strategic Goal)	SP	N	\$150,000	150	21.4	Walkey	IS	2024 Q2		2027-Q1	30 %	RFP issued
68	Sechelt Landfill Contact Water Pond Relocation - (Strategic Goal)	SP	N	\$520,000	200	28.6	Shoji	IS	2024-Q4		2025-Q4	30 %	RFP for construction issued
69	Seaview Cemetery Expansion	Staff	N	\$589,600	300	42.9	Huntington	CS	2024-07		2025-Q4	30 %	Contract awarded
70	HBVFD Long Range Needs Assessment and Preliminary Design Initiatives for Fire Hall #2	Staff	N	\$250,000	140	20.0	Daley	PD	2023 Q2		2025-Q2	25 %	
71	Contracted Services for Emergency Management Statutory, Regulatory and Bylaw Review	Staff	N	\$20,000	70	10.0	Hughes	PD	2024-03		2024-Q4	25 %	
72	Emergency and Disaster Management Act - Indigenous Engagement Requirements	Staff	N	\$48,000	70	10.0	Hughes	PD	2024 Q2		2025-Q1	25 %	Required: <i>Emergency & Disaster Management Act</i> ; Grant: Provincial capacity
73	Hillside Development Project - Culvert Repair Design Development	Staff	N	\$200,000	70	10.0	Hall	PD	2023 Q1		2025-Q4	25 %	
74	Capital Renewal Plan - Recreation Facilities (multiple projects)	Staff	N	\$609,000	630	90.0	van Velzen	CS	Ongoing		Ongoing	25 %	
75	South Pender Harbour Watermain Replacement (Strategic Goal)	SP	N	\$600,000	280	40.0	Waldorf	IS	2022 Q2		2025-Q2	25 %	Strat. Plan: WS1
76	Organization Review - Phase 2 Implementation	Board	N	\$30,000	225	32.1	CAO	CA	2024 Q2		2025 Q2	25 %	
77	Lower Road Retaining Wall Repair Resolution	Staff	N	\$675,860	75	10.7	Gagnon	CS	2022-02		2025-Q4	25 %	Involvement of MOTI
78	GACC - Gibsons and Area Community Centre Roof Replacement	Staff	N	\$2,899,900	90	12.9	van Velzen	CS	2023-10		2025-Q3	25 %	Contract awarded
79	SAC - Sechelt Aquatic Centre Roof Replacement	Staff	N	\$556,300	50	7.1	van Velzen	CS	2023-10		2025-Q3	25 %	Contract awarded
80	Support for Junior Hockey Initiative including GACC Enhancement Project Leadership	Staff	N	\$63,515	725	103.6	van Velzen	CS	2024-06		2025-Q4	20 %	
81	North Pender Harbour Watermain Replacement (Strategic Goal)	SP	N	\$850,000	300	42.9	Waldorf	IS	2023 Q3		2025-Q2	20 %	Strat. Plan: WS1
82	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 %	Contract awarded
83	Egmont Water Treatment Plant - Feasibility Study and Preliminary Development (Strategic Goal)	SP	N	\$275,000	200	28.6	Waldorf	IS	2024 Q2		2024-Q4	20 %	Strat. Plan: WS1
84	Development Approvals Process Review - Implementation of Recommendations	Board	N	\$150,000	320	45.7	Jackson	PD	2024 Q2		2025-Q4	18 %	
85	GDVFD Emergency Generator (MANDATORY - Safety)	Board	N	\$150,000	105	15.0	Michael	PD	2021 Q2		2024-Q4	15 %	



	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
86	Regional Land Evaluation - Housing Potential (formerly proposed as a [500] Regional Planning project)	Board	N	\$35,000	70	10.0	Jackson	PD	2024 Q2		2025-Q2	15 %	
87	Refine and introduce the Total Health – Resources Inspiring a Vibrant Environment (THRIVE) Well-being Program	OR	N		245	35	Parker	HR	2023 Q4		Q2 2025	15 %	Recommendation from Org. Review
88	North and South Pender Harbour Water Services - Piping System Connection Feasibility Study and Design (Strategic Goal)	SP	N	\$50,000	100	14.3	Walkey	IS	2024 Q2		2025-Q3	15 %	Strat. Plan: WS6
89	Fire Flow Action Plan (Strategic Goal)	SP	N	\$250,000	400	57.1	Walkey	IS	2024 Q2		2024-Q3	15 %	Strat. Plan: WS4
90	Sunshine Coast Sports Fields Strategy	Staff	N	\$18,800	110	15.7	Huntington	CS	2023-05		2025-Q3	15 %	In partnership with ToG, DoS, sNGD and SD#46
91	Business Continuity Management Program (Non-Discretionary)	Province	N	\$18,000	200	28.6	Cropp	CS	2023 Q3		2025 Q3	10 %	Will become operational after implementation.
92	Corporate Policy and Bylaw Review	Staff/Board	N		1092	156.0	Reid	CA	2024 Q3		2025-Q4	10 %	
93	Develop Corporate Workplan	Staff/Board	N	\$40,000	520	74.3	CAO	CA	2024 Q3		2025 Q3	10 %	Will become operational after initial development.
94	Implement Residential Water Meter Billing	Board	N	\$0	1500	214.3	Perreault	CA	2024 Q1		2024-2026	10 %	This is a combination of projects and staff. Bylaw 422, water rates Phase 2, meter
Staff Hours Available = 28069													
95	Hillside Development Project - investment Attraction Analysis	Board	N	\$120,000	7	1.0	Hall	PD	2023-05	X		10 %	
96	Community Evacuation Plan Template and Workshops - funded over 3 years.	Board	N	\$62,500	140	20.0	Hughes	PD	2024 Q3		2026-Q4	10 %	
97	Fire Service Bylaw Review	Board	N	\$1,500	7	1.0	Hall	PD	Q1 2023	X		10 %	
98	Keats Island Trail Erosion Mitigation (Rosemary Lane)	Staff	N	\$60,000	75	10.7	Huntington	CS	2023-04		2025-Q2	10 %	
99	Water Strategy Implementation - Development of Water System Action Plans (Strategic Goal)	SP	N	\$87,000	600	85.7	Rosenboom	IS	2023 Q1		2025-Q1	10 %	Strat. Plan: WS1
100	Reconfiguration of existing succession plan into new Leadership Advancement Network and Education System (LANES) program.	OR	N		200	28.6	Parker	HR	2024 Q2		Q4 2024	10 %	2025 budget and capacity discussion? Need to create a new policy.
101	Vertical Expansion Sechelt Landfill - Design Phase (Strategic Goal)	SP	N	\$165,000	150	21.4	Sole	IS	2024 Q3		2025-Q2	10 %	contract awarded
102	Parks Bylaws and Fees and Charges - complete review and revision	Staff	N	\$0	50	7.1	Huntington	CS	2024-Q3		2025-Q1	10 %	
103	Cedargrove childcare space planning	Board	N	\$0	150	21.4	Huntington/Jones	CS	2023-Q1		2025-Q4	10 %	Involves SD#46
104	Dogwood Reservoir: Engineering and Construction (Strategic Goal)	SP	N	\$108,000	150	21.4	Walkey	IS	2024 Q1		2025-Q3	10 %	Strat. Plan: WS1
105	Neighbourhood Emergency Preparedness Financial Support (Pilot Project)	Board	N	\$10,000	140	20.0	Hughes	PD	2024 Q3		2026 Q3	10 %	
106	New Brighton Feasibility Study	Board	N	\$25,000	500	71.4	Gagnon	CS	2024-Q4		2025-Q3	10 %	



		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
107	Integrate a climate risk framework into core decision-making processes (project scoping documents, staff reports, and budget	Board	N	\$0	90	12.9	Shay	PD	2024 Q2		Q2-Q3 2024, Q1 2025	8 %	
108	Planning Procedures Manual Development (grant- funded project to implement DAPR)	Board	N	\$150,000	140	20.0	Jackson	PD	2024 Q1		2025-Q2	5 %	Grant funded: LGDAP; deadline May 29, 2025
109	District Lot 1313 Nominal Rent Tenure (NRT) Application	Board	N	\$21,500	50	7.1	Huntington	CS	2023-05		2025-Q1	5 %	
110	Reed Road Pump Station Zone 4 Improvements (Strategic Goal)	SP	N	\$70,000	75	10.7	Walkey	IS	2023 Q4		2025-Q4	5 %	Strat. Plan: WS1
111	Langdale Wastewater Treatment System Upgrade Project	Staff	N	\$1,024,966	400	57.1	Walkey	IS	2023 Q1		2027-Q1	5 %	
112	GACC Room 204 RFP for use of space	Staff	N	\$0	75	10.7	Donn	CS	2024-08		2025-Q4	5 %	
113	Inspections for Parks Engineered Structures and Reserve Contribution	Staff	N	\$75,000	50	7.1	Huntington	CS	2024-Q3		2025-Q1	5 %	
114	Garden Bay Treatment Plant Improvements (Preliminary/Pre-Design Work) (Strategic Goal)	SP	N	\$200,000	200	28.6	Walkey	IS	2024 Q4		2025-Q4	5 %	Strat. Plan: WS1
115	Sechelt Nation Government District - Zone Metering (Strategic Goal)	SP	N	\$250,000	200	28.6	Waldorf	IS	2024 Q4		2025-Q2	5 %	Strat. Plan: WS2
116	Sechelt Landfill Stage K Closure (Regulatory requirement)	Board	N	\$3,250,000	300	42.9	Shoji	IS	2024 Q3		2025-Q4	0 %	
117	Create and introduce a Volunteer Appreciation Program.	Board	N		150	21.4	Parker	HR		X		0 %	For future discussion.
118	Feasibility (Area F) - Connected Coast Connectivity - Feasibility Study	Staff	N	\$2,500	50	7.1	CAO	CA	2024 Q4		2025 Q3	0 %	
119	Budget Software	Staff	N	\$250,000	450	64.3	Perreault / Taylor	CA	2024 Q4		2025 Q2	0 %	Delayed due to vacancies
120	Business Continuity Cybersecurity Defense in Depth Program	Staff	N		150	21.4	Nelson	CA	2024 Q4		Q1-Q4 2025	0 %	
121	Recreation Facilities Needs Assessment and Business Case	Staff	N	\$100,000	650	92.9	Donn	CS	2024-10		2025-Q4	0 %	
122	Bus Shelter Program Development	Staff	N		75	10.7	Kidwai	CS	2024-Q4		2025-Q4	0 %	
123	Chapman Siphon Removal (Strategic Goal)	SP	N	\$155,000	100	14.3	Walkey	IS		X		0 %	Strat. Plan: WS4
124	Installation and Decommissioning of the Edwards Lake Siphon System and Drought Response Costs (Strategic Goal)	SP	N	\$550,000	100	14.3	Walkey	IS		X		0 %	Strat. Plan: WS4
125	Dream Valley Estates Water System Feasibility (Strategic Goal)	Board	N	\$30,000	150	21.4	Walkey	IS		X		0 %	pending confirmation of funding, as currently unfunded
126	Water Supply Analyses South Pender (Strategic Goal)	SP	N	\$85,000	200	28.6	Walkey	IS	2024 Q4		2025-Q3	0 %	Strat. Plan: WS6
127	Develop a five-year operational strategic plan (after extraordinary project prioritization is completed)	OR	N		80	11.4	CAO	CA		X	2026 - Q4	0 %	
128	Conduct and act on an Employee Engagement Survey	OR	N	\$15,000	40	5.7	CAO	CA	2025 Q1		2025-Q3	0 %	Recommendation from org review. Funding required



	Program Type	Capacity Requirements			Project Delivery						Comments		
		Initiated by	Capital Program?	Estimated costs overall	Estimated staff hours - 2024 / 25	Estimated staff days - 2024 / 225	Sponsor	Business Unit	Start	On Hold		Expected Completion	Percent complete
129	Evaluate Transit governance	OR	N		100	14.3	CAO	CA		X		0 %	Recommendation from org review. Board direction required
130	Working with the Board, complete a long-range strategic financial plan and policies (once the asset management program includes	OR	N		120	17.1	CAO	CA		X		0 %	Low priority Need asset management program includes accurate long range
131	Commission a statistically relevant citizen satisfaction survey, including taxation threshold questions	OR	N	\$20,000	140	50.0	CAO	CA		X		0 %	Recommendation from org review. Board direction required
132	Conduct an IT Service Review and Strategic Plan	OR	N		100	14	CAO	CA	2025 Q2		2025 Q3	0 %	Recommendation from org review.
133	Increase community knowledge of SCR D Services	OR	N		150	21	CAO	CA		X		0 %	Recommendation from org review.
134	Create a highly functioning leadership team	OR	N		200	29	CAO	CA		X		0 %	Recommendation from org review.

BOARD DIRECTIVES - to be added

2025 PROJECTS - to be added

Capacity:	\$ 50,229,033	34884	5013
Capacity Required - FTE's:	16.8		
Capacity Required - Hours:	34884		

COMPLETED PROJECTS													
1	Public Transit - Custom Transit Services Review					0	Kidwai	CS			Q2	100 %	100% complete
2	JHS Update of Structure. Appointment of Committee members, updates to lists, update to Water Cooler.					0	Parker	HR			Q1 2024	100 %	100% complete
3	Update the Performance Engagement Program (PEPtalk).					0	Parker	HR			Q1 2024	100 %	100% complete
4	Host Respectful Workplace Training sessions					0	Parker	HR			Q2 2024	100 %	100% complete
5	First Aid Attendant (FAA) Training and Orientation.					0	Parker	HR			Q2 2024	100 %	100% complete
6	Unified AAP	Board	N	\$15,000	182	26	Reid	CA	2024-Q1		2024-Q3	100 %	100% complete
7	Server Replacements (FP AMENDMENT)	Staff	N	\$302,000		0	Nelson	CA	2024-01			100 %	100% complete
8	Field Road Space Planning - additional funding approved 2021 included and IT Portion to be completed	Staff	N	\$207,000		0	SLT	CA				100 %	100% complete
9	Strengthen ESS Program	Board			0	0	Hughes	PD			Q2 2024	100 %	100% complete
10	Officer Vehicle			\$7,934		0	Higgins	PD				100 %	100% complete



	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
11	Sechelt Landfill Internet Connectivity Improvements	staff	N	\$25,000		0	Sole	IS				100 %	100% complete
12	SAC - Sechelt Aquatic Centre Fire Sprinkler System Repair or Replacement	Board	N	\$801,577		0	van Velzen	CS	2022-07		2024-Q3	100 %	100% complete
13	Maintenance Facility (Fleet) - Electric Vehicle Maintenance (Strategic Goal)	SP	N	\$10,000		0	Kidwai	CS	2023-Q3		2024-Q1	100 %	100% complete
14	Zamboni Replacement (Other)	SP	N	\$322,000		0	van Velzen	CS	2023-05		2024-Q3	100 %	100% complete
15	GACC - Gibsons and Area Community Centre Packaged Roof Top Unit Replacement	Staff	N	\$375,000		0	van Velzen	CS	2023-05		2024-Q2	100 %	100% complete
16	Implementation of Electronic Fare System	Staff	N			0	Kidwai	CS			Q1	100 %	100% complete
17	Implementation of new Accounting Standard - Asset Retirement Obligation & Financial Instruments					0	Wing	CA			2021-2024	100 %	100% complete
18	Information Services - MS Teams Phone Conversion	Staff		\$266,000	140	20	Nelson	CA			Q2	100 %	100% complete
19	Community Recreation Facilities - Carbon Neutral Design - Recreation Facilities	SP	N	\$50,000		0	Shay	CS				100 %	100% complete
20	Chapman Creek Water Treatment Plant Chlorine Gas Decommissioning (Non-Discretionary)	Staff	N	\$169,000	0	0.0	Waldorf	IS	2023-8		2024-Q2	100 %	100% complete

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Pre-Budget) – October 28 and 29, 2024

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

SUBJECT: 2025 PROPOSED PROJECTS

RECOMMENDATION(S)

- (1) THAT the report titled 2025 Proposed Projects be received for information;
- (2) AND THAT the Mandatory Projects as follows be approved and included into the 2025 Round 1 Budget:
 - Chief Administrative Officer Recruitment [110], \$60,000 funded from Operating Reserves;
 - Chapman Raw Water Pump Station Upgrades – Phase 2 [370], \$783,973 funded from Capital Reserves with a 0.14 FTE increase;
 - Chapman Intake Upgrades (Phase I) – Design, Engineering and Contract Administration [370], \$205,340 funded from Capital Reserves with a 0.08 FTE increase;
 - Soames Creek Compliance Monitoring [370], \$100,000 funded from Operating Reserves;
 - Confined Space Procedures and Documentation Upgrades [613, 365, 366, 370] \$105,000 funded through Taxation - \$30,000 for [613] and Operating Reserves \$75,000 for [365-370];
 - RCVFD Firefighter Boots and Helmets (cyclical - base budget) [212], \$52,000 funded through Capital Reserves;
 - Collective Agreement Impacts (Rest Intervals, Standby) [613] - Base Budget Lift, \$13,000 funded through Taxation;
 - Data Storage Expansion (PURE) [117], \$57,188 funded through Support Services with ongoing \$7,000 annually for fees subscriptions;
 - Eyewash Station at Pender Harbour Aquatic and Fitness Centre [625], \$35,000 funded from Capital Reserves;
 - Noxious Weed Removal John Daley Park (Ongoing Financial Implications) [650], \$63,100 funded through Taxation with an ongoing annual maintenance of \$33,000;

(3) **AND THAT the Committee provide recommendations on Base Budget-Related, Strategic Plan Focus Areas, Board Directed and / or Business Continuity and Discretionary projects to be brought forward to Finance Committee Round 1 Budget on November 25 and 26, 2024;**

(4) **AND FURTHER THAT Not Recommended Projects be deferred per the Board's direction.**

BACKGROUND

The Sunshine Coast Regional District (SCRD) financial planning process has been changed for 2025 due to the realignment of priorities and Strategic Plan Focus Areas.

The purpose of this report is to provide a guide to the discussion surrounding the prioritization and rationale for categorization of new 2025 proposed projects.

DISCUSSION

Options and Analysis

There are several levels of prioritization that the Senior Leadership Team has grouped 2025 proposed projects. These are shown in Attachments A-F. Projects have been further categorized into Extraordinary projects and Operating projects:

- Extraordinary – new initiatives that are outside of regular and ongoing work;
- Operating – work that is regular day-to-day, week-to-week, or annual that is expected of the position on an ongoing basis including administration and planned capital works.

Mandatory Projects (Attachment A)

Projects in this category are viewed ones that must be completed to ensure business continuity and / or compliance:

- Imminent Asset Failure – there could potentially be a major shutdown
- Regulatory Compliance – adherence and conformance to relevant laws, policies, guidelines, specifications and regulations
- Safety and Health or Environmental Requirements - To prevent or remedy faults that could cause harm to persons or property if they are not corrected immediately.

Base Budget Related (Attachment B)

For 2025 Budget the Senior Leadership Team categorized separately areas that require base budget lifts or financial plan adjustments between service areas. In some cases, not increasing base budgets will impact other areas of work planning.

Strategic Plan Goals (Attachment C)

Projects under Strategic Plan are directly related to the Board's Focus Areas of Water Stewardship and Solid Waste Solutions.

Other – Board Directed and Business Continuity (Attachment D)

The projects listed under these categories are ones that, though not mandatory, have been brought forward due to a Board Directed Resolution or that should be considered to support service level decisions.

Other – Discretionary Projects (Attachment E)

Discretionary Projects are similar to Business Continuity though the urgency to start the projects is lesser.

Not Recommended for 2025 Budget (Attachment F)

These projects have been brought forward for various reasons, staff have reviewed all the implications and have determined that they could potentially be deferred to 2026 or future years:

Organizational Implications

One of the key components for consideration through the decision-making process, involving the number of existing projects and 2025 proposed projects, is staff capacity.

Options for the Committees' Consideration

Staff propose the following:

- Mandatory Projects (Attachment A), be approved and incorporated into the 2025 Round 1 Budget;
- Base Budget (Attachment B) and Strategic Plan (Attachment C) be brought forward to 2025 Round 1 Budget deliberations as Budget Proposals for the Board's consideration;
- Board Directed and / or Business Continuity (Attachment D) and Discretionary (Attachment E), staff are seeking direction as to which projects the Board would like further information, to come forward to Finance Committee Round 1 Budget in November 25 and 26, 2024 as Budget Proposals;
- Not Recommended Projects (Attachment F) staff recommend deferring these projects and would ask for the Board direction as to when these projects should be presented.

Two projects were deferred to 2025 from 2024 as per the following resolutions (excerpts) – staff seek Board direction as to if these projects could be abandoned in 2025 or if the Board wishes to see 2025 Round 1 Budget Proposals:

039/24 **Recommendation No. 6** *Final 2023 Project Carry-Forwards*

...AND THAT the Regional Water / South Pender Harbour / North Pender Harbour Feasibility Study Long-Term Surface Water Source projects be abandoned;

AND THAT the funds from the South Pender Harbour [366] and North Pender Harbour [365] Feasibility Study Long-Term Surface Water Source projects be returned to their respective Operating Reserves;

AND THAT \$75,355 from the Regional Water Feasibility Study Long-Term Surface Water Sources project be reallocated to the Feasibility Study Long-Term Ground Water Supply Sources project;

AND THAT staff prepare a budget proposal for a new **Feasibility Study Long-Term Surface Water Source project as part of the 2025 Budget process**;

Recommendation No. 21 *Water Services [365 / 366 / 370] - 2024 R2 Budget Proposal*

THAT following budget proposal be approved and incorporated into the 2024 Budget:

- Budget Proposal 5 – Senior Utility Technician (1.0 FTE), \$80,225 (prorated at 0.59 FTE for 2024), funded \$51,529 through Parcel Taxes and \$28,696 from User Fees (5% to [365], 10% to [366], 85% to [370]).

NOTE: In 2024, a budget proposal was submitted for a Senior Water Technician position and a light-duty truck. While the FTE was approved by the Board, the request for the light-duty truck was deferred to the 2025 budget. While there is still a need for this vehicle, there is currently no longer parking space available at Field Road for this additional vehicle. As well a pending fleet review could result in some optimization of the use of existing vehicles. It's therefore recommended that this budget proposal be abandoned.

STRATEGIC PLAN AND RELATED POLICIES

There are several components to take into account for the 2025-2029 Financial Planning Process. 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

The Sunshine Coast Regional District (SCRD) financial planning process has been changed for 2025 due to the realignment of priorities and Strategic Plan Focus Areas. The 2025 Proposed Projects are presented in categories of Mandatory, Base Budget Related, Strategic Plan Focus Areas, Board Directed and / or Business Continuity and Discretionary.

The attachments are provided to give the Board a high level of what will come forward to Finance Committee Round 1 Budget in November 25 and 26, 2024 as Budget Proposals.

Attachments:

- A –Mandatory Projects
- B –Base Budget
- C – Strategic Plan
- D – Board Directed and / or Business Continuity
- E – Discretionary
- F – Not Recommended

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

ATTACHMENT A

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
MANDATORY											
110	Board Requirement	Extraordinary	N	CAO Recruitment	Expenses related to hiring of new Chief Administrative Officer	All	Regional	\$60,000	4-Reserves	Operating Reserves	
370	Imminent Asset Failure	Extraordinary	N	Chapman Raw Water Pump Station Upgrades - Phase 2	<p>The raw water pump station at the Chapman Water Treatment Plant, constructed in 2004, is in critical condition.</p> <p>Phase 1 included installation of a small pump to allow for lower flows from this station and to complete maintenance on the three existing pumps. During investigation and assessment from Phase 1 staff have concluded that replacement of the three existing raw water pumps, generator (20 years old and nearing end of useful life) and associated infrastructure is the most reliable and cost-effective solution to ensure ongoing operational efficiency. Due to the configuration of the pump station, the generator should be removed during water pump / motor replacement.</p>	A, B, D, E, F, Sechelt	D	\$783,973	4-Reserves	Capital Reserves	0.14
370	Imminent Asset Failure	Extraordinary	N	Chapman Intake Upgrades (Phase I) - Design, Engineering and Contract Administration	<p>A condition assessment in 2022 of the Chapman Creek Intake (constructed in 1989) showed that while the concrete structure is in acceptable condition, the Timber Wier that aids in directing water to the intake is deteriorating, specifically to the upstream side. Recently leakage under the log that forms the top of the barrier is beginning to affect the ability of the weir to direct flow to the intake during lower flows of the creek (when its most needed).</p> <p>The recommendation was to monitor both the concrete structure for erosion, and the condition of the Timber Wier. Since the inspection in 2022 staff have noted further deterioration of the structure and its functions. Maintenance activities like clearing rocks and debris requires heavy machinery and will continue to cause further deterioration.</p> <p>WSP the consultant, recommended "Given the age of the timber weir structure and its criticality to the water supply system, SCRD should consider options to replace the weir with a more robust concrete weir in the short to medium term."</p> <p>Phase 1 of this project would undertake a review of potential replacement solutions and impacts to, or improvements needed to the intake system, the design and engineering of the selected solution and provide a budget and tender ready design package including permitting and contract administration. Phase 1 would take place over the Q2 2025 to Q1 2026, and if Phase 2 is approved (based on the design and Class A budget) it would result in the tendering of the Phase 2 for construction in 2026.</p> <p>This project will require substantial staff time to complete the required consultations for First Nations, environmental, engineering/design input and review. Staff expertise will be required for a very specialized project, and directly affects the operations of Chapman Water system.</p> <p>Phase 2 construction work is currently estimated at \$400,000. The actual construction cost estimate will be provided by the engineering contractor in Phase 1 and included in a 2026 budget proposal.</p>	A, B, D, E, F, Sechelt	D	\$205,340	4-Reserves	Capital Reserves (2025 and 2026)	0.08
370	Regulatory Compliance	Extraordinary	N	Soames Creek Compliance Monitoring	<p>The Church Road Wellfield began operation in 2023 with the regulatory requirement for an Adaptive Management Plan (AMP) and a Monitoring Plan to ensure the protection of environmental resources, especially the Environmental Flow Needs (EFN) in Soames Creek.</p> <p>Recently, discussions with the Ministry of Water, Lands, and Resource Sustainability (MWLRS) have indicated that additional monitoring—extending beyond the original two-year period—may be necessary.</p> <p>This proposal seeks approval for additional funds for an extra year of compliance monitoring to ensure we meet regulatory standards and maintain uninterrupted water service.</p>	A, B, D, E, F, Sechelt	F	\$100,000	4-Reserves	Operating Reserves	
613 / 365 / 366 / 370	Regulatory Compliance / Base Budget	Operating	N	Confined Space Procedures and Documentation Updates	<p>Recreation facilities and Utilities have several confined spaces in which they conduct work (defined as an enclosed or partially enclosed space, not for continuous human occupancy with limited entry / exit), all of which require site specific documentation including Hazard Assessments, Entry Procedures, Lockout Procedures and First Aid Assessments. Documents need to be accurate and up to date to ensure safety for staff entering the spaces as serious injury or death can occur if spaces are not monitored or entered correctly. Examples: ammonia condenser, pool sand filters, maintenance holes or a wastewater tank.</p> <p>Work Safe BC Confined Spaces Section 9.11 requires these documents be prepared by a:</p> <ul style="list-style-type: none"> • Certified Industrial Hygienist (CIH) or Registered Occupational Hygienist (ROH) • Certified Safety Professional (CSP) • Other education acceptable to the board <p>This budget proposal is for one-time funding (\$105,000) to procure professional services to review and update the confined space documents. This project will include the following:</p> <ul style="list-style-type: none"> • Review existing documents and site visits • Revisions of or creation of new documents for each location • Development of lockout and safe rescue procedures • Provide training to staff in the use of all the documents. 	Various	Various	\$105,000	1-Taxation	2025 - Taxation for 613 (\$30,000) and Operating Reserve for 365-370 (\$75,000) (cyclical cost ongoing)	
212	Regulatory Compliance	Operating	Y	RCVFD Firefighter Boots and Helmets (cyclical - base budget)	<p>Firefighter structural firefighting personal protective equipment has a life cycle of 10 years according to National Fire Protection Association standard 1851. Our structural firefighting boots and helmets have exceeded 10 years of service and require replacement. Organizations bear the liability in the event of injury due to defective personal protective equipment that has exceeded the life cycle.</p>	D	D	\$52,000	4-Reserves	Capital Reserves (Cyclical costs - Life Cycle every 10 years) \$24,000 Boots \$28,000 Helmets	

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request	
613	Regulatory Compliance	Operating	N	Collective Agreement Impacts (Rest Intervals, Standby) - Base Budget Lift	<p>This budget proposal requests an ongoing base budget lift in salaries and wages (\$13,000) to fund the overtime impacts of the rest interval changes in the 2024 – 2027 Collective Agreement as well as standby pay. The Collective Agreement prescribes the required rest intervals between work hours for employees. Facility services staff attend call outs typically after hours (e.g. alarm call out), within their rest hours, and then are often scheduled to work the next day, resulting in overtime. Over the past 4 years facility services staff have attended an average of 22 call outs per year for various facility alarms of which approximately 17 callouts would be impacted by the new rest interval language in the collective agreement resulting in additional overtime.</p> <p>Further, this proposal includes an ongoing base budget lift related to the required standby pay. The arena refrigeration systems have been granted risk assessed status by Technical Safety BC which allows for reduced staffing requirements. A condition of our risk assessed status is a timely response to refrigeration system alarms. To meet this requirement and compensate staff accordingly a standby plan and corresponding budget is in place, however is underfunded. The plan is based on certified regular staff performing restricted standby on a weekly rotation (based on a Facility Operator rate), however all certified regular staff including Coordinators and Supervisors are included in the rotation, resulting in a budget shortfall.</p>	B, D, E, F, Sechelt, Gibsons, sNGD	Various	\$13,000	1-Taxation	Ongoing - Base Budget Increase		
117	Imminent Asset Failure	Operating	N	Data Storage Expansion (PURE)	<p>Increased data storage capacity for SCRD's data storage arrays to accommodate the expanding data storage requirements of SCRD business. This initiative will provide three key benefits:</p> <ol style="list-style-type: none"> 1. Proactively address the risks associated with storage saturation. 2. Increased Storage Capacity. The array at Field Rd will increase by 44.5%, the array at Mason Rd will increase by 36.09%. 3. Upgrade to new storage technology: The storage expansion includes a one-time trade-in offer that will reduce the overall cost of the storage expansion by approximately \$200,000 while offering significant performance improvements over our current setup. 	All	Regional	\$57,188	3-Support Services	Ongoing - approx. \$7,000 fees for subscription		
625	Regulatory Compliance	Operating	N	Eye Wash Station - PHAFC	<p>An emergency eyewash/shower station in a work area where a worker's eyes or skin may be exposed to harmful or corrosive materials or other materials that may burn or irritate is a regulatory requirement.</p> <p>Through regular Joint Health and Safety inspections at the Pender Harbour Aquatic & Fitness Centre, it was noted in 2022 that the chemical room eyewash/shower station was not effective because it was not meeting flow and pressure requirements.</p> <p>This budget proposal is one time funds (\$35,000) to replace the emergency eyewash/shower station at the Pender Harbour Aquatic & Fitness Centre.</p>	A	A	\$35,000	4-Reserves	Capital Reserves		
650	Regulatory Compliance	Operating	N	Noxious Weed Removal John Daley Park (Ongoing Financial Implications)	<p>This budget proposal is to address the removal of Knotweed at John Daly Park, including the initial removal as well as 5 year monitoring costs. Knotweed is designated as a noxious plant under the BC Weed Control Act. Under the Act, land owners are required to control the spread of noxious weeds. A significant concentration of Knotweed is present within John Daly Park. Further the park is adjacent to a creek, and occurrences of Knotweed are visible within the wetlands, along the banks of the creek and also the walking path. A multi-year phased project is required to manage the existing occurrences and control further spread.</p> <p>First year costs (\$63,100) includes a detailed assessment of the Knotweed by a qualified professional, consultation with a qualified biologist (due to the proximity of a salmon bearing stream), development of a site-specific detailed treatment plan, submission of applicable provincial and federal permit applications, treatment and monitoring.</p> <p>The budget also includes multi-year treatment plan (five years, \$28,000-37,000/yr) for further treatment and monitoring, to initiate post-treatment native species replanting to re-vegetate the site, and annual reporting.</p>	A, B, D, E, F	A	\$63,100	1-Taxation	Annual average approx. \$33,000 a year		
SUBTOTAL								\$1,474,601			0.22	
								2025 TOTALS:				
								\$ 181,100.00	1-Taxation			
								\$ -	2-User Fees			
								\$ 57,188.00	3-Support Services			
								\$ 1,236,313.00	4-Reserves			
								\$ -	5-Other (Debt, Grant, Fees, etc.)			
								\$ 1,474,601.00				

ATTACHMENT B

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) / of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
Non-Mandatory Base Budget Increase Requests											
110	Strategic Plan / Base Budget	Operating	N	Corporate Work Planning (One Time Lift \$30,000 reserves and Base Budget Increase \$15,000 Taxation)	Required to continue the Corporate Work Planning including consultant work	All	Regional	\$30,000	4-Reserves	2025 from Operating Reserves	
210 / 212 / 216 / 218 / 313 / 370 / 650	Business Continuity / Base Budget	Operating	N	Corporate Fleet Rate Increase (base budget increase)	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 funding for the service, and this budget request supports those services most impacted by the increase.	Various	Regional	\$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	
212	Business Continuity / Base Budget	Operating	N	Roberts Creek Volunteer Fire Department (RCVFD) Base Budget Increase	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	D	D	\$15,000	1-Taxation	Ongoing Base Budget	
310	Business Continuity / Base Budget	Operating	N	2025/26 Annual Operating Agreement - Base Budget increase	Each year BC Transit and the SCR D enter into an Annual Operating Agreement (AOA) which governs transit services and associated costs. This budget proposal represents a placeholder for the anticipated ongoing annual increase in the 2025-26 three-year budget and AOA. The budget lift will include the estimated net municipal share of the proposed 2025/26 (Year 1) base operating costs, including both variable and fixed costs such as fuel, maintenance, insurance, salaries, cleaning, training and infrastructure costs. Final budget values will be known when the draft 2025-26 AOA is received from BC Transit (prior to Round 1). The financial impact of this budget proposal is funded through user fees, BC Transit share (recovery), and taxation. For taxational context, the estimated cost of \$100,000 of taxation per \$100,000 of assessment value is \$0.52.	B, D, E, F, Sechelt, Gibsons, sNGD	Regional	TBD		Taxation and User Fees	
351 / 352	Strategic Plan / Base Budget	Operating	N	Solid Waste Operations Maintenance Base Budget Increase (0.93 FTE) - FTE Component	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, our consultants are developing a preventative maintenance plan to ensure regulatory compliance and longevity of the new infrastructure. Besides the recently amended Operating Certificate for the Sechelt Landfill emphasizing the certain regulatory operational requirements staff have not been able to meet over the past several years. Additional funds will need to be added to the annual base budget for maintenance that includes inspections, vegetation control, and sediment removal, and other maintenance items, such as work on the electric fence. Additional 0.93 FTE Site Attendant FTE is required	All	Sechelt and A	\$75,704	1-Taxation	Ongoing Base Budget	0.93
351 / 352	Strategic Plan / Base Budget	Operating	N	Environmental Monitoring for Sechelt Landfill and Pender Harbour Transfer Station (base budget)	Environmental Monitoring Program at Sechelt Landfill and Pender Harbour Transfer Station - including groundwater, surface water, landfill gas for compliance with environmental regulations. Given the updated environmental requirements included in the recently amended Operating Certificate for the Sechelt Landfill there the scope of the environmental monitoring has expended and increased substantially. Staff assessed the delivery options and concluded that contracting out most of the required environmental monitoring services is the more cost-efficient then bringing all these service in-house.	All	Sechelt and A	\$100,000	1-Taxation		

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) / of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
387	Business Continuity / Base Budget	Operating	N	Square Bay Wastewater Treatment Plant Base Budget Increase (realignment Capital to Operating)	<p>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 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>	B	B	\$6,000	2-User Fees	Ongoing Realignment	
392	Business Continuity / Base Budget	Operating	N	Roberts Creek Wastewater Treatment Plant Base Budget Increase	<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>	D	D	\$5,000	2-User Fees	Ongoing realignment	
394	Business Continuity / Base Budget	Operating	N	Painted Boat Wastewater Treatment Plant Base Budget Increase	<p>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.</p>	A	A	\$2,000	2-User Fees	Ongoing Base Budget	
680	Business Continuity / Base Budget	Operating	N	Piston Bully Repair and Equipment Repair and Maintenance Base Budget Lift	<p>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.</p> <p>The SCRD Piston Bully Trail Groomer is 18 years old it requires midlife maintenance to extend its useful life. A replacement option at this time is not preferred as it would be approximately a \$400,000 capital investment, and is more technically/electronically complex and costly for contracted and Fleet maintenance and repairs. The current operating budget for repair and maintenance is \$22,000 for all equipment, machinery, and site buildings.</p> <p>Proposed is a midlife maintenance budget increase for the Piston Bully in 2025 (\$73,500) as well as an ongoing base budget lift (\$15,000/yr) to the repair and maintenance budget.</p>	All	Regional	\$73,500	4-Reserves	2025 - \$15,000 ongoing from Taxation and \$58,500 from Operating Reserves for midlife maintenance	

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) / of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
115	Discretionary	Operating	N	Certificate of Recognition (COR) Audit Process	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	\$6,000	3-Support Services	\$6,000 2025 \$5,000 ongoing; \$13,000 external audit 2027	
310	Discretionary	Operating	N	Transit Training Base Budget Alignment	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 cost neutral , 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.)	"Other" - Cost Neutral Chart of Accounts with FTE compliment	0.16
350 / 351 / 352 / 355	Discretionary	Operating	N	Solid Waste Contracts	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	Ongoing Base Budget increasing each year 2025: 350 - \$33,991, 351 - \$12,115; 352 - \$18,173	
365	Discretionary	Operating	Y	North Pender 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 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	2-User Fees	Parcel Tax Ongoing Base Budget	
365	Discretionary	Operating	N	North Pender Base Budget Increase	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	Ongoing Base Budget	
366	Discretionary	Operating	Y	South Pender 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	2-User Fees	Parcel Tax Ongoing Base Budget	
366	Discretionary	Operating	N	South Pender 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	Ongoing Base Budget	
370	Discretionary	Operating	N	Regional Water 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	Ongoing Base Budget	

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) / of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
613	Discretionary	Operating	N	Facility Services Inflationary Expense Increase - Base Budget Lift	<p>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.</p> <p>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).</p>	B, D, E, F, Sechelt, Gibsons, sNGD	Regional	\$105,600	1-Taxation	\$15,000 in 2025 One Time \$90,600 Ongoing Base Budget	
614	Discretionary	Operating	N	Recreation Budget / FTE Alignment for Joint Use Staffing	<p>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.</p> <p>This proposal is cost neutral, includes the 0.26 FTE and moves the budget to the correct general ledger account.</p>	B, D, E, F, Sechelt, Gibsons, sNGD	Regional	\$20,500	2-User Fees	Net Zero Ongoing Internal Recovery	0.26
650	Discretionary	Operating	N	Parks Inflationary Expense Increase - Base Budget Lift	<p>Due to increases resulting from the pandemic, current inflationary trends and fee increases, 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.</p> <p>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.</p>	A, B, D, E, F	Regional	\$192,500	1-Taxation	Ongoing Base Budget	
TOTAL								\$1,063,234			1.35
								2025 TOTALS:			
								\$ 640,384.00	1-Taxation		
								\$ 297,500.00	2-User Fees		
								\$ 6,000.00	3-Support Services		
								\$ 103,500.00	4-Reserves		
								\$ 15,850.00	5-Other (Debt, Grant, Fees, etc.)		
								\$ 1,063,234.00			

ATTACHMENT C

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
Non-Mandatory Strategic Plan Related											
350	Strategic Plan	Extraordinary	N	Solid Waste Management Plan (SWMP) Update - Inclusion of long-range disposal options	<p>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.</p> <p>The proposal is to engage both at a staff and elected level with First Nations. This proposal is to employ a professional facilitator and facility rental and catering costs for some of these meetings. This budget proposal would also allow for our SWMP consultant Stantec to support and attend these meetings and incorporate the outcome in the SWMP-update.</p>	All	Regional	\$86,782	1-Taxation		
370	Strategic Plan	Extraordinary	N	Gray Creek Intake and Treatment Design Engineering (Phase 1)	<p>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)</p>	A, B, D, E, F, Sechelt	Sechelt	\$864,550	4-Reserves	Capital Reserves - \$864,550	0.22
370	Strategic Plan	Extraordinary	N	Langdale Wellfield Construction (will be updated pending staff report after pre-budget)	<p>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.</p>	A, B, D, E, F, Sechelt	F	\$22,657,471	5-Other (Debt, Grant, Fees, etc.)	Long Term Debt / Canada Community-Building Funds with ongoing funding implications	0.45
370	Strategic Plan	Extraordinary	N	Permit Requirements Siphon Systems Chapman Lake and Edwards Lake	<p>The SCRCD's permits associated with the emergency siphon systems at Edwards Lake and Chapman Lake are requiring the SCRCD 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.</p>	A, B, D, E, F, Sechelt	Sechelt	\$235,000	4-Reserves	Operating Reserves	0.20
370	Strategic Plan	Extraordinary	N	Feasibility Study and Development Raw Water Reservoirs - 2025/2026	<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 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</p> <p>The purpose of this budget proposal is to provide engineering resources to the SCRCD 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.</p>	A, B, D, E, F, Sechelt	Regional	\$397,872	4-Reserves	Capital Reserves - \$322,872 Operating Reserves - \$75,000	0.35

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
365 / 366 / 370	Strategic Plan	Extraordinary	N	Water Supervisory Control Data Acquisition (SCADA) Upgrades (Treatment, Pumpstations, Reservoirs) - Phase 2	<p>Supervisory Control Data Acquisition (SCADA) is a system that monitors and controls field devices at remote sites. Current Situation: The SCRCD'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	Capital Reserves	0.08
365 / 366 / 370	Strategic Plan	Extraordinary	N	SCRD Water Service Climate Change Resilience Analysis	<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 SCRCD 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"> 1. Risk Assessment Recommendations 2. Review of Current Data Collection Activities 3. Identifying Data Gaps and Redundancies 4. Review of Climate Change Risks to Built Infrastructure 5. Review of Programs and Policies for Climate Change Adaptation 6. Overview of Industry Best Practices and Key Performance Indicators (KPIs) 7. Public-Facing Executive Summary 	A, B, D, E, F, Sechelt, sNGD	Regional	\$90,000	4-Reserves	Operating Reserves	
365 / 366 / 370	Strategic Plan	Operating	N	Leak Detection Equipment Phase 2	<p>In 2022, the SCRCD 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.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
366 / 370	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 SCRCD 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 SCRCD operators' capabilities.</p>	A, B, D, E, F, Sechelt	Regional	\$416,000	4-Reserves	Operating Reserves	
				TOTAL				\$25,184,905			1.30
								2025 TOTALS:			
								\$ 86,782.00	1-Taxation		
								\$ -	2-User Fees		
								\$ -	3-Support Services		
								\$ 2,440,652.00	4-Reserves		
								\$ 22,657,471.00	5-Other (Debt, Grant, Fees, etc.)		
								\$ 25,184,905.00			

ATTACHMENT D

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
Non-Mandatory Board Directed or Business											
151	Board Directed	Extraordinary		Feasibility Study Pender Landing WWTP Service Establishment	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 SCRd 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		
210	Board Directed	Extraordinary		Pending Board Direction - GDVFD Service Area Boundary Expansion Feasibility	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	
222	Board Directed	Extraordinary		2025 Community Emergency Preparedness Fund (CEPF) Grant for Emergency Operations Centre (EOC) Modernization - IT Hardware and Software Acquisition	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)	
310	Board Directed	Extraordinary		Transit Expansion Priorities 2025+	As per the MOU supported through Board resolution on October 10, 2024, 2025 expansion priorities include: Route 90 increase in service frequency to 30 min 6am-6pm weekdays, adjustment to weekend service hours to meet peak demand, and additional handyDART hours of operation (additional 3,500 hours of service, including additional fleet units).	B, D, E, F, Sechelt, Gibsons, sNGD	Regional	TBD	1-Taxation	Taxation, BCT portion and User Fees	TBD
345	Board Directed	Extraordinary		Pending Staff Report to October 24, 2024 Committee of the Whole - 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	4-Reserves	Capital Reserves	
540	Board Directed	Extraordinary		Pending Board Direction - Hillside Headlease Renewal project expansion based on updated deliverables	Continued casual project staff support and as-and-when needed consultant support (QEP, other environmental, legal). Project is up to 24-months and must be completed by December 31, 2026 latest; annual funding is proposed (2025 and 2026). This project budget is planning-related and does not include any required clean-up projects.	All	F	\$90,000	4-Reserves	Future funding is 2026 only	0.30
650	Board Directed	Extraordinary		Parks Service Review	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 has been challenging over the last several years due to a combination of factors including aging infrastructure, decades of insufficient asset management, the impacts of climate change, increased expectations from the community, community growth, increased focus on reconciliation with the local First Nations and increasing costs. 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 Renewal Plan.	A, B, D, E, F	Regional	\$100,000	1-Taxation		

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
650	Board Directed	Extraordinary		Cliff Gilker Bridges and Trails Remediation	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 ZigZag 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.)	AAP for Loan??	
136 / 504	Board Directed	Extraordinary		Framework for Land Use Planning for Sensitive Environmental Areas	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	
365 / 366 / 370	Board Directed	Extraordinary		Bylaw 320 Update - Additional funding	The Sunshine Coast Regional District (SCRD) is reviewing and updating the Subdivision and Development Servicing Bylaw No. 320. As an SCRDR 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. 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 SCRDR 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.	All	Regional	\$60,000	4-Reserves	Operating Reserves	
365 / 366 / 370	Board Directed	Extraordinary		Preliminary Service Review - Utility Services	The Infrastructure Services Department is responsible for the provision of the water and wastewater services within the SCRDR. 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. The objectives service review of the Utility Services are: - Providing an overview of the regulatory set service levels - Defining the relevant operational service levels - 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. - 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.	All	Regional	\$150,000	4-Reserves	Operating Reserves	

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
365 / 366 / 370	Board Directed	Extraordinary		Commercial Food-Growing Farms Policy Development	<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>	All	Regional	\$85,000	5-Other (Debt, Grant, Fees, etc.)	Grant	0.15
220	Business Continuity	Extraordinary		911 Radio Upgrade - Final Phase	<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: \$900,000 2026: \$200,000 Option 2: 2025: \$750,000 2026: \$350,000</p> <p>Deliverables include:</p> <ol style="list-style-type: none"> 1. Refresh aged-out radio equipment and power supplies 2. Add radio site monitoring to monitor and report to fire department and radio contractor: power outages, equipment faults, site intrusion (will require PIA) 3. Increase VHF channels 4. Improve radio coverage due to difficult terrain 	All	Regional	\$750,000	4-Reserves	Capital Reserves	
220	Business Continuity	Extraordinary		Placeholder - Chapman 911 Tower Project Budget Increase	<p>911 tower being constructed at Chapman WTP has encountered:</p> <ol style="list-style-type: none"> 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 <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>	All	D	\$125,000	4-Reserves	Capital Reserves	

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
315	Business Continuity	Extraordinary		Mason Road Yards Infrastructure Upgrades to support EV's (EV Phase 2)	<p>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.</p> <p>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 SCRDR.</p> <p>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).</p> <p>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).</p>	All	Sechelt	\$167,000	5-Other (Debt, Grant, Fees, etc.)	BC Hydro Fleet Electrification Grant	
370	Business Continuity	Extraordinary		PRV for Advanced Optimization Use Church Road Wellfield	<p>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.</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>	A, B, D, E, F, Sechelt	Gibsons	\$315,000	4-Reserves	Capital Reserves	0.09
370	Business Continuity	Extraordinary		Church Road Water Treatment Plant - Sodium Hypochlorite Storage Unit	<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. 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.</p>	A, B, D, E, F, Sechelt	Gibsons	\$100,000	5-Other (Debt, Grant, Fees, etc.)	Canada Community-Building Fund	
136	Board Directed	Operating		HR Adjustment for Coastal Floodplain Mapping Project (1 year - grant funded already received)	<p>The SCRDR received a UBCM grant to complete Coastal Floodplain Mapping and high level recommendations for climate adaptation. The grant included project management funds for additional (incremental) human resources at the SCRDR. This proposal 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.</p>	All	Regional	\$42,500	5-Other (Debt, Grant, Fees, etc.)	UBCM Grant (Received)	0.43
210	Board Directed	Operating		SCRDR Firefighter Compensation Action Plan (GDVFD)	<p>Following Board direction, an action plan to update the model for recognizing and compensation SCRDR 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.</p>	E, F, Gibsons	Gibsons	TBD	1-Taxation		

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
210	Board Directed	Operating		GDVFD Assistant Chief of Prevention (0.5 Year 1 Project Value is the Pro-rated amount)	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	Prorated 0.5 for 2025 Ongoing	1.00
212	Board Directed	Operating		SCRD Firefighter Compensation Action Plan (RCVFD)	Following Board direction, an action plan to update the model for recognizing and compensation SCRD 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			
212	Board Directed	Operating		RCVFD Assistant Chief Training & 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	Prorated 0.5 for 2025 Ongoing	0.50
216	Board Directed	Operating		SCRD Firefighter Compensation Action Plan (HBVFD)	Following Board direction, an action plan to update the model for recognizing and compensation SCRD 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			
216	Board Directed	Operating		HBVFD 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	\$36,767	1-Taxation	Prorated 0.3 for 2025 Ongoing	0.50
218	Board Directed	Operating		SCRD Firefighter Compensation Action Plan (EDVFD)	Following Board direction, an action plan to update the model for recognizing and compensation SCRD 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			
370	Board Directed	Operating		FTE Increase Senior Utility Operator (including light duty truck)	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	Prorated at 0.5 for 2025 (\$61,368) remainder for vehicle purchase	1.00
650	Board Directed	Operating		Egmont Park Repairs	Egmont Park is a 1.48 acre neighbourhood park located in central Egmont. The SCRD holds a 5-year agreement to occupy the Old Egmont School Site (Egmont Park) with School District #46 (SD46) in which the SCRD is responsible for all ongoing maintenance and capital renewal. Park assets include an aging tennis court, swing set, playground, 2 picnic tables, and a grass playing field. The tennis court is in disrepair and at the end of its lifespan. Trees and vegetation growing adjacent to the tennis court have compromised the integrity of the asphalt resulting in large fissures in the court surface. The court subsurface has settled and sunk which has also affected the integrity of the court surface and potentially the lock block wall at the end of the court. The chain link fence and posts have been damaged by vehicles backing their cars into the structure. The asset in its current state poses a risk to user safety. If funding is not secured for renewal, the asset should be considered for decommissioning.	A, B, D, E, F	A	\$184,000	1-Taxation		

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
650	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		
117	Business Continuity	Operating		Increased Data Backup and Restoration Capabilities	Implement Pure Storage CloudSnap as an additional off-site and remote backup solution to enhance our disaster recovery (DR) strategy . We are already a data-storage customer of Pure Storage and thus have access to their CloudSnap feature, which makes implementation simpler and consistent with existing data storage interfaces. The costs that would occur are due to the required "cloud" storage and the storage operations costs in the cloud (Microsoft Azure).	All	Regional	\$25,000	3-Support Services	Ongoing annual cost approx. \$30,000	
313	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 is 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	
352	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 SCR D 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.	All	Sechelt	\$80,300	1-Taxation		
366	Business Continuity	Operating		McNeill Lake Instrumentation	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	Operating Reserves	

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
370	Business Continuity	Operating		Vehicle Replacement (2)	<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 appropriate vehicles are available and fit within budget.</p>	A, B, D, E, F, Sechelt	Regional	\$250,000	5-Other (Debt, Grant, Fees, etc.)	MFA Loan	
386	Business Continuity	Operating		Lee Bay WWTP Electrical Upgrades	<p>Funds to replace the generator at the Lee Bay WWTP have been approved as part of the 2024 budget process. Recently, a 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.</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>	A	A	\$110,000	4-Reserves	Capital Reserves	
310 / 312	Business Continuity	Operating		Transit & Fleet Building Required Maintenance and Space Optimization (Phase 1)	<p>The Transit and Fleet Maintenance Building 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.</p> <p>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.</p> <p>Future considerations will be required for the fleet offices and will be brought forward in a later year.</p>	All	Sechelt	\$85,000	4-Reserves	Capital Reserves \$68,000 and Operating Reserves \$17,000	
312 / 366 / 370	Business Continuity	Operating		Forklift Replacement	<p>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.</p> <p>The Chapman Water Treatment Plant (CWTP) is equipped with a forklift used for receiving chemicals on pallets and performing maintenance tasks.</p> <p>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.</p>	All	Regional	\$48,000	5-Other (Debt, Grant, Fees, etc.)	MFA Loan \$35,000 and Capital Reserves \$13,000	

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) or Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
350 / 352	Business Continuity	Operating		Solid Waste Operations Supervisory Staff On-site Vehicle	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 #465 from Utilities, which is a 2012 Ford Escape.	All	Regional	\$20,750	4-Reserves	Operating Reserves	
384 / 385	Business Continuity	Operating		Secret Cove Outfall Maintenance Phase 2	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	
TOTAL								\$5,397,922			3.97
								2025 TOTALS:			
								\$ 725,358.00	1-Taxation		
								\$ 163,089.00	2-User Fees		
								\$ 25,000.00	3-Support Services		
								\$ 2,031,975.00	4-Reserves		
								\$ 2,402,500.00	5-Other (Debt, Grant, Fees, etc.)		
								\$ 5,347,922.00			

ATTACHMENT E

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
Non-Mandatory Discretionary											
216	Discretionary	Extraordinary		HBVFD 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	
365 / 366 / 370	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	
210	Discretionary	Operating		GDVFD 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	Taxation \$16,500 and Capital Reserves \$16,500	
222	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	
370	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, Sechelt	Regional	\$25,000	4-Reserves	Operating Reserves	
391	Discretionary	Operating		Curran Road WWTP 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	
504	Discretionary	Operating		APC Recording Secretary HR 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

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
613	Discretionary	Operating		SAC - Pumps for Water Features (Slide, Lazy River, Play Feature)	<p>This budget proposal is coming forward as this asset was deemed non-critical and is not included in the capital renewal plan.</p> <p>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.</p> <p>Staff are proposing a one-time non-critical capital budget be established to replace the water slide, play feature and lazy river pumps to enable continuation of the expected service level of the facility.</p>	B, D, E, F, Sechelt, Gibsons, sNGD	Sechelt	\$44,100	1-Taxation		
615	Discretionary	Operating		Joint Health and Safety Expenses	<p>Joint Health and Safety Committees 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>Staff are proposing an ongoing increase and corresponding base budget lift to support the staff time and costs related to JHSC participation at both SAC and 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	\$18,600	1-Taxation		0.11
				TOTAL				\$366,582			0.21
								2025 TOTALS:			
								\$ 95,700.00	1-Taxation		
								\$ -	2-User Fees		
								\$ -	3-Support Services		
								\$ 224,000.00	4-Reserves		
								\$ 46,882.00	5-Other (Debt, Grant, Fees, etc.)		
								\$ 366,582.00			

ATTACHMENT F

Function No.	Category	Rating	Capital Program (Y/N)	Project Title	Description	Service Participants	Location(s) / of Work / Proposal	2025 Amount	Funding Source	Additional Information	FTE Request
Not Recommended for 2025											
540	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	
650	Not Recommended / Board Directed	Extraordinary		Park Management Plans - Katherine Lake & Dann Bosch		A, B, D, E, F	A	\$150,000	1-Taxation		TBC
650	Not Recommended / Discretionary	Extraordinary		Chaster Park (House) and OBE Sustainability Planning		A, B, D, E, F	E	\$208,000	1-Taxation		
650	Not Recommended / Discretionary	Extraordinary		Parks Sign Standards - Plan and Specs		A, B, D, E, F	Regional	\$70,000	1-Taxation		
135 / 613	Not Recommended / Discretionary	Extraordinary		SAC/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	
650	Not Recommended / Discretionary	Operating		Baker Beach (Phase 2) Improvements		A, B, D, E, F	A	\$90,000	1-Taxation		
650	Not Recommended / Discretionary	Operating		Mintie Road Beach Access		A, B, D, E, F	B	\$125,000	1-Taxation		
650	Not Recommended / Discretionary	Operating		Bridge Replacement - Vinebrook, Kliendale, Co-Op		A, B, D, E, F	Various	\$820,000	5-Other (Debt, Grant, Fees, etc.)		
650	Not Recommended / Discretionary	Operating		West Beach Park Erosion Mitigation Planning		A, B, D, E, F	F	\$95,000	1-Taxation		
650	Not Recommended / Discretionary	Operating		Placeholder - PHLHS Community Benefit Grant		A, B, D, E, F	A	\$5,000	1-Taxation		
650	Not Recommended / Discretionary	Operating		Bicycle and Walking Pathway Retaining Wall repair - Mintie Road		A, B, D, E, F	B	\$50,000	1-Taxation		
TOTAL								\$1,855,500			-
								2025 TOTALS:			
								\$ 793,000.00	1-Taxation		
								\$ -	2-User Fees		
								\$ -	3-Support Services		
								\$ -	4-Reserves		
								\$ 1,062,500.00	5-Other (Debt, Grant, Fees, etc.)		
								\$ 1,855,500.00			

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Pre-Budget) - October 28-29, 2024

AUTHOR: Kyle Doyle, Manager, Asset Management

SUBJECT: 2025 CAPITAL PLANNING UPDATE

RECOMMENDATION(S)

- (1) **THAT** the report titled 2025 Capital Planning Update be received for information;
 - (2) **AND THAT** capital expenditures for the Parks Service [650] of up to \$210,000 be included in the 2025 Budget funded through Capital Reserves;
 - (3) **AND THAT** capital expenditures for the Roberts Creek Volunteer Fire Department [212] of up to \$47,500 be included in the 2025 Budget funded through Capital Reserves;
 - (4) **AND THAT** capital expenditures for the Halfmoon Bay Volunteer Fire Department [216] of up to \$148,300 be included in the 2025 Budget funded through Capital Reserves;
 - (5) **AND THAT** capital expenditures for the Egmont Volunteer Fire Department [218] of up to \$109,100 be included in the 2025 Budget funded through Capital Reserves;
 - (6) **AND FURTHER THAT** the 2025-2029 Draft Financial Plan be amended accordingly.
-

BACKGROUND

The Sunshine Coast Regional District (SCRD) manages more than \$900 million worth of tangible capital assets that facilitate the delivery of services to the community. As a part of the obligation to provide responsible stewardship of these assets it is essential that the SCR D understands the full lifecycle costs associated with these assets and ensures that there is sufficient funding allocated to their renewal.

Capital planning attempts to forecast funding requirements related to renewing or replacing service-critical components and equipment in the future. The Asset Management division leads this effort, while each department validates the details, identifies needed replacements, and estimates costs to ensure service continuity. This process is intended to result in the development of long-term Capital Plans that are adopted by the SCR D Board to establish a consistent annual funding level that is sufficient for each services projected needs.

The services provided by the SCR D are delivered to defined Local Service Areas. The Local Government Act restricts the recovery of costs for each service to the participants of that service only. This limitation exacerbates the need for proactive financial planning to maintain the

sustainability of a service. Without proactive financial planning these services will become unaffordable for residents in the future.

The purpose of this report is to provide a summary of the 2025 Capital Plan review process. Specific details for services that have experienced a notable change to their projected long-term financial sustainability can be found in subsequent reports on this agenda.

DISCUSSION

Existing capital plans are reviewed annually to ensure that previously approved funding (and a 2% annual increase) continues to be appropriate and sufficient. This review process considers changes to both the external and internal factors that influence these capital plans. External factors include the rate of inflation for goods and services, the cost of borrowing, the interest earned on reserve holdings, and observed costs of similar projects that were recently completed. Internal factors include the condition of assets, changes to the provision of services, staff capacity to conduct work, and consideration for other SCRD initiatives that may impact service delivery.

Inflation

Over the last several years there has been significant volatility in the cost of goods and services largely due to impacts from the Covid-19 Pandemic. The last year has seen some inflation metrics trending towards historical norms which suggest less volatility may be experienced going forward. SCRD Capital Plans currently assume 3% annual inflation when projecting future costs of goods and services. While this has served as a suitable rate for many goods and services, Figure 1 below illustrates how the Construction Cost Index and Equipment Price Index have undergone more significant increases since 2010.

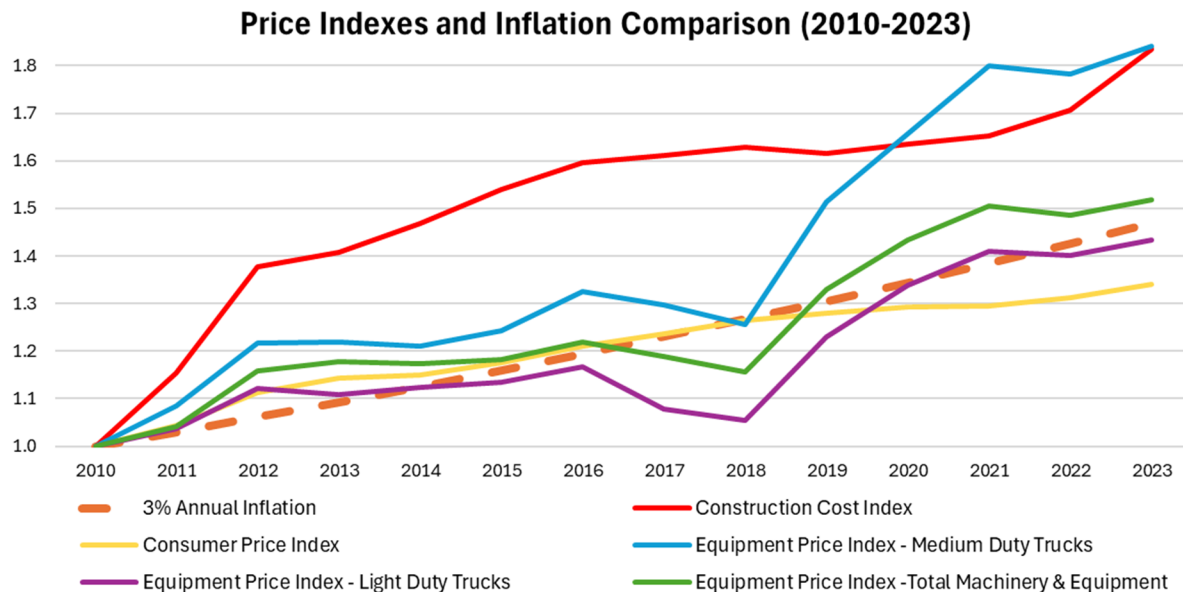


Figure 1: Price Index Comparison

Timely Cost Estimates

Determining accurate costs of replacing existing assets is a fundamental component of capital planning. There are four primary sources used for cost estimates; original acquisition cost, replacement valuations (provided by contracted third-parties such as insurance appraisals or

building condition assessment consultants), quotes or invoices from suppliers, and experienced-staff estimates. Significant effort has been made to account for uncertainty by adding a contingency specific to the source.

During the annual review of Capital Plans it was noted that more than 50% of all cost estimates for SCR D facilities are greater than 5 years old. As Figure 1 above illustrates, the age of an estimate is correlated with increased uncertainty and as such additional contingency is required. Processes to efficiently update cost estimates are being explored.

Water Services Capital Planning

A draft capital plan has been developed for the Regional, North Pender, and South Pender Water Services. Departmental review of the Asset Registry has not been completed; inventory, replacement timing, and costing of most assets and components still require validation by the Utility Department.

Parks Capital Planning

The interim capital plan for Parks Department assets was initially adopted during the 2023 Budget Process. The Capital Plan for Parks has not been substantially updated this year. Progress continues to be made by departmental staff on strategic planning and service level expectations which will help to determine asset criticality and the development of comprehensive capital renewal funding requirements for the Parks service.

It is recommended that capital expenditures for the Parks Service [650] of up to \$210,000 be included in the 2025 Budget funded through Capital Reserves.

Protective Services Capital Planning

Updates to the Roberts Creek, Halfmoon Bay, and Egmont Volunteer Fire Departments (VFD) capital plans indicate the previously determined funding projections will be sufficient for the 20-year capital plan horizons. The Roberts Creek VFD capital plan projects a slight funding shortfall near the end of the 20-year capital plan (between 2042-2044). This will be monitored going forward and a funding adjustment will be requested if the shortfall persists.

It is recommended that capital expenditures for the Roberts Creek Volunteer Fire Department [212] of up to \$47,500 be included in the 2025 Budget funded through Capital Reserves.

It is recommended that capital expenditures for the Halfmoon Bay Volunteer Fire Department [216] of up to \$148,300 be included in the 2025 Budget funded through Capital Reserves.

It is recommended that capital expenditures for the Egmont Volunteer Fire Department [218] of up to \$109,100 be included in the 2025 Budget funded through Capital Reserves.

Wastewater Services Capital Planning

During the 2023 budget process many wastewater services adopted five-year frontage fee schedules through 2027. Woodcreek, Langdale, and Sakinaw Ridge Wastewater Services were

not among the services that adopted five-year frontage fee schedules and continue to be reviewed on an annual basis.

Woodcreek and Langdale continue to undergo significant capital projects that will inform long-term capital funding requirements upon their completion. Sakinaw Ridge remains to be an underdeveloped Local Service, with fewer than 1/3 of participating parcels having been developed to date. Frontage Fees have subsidized operational expenses for this service for the past several years. A review of Sakinaw's operational expenses has been completed and has informed a proposed base-budget adjustment which is anticipated to be presented later in the budget process.

Frontage Fee adjustments for all these services will be presented during the Fees and Charges portion of the Budget process later this month.

Ports Capital Planning

Progress in capital planning efforts for the ports function has been delayed due to the attrition of key staff assigned to the effort. Given the successful recruitment of staff early in 2025, it is anticipated that capital plans could be completed in time for the 2026 budget process.

The work completed to date will provide sufficient background information to inform future decisions around the New Brighton Feasibility Study.

Other SCRD Facilities

Capital Planning for other SCRD Facilities is underway. These include the Gibsons Public Library, the Sechelt Landfill, and the Administration Building on Field Road. It is anticipated that these will be presented during the 2026 Budget Process.

Organizational and Intergovernmental Implications

Capital Planning is a key aspect of responsible stewardship of community assets and can help to ensure that the responsibility of the Regional District to sustainably plan for renewal is met.

Granting agencies often indicate preference for Local Governments that demonstrate asset stewardship when evaluating grant applications.

Financial Implications

Establishing a sustainable level of funding will mitigate future rate increases and allow for the provision of a consistent level of service at a more consistent, predictable cost.

Communications Strategy

There is ongoing communication and engagement throughout the year on the various services.

STRATEGIC PLAN AND RELATED POLICIES

Capital Planning is related with the 2023-27 Strategic Plan's Lenses of Service Delivery Excellence and Governance Excellence, and the following SCRD Board Policies: Financial

Sustainability Policy; Financial Planning Policy, Asset Management Policy, and Debt Management Policy.

CONCLUSION

Capital Plans are long-term models that predict future financial environments based on many different factors (cost estimates, contingencies, inflation, savings interest, borrowing costs, etc.).

Each year an annual review is conducted to ensure that the variable factors in SCRD Capital Plans are as accurate as possible, resulting in year-to-year variations in the outputs (funding requirements) articulated by the Capital Plan for each service.

An individual report will be brought for the Board to consider during the budget process when a substantial change to a services' projected financial sustainability is observed.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Pre-Budget) – October 28-29, 2024

AUTHOR: Kyle Doyle, Manager, Asset Management

SUBJECT: COMMUNITY RECREATION FACILITIES [615] CAPITAL FUNDING UPDATE

RECOMMENDATION(S)

- (1) **THAT the report titled Community Recreation Facilities [615] Capital Funding Update be received for information;**
 - (2) **AND THAT for 2025, the Gibsons and Area Community Centre’s Direct Digital Controls replacement project in the amount of \$374,900 be funded through Municipal Finance Authority 5-Year Equipment Finance Loan;**
 - (3) **AND THAT borrowing up to \$374,900 for a term of 5 years be requested through section 403(1)(a) of the *Local Government Act* (Liabilities Under Agreement) to fund the Gibsons and Area Community Centre’s Direct Digital Controls replacement project;**
 - (4) **AND THAT the Sunshine Coast Regional District authorize up to \$675,300 to be borrowed, under Section 403 of the *Local Government Act*, from the Municipal Finance Authority, for the purpose of the Sechelt Aquatic Centre’s Modified Bitumen Roof Phase 2 replacement project;**
 - (5) **AND THAT the loan be repaid within five years with no rights of renewal;**
 - (6) **AND THAT Capital expenditures for Community Recreation Facility Capital Renewal of up to \$921,700 be included in the 2025 Budget funded through Capital Reserves;**
 - (7) **AND THAT Capital expenditures for Community Recreation Programming of up to \$94,300 be included in the 2025 Budget funded through Capital Reserves;**
 - (8) **AND FURTHER THAT the 2025-2029 Draft Financial Plan be amended accordingly.**
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BACKGROUND

Since 2016 the Sunshine Coast Regional District (SCRD) has maintained a 20-year Capital Plan for Recreation Facilities [615]. The purpose of this plan is to forecast upcoming expenditures related to the renewal of capital components and to determine the annual funding necessary to complete these projects across 20-years. The Capital Plan is intended to mitigate fluctuations in the taxation on an annual basis related to these expenses. On December 14, 2023 the following resolution was adopted by the Board:

376/23 Recommendation No 5 2024 Community Recreation Facilities Capital Funding Update

[...] AND THAT Capital expenditures for Community Recreation Facility Capital Renewal of up to \$1,232,400 be included in the 2024 Budget funded through Capital Reserves; [...]

The purpose of this report is to provide an update on the 20-Year Capital Plan for Community Recreation.

DISCUSSION

The updated Capital Plan for Community Recreation Facilities has projected a significant increase in total 20-year capital expenditures compared to the previous version of the Capital Plan. The largest impact is simply due to the recent renewal of large components such as the facility roofs with 20-year replacement cycles. The next replacement of these components is now considered in the final year of the Capital Plan and is responsible for more than two-thirds of the increase to the total projected capital expenditures. Several other factors contribute to the nearly 30% increase in projected capital expenditure over the next 20 years:

Additional Contingencies

During the annual review process, it was observed that nearly 60% of the Community Recreation Facilities Capital Plan cost estimates were developed more than five-years ago, before the Covid-19 Pandemic. Estimate contingencies have been increased where cost estimates are greater than five-years old to account for the uncertainty associated with these cost estimates.

Updated Estimates and Estimated Useful Lives

Estimates for roof replacements and key facility components were updated based on newly available costing information from recent projects. The observed performance of some facility components resulted in reductions in Estimated Useful Life values.

Regulatory / Environmental

Additional costs associated with lighting upgrades at recreation facilities due to upcoming changes to the availability of fluorescent lighting have been included in this version of the Capital Plan.

Options and Analysis

The updated capital plan for Community Recreation Facilities does not project to be sustainable for the next 20-years, with service impacts projected to occur as early as 2033 due to funding shortfalls. This projection is influenced by the uncertainty of outdated estimates and the recently observed volatility in project costs since 2020. It is anticipated that improved cost estimates and the return to more stable inflationary environment will allow more confident analyses to be completed going forward.

Despite this, no adjustment to the annual funding is recommended for the 2025 Budget. It is anticipated the upcoming Community Recreation Needs Assessment will help better inform future iterations of the capital plan. The long-term financial outlook for Community Recreation will continue to be monitored and if the shortfall persists a funding adjustment will be brought

forward to align with the timing of the expiry of long-term debt for the newer recreation facilities to better minimize fluctuations in taxation for this service.

Timeline for next steps or estimated completion date

As more explicit direction is provided with respect to the levels of service and lifespans of recreation facilities is developed the capital plan will be adopted to reflect the projected capital renewal investment required to achieve those targets.

STRATEGIC PLAN AND RELATED POLICIES

Capital Planning is related with the 2023-27 Strategic Plan’s Lenses of Service Delivery Excellence and Governance Excellence, and the following SCRD Board Policies: Financial Sustainability Policy; Financial Planning Policy, Asset Management Policy, and Debt Management Policy.

CONCLUSION

The 20-year Capital Plan for Community Recreation has been updated. The projected funding shortfall will continue to be monitored and efforts to improve certainty in cost estimating will be prioritized.

Reviewed by:			
Manager		Finance	X- A. Taylor
GM		Legislative	
CAO	X – T. Perreault	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Pre-Budget) – October 28-29, 2024

AUTHOR: Kyle Doyle, Manager, Asset Management

SUBJECT: **GIBSONS AND DISTRICT FIRE PROTECTION SERVICE [210] CAPITAL FUNDING UPDATE**

RECOMMENDATION(S)

- (1) THAT the report titled Gibsons And District Volunteer Fire Service [210] Capital Funding Update be received for information;**
 - (2) AND THAT for 2025, the Gibsons and District Fire Protection Service’s Rescue Apparatus Replacement project in the amount of \$661,100 be funded through long-term borrowing;**
 - (3) AND THAT Electoral Approval to authorize long-term borrowing up to \$661,100 for a term of 10 years be sought through the Alternate Approval Process to fund Gibsons and District Fire Protection Service’s Rescue Apparatus Replacement project;**
 - (4) AND THAT capital expenditures of up to \$742,000 be included as part of 2025 Budget funded through Capital Reserves;**
 - (5) AND FURTHER THAT the 2025-2029 Draft Financial Plan be amended accordingly.**
-

BACKGROUND

Since 2016 the Sunshine Coast Regional District (SCRD) has maintained a 20-year Capital Plan for the Gibsons and District Volunteer Fire Service. The purpose of this plan is to forecast upcoming expenditures related to the renewal of capital components and to determine the annual funding necessary to complete these projects across 20 years. The Capital Plan helps to mitigate fluctuations in the taxation on an annual basis related to these expenses. On December 14, 2023 the following resolution was adopted by the Board:

376/23 Recommendation No. 4 *Gibsons and District Fire Protection Service [210] 20-Year Capital Plan Update*

[...]AND THAT the annual funding commitment towards capital renewal for the Gibsons and District Fire Protection Service [210] be increased by \$80,000 to \$355,000 from \$275,000 starting in 2025 and be increased by 2% annually thereafter;[...]

The purpose of this report is to provide an update on the 20-Year Capital Plan for the Gibsons and District Volunteer Fire Service.

DISCUSSION

After the annual review and updates, the previously approved funding for the Gibsons and District Fire Protection Service (GDFPS) projects to be sufficient for the 20-year capital planning horizon.

The replacement of GDFPS’s Rescue Apparatus is approaching and due to production and delivery lead times the procurement process is slated to begin in 2025. Long-term borrowing for the replacement of the aging Rescue Apparatus will allow the financial burden to be distributed over time and helps to mitigate the need to increase funding.

Options and Analysis

No changes to the funding for this service are required at this time.

Timeline for next steps or estimated completion date

Alternate Approval Process (AAP) will be required in 2025 for the new Rescue Apparatus. GDFPS and Legislative Services staff will coordinate for this process. Communications efforts to promote informed community engagement will be incorporated into this process.

STRATEGIC PLAN AND RELATED POLICIES

The implementation and use of a Capital Plan aligns with the SCRD’s Financial Sustainability Policy, Asset Management Policy, and the Asset Stewardship component of the SCRD’s Strategic Plan.

CONCLUSION

The 20-year capital plan for GDFPS has been updated this year and no changes to previously approved funding is required to maintain a sustainable Capital Plan. Capital expenditures totaling \$742,000 are recommended to be included in the 2025 Budget.

The use of longer-term loans for fire apparatus helps to minimize annual funding requirement necessary to provide sustainable funding for critical components and equipment renewal at each service. Future reviews around the levels of service provided by each fire department will help to inform subsequent funding decisions.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Pre-Budget) – October 28-29, 2024

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

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

RECOMMENDATION(S)

(1) THAT the report titled Community Partners - 2025 Preliminary Budget Requests be received for information;

(2) AND THAT the following be approved and included into the 2025 Budget:

- **Roberts Creek Community Library [646] \$17,000;**
- **Pender Harbour Reading Centre [643] \$4,145;**
- **Sechelt Archives [648] \$25,400;**
- **Sunshine Coast Museum and Archives [648] \$102,800;**
- **Halfmoon Bay-Chatelech Community School Association [670] - \$10,000 for Restorative Justice Programs and \$2,700 for Tween Nights;**
- **Sechelt Community Schools Society [670] - \$10,000 for Youth Programs and \$53,300 for Sechelt Youth Centre;**
- **Pender Harbour Community School Society - Youth Programs \$16,000 from [670] and for Recreation Programs \$36,800 from [670] and \$9,200 from [121];**
- **Roberts Creek Community School Society [670] - \$10,200 for Nights Alive Youth Programs;**
- **Gibsons Area Community Schools [670] - \$10,000 for Youth Programs;**
- **Sunshine Coast Tourism [531-535]:**
 - i. **Pender Harbour Tourism Sanitation Services (Portable Toilets) [Area A – 531] - \$3,000;**
 - ii. **Pender Harbour Visitor Information Centre Washrooms [Area A – 531] - \$11,500;**
 - iii. **Pender Harbour Visitor Information Booths [Area A – 531] - \$11,500;**
 - iv. **BC Ferries Travel Ambassador Program [Areas A-F Equal Share 531-535] - \$3,000;**
- **Sunshine Coast Chamber of Commerce:**
 - i. **Pender Harbour Economic Development [Area A 521] \$2,500;**
 - ii. **Visitor Services \$2,000 [Area E - 534] and \$4,000 [Area F – 535];**
- **Sunshine Coast Marine Search and Rescue Station 12 (Halfmoon Bay) [222] - \$5,100;**
- **Sunshine Coast Marine Search and Rescue Station 61 (Pender Harbour) [222] - \$5,100;**

(3) AND THAT the delegated authorities be authorized to sign the agreements;

(4) AND THAT the Draft 2025-2029 Financial Plan be amended accordingly;

(5) AND FURTHER THAT the following community partners be invited to present to the Round 1 Budget deliberations on details regarding the increase in funding requests:

- **Gibsons and District Public Library**
- **Skookumchuck Museum / Egmont Heritage Centre;**
- **Pender Harbour Health Centre (also requesting a Capital Project Request of \$92,250);**
- **Sunshine Coast Community Services Society – Youth Outreach Worker**
- **Sunshine Coast Search and Rescue Society**
- **Sunshine Coast Marine Search and Rescue Station 14 Gibsons**

BACKGROUND

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

In July 2024, Community Partners were invited to a presentation to be apprised of a revised process for the 2025 Budget, whereas Community partners will be offered a streamlined approach to present budget requests through a fillable form.

Community Partners were advised that their 2025 budget submissions would be included as part of the Pre-Budget agenda and the Committee could request more information if required to explain budget requests.

Community Partners final reporting, as outlined in 2024 Funding Agreements, will be presented to the Finance Committee 2025 Round 2 Budget:

- Current 2024 financial statements, including a Statement of Operations (budget versus actuals);
- Proposed 2025 Budget and 5-year financial plans if available (2025-2029) —showing the requested finance resources from the SCRD within the Revenue Section;
- A summary of programs and services to be offered in 2025 including assumptions for 2025 (i.e. cost of living increases, etc.).

The purpose of this report is to provide a summary of the 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).

2025 budget requests from all the Community Partners for SCR D support is \$1,880,780 which is less than 2024 totals as the Sunshine Coast Regional Economic Development Organization is no longer funded by Electoral Areas Economic Development functions.

The majority of Community Partners are within the range of prior years funding, therefore, are recommended to be approved and included in the 2025 Budget.

The Community Partner requests, which are higher than prior years are as follows:

- Gibsons and District Public Library
- Skookumchuck Museum / Egmont Heritage Centre
- Pender Harbour Health Centre (also requesting a Capital Project Request of \$92,250)
- Sunshine Coast Community Services Society – Youth Outreach Worker
- Sunshine Coast Search and Rescue Society
- Sunshine Coast Marine Search and Rescue Station 14 Gibsons.

As these requests are above prior years funding, inflation, or are capital in nature, it is recommended that these groups be invited to Round 1 Budget deliberations to provide more information on the requested increase in funding. The PH Reading Centre is over 5%, however, is only \$213 over prior year and is recommended to be approved as presented.

Skookumchuck Museum / Egmont Heritage Centre is now under new management and the new Centre staff only contacted the SCR D after the agenda was compiled. They will be submitting a budget to 2025 Round 1 Budget. Staff suggest that the Skookumchuck Museum attend 2025 Round 1 Budget as an introduction and to provide their budget information.

STRATEGIC PLAN AND RELATED POLICIES

The requests from Community Partners aligns with the Boards 2023-2027 Strategic Lenses of Service Delivery Excellence and Social Equity and Reconciliation.

CONCLUSION

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

Attachments:

Attachment A – 2025 Summary of Preliminary Budget Requests from Community Partners

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

Summary of Budget Requests from Community Partners

	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%	
Roberts Creek Community Library											
	646	D		\$16,500		\$17,000		\$17,000	\$0	0.000%	in 2024 - RCCL received \$1,000 Special Project - there is no increase for 2025
Pender Harbour Reading Centre	643	A		\$3,689		\$3,910		\$4,145	\$235	6.010%	
Pender Harbour Health Centre	410	A		\$165,040		\$175,040		\$185,040	\$10,000	5.713%	PHHC will also be bringing forward a Capital Request for \$92,250
Sechelt Archives	648	Regional-All		\$23,750		\$24,745		\$25,400	\$655	2.647%	
Sunshine Coast Museum and Archives	648	Regional-All		\$96,400		\$99,800		\$102,800	\$3,000	3.006%	
Skookumchuck Museum / Egmont Heritage Centre	648	Regional-All		\$42,000		\$50,000		\$50,000	\$0	0.000%	Staff were contacted by the new Centre Staff - see staff report
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%	
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%	
Halfmoon Bay-Chatelech Community School Association: Tween Nights	670	Regional (except F islands)		\$2,700		\$2,700		\$2,700	\$0	0.000%	
Sechelt Community Schools Society: Youth Programs	670	Regional (except F islands)		\$10,000		\$10,000		\$10,000	\$0	0.000%	
Sechelt Community Schools Society: Youth Centre	670	Regional (except F islands)		\$42,000		\$52,000		\$53,300	\$1,300	2.500%	
Pender Harbour Community School Society: Youth Programs	670	Regional (except F islands)		\$15,000		\$16,000		\$16,000	\$0	0.000%	
Pender Harbour Community School Society: Recreation Programs	670	Regional (except F islands)		\$32,880		\$36,800		\$36,800	\$0	0.000%	
Pender Harbour Community School Society: Recreation Programs	121	Electoral Area A Grant-in-Aid		\$8,220		\$9,200		\$9,200	\$0	0.000%	
Roberts Creek Community School Society: Youth Programs	670	Regional (except F islands)		\$10,000		\$10,100		\$10,200	\$100	0.990%	
Gibsons Area Community Schools	670	Regional (except F islands)		\$10,000		\$10,000		\$10,000	\$0	0.000%	
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%	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%	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
Pender Harbour Chamber of Commerce	531	Electoral Area A Ec-Dev		\$28,000		\$0		\$0	\$0	0.000%	NEW in 2024 - 2024 and 2025 Funded by Sunshine Coast Chamber of Commerce and Sunshine Coast Tourism
Gibsons and District Chamber of Commerce	531-535	Electoral Area Ec-Dev (Typically Areas E & F)		\$9,000		\$0		\$0	\$0	0.000%	NEW in 2024 - 2024 and 2025 Funded by Sunshine Coast Chamber of Commerce and Sunshine Coast Tourism
Sunshine Coast Regional Economic Development Organization (SCREDO)	531-535	Electoral Area Ec-Dev	\$346,993	\$184,967	\$356,709	\$190,145	\$0	\$0	\$0	0.000%	
Sunshine Coast Search and Rescue Association	222	SCEP (All)		\$19,000		\$19,000		\$21,000	\$2,000	10.526%	
Sunshine Coast Marine Search and Rescue Station 12 Halfmoon Bay	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	
Sunshine Coast Marine Search and Rescue Station 61 Pender Harbour	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	
Sunshine Coast Marine Search and Rescue Station 14 Gibsons	222	SCEP (All)		\$5,100		\$5,100		\$6,000	\$900	17.647%	
TOTAL				\$1,900,543		\$1,999,955		\$1,880,780	\$70,970	3.549%	

*SCRD Portion of Funding Only