



*District of*  
**SECHELT**

# 2019 ANNUAL REPORT

FISCAL YEAR ENDING DECEMBER 2019





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# WHO WE ARE

The District of Sechelt, named after the shísháhlh people on whose unceded lands it was built, is located on the Sunshine Coast in southern British Columbia. With a current population of just over 10,000 and a trading area of 30,000, the community maintains a unique economic balance between small-scale manufacturing, retail and service sectors, tourism, and industrial uses. While not an island, the municipality is accessible only by ferry and bounded by the Salish Sea and Sechelt Inlet and Porpoise Bay.

Sechelt, famous for its relaxed seaside vibe, is truly a community that has it all. With a vibrant arts community, unparalleled recreation opportunities, entrepreneurial spirit and strong community values, we take the art of living well very seriously. With easy access to tidal, fresh water and backcountry recreation it is quickly becoming a hub for outdoor enthusiasts.

We are a growing community that embraces smart and sustainable development. With a business-friendly attitude and a supportive municipal council, the District of Sechelt works with developers and business owners to streamline processes and pave the way to success.



WE ARE SECHELT. WE ARE...

**THE HEART OF  
THE SUNSHINE COAST.**





## MESSAGE FROM THE MAYOR

In 2019 this Council really began laying the groundwork for all that we want to accomplish in this term. We started with our strategic goals and then began putting plans in place to achieve them. Some of our goals are huge and will take more than one term to achieve while others are getting ticked off like a list of grocery items.

Our goals are focused on improving our economy, our community livability and our fiscal management. Sechelt is no longer a sleepy little seaside village; we have become a significant tourist destination, but we can't rest on our pretty views. We must ensure we have the infrastructure in place to manage seasonal growth and that we have a strong economy that is not solely dependent on tourism. We need a diverse economy that is strong all year long, not just in the summer months.

If our economy is strong it will make our fiscal sustainability that much easier. Part of that sustainability is simply having the policies and practices in place to we are managing our assets and infrastructure responsibly today and planning for the future. A strong economy also makes it easier for us to support our community in so many ways that make it more liveable.

Each year we provide grants to non-profit groups through our own operating budget and we provide grants across the Coast through our Community Forest Legacy Fund. In addition, we support or host many community arts and culture events. We are truly the **HeART** of the Sunshine Coast and we let it show in everything we do.

While 2019 was the year we laid the foundation for growth, 2020 has begun with a great deal of uncertainty. Our goals will continue to help guide us through this. We will continue to work on our goals while we deal with the current situation but the ways in which we achieve those goals may change. Our ability to adapt and be creative in our solutions will be tested this year but we are up to the challenge, together.

Thank you to Council for the tremendous time and energy you put into your role. We will continue to face challenges as we have been, head on and with careful consideration.

I am grateful for the hard work of our staff. They are prudent and responsible with resources and strive each day to be innovative in their approach to efficiency and effectiveness for our community. Along with Council they have put our community on a stable path.

Most importantly, I am thankful for our residents and businesses who contribute to our vibrant community by taking care of each other and taking care of our community.

**Darnelda Siegers**  
Mayor



## MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

In some ways 2019 was a challenging year for staff. We lost two strong and respected Directors to other communities however, this allowed some of our staff to rise up and accept new challenges and leadership roles. The staff we have at the District are some of the hardest working, innovative and dedicated professionals you will find anywhere. The gap in leadership was filled in the summer with two new Directors who have brought a fresh approach and enthusiasm to our team.

There were a number of policies and practices that were outdated and created roadblocks for both staff and our citizens. Staff worked throughout the year to remove those barriers and work toward achieving Council's goals. That work will continue through 2020 as there are a number of significant outdated policies. Work will continue this year on the Zoning Bylaw, the Subdivision Bylaw and the Official Community Plan.

After several years of working out of trailers, 2020 will finally be the year we begin to build a Parks and Public Works building. This is a much needed piece of infrastructure to not only provide staff with a safe place to work but also a place to safely store our vehicles and equipment. We will also hope to see significant improvements to Wharf Avenue and Trail Avenue. Both projects will improve the walkability of the downtown, with Trail Ave improvements adding a pedestrian-controlled crosswalk near the Sechelt Seniors Activity Centre. The Wharf Avenue project will add sidewalks to Wharf Ave near Dolphin Street. These are both significant roadworks projects that are primarily funded by grants and Gas Tax Reserves.

2020 is off to a very challenging start. While we continue to work toward Council's goals and provide services to our citizens we are doing so in a way we have never done before. The current health crisis has challenged us to find ways of working that provide the same level of service at the same cost but without the supports we take for granted. Overnight, staff packed up their offices and began working from home while our outside workers have had to change a number of their practices to allow them to work together but six feet apart. This has been a challenging time for all staff but their innovation and dedication has made the transition relatively seamless for the citizens we serve.

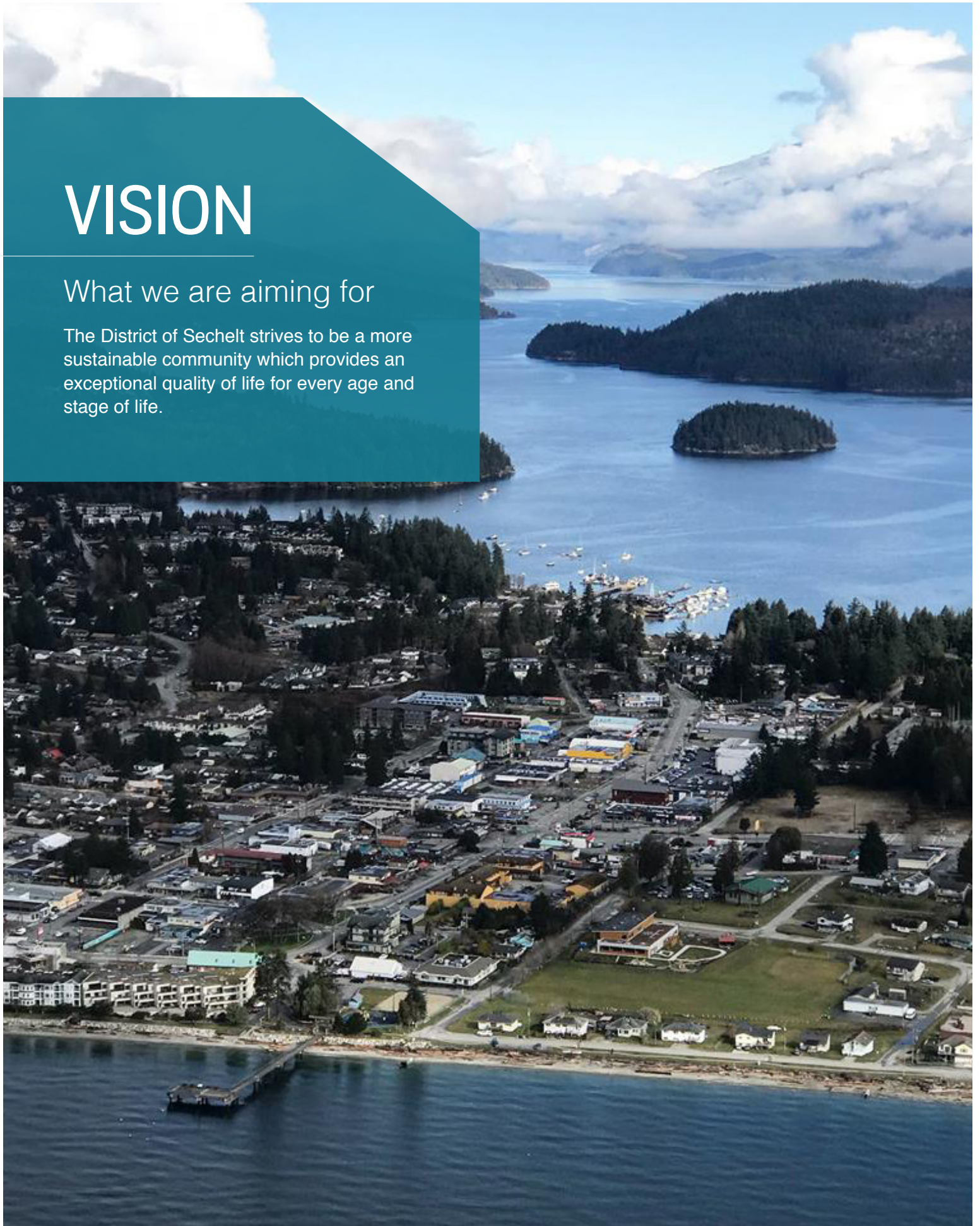
Some people see salaries as a line item on a spreadsheet, but I see it as people. As we look at our plans for 2020 and all the uncertainty this year will bring, we must remember we are talking about people. We may change the way we deliver services, but we will do everything we can to not compromise people's livelihood. We have a strong team. We will weather the changing work environment, and will continue to work toward Council's goals, a strong economy, quality public services and exceptional quality of life for every age and stage of life.

**Andrew Yeates**  
Chief Administrative Officer

# VISION

## What we are aiming for

The District of Sechelt strives to be a more sustainable community which provides an exceptional quality of life for every age and stage of life.



# MANDATE

## Our roles and responsibilities

The District plays an important role in the daily lives of our residents. Whether it is addressing affordable housing needs, providing community services, improving infrastructure and municipal services or determining how we will strengthen the economy, we must manage the needs of today, while planning for the future.

### **WE WILL DO THIS BY:**

- » Providing good governance
- » Demonstrating sound leadership
- » Encouraging effective and open communication
- » Wisely stewarding our scarce resources
- » Working to obtain additional resources and supports for our community
- » Encouraging a culture of respect
- » Working to remove unnecessary roadblocks and red tape
- » Promoting continual improvement





# CORE VALUES

What guides us in fulfilling our mandate

**WE BELIEVE IN BEING:**

- » **Representative** – of the community as a whole
- » **Responsive** – to changing needs, technologies and challenges
- » **Respectful** – of differing needs, cultures and the land we live on
- » **Accountable** – for the decisions we make
- » **Honest.**



# 2019 STRATEGIC GOALS AND ACCOMPLISHMENTS

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In 2019 the District of Sechelt continued to work toward the vision of providing an exceptional quality of life for our citizens. This vision can be accomplished by becoming the home to regionally centralized services, thriving business opportunities, solid infrastructure and respect for our incredible natural amenities.

With the new Council in 2018 a seven goal Strategic Plan was created to focus the work of Council and the District.

## THE STRATEGIC PLAN WILL:

- 1 Align all municipal planning decisions: All District activities will be guided by the Strategic Plan.
- 2 Provide direction for departmental business plans and budgets. The strategies, actions, initiatives and budgets of departments will be aligned to achieve the goals of Strategic Plan.
- 3 Continually monitor progress towards desired outcomes. Each goal has tactic for achieving the desired outcomes. Performance results will evaluate our progress and inform Council's cycle of decision-making. Key performance indicators and targets will be established to measure success.



## 1 – PROMOTING ECONOMIC PROSPERITY

The District is committed to developing more prosperous and economically resilient communities by supporting a spectrum of workplace opportunities from home-based business to marine and airport-related industrial activities.

### WHAT WE DID IN 2019 TO ACHIEVE THIS

- **1.1 Exploring opportunities to enhance the economic potential of the airport lands, harbour and wharf.**
  - An Airport Development Council Select Committee formed to research and provide advice to Council on short and long-term plans for the airport including revenue generation and development opportunities.
  - A Harbour Expansion and Development Council Select Committee was established to research and provide recommendations to Council on short and long-term wharf plans, float plane needs, revenue generation opportunities, and the impact of divestiture from Small Craft Harbours.
  - We received a \$1,040,595 grant from the BC Air Access Program to resurface and extend the runway at the Sechelt Airport which will allow a new, larger, class of planes to land at the Sechelt Airport.
  
- **1.2 Developing an airport development strategy and identifying grant opportunities.**
  - In December 2019, staff began working on an outline for an airport strategic development plan and options for securing funding in collaboration with the Sunshine Coast Economic Development Organization.

WHAT WE DID  
IN 2019 TO  
ACHIEVE THIS

- **1.3 Creating a Council committee of business leaders to develop a Sechelt economic development strategy that supports local job creation, local investment, and will enhance and sustain local businesses.**
  - This Council committee was deferred until the economic development strategy of the Sunshine Coast Regional Economic Development Organization has been established.
  - A Community Profile was developed in print and on the website to provide crucial data for investors.
  - Key pages were created on the District website: one for potential investors and a page for those thinking of relocating to Sechelt.
  - A doing business in Sechelt video was created and shared through social media and is widely shared by local realtors.
  
- **1.4 Continuing to support regional economic development strategies through the Sunshine Coast Regional Economic Development Organization.**
  - The Sunshine Coast Regional Economic Development Organization made some changes in 2019 and are now developing an economic development strategy. Once that is complete the District will determine the best strategies for supporting and leveraging their activities to benefit Sechelt.
  
- **1.5 Continuing to support the work of Sunshine Coast Tourism and leverage opportunities to promote tourism and enhance the visitor experience in Sechelt.**
  - An ad was placed in BC Business magazine in partnership with Tsain-Ko and Sunshine Coast Tourism promoting Sechelt as a great place to live, visit and invest.
  - A Sechelt task force of community members and business owners completed the Sechelt community brand album and strategies. Work with the brand champions group continues to promote the community brand.
  - The District spearheaded and now participates in the Sechelt Downtown Business Association (SDBA) downtown strategic planning networking group with the Sunshine Coast Regional Development Organization, Sunshine Coast Tourism, Community Futures and Community Resources.
  - Sunshine Coast Tourism was awarded a three-year contract to manage the visitor information centre. This provides a continuity of services from the tourism marketing to attract visitors and then to deliver on that promise when they arrive.
  - Three tourism kiosks were purchased to provide visitor information services in more locations and at different times.



## 2 – ENHANCING FISCAL SUSTAINABILITY

The District focuses on the fiscal sustainability of the municipality to ensure we can continue to provide needed services and infrastructure.

### WHAT WE DID IN 2019 TO ACHIEVE THIS

- **2.1 Continuing to improve our asset management program.**
  - All new construction including storm mains, sanitary mains and road mains were incorporated into the Asset Management Plan. An infrastructure review is planned for 2020.
  - A new roof was installed on the justice services building to replace the existing green roof that no longer functioned as designed.
  - The Water Resource Centre initiated an external audit to assist with best practice standards for the operation and maintenance of the major treatment systems.
  
- **2.2 Implementing internal processes and software to track our operational activities to find efficiencies and cost savings.**
  - The configuration of the Onbase document storage software was completed and financial records were uploaded to the news system. Payroll, Purchasing, Accounts Receivable, Bylaw Enforcement and Planning have made significant steps to becoming paperless in 2020. Other department records will continue to be scanned and uploaded in 2020 and 2021 to move to a paperless system.
  - With assistance from external service providers, the Water Resource Centre completed audits of the programming to optimize operations.

WHAT WE DID  
IN 2019 TO  
ACHIEVE THIS

- **2.3 Developing a risk mitigation strategy.**
  - Staff at the Water Resource Centre worked with several external technicians on site to provide required annual inspection and service to some essential equipment.
  
- **2.4 Ensuring financial resiliency by building reserves and improving investment strategies.**
  - Completed the addition of a high interest Municipal Finance Authority savings account to increase interest return on short term investing.
  - New policies were established for Reserves, Financial Plan Amendments/ Budget Transfers, Investments, and Uncollectible Accounts policies to improve and update the guiding documents in which we operate.
  - To enhance fiscal sustainability in 2019, the District continued its commitment to increase property taxes by 3% each year to provide funds for the repair, refurbishment and replacement of the District's capital assets.
  
- **2.5 Reviewing our fees and charges to ensure adequacy and fairness.**
  - Council adopted Fees and Charges Bylaw No. 575, 2019 and repealed the Application and Copying fees Bylaw 333, 1998. The new Fees and Charges Bylaw includes updated rates and better organization of fees for the District of Sechelt.
  - A review of fees and charges for facility rentals was completed in 2019 and a bylaw amendment is proposed for 2020.
  - Fees for Planning and Development were updated in 2019.



### 3 – ENHANCING COMMUNITY LIVEABILITY

The District is committed to the improvement of community sustainability, accessibility, affordability and community health and well-being.

#### WHAT WE DID IN 2019 TO ACHIEVE THIS

- **3.1 Planning neighbourhoods to enable all residents to meet their daily needs easily, safely and conveniently by linking neighbourhoods with pathways, sidewalks, bicycle lanes and transit routes.**
  - Bicycle lanes were completed on Derby and Cowrie Streets and a multi-use pathway was designed for Trail Avenue to be completed in 2020.
  - Received a Cycling Infrastructure Partnership Program grant through the Ministry of Transportation and Infrastructure’s Bike BC grant to contribute 75% of the cost of expanding the bicycle network between downtown Sechelt and West Porpoise Bay.
  - Baillie Road curb and gutter sidewalk and a portion of roadworks was completed in 2019.
  - Zoning amendments were put in place to increase the density of apartment units at Green Court to provide affordable living unity in the downtown core.
  
- **3.2 Providing a mix of housing types throughout the District that provide options for a range of needs and incomes.**
  - The District is working with the Town of Gibsons and Sunshine Coast Regional District (SCRD) to conduct a Housing Needs Assessment. Work has commenced and there is a steering committee comprised of members from local and provincial governments as well as service organizations. Public outreach and engagement will commence in 2020.
  - Work began on the zoning bylaw in 2019 and will continue in 2020 with community consultation.

WHAT WE DID  
IN 2019 TO  
ACHIEVE THIS

- **3.3 Addressing housing affordability and homelessness by: lobbying senior levels of government to secure funding and other social supports; and working collaboratively with regional partners to develop a comprehensive affordable housing strategy.**
  - The District of Sechelt is working with the Town of Gibsons and Sunshine Coast Regional District (SCRD) to conduct a Housing Needs Assessment.
  - A Housing Advisory Council Select Committee was established to research and make recommendations to Council to establish policies, programs and initiatives that address a range of housing needs from affordable housing for low income households, affordable rental or ownership options for young families/workforce housing through to special needs housing and care facilities.
  
- **3.4 Giving consideration to community safety and well-being in operational practices and infrastructure projects.**
  - The Trail Avenue redesign and construction includes an expanded multiuse pathway to accommodate cyclists and other passive transportation methods such as scooters and wheelchairs.
  - A needle bin was installed in Hackett Park to provide drug users with a place to put used needles.
  - Community facilities received inspections to identify maintenance and safety concerns as well as enhancements to increase use and revenue. Recommendations are included in the 2020 budget draft.
  
- **3.5 Providing support to community arts and culture initiatives.**
  - Launched new photo display in Municipal Hall lobby to showcase work of local photographers.
  - Annually, 95 new street banners are designed by local artists.
  - The District of Sechelt supports or hosts several art festivals each year including the Sechelt Arts Festival, the Summer Music Series, Canada Day parade and events, Oceans Day, the Hackett Park Arts and Crafts Fair, and the Sunshine Coast Art Crawl. These events attract thousands of visitors to Sechelt each year.
  - BC Bike Race took place at Kinnikinnick Park on July 10, 11, 2019. The event drew hundreds of mountain bike racers from around the world to the Sunshine Coast
  - An Investing in Canada Infrastructure Program – Community Culture and Recreation Project Grant was applied for to build an accessible stage in Hackett Park for community events. Grant approval or denial is expected in 2020.
  - A Community Cultural Forum was hosted for non-profit organizations. 22 participant organizations learned about board governance, fundraising, contracts and non-profit insurance.

WHAT WE DID  
IN 2019 TO  
ACHIEVE THIS

- **3.6 Taking the actions to reach the goals in the Festival and Events Strategy, and the Public Art Program and policy.**
  - Facility rental fees were reviewed and in 2019 including some community consolation. New fees and rental processes will be adopted in 2020.
  - Special event permit forms were revised to streamline processes.
  - Zero Waste initiatives implemented at the Canada Day 2019 celebration and supported at other major festivals including the Sunshine Coast Festival of the Written Arts and the Rogue Arts Fest
  
- **In addition to these initiatives staff accomplished the following projects to improve community liveability:**
  - Ebbitide Dog Park construction began in September 2019 and will open in spring 2020. This will be the first designated dog park in Sechelt.
  - Park and trail improvements include: new information trail kiosks; beach access signs were installed on selected beach access trails on the water side of the trail, so users are able to find the trail more easily once they are at the beach; safety improvements and maintenance at the Sechelt Marsh; and a new backstop in Hackett Park to improve safety in the neighbourhood.
  - A Grant Writing workshop was hosted for local non-profit and charitable organizations. Members from 30 organizations attended with many more on a waitlist (a second workshop was held in January 2020).
  - A lease agreement was signed for space for the Sechelt Community Archives to relocate in 2020. This will provide more space for the archives and increase public access.
  - Zoning amendments for cannabis retail and revised cannabis production/ cultivation adopted September 18, 2019. Staff are currently reviewing four Cannabis Retail License Applications from the Liquor and Cannabis Regulation Branch.
  - 2019 Grants to support local not-for-profit and charitable organizations including:
    - » 5 non-profit organization with three-year grants valued at \$89,569 for 2019.
    - » 19 non-profit organizations with annual project grants valued at \$45,600
    - » Supported 4 non-profit organizations with grants from the Community Forest Legacy fund in the amount of \$285,000.
  - A number of initiatives with the Sechelt Downtown Business Association have improved downtown (see goal 5) and improved community liveability.



## 4 – MANAGING GROWTH EFFECTIVELY

The District is committed to managing growth in a way that stewards scarce resources, protects environmentally sensitive areas, and provides appropriate and sustainable housing and employment opportunities.

### WHAT WE DID IN 2019 TO ACHIEVE THIS

- **4.1 Revising and updating the Official Community Plan to reflect the vision and to improve predictability in growth and development objectives.**
  - Staff conducted a background review of the Official Community Plan (OCP) and have identified several areas for improvement and modernization. The results of the on-going housing needs assessment can be used to jumpstart an OCP review potentially starting in late 2020.
- **4.2 Updating the Subdivision and Development Control Bylaw (Bylaw No. 430) to better align with District needs and community liveability and sustainability.**
  - The contract for writing this bylaw was awarded in January 2019 and a council workshop and stakeholder meeting were completed in 2019. The bylaw will be completed in 2020.
- **4.3 Updating the density bonusing policy and the amenity contribution policy to better define and incentivise community liveability and sustainability.**
  - A first draft was created in 2019 and presented to Council. Staff are now working with developers to review proformas to further the understanding of developments and profit margins.
- **4.4 Updating the Liquid Waste Management Plan and aligning our development priority areas with our servicing areas.**
  - The Liquid Waste Management Plan was awarded to a contractor in 2019. Steering committee work will begin according to the Ministry of Environment requirements. Public engagement on this will begin in 2020.
  - The sewer functional plan was awarded to a contractor in 2019. Once completed the plan will address sewer servicing for Davis Bay, Selma Park and Wilson Creek neighbourhoods.



## 5 – REVITALIZING THE DOWNTOWN

The District is committed to developing a vibrant downtown for visitors and the people who live and work in our community.

### WHAT WE DID IN 2019 TO ACHIEVE THIS

- **5.1 Providing support and streamlining processes to facilitate success for community-lead downtown projects.**
  - The District worked with Sechelt Downtown Business Association (SDBA) and the Farmers and Artisans Market Association to create the first Sechelt Winter indoor market. This event allows artisans to sell their products over the winter months and created a new weekend activity increasing foot traffic the downtown.
  - The District partnered with the Sechelt Downtown Business Association and the Sechelt Farmers and Artisans Market Association to create a new Christmas event in the District’s heritage house, Rockwood Lodge. The two-day event included food and drink vendors, music and movies in the pavilion and Santa in the dining room of the Lodge. Over 200 people attended each night.
  - The District co-hosted the annual Festival of lights with the Sechelt Downtown Business Association. Hundreds of people visited the Rockwood Lodge for the lighting of the lights, mayor’s welcome, live music, and refreshments snacks before heading to Cowrie Street for the annual light parade.
  
- **5.2 Identifying and improving infrastructure needs to support downtown business and activities.**
  - Applied for grants to support the Trail Avenue and Wharf Avenue road improvements projects.

## WHAT WE DID IN 2019 TO ACHIEVE THIS

- **5.3 Working collaboratively with landowners, the Sechelt Downtown Business Association and the Sechelt Chamber of Commerce to reduce vacant premises, address parking needs, and identify service improvements.**
  - In cooperation with the Sechelt Downtown Business Association a series of engagement opportunities were conducted with businesses on and around Wharf Avenue to design the upgrades for the 2020 improvement project.
  - In partnership with the Sechelt Downtown Business Association additional Christmas lights were added to Acacia Park to add vibrancy to the area.
  - Work began with the Sechelt Downtown Business Association, Sunshine Coast Tourism, Sunshine Coast Regional Economic Development Organization, and Community Resources to develop a strategic economic development plan for downtown.
  
- **5.4 Developing a “pedestrian-first” policy to improve access and vibrancy in the downtown.**
  - Design and engagement for Wharf Avenue sidewalk improvements completed. Construction tentatively scheduled to begin in 2020.
  - The Trail Avenue redesign and construction project includes a focus on improving pedestrian safety.
  
- **5.5 Initiate, encourage and support art in public places.**
  - Purchased an oversized chess set for SDBA to use to activate downtown spaces.
  - Worked with Sechelt Downtown Business Association to acquire and install a piano downtown.
  - Each year the District supports local artists and beautifies the downtown with street banners. Many of the banners are produced in partnership with the Sunshine Coast Arts Council and the Sechelt Downtown Business Association. A total of 95 banners are installed each year.
  - Each year the Arts and Culture Coordinator provides free public art walking tours during National Culture Days weekend.
  - With a grant from BC Hydro three utility boxes were wrapped with designs from local artists.



## 6 – IMPROVING GOVERNANCE AND COMMUNICATIONS

The District is committed to open, transparent and accountable governance and communications.

### WHAT WE DID IN 2019 TO ACHIEVE THIS

- **6.1 Operating and communicating in a timely manner with transparency and accountability following best practices for local government.**
  - Communications, Planning and Geographical Information System (GIS) staff collaborated to develop a Development Tracker map for citizens to obtain current information about developments. The final project will launch in 2020.
  - A brochure, social media graphics and several ads about recycling were produced to improve the quality and quantity of the curbside recycling program.
  
- **6.2 Improving communications with the community and increasing public participation by implementing the goals and objectives of the Communications Plan.**
  - A number of objectives from the Communications Plan were addressed in 2019 including improved internal communications, the development of a community engagement toolkit, improved processes for addressing public inquiries, public presentation skills training for staff, increasing the number of staff managing the social media pages from three to eight and purchased software to allow staff to create some graphic design project in house.

## WHAT WE DID IN 2019 TO ACHIEVE THIS

- **6.3 Providing opportunities for public participation in the decision-making process.**
  - A comprehensive public engagement tool kit was developed to assist staff in determining when public engagement is needed, the level of engagement, how to identify objectives and key messages and implement a plan utilizing the most appropriate tools and tactics.
  - Council and Committee of the Whole heard from 55 delegations on a variety of topics including: Rotary Club House number signs; fair funding for library; homelessness; airport leases; proposed rezoning applications; and affordable housing
  
- **6.4 Pursuing federal Reconciliation recommendations.**
  - Staff continue to work with the syiyaya Reconciliation Committee.
  - The District co-hosted a film screening and an honoring ceremony for residential school survivors.
  - Staff are continuing to work with shíshálh Nation staff and elders to remake the heritage signs located along the Davis Bay walkway.
  
- **6.5 Identifying opportunities for shared services and projects with stakeholders and other governments.**
  - The District is working with the Town of Gibsons and Sunshine Coast Regional District (SCRD) to conduct a Housing Needs Assessment
  - Sechelt lead a project involving all Sunshine Coast municipalities to assess and make recommendations for childcare needs on the Sunshine Coast. The final report was presented to Council in early 2020.



## 7 – IMPROVING OPERATIONS & INFRASTRUCTURE

The District is committed to improving the delivery and effectiveness of municipal services and infrastructure throughout the District to meet community needs and to respond to changing conditions.

### WHAT WE DID IN 2019 TO ACHIEVE THIS

- **7.1 Improving the programming of the Water Resource Centre and developing a strategy for the use of reclaimed water.**
  - A Water Resources Select Committee was created to consider, inquire into, report, and make recommendations to Council on:
    - » Legislated requirements and costs to utilize re-claimed water from Water Resource Centre (WRC)
    - » Potential uses for re-claimed water
    - » Recommendations to the Sunshine Coast Regional District related to water supply and conservation
    - » Recommendations to District of Sechelt Council on issues related to local water use and conservation.
  - With assistance from external service providers the WRC completed audits of the programming to optimize operations.
  - Working with safety consultants, performed hazard assessments on areas in the WRC and collection system to update Confined Space Entry Program, Lock out Program and Fall Protection Program.
  - Implemented procedures to ensure optimal filter performance.
  - Rebuilt chlorine delivery system.
  - Improvements to secondary treatment, investigating flow patterns into the WRC and made recommendations for operational changes at the Dusty Road Septage Receiving Facility.
  
- **7.2 Working collaboratively with our regional partners to improve the supply, storage and delivery of water.**
  - Collaboration with the Town of Gibsons on a Water Governance Initiative.

## WHAT WE DID IN 2019 TO ACHIEVE THIS

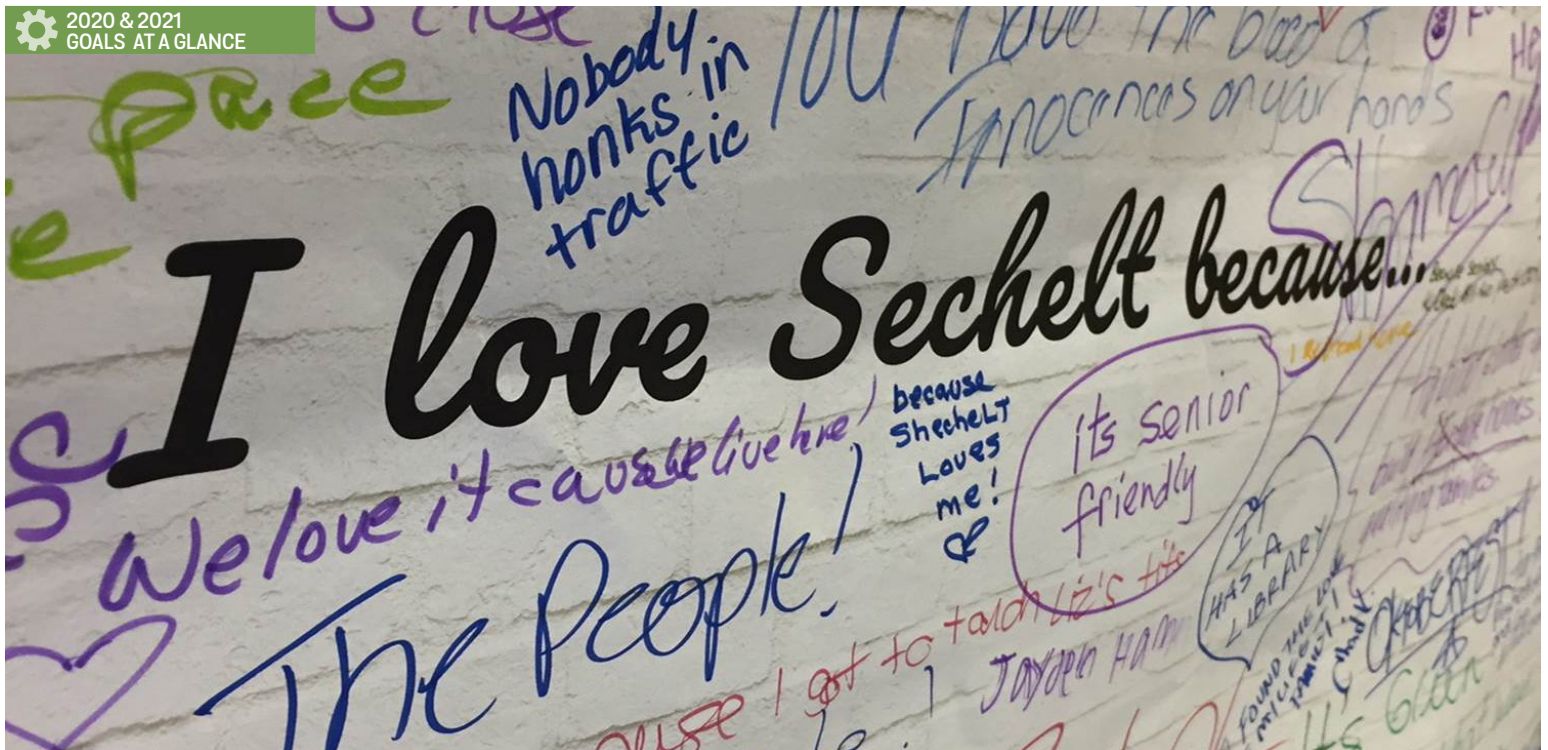
- **7.3 Demonstrating leadership by implementing District water conservation measures and exploring water supply options.**
  - Non-potable ground water is used for all District hanging baskets and watering in planters.
  - Drought resistant planes and micro irrigations systems are used in District gardens wherever possible.
  
- **7.4 Working with our community, stakeholders and volunteer groups to implement the priority parks and trails projects identified through the Parks and Open Space Master Plan.**
  - The Parks Department works with volunteers to remove invasive weeds, improve District green spaces and, adopt street trees to increase the number of street trees in the community.
  - A local business provided volunteers to make improvements at the Sechelt Marsh park.
  
- **7.5 Completing the construction of the Parks and Public Works Operation Building.**
  - The design of the building was completed in 2019 and the project will go to tender in 2020.
  
- **7.6 Completing the Suncoaster Trail Phase 2.**
  - A Rural Dividend grant was received in 2019 and the project will be completed in 2020.
  
- **7.7 Developing a strategy for fully utilizing District owned community facilities.**
  - A Community Services Coordinator was hired to manage and market District community facilities and work with community groups to ensure the success of their community events and activities.
  
- **In addition to these initiatives staff also worked on the following items to achieve this goal:**
  - Corporate Services continued with implementation of the OnBase Records Management data base. Over 650 paper files were digitized and disposed of which amounts to approximately 20,000 documents uploaded or, to put it another way, seventy-seven square feet of shelving space emptied
  - A comprehensive review of Council's policies was completed, and an updated digital policy manual is being prepared for distribution early in the first quarter of 2020.
  - The West Sechelt Area A06 sewer expansion project and the West Porpoise Bay Area A02 sewer expansion projects were completed.
  - Removed solids from clarifier and effluent tank at Dusty Road facility.
  - Completed cybersecurity review and began employee education. Project to continue in 2020.
  - Purchased a truck for use in Public Works in the winter months for spreading salt and by the Parks department in the summer for moving soil and plants.



## 2020 & 2021 GOALS AT A GLANCE

To move us toward our vision, we are committed to the following goals and objectives





## 1 – PROMOTING ECONOMIC PROSPERITY

The District is committed to developing more prosperous and economically resilient communities by supporting a spectrum of workplace opportunities from home-based business to marine and airport-related industrial activities.

### WE WILL DO THIS BY:

- Continuing the work of the Council committees on Harbour and Airport development.
- Continuing the construction on extending the airport runway.
- Continuing to work with the Sechelt Downtown Business Association, the Sunshine Coast Regional Development Organization and Sunshine Coast Tourism to support their initiatives.

## 2 – ENHANCING FISCAL SUSTAINABILITY

The District focuses on the fiscal sustainability of the municipality to ensure we can continue to provide needed services and infrastructure.

### WE WILL DO THIS BY:

- A district wide sewer model will be completed allowing us to identify upgrade requirements, bottle necks and capacity.
- Hiring an asset manager to develop and manage an asset management plan.

### 3 – ENHANCING COMMUNITY LIVEABILITY

The District is committed to the improvement of community sustainability, accessibility, affordability and community health and well-being.

#### WE WILL DO THIS BY:

- Continuing with the work of the Housing Advisory Committee.
- Monitoring the recent amendments to the Planning and Development Procedures Bylaw for areas of improvement.
- Building upon the updates to the Planning and Development Procedures Bylaw preliminary a development applications process guide in under development. This can be used as a package to describe all application types or separated into individual applications.
- Staff have created a checklist for commercial and multi-family building. The buildings require design and oversight by a registered architect pursuant to the BC Building Code and Architects Act. The intent is to clarify submission requirements and ensure applicants provide required detail at the time of application.
- Policy refinement and mapping will continue for a new zoning bylaw including consultation with community associations, community consultation and specific consultations regarding climate change and rising sea levels.
- A community curbside organics collection program will begin in late 2020.
- A festival and event roundtable to provide networking and information sharing opportunities for festival and event organizers is beginning in 2020.
- The District with support from Fraser Basin Council is organizing a public education event in the form of a games evening called the “Game of Floods”. The aim is to foster collaborative dialogue and deeper understanding of the environmental, economic and social choices that our coastal community will face in preparing for sea level rise.

### 4 – MANAGING GROWTH EFFECTIVELY

The District is committed to managing growth in a way that stewards scarce resources, protects environmentally sensitive areas, and provides appropriate and sustainable housing and employment opportunities.

#### WE WILL DO THIS BY:

- Official Community Plan community consultation and updates will begin in 2020.

## 5 – REVITALIZING THE DOWNTOWN

The District is committed to developing a vibrant downtown for visitors and the people who live and work in our community.

### WE WILL DO THIS BY:

- As part of the upcoming OCP review a downtown revitalization plan will begin in late 2020.
- The improvements on Wharf Avenue and Trail Avenue will include improvements for pedestrians, lighting and other aesthetic improvements.
- The Sechelt Community Archives will move into a larger location to free up space in the Sechelt Public Library and to provide easier access to the Archives' records. The District has commenced work with the other Sunshine Coast communities to begin transitioning to the new Step codes in the BC building codes and working cooperatively on an education program.
- Staff will continue to work with stakeholders to remove barriers and cut red tape for community-lead cultural events and celebrations.
- Trail Ave redesign and construction will include an art inlay in the downtown crosswalk to beautify downtown.

## 6 – IMPROVING GOVERNANCE AND COMMUNICATIONS

The District is committed to open, transparent and accountable governance and communications.

### WE WILL DO THIS BY:

- Communications, Planning and Geographic Information System (GIS) staff collaborated to develop a Development Tracker map for citizens to obtain current information about developments. The final project will launch in 2020.
- The budget process for 2021 will begin early in 2020 to allow additional time and more opportunities for the community to learn more about what services the District provides and offer their input on budget considerations for these services.
- Council Conversations will provide an opportunity once a month for citizens and business owners to have casual conversations one on one with members of Council about issues that are important to them.
- Council has initiated intergovernmental meetings with one of the joint projects proposed a regional growth strategy.

## 7 – IMPROVING OPERATIONS & INFRASTRUCTURE

The District is committed to improving the delivery and effectiveness of municipal services and infrastructure throughout the District to meet community needs and to respond to changing conditions.

### WE WILL DO THIS BY:

- A grant application has been submitted to fund a Reusable Water Strategy.
- Construction will begin on the Parks and Public Works operation building.
- The Suncoaster trail phase 2 design will be completed.



# DEPARTMENTS



# ADMINISTRATION

The Chief Administrative Officer oversees the administration of the municipality, its officers and employees. Administration keeps Council informed on corporate matters, advises Council on policy and other matters, and ensures Council policies are implemented. The Administration team at the District of Sechelt consists of Communications, Arts and Culture, Human Resources and Council support and works closely with all other departments.

## HUMAN RESOURCES

The Human Resources division works closely with all departments through providing advice, guidance, recommendations and support in all areas of human resources while adhering to all applicable legislation. This includes recruitment and selection; liaising with the Union, Desjardins, the Municipal Pension Plan, occupational health and safety consultants, lawyers and WorkSafe BC; administering employment contracts and the Collective Agreement; researching and implementing policies; coordinating and conducting employee orientation, performance reviews, performance coaching, training and organizational development, exit interviews, incident investigations; classifying job descriptions; labour and employee relations; managing disability claims; succession planning; and employee wellness initiatives.

Human Resources ensures organizational compliance with the legal framework governing the relationship between an employer and its employees such as the Employment Standards Act, BC Human Rights Code, Occupational Health and Safety Regulations etc.

## WELLNESS TEAM

The District of Sechelt Wellness Team encourages, supports, and offers health-related initiatives that will assist employees to enhance their physical, mental and emotional well-being, resulting in improving the overall health and wellbeing for all District employees. The following events and initiatives occurred in 2018:

- Food Bank Department Challenge
- Active Transportation Month
- Summer BBQ/Summer Student Farewell
- Lunchtime Yoga
- After Work Introductory Fitness Class
- Lunchroom Revitalization
- Team Building Golf Game
- Wellness BINGO
- Pain Free Workshop
- Don't Just Sit There Workshop
- Foundation Training
- Retirement Celebrations
- Family Christmas Event
- Adult Christmas Event

## 2019 HIGHLIGHTS

In 2019 a new Human Resources manager joined the District and will be XXXXXXXXXXXX?  
Little blurb here with dept news?.

## FAST FACTS

In 2019:

- » Number of job postings
- » Training opportunities?
- » Wellness data – how many people did how many things?

## COMMUNICATIONS

The Communications Division implements and coordinates the corporate communications, engagement and marketing for the organization as well as providing support to Council by managing council correspondence, booking meetings and travel and providing support for their community meetings. The department works to ensure open and transparent government is achieved utilizing in-person and digital channels.

In addition to internal and external communications, this department supports and leverages the work of Sunshine Coast Tourism in promoting Sechelt as the premier destination for Sunshine Coast

visitors; managing the Sechelt Visitor Information Centre; initiating economic development activities and supports the work of the Sunshine Coast Regional Economic Development Organization; and, is responsible for the marketing and booking of community facilities.

Mayor and Council welcome input from all community members. This division receives comments and questions on social media, through email, face-to-face and by way of letters. Staff document each item and ensure responses and acknowledgements are issued.

## 2019 HIGHLIGHTS

In 2019 the communications manager spoke at a BC Communications Forum on social media management, at the Local Government Management Association on difficult community engagement topics and taught a workshop for local government managers through Capilano University on media relations.

The communications manager lead a community task force of volunteers to create a community brand for Sechelt; one of the first of its kind in BC.

To promote investment in Sechelt a doing business video was created, a community profile printed and several web pages were created with information for potential investors.

## FAST FACTS

In 2019:

- » 688 citizens subscribe to the Sechelt Citizen App
- » Sechelt was mentioned in the news more than 65,000 times with a potential reach of 1.5 billion
- » The District's social media exposure increased 442%
- » 1000 articles mentioning Sechelt were shared 291.8k times on social media
- » Council received 799 pieces of correspondence



## ARTS AND CULTURE

Arts and Culture is responsible for management of community grants, support and promotion of local arts and cultural groups; promotion of Sechelt as an arts and cultural destination, and in planning, developing and evaluating cultural activities and events. Local arts, culture and heritage are major contributors to building a strong and healthy community, increasing economic development, and fostering a local identity and sense of place. The District supports the cultural

life of our residents through a variety of programs, festivals, community grants, venue and equipment rentals, and through the continued support of the Sechelt Public Library and the Sechelt Community Archives. In addition to supporting numerous community-driven festivals and events, the District hosts Canada Day, the annual Sechelt Arts Festival, and Sechelt Summer Music Series.

### 2019 HIGHLIGHTS

The Arts, Culture and Communications Coordinator Completed the Municipal Administrators Training Institute's Advanced Communications Skills course and attended the annual Creative City Network Summit with leaders in culture from municipalities across Canada.

Five Reconciliation blankets were woven and work began on a Reconciliation Pole as part of the syiyaya Reconciliation Movement that the District of Sechelt supports in partnership with the shíshálh Nation.

### FAST FACTS

- » The Helen Dawe Archival collection was donated to the District of Sechelt in 1996. Since renamed the Sechelt Community Archives, this collection of records, photographs and interviews is accessible to the public in-person and online.
- » The Sechelt Public Art permanent collection contains 19 artworks including paintings, sculptures and murals. The temporary art collection also contains 19 artworks including art wraps and paintings on utility boxes.
- » The Sunshine Coast Festival of the Written Arts is the longest running festival of Canadian Authors. It celebrated its 37th year of presenting celebrated authors on the Sunshine Coast.
- » Sechelt hosts the largest Canada Day celebration on the Sunshine Coast. In 2019 an estimated 4,200 residents and visitors attended the festivities.



## COMMUNITY SERVICES

Community Services include the management of District of Sechelt community-use facilities as well as liaising with community groups on their community events. This department of one staff person manages the marketing, booking and oversees the maintenance of Mission Point House,

Rockwood Lodge, Seaside Centre and Kirkland house. Community Services provides support for District hosted community events, such as Canada Day and Oktoberfest. Administrative functions for the Community Investment Grant Program are also provided by Community Services.

### 2019 HIGHLIGHTS

The community services coordinator started with the District in June of 2019 to manage the community facilities including marketing and booking with a goal to ensure the buildings are fully utilized by the community at rates that are both affordable and profitable.

By the end of 2019 much needed maintenance on the buildings had begun, marketing initiatives had been launched and bookings had doubled. A review rental rates had also been conducted and rate changes will take place in 2020.

### FAST FACTS

- » Total rental revenue increased by \$7,284
- » Since marketing started in June we have increased bookings by 115% for Mission House, 48% for Rockwood Lodge and 6.35% for Seaside Centre
- » 34 showings from June to December 2019 for all facilities, all 34 booked spaces



## CORPORATE SERVICES

Corporate Services is responsible for the corporate and legislative services of the District including the preparation, preservation and safekeeping of minutes, bylaws and records of Council and committee business, legal documents, administration of oaths, certifying District documents and other

duties established in the Community Charter. It also provides administrative support to the other departments. The Corporate Officer is the District's Freedom of Information and Protection of Privacy Officer.

## 2019 HIGHLIGHTS

Corporate Services continued with implementation of the OnBase Records Management data base. Over 800 paper files were digitized and disposed of which amounts to approximately 20,000 documents uploaded or, to put it another way, seventy-seven square feet of shelving space emptied.

A comprehensive review of Council's adopted policies was completed and an updated digital policy manual is being prepared for distribution early in the first quarter of 2020.

In 2018 after the death of a local firefighter in a forest fire, corporate services staff applied to the Province to have the name of a lake in the Regional District changed to honour this Sunshine Coast citizen. On April 24, Day of Mourning, Wormy Lake was officially renamed John Phare Lake.

## FAST FACTS

- » Total rental revenue increased by \$7,284
- » 110 Freedom of Information requests were processed compared to 18 in 2018?



## FINANCE

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The Finance department oversees the financial operations of the District and coordinates ongoing financial planning. The Finance Division provides financial information, advice and direction to Council, departments, outside agencies, as well as the public. In addition, this division is responsible for general accounting, taxation, accounts receivable, budgeting, payroll administration, investments, purchasing, grant writing, property insurance. The Finance Division also oversees the operations at the airport and information technology.

### **2019 HIGHLIGHTS**

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A new director of finance began with the District in the summer of 2019.

The Finance Department including Payroll, Purchasing and Accounts Receivable have made significant steps to becoming paperless in 2020. Investment revenue finished 2020 with approximately \$75K more interest revenue earned compared to the prior year.

With the diligent work of staff the District avoided an annual tax sale for the seventh year in a row.

### **FAST FACTS**

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- » Operating revenues finished 110% of the annual budgeted amounts
- » Expenditures were 96% of the annual budgeted amounts
- » Distributed tax notices for approximately \$24.5 million in property taxes from 6,108 properties.
- » Collected \$19.8 million (84%) of the total taxes before the July 2 deadline.
- » Over \$10M in contracts were awarded in 2019
- » Completed 20 competitive bids (tenders, RFP, EOI, etc.) issued through December 31.

## INFORMATION TECHNOLOGY

The role of IT is to function as a partner in the development and enhancement of business processes. IT works collaboratively with staff to provide the technologies that support current and future services for Sechelt citizens.

IT services include:

- Provide a solid, secure infrastructure for staff
- Troubleshoot technology issues.
- Streamline business processes through technology.
- Install, manage and support all hardware, software and communications assets including infrastructure, telephone and audio visual systems, desktop computers and mobile computing devices.
- Provision of geographic information systems which include detailed asset and cadastral mapping information which tracks properties, right of ways, zonings, and the location of sewer and road assets.

### 2019 HIGHLIGHTS

All District server and desktop hardware systems were upgraded or replaced to comply with minimum operating system requirements.

Completed a cybersecurity review, developed a cybersecurity program and adopted of a Data Backup and Retention Policy.

The Geographic Information Systems staff developed internal systems to streamline internal processes for property change notifications and development application tracking.

### FAST FACTS

- » 7.9 staff IT service calls received per day
- » Average time to respond to a service call is 23.4 minutes
- » The District received 747 emails per day
- » There were no security incidents in 2019

# PLANNING AND DEVELOPMENT

The Department is responsible for both long-range policy planning and current development review planning. Activities include official community plan and zoning policy review, policy development, review and evaluation of development applications and community engagement. The Department also supports the Advisory Planning Commission, which reviews policies and applications and provides advice to Council.

## PLANNING

The Planning division is responsible for current and long range planning for the District. Staff undertakes comprehensive planning projects such as the development and review of the Official Community Plan, Zoning Bylaw and Integrated Community Sustainability Plan (ICSP).

Building upon the updates to the Planning and Development Procedures Bylaw, a preliminary development applications process guide in under development, which can be used as a package to describe all application types or separated into individual applications.

## 2019 HIGHLIGHTS

A new Director of Planning and Development was hired in the summer of 2019.

Staff worked on two coast-wide initiatives including spearheading a Sunshine Coast Child Care Action Plan and a regional housing needs assessment. Community consultation and the draft and implementation of the cannabis zoning bylaw was accomplished in 2019.

Work is underway to replace Zoning Bylaw 25 which dates back to 1987. Zoning Bylaw 580 will modernize zoning policy and implement portions of the District Official Community Plan.

## FAST FACTS

- » Applications received:
  - 20 development permits
  - 5 subdivision applications
  - 4 rezoning
  - 12 sign permits



## BYLAW ENFORCEMENT

Bylaws are designed to protect public safety and enhance livability within the municipality. Bylaw Enforcement Officers routinely encompass both an enforcement and liaison role within the community. They are responsible for bylaw enforcement and ensuring compliance with Council bylaws through education, mediation, enforcement and, when required, prosecution. In addition to land use and property related bylaws, the division maintains bylaws on such issues as noise, unsightly premises, pesticides, dog licensing and control.

Department activities also include bylaw development, bylaw review and updating, best practices review, training, reporting and collaborating with a broad range of agencies including the RCMP, Vancouver Coastal Health, Transport Canada, Sunshine Coast Mental Health & Addiction Services, Ministry of Agriculture and the Sechelt Fire Department.

### **FAST FACTS**

- » 982 bylaw complaints in 2019
- » 118 tickets
- » 800 hours on patrol
- » 114 new business licenses issued



## BUILDING INSPECTION

Building permits are essential in protecting the property owner as well as the community by ensuring that new developments are in conformity with applicable regulations, local bylaws and the BC Building Code.

The Building Inspection division is primarily responsible for ensuring that the current building code

is complied with along with other building regulations including the District's Building Bylaw (#409, 2003). Activities include the review of construction building permit drawing submissions, on-site inspection of both new construction and renovations, and review of business licenses for compliance with building bylaw requirements for safety.

### **2019 HIGHLIGHTS**

The building officials are working on exams to seek further credentials.

### **FAST FACTS**

- » The total value of construction projects inspected in 2019 was \$27.5 million
- » There were 10 commercial property permits in 2019
- » There were 79 residential permits issued in 2019

# ENGINEERING & OPERATIONS

The Engineering and Operations Department is responsible for the installation and maintenance of the municipality’s public infrastructure, including roads, sewers, parks and facilities. The department is comprised of four divisions:

- **Parks**
- **Engineering**
- **Public Works**
- **Water Resource Centre**

## ENGINEERING

The Engineering Division is responsible for the design and construction of the municipal infrastructure. It also provides the degree of servicing requirements including design reviews and inspections for new developments as defined in the Subdivision and Servicing Bylaw 430.

In addition, Engineering is responsible for the 5-year capital planning for infrastructure upgrades, improvements and replacement. As part of this, Engineering explores grant and cost sharing

opportunities in order to reduce the financial burden to the taxpayers of Sechelt. Engineering also works closely with Parks, Public Works, and Wastewater departments to help with their projects.

Engineering liaises with the rate payer and community associations from all the neighbourhoods in Sechelt in order to prioritize their needs, ensuring the works that are completed are for the greatest benefit possible to the community.

## 2019 HIGHLIGHTS

The engineering department completed Baillie Road sidewalk from Derby Road to the existing sidewalk, successfully obtained BC Bike grants for Reef Road and another grant for Shoal Way and Lighthouse Ave., approved the design drawings for several developments, provided onsite inspections to ensure developments were constructed in accordance with current District bylaws, which included Trail Bay Estates and Silverstone Uplands Phase II., and completed the design for the Trail Ave improvement project.

## FAST FACTS

- » Installed 3063 metres of new gravity main
- » Installed 153 metres of new storm gravity main
- » Installed 335 metres of new sanitary force main
- » Created 113 new available connections



## PUBLIC WORKS

The Public Works team is responsible for the maintenance of our: roads, sidewalks, ditches, fleet, buildings, storm water collection system. This team also provides the following services: snow removal, dangerous tree maintenance or removal and street sign installation. As a coastal community we also maintain 2 wharves and 1 marina. requirements for safety.

### **2019 HIGHLIGHTS**

Sometimes when maintenance needs to be done our public works team kicks it up a notch and does it well. When the crosswalk on Cowrie Street needed repainting a rainbow crosswalk was installed. The heat-sealed technology should last up to 12 years which is about 11.5 years longer than plain painted white lines.

Significant rainfall in late 2019 resulted in repairs to roads and ditch work on several streets.

With the acquisition of a boat in 2019 maintenance on docks and wharves was increased.

### **FAST FACTS**

- » Used 5000 litres of brine in 2019
- » 345 service requests from the community

## PARKS

The Parks Department manages a wide variety of parks and public spaces including 34 parks, 4 sports fields, walking and biking trails, natural areas, green spaces and streetscapes. Public access to the waterfronts is available at 52 maintained beach accesses located along the shores of the Salish Sea and the Porpoise Bay.

The department is also responsible for our urban forest and oversees tree issues and the Adopt-a-Tree

program, which saw the number of trees planted since the program's inception in 2012 exceed the 500 mark. The beautification program adds an abundance of colour to our community and sees thousands of bulbs and annuals complement our perennials, shrubs, trees and hanging baskets.

Parks also has an instrumental role in supporting events, sports, community associations and volunteer organizations within our community.

## 2019 HIGHLIGHTS

2019 saw 2 new hires and 2 promotions from within the department including a new parks manager.

Davis Bay saw a section of gardens replanted with drought tolerant grasses and new water efficient drip irrigation installed.

## FAST FACTS

- » 4,500 bulbs were planted in various public garden in 2019
- » 9 wildlife resistant garbage cans were installed in Davis Bay
- » Over 800 drought tolerant ornamental grasses were planted in Davis Bay
- » Davis Bay washroom holding tank holds 11,318 litres and is pumped out weekly during the summer months
- » 76 tree service requests



## WATER RESOURCE CENTRE

The Wastewater Division oversees the operation of the Water Resource Center (WRC), Dusty Road septage receiving facility and the entire sewer collection system including 9 pump stations. Wastewater flows to the plant 24 hours a day, 7 days a week.

The plant effluent is tested in the WRC lab for the following: turbidity, solids content, organic matter content, ammonia, nitrogen, phosphorus, chlorine,

and aluminum content, as well as pH. Plant effluent samples are sent to a certified lab for analysis each month, and these results are reported to provincial and federal regulatory agencies.

Wastewater staff ensure that all pumps, valves, instruments, and sewer systems are operating correctly, and perform equipment maintenance and repairs daily. Operators analyze lab data, make treatment process changes as needed, troubleshoot issues, and respond to emergency situations.

## 2019 HIGHLIGHTS

Staff participated in essential training programs Lock Out, Fall Protection Program and Stiff Boom Crane and Rigging Course. Working with the safety consultants ORCA, the staff perform hazard assessments on areas in the WRC and Collection system to update Confined Space Entry Program, Lock out Program and Fall Protection Program. A confined Space Entry procedure for the batch reactions was also prepared.

One staff person successfully challenged the wastewater exam to achieve their level 1 operator certification.

Several projects were conducted to evaluate WRC operations, including the secondary treatment optimization, influent flow patterning, wet weather flow strategies and new strategies for filter maintenance.

At the Dusty Road Septage Receiving Facility 4000 T of 10% solids was removed from the solids holding pond. This material is dewatering in GeoTubes at the Dusty Road site in preparation for removal in 2021.

## FAST FACTS

- » The total energy produced from the solar panel system on the roof of the WRC was 14,136 kWh in 2019, enough to power the average home for 15 months.
- » The highest daily flow processed through the WRC in 2019 was 3,479 m<sup>3</sup> with an average of 2,234 m<sup>3</sup>.
- » The WRC has a system that extracts heat from the raw wastewater through a heat exchanger, similar to a heat pump, which contributes to heating the plant and the hot water tanks.

# FINANCIAL STATEMENTS

## REPORT FROM THE CHIEF FINANCIAL OFFICER

I am pleased to present the Financial Section of the 2019 Annual Report for the District of Sechelt for the year ended December 31, 2019, in accordance with Sections 98 and 167 of the Community Charter. Following the audited consolidated financial statements is an analysis of the 2019 financial results with statistical information.

The consolidated financial statements for the year ended December 31, 2019 were prepared in accordance with generally accepted accounting principles and the recommendations of the Public Sector Accounting Board (PSAB) of the Institute of Chartered Accountants and the Provincial Ministry of Community, Sport & Cultural Development.

The District maintains a system of internal accounting controls designed to safeguard the assets of the corporation and provide reliable financial information. We verify and test these systems on a regular basis through the use and review of the internal controls.

The audit firm of MNP Ltd. was appointed by Council and is responsible for expressing an opinion as to whether the financial statements, prepared by the District's management, present fairly the financial position of the District of Sechelt as at December 31, 2019 and the results of its operations for the year then ended.

In 2019, the District's financial position continued to strengthen. In 2019 the District had an operating surplus of \$2,235,951. The net operating deficit was \$488,668 in 2017 and in 2018, a surplus of \$2,333,338.

These results strengthened the District's Statutory and Non-statutory Reserve balances by \$478,774, or 6%.

Total revenue increased in 2019 by approximately \$2.07 million or 11 % over 2018. Revenue increases to note for 2019 include the property tax increase, contributed assets received from private contribution the additional gas tax grant payment received. Total operating expenses increased by approximately \$2.17 million or 13% over 2018 primarily due to expenses for the Biosolids disposal, the RCMP Contract with a near full complement of staff and the following capital projects, which have been classified as operational:

The positive results from operations in 2019 indicate that the prudent approach to financial management that the District has taken will allow it to continue on its path to financial sustainability.

Finally, I want to thank all the members of the Finance department for their hard work throughout 2019 and their dedication and commitment to the District of Sechelt residents.

**David Douglas, CPA, CGA**  
Director of Financial Services

# FINANCIAL STATEMENTS