



**SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE  
Round 1 Budget Meetings**

**Monday, January 23, 2017**

**SCRD Boardroom, 1975 Field Road**

**AGENDA**

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**CALL TO ORDER:** 9:30 a.m.

**AGENDA**

1. Adoption of Agenda

**PETITIONS AND DELEGATIONS**

**REPORTS**

1. Chief Administrative Officer and General Manager Corporate Services / Chief Financial Officer – 2017 Budget Introduction  
**(Voting – All Directors)** Annex A  
Pages 1-3
2. General Manager, Corporate Services / Chief Financial Officer – 2017-2021 Financial Plan Overview and Update  
**(Voting – All Directors)** Annex B  
pp. 4-15
3. Chief Financial Officer – 2017 BC Assessment Impacts  
**(Voting – All Directors)** Annex C  
pp. 16-20
4. Rural Areas Grant-in-Aid and Economic Development Status Updates  
**(Voting - A, B, D, E and F)** Annex D  
pp. 21-25

**COMMUNITY STAKEHOLDERS AND PARTNERS**

**COMMUNICATIONS**

5. Gibsons and District Public Library  
Regarding: 2017-2021 Financial Plan with 2016 Budget vs. Actuals and Notes to 2017 Budget (*Received at December 2, 2016 Pre-Budget*) Annex E  
pp. 26-29
6. Sechelt Public Library  
Regarding: 2017 Budget with 2016 Budget vs. Actuals and 2017-2021 Proposed Financial Plan (*Received at December 2, 2016 Pre-Budget*) Annex F  
pp. 30-32

7. Roberts Creek Community Library  
Regarding: 2017 Budget with 2016 Budget vs. Actuals  
(Received at December 2, 2016 Pre-Budget) Annex G  
p. 33
8. Pender Harbour Reading Centre  
Regarding: 2017 Budget with 2013-2017 Budget Comparison  
Data (Received at December 2, 2016 Pre-Budget) Annex H  
p. 34
9. Sunshine Coast Museums and Archives  
Regarding: Correspondence dated January 9, 2017 and  
2017 Budget Request (**New Information**) Annex I  
pp. 35-36
10. Skookumchuck Heritage Society / Egmont Heritage Centre  
Regarding: 2017 Budget with 2016 Budget vs. Actuals  
(Received at December 2, 2016 Pre-Budget) Annex J  
p. 37
11. Sechelt Archives  
Regarding: Correspondence dated January 12, 2017  
including 2017 Budget (**New Information**) Annex K  
pp. 38-39
12. Pender Harbour Health Centre  
Regarding: Correspondence dated January 6, 2017 and  
Financial Statements for March 31, 2016 (**New Information**) Annex L  
pp. 40-53
13. Gibsons and District Chamber of Commerce  
Regarding: Correspondence dated November 18, 2016  
including 2017 Budget Request (Received at December 2, 2016  
Pre-Budget) Annex M  
p. 54
14. Pender Harbour and District Chamber of Commerce  
Regarding (**New Information**):
  - Correspondence dated January 8, 2017
  - Executive Summary
  - 2017 Budget with 2016 Actuals
  - 2017 Budget Overview
  - Profit and Loss Comparative for 2016
  - Balance Sheet for 2016Annex N  
pp. 55-68
15. Sunshine Coast Tourism  
Regarding (**New Information**):
  - Correspondence dated January 10, 2017
  - 2017 Budget with 2016 Actuals
  - 2016 Year End Update
  - Municipal and Regional District Tax Program Requirements
  - Destination BC Co-Op Marketing Program Application  
2017/2018Annex O  
pp. 69-135

16. Coast Cultural Alliance  
Regarding: Projected 2017 Budget and Summary of  
Programs for 2017 (*Received at December 2, 2016 Pre-Budget*)  
Annex P  
pp. 136-137
17. Sunshine Coast Community Services Society  
Regarding (***New Information***):  
• Correspondence dated January 10, 2017  
• 2017-2021 Budgeted Statement of Receipts and  
Disbursements  
Annex Q  
pp. 138-140
18. Pender Harbour Community School Society  
Regarding: Annual Organizational Budgets for 2016 and  
2017 (*Received at December 2, 2016 Pre-Budget*)  
Annex R  
pp. 141-145
19. Halfmoon Bay-Chatelech Community School Association  
Regarding: 2016/2017 Budget (*Received at December 2,  
2016 Pre-Budget*)  
Annex S  
p. 146
20. Sechelt Community Schools  
Regarding (***New Information***):  
• Correspondence dated January 10, 2017  
• 2016/17 Budget for Programs  
• 2017/20 Projected Budget for Programs  
• 2016/17 Budget for Sechelt Youth Centre  
• 2017/2020 Projected Budget for Sechelt Youth Centre  
Annex T  
pp. 147-152
21. Gibsons Area Community Schools  
Regarding: 2016-2017 Budget vs. Actuals (*Received at  
December 2, 2016 Pre-Budget*)  
Annex U  
p. 153
22. Roberts Creek Community School  
Regarding: 2017-2021 Financial Plan (*Received at  
December 2, 2016 Pre-Budget*)  
Annex V  
pp. 154-155

## NEW BUSINESS

## IN CAMERA

## ADJOURNMENT

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – January 23, 2017

**AUTHOR:** Janette Loveys, Chief Administrative Officer  
Tina Perreault, General Manager, Corporate Services and Chief Financial Officer

**SUBJECT:** 2017 BUDGET INTRODUCTION

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### RECOMMENDATION:

**THAT the report titled 2017 Budget Introduction be received.**

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### BACKGROUND

The purpose of this report is to provide a general overview of the 2017 budget process and an introduction to the Round 1 information.

Staff also presented to the Special Corporate and Administrative Services Committee on December 1 and 2, 2016 which provided information for the upcoming budget.

### DISCUSSION

#### *Budget Proposals*

In an effort to align the Budget Process with the Board's strategic goals, in 2016 the Senior Leadership Team (SLT) developed a set of criteria to assist with prioritizing the various proposals to provide a corporate perspective. The purpose was to ensure the various departments are working together to create better strategic alignment. This has also been used in 2017 and is as follows:





In the past, each department provided its year end surplus / deficit at the start of Round 1 Budget Proposal. For 2017 a universal report will be provided at Round 2, once year-end has been complete, addressing all the surpluses at one time.

This follows and aligns with the Financial Sustainability Policy and material surpluses will be transferred to reserves. Any minor surplus / deficits are automatically rolled into 2017. Functions with material deficits will still come to the Board for approval on funding mitigation. One such forecasted deficit for 2017 is for the Transit service Function [310] which will require a separate report at either a February Committee or Round 2 Budget.

### ***Internal Business Process Considerations***

In addition to prioritizing the Budget Proposals, the SLT also considered significant plans or business processes that are underway. For example, there is a number of corporate software projects underway and will carry into 2017 for implementation. These initiatives are significant in terms of staff's time and attention.

The Sunshine Coast Regional District (SCRD)'s Asset Management Program continues to evolve. This step is critical to informing the long range capital plans and forecasting budgets and the requirements for ongoing facility maintenance budgets appropriately. Staff are anticipating a significant deficit in terms of what is currently budgeted for and what the requirements will be in coming budgets. A staff update on the Plan is scheduled to come to February or March 2017 Corporate and Administrative Services Committee.

Aligned with SCRD's strategic priority of fiscal sustainability and with moves to manage assets sustainably, the Building Maintenance [313] function is delivering quality service to corporate facilities.

Staff have identified a need and gap in the regular and preventative maintenance of the SCRD facilities. Some of the buildings receive little to no maintenance and as a result, the capital expenditure in future years will be significant.

Robust building maintenance is critical to maximizing the value received from our investments in buildings - now valued at almost \$25M (depreciated value). Maintenance will extend the life of SCRD buildings, avoid unexpected failures and service interruptions and the costs thereof.

As an internal group, Building Maintenance is uniquely positioned to interface with SCRD's Cityworks asset management system and able to maintain complete and detailed records of service. These are critical tasks for risk management and the audit and accounting process. In-house and local experts are well-versed in maintenance solutions that work for the Coast and can schedule activities to minimize disruption to core services.

### ***Internal Service Levels and Business Plan***

Staff have also identified the need to develop service levels for some of the services / divisions which currently do not have them in 2017 along with adopting a Business Plan process which was identified in 2016 for all services.

In 2016 the SLT reviewed an internal implementation process, however understanding the overall capacity of the organization to adopt another new process along with all the other planned systems and software changes, the Chief Administrative Officer (CAO) and SLT felt it was not feasible to undertake in 2016.

Staff plan to report back at a future committee meeting on next steps for 2017 and how the new financial software will enable more comprehensive reporting and incorporation of a Business Plan approach to better assist the SCRD and ensure fiscal sustainability and quality service delivery.

In addition, the CAO and Chief Financial Officer (CFO) continue to work with the Ministry of Transportation and Infrastructure (MoTI) and the Union of British Columbia Municipalities (UBCM) on resolutions around the funding allocations for bike/walkways capital projects. Staff are preparing to report back shortly.

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

The 2017 Budget has been developed to align with the Board's Strategic Plan and integrated Five-Year Plan.

### **CONCLUSION**

The 2017 Budget was developed to consider ongoing projects (carry-forwards), internal business process considerations, and more importantly, bringing items forward that align with the Board's strategic goals.

Decisions pertaining to budget should focus firstly on maintaining existing service levels and to establishing the appropriate level of funding to maintain the existing assets in an optimal condition, as well as move the SCRD closer to its strategic goal of '*Ensuring Fiscal Sustainability*'.

Reviewed by:			
Manager		Finance	X-TP
GM		Legislative	
CAO	X- JL	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Service Committee – January 23, 2017

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

**SUBJECT:** 2017 – 2021 FINANCIAL PLAN OVERVIEW AND UPDATE

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### RECOMMENDATION(S)

**THAT the report titled 2017-2021 Financial Plan Overview and Update be received.**

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### BACKGROUND

At the December 1, 2016 Special Corporate and Administrative Service Committee (CAS) meeting staff presented preliminary budgetary information on changes which may affect the upcoming Budget and the 2017-2021 Financial Plan, attached for reference (Attachment A). Any impacts of assessment changes were not included, as the information was not available from BC Assessment at that time.

There was no explicit direction from the Sunshine Coast Regional District (SCRD) Board for the 2017 Net Operating Base Budgets, therefore, base budgets remain “status quo” to 2016, meaning no bottom line increases, and where possible, reductions were made. As well, the Senior Leadership Team (SLT) have been meeting over the past few weeks to discuss efficiencies and prioritization.

The purpose of this report is to provide an overview and update on the information provided in December 2016 with the inclusion of assessment changes, update on user rates and parcel taxes, and any other items that affect the 2017-2021 Financial Plan.

### DISCUSSION

There are several factors that impact functional area budgets which are as follows:

#### ***Assessments:***

On January 1, 2017 staff received the revised 2017 Assessment Roll from the BC Assessment Authority. A supplementary staff report is included in this agenda to provide the Committee with additional information on the impacts of the assessment changes.

#### ***Taxation:***

There are three key items impacting taxation for 2017, they are: changes in assessments; change in the Ports Function [345] apportionment; and base budget impacts. Also, several “one time” projects were funded through taxation in 2016 which fall off in the 2017 Budget. Projects carried forward from 2016 do not have any financial impact to the 2017 Budget.

The preliminary overall taxation going into the first round of the 2017 budget has decreased \$(166,752) or -0.95% from 2016 approved budget. This is a decrease of what staff presented at the December 1, 2016 Special CAS. A detailed analysis is attached (Attachment B) “**2017 Round 1 Budget-Tax by Area Function**” which is also available online for the public.

<b>Area</b>	<b>Overall Increase/ (Decrease)</b>	<b>Overall Change in Dollars</b>	<b>Average Change-Residential Property Class</b>
A	-3.13%	\$(69,818)	-1.54%
B	-3.23%	\$(94,368)	-2.36%
D	0.65%	\$14,209	2.64%
E	4.10%	\$68,618	2.44%
F	-6.19%	\$(194,463)	-2.41%
SIGD	-10.96%	\$(36,767)	-3.48%
DoS	3.79%	\$116,993	5.32%
ToG	1.42%	\$28,845	7.49%
<b>Total</b>	<b>-0.95%</b>	<b>\$(166,752)</b>	

Impacts to overall taxation as a result of each of the related items are as follows:

<b>Area</b>	<b>A</b>	<b>B</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>SIGD</b>	<b>DoS</b>	<b>ToG</b>	
<b>Assessments</b>	-2.57%	-0.49%	3.38%	6.25%	-5.82%	-11.94%	3.16%	0.90%	
<b>Ports Bylaw</b>	0.00%	-1.02%	-0.74%	-0.97%	1.98%	0.00%	0.00%	0.00%	
<b>Base Budget</b>	-0.56%	-1.72%	-1.99%	-1.18%	-2.36%	0.98%	0.63%	0.52%	
<b>Total</b>	-3.13%	-3.23%	0.65%	4.10%	-6.19%	-10.96%	3.79%	1.42%	-0.95%

***User Rates:***

Amendments to the 2017 water and refuse collection parcel taxes (P/T\*) and user rates (U/R\*\*) have now been approved through the various bylaws. Parcel Taxes for Pender Harbour Pool and Community Recreation remain the same as 2016. The 2017 rates and fees are as follows:

<b>Type</b>	<b>Actual % Increase</b>	<b>2016 Actual Rate</b>	<b>2017 Proposed Rate</b>	<b>Difference</b>
<b>Regional Water</b>	0% P/T 4% U/R	\$255.41 P/T \$255.77 U/R	\$255.41 P/T \$266.00 U/R	Total \$10.23 U/R
<b>North Pender</b>	0% P/T 4% U/R	320.23 P/T \$226.86 U/R	\$320.23 P/T \$235.93 U/R	Total \$9.07 U/R
<b>South Pender</b>	0% P/T 4% U/R	\$324.38 P/T \$358.52 U/R	\$324.38 P/T \$372.86 U/R	Total \$14.34
<b>Community Recreation</b>	N/A	\$112.96 P/T	\$112.96 P/T	\$0
<b>PH Recreation</b>	N/A	\$25.00 P/T	\$25.00 P/T	\$0
<b>Refuse Collection (Single Family Dwelling)</b>	1%	\$144.01	\$145.45	\$1.44
<b>Refuse Collection (Mobile Home)</b>	1%	\$121.41	\$122.62	\$1.21

\*P/T-Parcel Tax; \*\*U/R-User Rate

**Administrative Support:**

Administrative Support has increased 6.46% over 2016 (Attachment C). This increase is mainly a result of a shift in FTE's to the Finance division through the corporate reorganization as well increased wages from collective bargaining and exempt salary review impacts.

**Human Resources Plan:**

The overall Human Resources Plan (HR Plan) for 2017 includes 188.35 Full Time Equivalent (FTE) staff. In 2016, the FTE count was 187.50, however, it was the first time where planned staff vacancies were budgeted. Both 2017 and 2016 HR Plans are attached for reference.

***Organizational and Intergovernmental Implications***

The SCRD Budget impacts all areas of the region and information is shared with member municipalities and community stakeholders.

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

The first round of the 2017-2021 Financial Plan meetings will conclude the week of January 23 to January 27 with Round 2 scheduled for March 7 and 8, and final adoption scheduled for March 23, 2017.

***Communications Strategy***

Each year as part of the Budget Process, several public meetings are held as well as public presentations, briefing notes and media releases. Community Dialogues are also planned for the Spring of 2017.

**STRATEGIC PLAN AND RELATED POLICIES**

All facets of the Financial Planning Process relate to the Boards Strategic Plan and Integrated Five Year Service Plan.

**CONCLUSION**

The information provided is preliminary data before any impacts of decisions for the 2017 Budget are included such as Budget Proposals and stakeholder requests. This information will be updated daily and reported to Committee on a “real time” basis.

Attachments:

1. December 1, 2016-Staff Report to CAS- 2017-2012 Financial Plan Overview
2. 2017 Preliminary Budget Taxation by Area and Function
3. 2017 Administrative Support Summary
4. 2016 and 2017 Human Resources Plan Summary

Reviewed by:			
Manager		Finance	X-TP
GM		Legislative	
CAO	X-JL	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

**TO:** Special Corporate and Administrative Services Committee – December 1, 2016

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

**SUBJECT:** 2017-2021 FINANCIAL PLAN OVERVIEW

### RECOMMENDATION(S)

**THAT the report titled 2017-2021 Financial Plan Overview be received.**

### BACKGROUND

Each fall staff present preliminary budgetary information on changes which may affect the upcoming base budget, taxation, and support services. This information does not contain any impacts of assessment changes, as the information is not available from BC Assessment until the end of December.

### DISCUSSION - 5 Year Historical Budget Data

As per the SCRD Budget Manual, Net Operating **Base Budget** is defined “as the prior year’s base budget excluding administrative support, salaries, benefits, transfers and debt payments.”

To date, the Vancouver Consumer Price Indices (CPI) at the end of October, 12-month average percent change is up 2.2% over 2015, with the Canadian average up 1.5% (Source: Stats Can-October 2016).

Below is an updated five year summary of taxes, full time employee counts, net operating budgets and inflation data for the SCRD.

Historical Budget Details	2013	2014	2015	2016	Change 2013-2016	Preliminary 2017
<b>Ad Valorem Taxation</b>	14,541,082	15,834,196	17,367,491	17,599,897	3,058,815	17,496,519
% Change Over Prior Year	3.14%	8.89%	9.68%	1.34%	23.19%	-0.59%
<b>FTE Count</b>	184.10	185.64	187.89	187.50	3.40	188.04
% Change Over Prior Year	1.09%	0.84%	1.21%	0.53%	1.85%	0.29%
<b>Net Operating Base Budget</b>	<b>Totals 2013-2016</b>					
Allowable Increase \$	173.104	0	0	0	\$222,304	0
Allowable Increase %	11.9%	0.0%	0.0%	0.0%	3.4%	0.0%
Amount Taken \$	-61,620	-28,473	0	\$49,200*	\$12,420	0
Amount Taken %	0.09%	-0.67%	0.00%	0.00%	0.001%	0.00%
<b>Inflation*</b>	0.4%	0.7%	1.0%	1.1%	<b>3.2%</b>	<b>2.2%</b>

\*All base budget increases in 2016 relate to fire departments approved during budget deliberations

*SCRD Current Situation*

There were several “one time” projects in 2016 which were funded through taxation and drop off in the 2017 budget.

In addition, there were also items previously approved by the Board which will impact the current Financial Plan.

Below is summary:

- Planned wage and HR related increases:
  - The collective agreement with UNIFOR was ratified at the end of in 2015 for a four year term (2016-2019). Wage increases were approved in the amounts of 1%-2016, 1.5%-2017, 1.75%-2018 and 2.0%-2019. The 2017 impact is approximately \$188,000 with \$120,000 to be funded from taxation and the remaining coming from user fees and parcel taxes.
  - The exempt compensation review was concluded in September 2016 with the Board approving the new grid effective July 2016. The 2017 impact is approximately \$98,000 with \$80,000 to be funded from taxation and the remaining coming from user fees and parcel taxes.
  - The SCRD re-organization has resulted in shifts in positions and where the related funding comes from, however, the current FTE count remains the same. For example, support services has increased and Ports has decreased.
- During the 2015 budget process, the Board approved increases to all base budgets for planned BC Hydro rate increases through 2018. In 2017, the planned increase is 3.5%, however, as a result of energy saving projects hydro budgets have decreased overall by (\$1,880) over 2016. A further increase to rates of 3.0% is planned for 2018.
- Ports apportionment - 2017 reflects the approved change in tax apportionment for the function. It is now fixed versus variable based on assessment changes. The change over 2016 to 2017 is as follows:

Area	B	D	E	F
2016	30%	20.5%	15.5%	34%
2017	21%	17%	12%	50%

- Transit
  - At the October 2016 CAS, the Q3 variance reported an estimated year-end deficit of approximately \$40,000 to \$60,000. At the time of this report these estimates have not changed.
- Regional Solid Waste-Green Waste
  - At the October 2016 CAS, the Q3 variance reported an estimated year-end deficit for this program of \$60,000. Green Waste is funded through taxation and the Board approved that the 2016 deficit be covered through increased tipping fee revenue.



One item of significance that is not included in the 2017-2021 Financial Plan is the Transit Future Plan expansion. This item was approved in principle at the April 14, 2016 regular Board meeting (excerpt below). However, staff have placed this proposal on the proposed initiatives to allow the Committee an opportunity to have more discussion.

159/16      **Recommendation No. 15**      Transit Expansion Priorities

THAT the report titled “Transit Expansion Priorities” be received;

AND THAT the SCRD include the transit expansion items, identified in Option 1 of the Transit Expansion Priorities report, as part of the 2017- 2020 BC Transit service Transit Improvement Program (TIP) expansion Memorandum of Understanding;

AND FURTHER THAT the 2017-2021 Financial Plan be amended accordingly.

At the November 24, 2016 Corporate and Administrative Services Committee, reports were presented which recommended amending the Support Services Policy funding allocations, notably the change to cost recoveries associated with Property Information and Mapping Services (PIMS), and to transfer current funding for debt servicing of the expiring Recreation Loan Under Agreement to increase the annual contribution to capital maintenance for critical asset renewal. These changes are not reflected in the figures presented and any approved changes will be reflected in the Round 1 Budget figures.

The following table summarizes the preliminary Ad Valorem Tax increase over the 2016 Approved Budget with all the above related items included.

<b>Area</b>	<b>Overall Increase/ (Decrease)</b>	<b>Change in Dollars</b>
A	0.18%	\$4,050
B	-2.22%	(\$64,777)
D	-1.89%	(\$41,161)
E	-1.32%	(\$22,073)
F	0.00%	(\$42)
SIGD	1.00%	\$3,356
DoS	0.36%	\$11,224
ToG	0.30%	\$6,045
<b>Total</b>	<b>-0.59%</b>	<b>(\$103,378)</b>

At the time of this report, 2017 user rates and parcel taxes were in process of approval and the Community Recreation and Pender Harbour Pool will remain the same.

*Timeline for next steps or estimated completion date*

Round 1 Budget meetings are scheduled for January 23-25 and 27, 2017 with Round 2 Budget meetings scheduled for March 7 and 8, 2017.

Final adoption of the 2017-2021 Financial Plan is scheduled for March 23, 2017 Regular SCRD Board meeting.

**STRATEGIC PLAN AND RELATED POLICIES**

The Financial Planning process and is directly linked to the Board's Strategic Goal of Financial Sustainability.

**CONCLUSION**

Each fall staff present preliminary budgetary information on changes which may affect the upcoming base budget, taxation, and support services.

Factors such as assessments, year-end results or approved projects are not included and will have significant impacts to the actual budget results.

This report summarizes the preliminary status of the 2017-2021 Financial Plan.

Reviewed by:			
Manager		Finance	X-TP
GM		Legislative	
CAO	X- JL	Other	

**2017 R1 Budget  
Taxation by Area Function**

# ATTACHMENT #2

	Area A	Area B	Area D	Area E	Area F	SIGD	DoS	ToG	2017 Taxation	2016 Taxation	\$ Change 16 to 17	% Change 16 to 17
<b>General Government</b>												
110 General Government	166,641	146,357	107,004	82,314	158,476	25,283	299,155	135,895	\$ 1,121,126	\$ 1,104,893	\$ 16,233	1.5%
121 Grant in Aid - Area A	71,086	-	-	-	-	-	-	-	\$ 71,086	\$ 62,359	\$ 8,727	14.0%
122 Grant in Aid - Area B	-	25,178	-	-	-	-	-	-	\$ 25,178	\$ 18,625	\$ 6,553	35.2%
123 Grant in Aid - Areas E & F	-	-	-	3,225	6,209	-	-	-	\$ 9,434	\$ (2,785)	\$ 12,219	-438.7%
125 Grant in Aid - Community Schools	1,762	1,548	1,132	871	1,676	-	3,164	1,437	\$ 11,590	\$ 11,258	\$ 332	2.9%
126 Grant in Aid - Greater Gibsons	-	-	-	9,493	18,277	-	-	-	\$ 27,770	\$ 11,128	\$ 16,642	149.6%
127 Grant in Aid - Area D	-	-	35,467	-	-	-	-	-	\$ 35,467	\$ 31,137	\$ 4,330	13.9%
128 Grant in Aid - Area E	-	-	-	18,032	-	-	-	-	\$ 18,032	\$ 15,319	\$ 2,713	17.7%
129 Grant in Aid - Area F	-	-	-	-	25,893	-	-	-	\$ 25,893	\$ 22,189	\$ 3,704	16.7%
130 UBCM/Elections	21,958	19,285	14,100	10,846	20,882	-	-	-	\$ 87,071	\$ 85,997	\$ 1,074	1.2%
136 Regional Sustainability	8,445	7,417	5,422	4,171	8,031	1,281	15,160	6,886	\$ 56,813	\$ 56,759	\$ 54	0.1%
151 Feasibility- Area A	2,156	-	-	-	-	-	-	-	\$ 2,156	\$ -	\$ 2,156	N/A
<b>Protective Services</b>												
200 Bylaw Enforcement	37,888	33,276	24,329	18,715	36,032	5,748	-	-	\$ 155,988	\$ 137,559	\$ 18,429	13.4%
204 Halfmoon Bay Smoke Control	-	115	-	-	-	-	-	-	\$ 115	\$ -	\$ 115	0.0%
206 Robert Creek Smoke Control	-	-	-	-	-	-	-	-	\$ -	\$ -	\$ -	0.0%
210 Gibsons & District Fire Protection	-	-	-	259,944	182,024	-	-	429,322	\$ 871,291	\$ 857,562	\$ 13,729	1.6%
212 Roberts Creek Fire Protection	-	-	403,475	-	-	-	-	-	\$ 403,475	\$ 403,927	\$ (452)	-0.1%
216 Halfmoon Bay Fire Protection	-	348,044	-	-	-	-	-	-	\$ 348,044	\$ 357,200	\$ (9,156)	-2.6%
218 Egmont & District Fire Protection	101,743	-	-	-	-	-	-	-	\$ 101,743	\$ 104,149	\$ (2,406)	-2.3%
220 911 Emergency Telephone	54,485	47,853	34,987	26,914	51,816	8,267	97,813	44,433	\$ 366,567	\$ 389,321	\$ (22,754)	-5.8%
222 SCEPT	36,252	31,839	23,278	17,907	34,476	5,500	65,080	29,563	\$ 243,895	\$ 261,905	\$ (18,010)	-6.9%
290 Animal Control	-	19,779	14,461	11,124	15,161	3,417	-	-	\$ 63,942	\$ 79,122	\$ (15,180)	-19.2%
291 Keats Island Dog Control	-	-	-	-	2,555	-	-	-	\$ 2,555	\$ 260	\$ 2,295	882.7%
<b>Transportation Services</b>												
310 Transit	-	314,789	230,148	177,044	340,854	54,380	643,431	292,286	\$ 2,052,932	\$ 1,957,820	\$ 95,112	4.9%
320 Regional Street Lighting	8,871	7,791	5,696	4,382	8,436	-	-	-	\$ 35,176	\$ 32,590	\$ 2,586	7.9%
322 Langdale Street Lighting	-	-	-	-	2,507	-	-	-	\$ 2,507	\$ 2,157	\$ 350	16.2%
324 Granthams Street Lighting	-	-	-	-	2,507	-	-	-	\$ 2,507	\$ 2,156	\$ 351	16.3%
326 Veterans Street Lighting	-	-	-	502	-	-	-	-	\$ 502	\$ 432	\$ 70	16.2%
328 Spruce Street Lighting	-	-	252	-	-	-	-	-	\$ 252	\$ 216	\$ 36	16.7%
330 Woodcreek Street Lighting	-	-	-	2,031	-	-	-	-	\$ 2,031	\$ 1,852	\$ 179	9.7%
332 Fircrest Street Lighting	-	-	-	502	-	-	-	-	\$ 502	\$ 432	\$ 70	16.2%
334 Hydayway Street Lighting	-	252	-	-	-	-	-	-	\$ 252	\$ 216	\$ 36	16.7%
336 Sunnyside Street Lighting	-	-	-	1,002	-	-	-	-	\$ 1,002	\$ 862	\$ 140	16.2%
340 Burns Road Street Lighting	-	-	-	-	252	-	-	-	\$ 252	\$ 216	\$ 36	16.7%
342 Stewart Road Street Lighting	-	-	-	-	502	-	-	-	\$ 502	\$ 432	\$ 70	16.2%
345 Ports	-	35,337	28,606	20,192	84,135	-	-	-	\$ 168,270	\$ 347,088	\$ (178,818)	-51.5%
346 Langdale Dock	-	-	-	-	33,986	-	-	-	\$ 33,986	\$ 34,703	\$ (717)	-2.1%
<b>Environmental Services</b>												
350 Solid Waste	210,281	184,685	135,027	103,871	199,978	31,904	377,498	171,483	\$ 1,414,727	\$ 1,421,494	\$ (6,767)	-0.5%
<b>Health Services</b>												
400 Cemetery	15,956	14,014	10,246	7,882	15,174	2,421	28,645	13,012	\$ 107,350	\$ 124,005	\$ (16,655)	-13.4%
410 Pender Harbour Health Clinic	123,733	-	-	-	-	-	-	-	\$ 123,733	\$ 121,244	\$ 2,489	2.1%
<b>Planning &amp; Development Services</b>												
500 Regional Planning	19,699	17,302	12,650	9,731	18,734	2,989	35,365	16,065	\$ 132,534	\$ 130,167	\$ 2,367	1.8%
504 Rural Planning	201,377	163,453	129,310	99,473	135,540	-	-	-	\$ 729,152	\$ 899,043	\$ (169,891)	-18.9%
510 Civic Addressing	-	-	-	-	-	-	-	-	\$ -	\$ -	\$ -	0.0%
515 Heritage Conservation	919	808	590	454	874	-	-	-	\$ 3,646	\$ 489	\$ 3,157	645.6%
520 Building Inspection	50,884	44,690	32,674	25,135	48,391	7,720	-	-	\$ 209,494	\$ 171,023	\$ 38,471	22.5%
531 Economic Development - A	72,312	-	-	-	-	-	-	-	\$ 72,312	\$ 65,908	\$ 6,404	9.7%
532 Economic Development - B	-	53,165	-	-	-	-	-	-	\$ 53,165	\$ 50,558	\$ 2,607	5.2%
533 Economic Development - D	-	-	40,103	-	-	-	-	-	\$ 40,103	\$ 43,042	\$ (2,939)	-6.8%
534 Economic Development - E	-	-	-	39,637	-	-	-	-	\$ 39,637	\$ 38,654	\$ 983	2.5%
535 Economic Development - F	-	-	-	-	56,900	-	-	-	\$ 56,900	\$ 51,518	\$ 5,382	10.4%
540 Hillside	547	481	352	270	521	83	983	446	\$ 3,683	\$ 28,355	\$ (24,672)	-87.0%
<b>Recreation &amp; Cultural Services</b>												
615 Community Recreation Facilities	-	727,984	431,033	385,167	672,520	138,375	1,500,199	618,488	\$ 4,473,767	\$ 4,436,406	\$ 37,361	0.8%
625 PH Pool	455,712	-	-	-	-	-	-	-	\$ 455,712	\$ 438,612	\$ 17,100	3.9%
630 Joint Use - School Facilities	654	574	420	323	622	-	1,174	533	\$ 4,299	\$ 15,707	\$ (11,408)	-72.6%
640 Gibsons Library	-	-	-	144,901	278,972	-	-	239,221	\$ 663,094	\$ 675,770	\$ (12,676)	-1.9%
645 Halfmoon Bay Library Service	-	122,956	-	-	-	-	-	-	\$ 122,956	\$ 115,132	\$ 7,824	6.8%
646 Roberts Creek Library Service	-	-	144,636	-	-	-	-	-	\$ 144,636	\$ 140,054	\$ 4,582	3.3%
648 Museum Service	19,674	17,279	12,633	9,718	18,710	2,985	35,319	16,044	\$ 132,364	\$ 131,085	\$ 1,279	1.0%
650 Community Parks	404,213	355,012	259,556	199,666	384,408	-	-	-	\$ 1,602,854	\$ 1,616,932	\$ (14,078)	-0.9%
665 Bike & Walking Paths	-	39,081	22,490	20,092	35,081	-	-	-	\$ 116,744	\$ 110,444	\$ 6,300	5.7%
667 Area A Bike & Walking Paths	21,018	-	-	-	-	-	-	-	\$ 21,018	\$ 20,296	\$ 722	3.6%
670 Recreation Programs	23,849	20,946	15,314	11,781	16,055	3,618	42,814	19,449	\$ 153,826	\$ 154,022	\$ (196)	-0.1%
680 Dakota Ridge	30,550	26,832	19,617	15,091	29,053	4,635	54,844	24,913	\$ 205,535	\$ 210,881	\$ (5,346)	-2.5%
<b>Total</b>	<b>\$ 2,162,665</b>	<b>\$ 2,828,121</b>	<b>\$ 2,195,006</b>	<b>\$ 1,742,405</b>	<b>\$ 2,946,220</b>	<b>\$ 298,608</b>	<b>\$ 3,200,644</b>	<b>\$ 2,059,477</b>	<b>\$ 17,433,145</b>	<b>\$ 17,599,897</b>	<b>\$ (166,752)</b>	<b>-0.95%</b>
Percentage of Total Taxation	12.4%	16.2%	12.6%	10.0%	16.9%	1.7%	18.4%	11.8%				

**Overall Change in Taxation - All Property Classes**

	Area A	Area B	Area D	Area E	Area F	SIGD	DoS	ToG	Total
2016 Taxation by area	2,232,483	2,922,489	2,180,797	1,673,787	3,140,683	335,375	3,083,651	2,030,632	\$ 17,599,897
\$ Change	(69,818)	(94,368)	14,209	68,618	(194,463)	(36,767)	116,993	28,845	\$ (166,752)
% Change	-3.13%	-3.23%	0.65%	4.10%	-6.19%	-10.96%	3.79%	1.42%	-0.95%

**Average Change in Taxation - Residential Property Class**

	Area A*	Area B**	Area D	Area E	Area F**	SIGD	DoS	ToG
<b>Average Residential % Change</b>	<b>-1.54%</b>	<b>-2.36%</b>	<b>2.64%</b>	<b>2.44%</b>	<b>-2.41%</b>	<b>-3.48%</b>	<b>5.32%</b>	<b>7.49%</b>

\*excludes Egmont & District Fire Protection

\*\*mainland only for B & F

# ATTACHMENT #3

## 2017 Budget Support Services Summary

	2013	2014	2015	2016	2017	Difference 2016 to 2017	%
<b>112 General Government</b>	411,919	484,768	486,390	797,743	701,822	(95,921)	-12.02%
<b>113 Finance</b>	909,638	1,060,252	1,174,067	1,155,661	1,459,823	304,162	26.32%
<b>114 Field Rd</b>	417,746	409,468	440,096	431,480	432,869	1,389	0.32%
<b>115 Human Resources</b>	413,441	411,017	427,424	417,514	447,190	29,676	7.11%
<b>117 Information Technology</b>	546,850	556,600	613,590	628,017	637,478	9,461	1.51%
<b>135 Corporate Sustainability</b>	101,478	92,136	58,473	59,627	52,205	(7,422)	-12.45%
<b>506 Property Information Mapping Services</b>	327,808	328,400	320,287	323,979	329,031	5,052	1.56%
<b>Total</b>	<b>3,128,880</b>	<b>3,342,641</b>	<b>3,520,327</b>	<b>3,814,021</b>	<b>4,060,418</b>	<b>246,397</b>	<b>6.46%</b>
Change from Prior Year		213,761	177,686	293,694	246,397		
% Change from Prior Year		6.83%	5.32%	8.34%	6.46%		

# ATTACHMENT #4

## 2016 HR Staffing Plan - BV

	2012	2013	2014	2015	2016	2017	2018	2019	2020	Net Increase (Reduction) 2015 to 2016
<b>Administration</b>	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	-
<b>Legislative Services</b>	4.80	4.80	5.00	4.80	4.80	4.80	5.00	4.80	4.80	-
	6.80	6.80	7.00	6.80	6.80	6.80	7.00	6.80	6.80	-
<b>Corporate Services</b>										
Admin.	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Finance	11.20	11.20	12.53	12.53	12.20	12.20	12.20	12.20	12.20	(0.33)
HR	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Information Services	3.80	3.80	3.80	4.00	4.00	4.00	4.00	4.00	4.00	-
Prop. Info and Mapping	3.00	3.00	3.00	2.80	2.80	2.80	2.80	2.80	2.80	-
	24.00	24.00	25.33	25.33	25.00	25.00	25.00	25.00	25.00	(0.33)
<b>Infrastructure Services</b>										
Admin.	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	-
Sustainability	2.90	2.70	1.90	1.90	0.90	0.90	0.90	0.90	0.90	(1.00)
Water / Waste Water	27.82	28.82	27.82	28.42	29.82	30.17	28.82	28.82	28.82	1.40
Solid Waste	10.44	10.44	10.70	9.79	9.79	9.79	9.79	9.79	9.79	-
Transit	21.35	21.78	22.27	23.62	23.74	23.74	23.74	23.74	23.74	0.12
Fleet	4.77	4.77	4.77	5.17	5.17	5.17	5.17	5.17	5.17	-
	71.28	72.51	71.46	72.90	73.42	73.77	72.42	72.42	72.42	0.52
<b>Community Services</b>										
Admin. / SCEP	4.08	4.08	4.08	4.08	2.75	3.00	3.00	3.00	3.00	(1.33)
Parks	10.74	10.74	10.81	10.81	10.81	10.81	10.81	10.81	10.81	-
Recreation	39.77	39.92	40.91	41.57	41.82	42.07	42.07	42.07	42.07	0.25
PHAFC	3.49	4.09	4.09	4.09	4.09	4.09	4.09	4.09	4.09	-
Fire Departments	5.00	5.00	5.00	5.50	6.00	6.00	6.00	6.00	6.00	0.50
	63.08	63.83	64.89	66.05	65.47	65.97	65.97	65.97	65.97	(0.58)
<b>Planning &amp; Development Services</b>										
Planning	7.90	7.90	7.90	7.90	7.90	7.90	7.90	7.90	7.90	-
Building Inspection	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	-
Bylaw / Dog Control	1.75	1.75	1.75	1.60	1.60	1.60	1.60	1.60	1.60	-
Building Maintenance	1.31	1.31	1.31	1.31	1.31	1.31	1.31	1.31	1.31	-
	16.96	16.96	16.96	16.81	16.81	16.81	16.81	16.81	16.81	-
<b>Total</b>	<b>182.11</b>	<b>184.10</b>	<b>185.64</b>	<b>187.89</b>	<b>187.50</b>	<b>188.35</b>	<b>187.20</b>	<b>187.00</b>	<b>187.00</b>	<b>(0.39)</b>

Finance	(0.33)	End of funding for Asset Management Student
Sustainability	(1.00)	Contract out Corp. Energy Manager scope of work
Water / Waste Water	(0.35)	Reduction in funding for Metering Outreach
Water / Waste Water	1.00	Water Tech 1 (reinstate temporary reduction)
Water / Waste Water	0.75	Special Projects Manager (Temporary)
Transit	0.12	Service Person (full year of 0.5 FTE approved in 2015)
Comm. Services Admin	(0.83)	Permanent reduction - administrative support
Comm. Services Admin	(0.50)	Temporary reduction - GM Comm. Services
Recreation Facilities	0.50	Rec. Coord. (full year of 1.0 FTE approved in 2015)
Recreation Facilities	(0.25)	Temporary reduction - Contract out Mgr of Recreation
Gibsons Fire	0.50	Safety Officer (full year of 1.0 FTE approved in 2015)
Net change	<u>(0.39)</u>	

\*Changes may vary due to rounding

## 2017 HR Staffing Plan - R1

	2016	2017	2018	2019	2020	2021	Net Increase (Reduction) 2016 to 2017
<b>Office of the CAO</b>	2.00	2.00	2.00	2.00	2.00	2.00	-
							-
<b>Human Resource Services</b>	3.00	3.00	3.00	3.00	3.00	3.00	-
							-
<b>Administration and Legislative Services</b>							-
Senior Management	1.00	1.00	1.00	1.00	1.00	1.00	-
Administration	2.80	2.80	2.80	2.80	2.80	2.80	-
Legislative Services	4.80	4.80	5.00	4.80	4.80	4.80	-
	8.60	8.60	8.80	8.60	8.60	8.60	-
							-
<b>Corporate Services</b>							-
Senior Management/Admin Asst.	2.00	2.00	2.00	2.00	2.00	2.00	-
Financial Services	8.20	8.20	8.20	8.20	8.20	8.20	-
Purchasing and Risk Management	3.00	3.00	3.00	3.00	3.00	3.00	-
Financial Analysis	1.00	1.00	1.00	1.00	1.00	1.00	-
Asset Management	1.00	1.00	1.00	1.00	1.00	1.00	-
Information Technology and GIS Services	6.80	6.80	6.80	6.80	6.80	6.80	-
	22.00	22.00	22.00	22.00	22.00	22.00	-
							-
<b>Infrastructure Services</b>							-
Senior Management/Admin Asst.	2.00	2.00	2.00	2.00	2.00	2.00	-
Utility Services	29.49	29.49	29.49	29.49	29.49	29.49	-
Transit and Fleet Services	28.91	28.91	28.91	28.91	28.91	28.91	-
Solid Waste Services	10.79	10.79	10.79	10.79	10.79	10.79	-
Sustainability Services	1.48	1.58	1.23	1.23	1.23	1.23	0.10
Utility Services - Special Projects	0.75	1.00	-	-	-	-	0.25
	73.42	73.77	72.42	72.42	72.42	72.42	0.35
							-
<b>Planning &amp; Community Development Services</b>							-
Senior Management/Admin Asst.	1.65	1.90	1.90	1.90	1.90	1.90	0.25
Recreation and Community Partnerships	27.95	28.20	28.20	28.20	28.20	28.20	0.25
Pender Harbour Recreation	4.09	4.09	4.09	4.09	4.09	4.09	-
Facility Services and Parks	23.79	23.79	23.79	23.79	23.79	23.79	-
Planning and Development Services	8.00	8.00	8.00	8.00	8.00	8.00	-
Building Services	6.00	6.00	6.00	6.00	6.00	6.00	-
Emergency Services	1.00	1.00	1.00	1.00	1.00	1.00	-
Fire Services	6.00	6.00	6.00	6.00	6.00	6.00	-
	78.48	78.98	78.98	78.98	78.98	78.98	0.50
							-
<b>Total</b>	<b>187.50</b>	<b>188.35</b>	<b>187.20</b>	<b>187.00</b>	<b>187.00</b>	<b>187.00</b>	<b>0.85</b>

Sustainability Services	0.10	Temporary increase for metering outreach
Utility Services - Special Projects	0.25	Adjustment for full year impact of temporary position
GM Planning & Community Development	0.25	Temporary one time reduction in 2016 for vacancy
Manager of Recreation & Community Partnerships	0.25	Temporary one time reduction in 2016 for vacancy
Net Change	<u>0.85</u>	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – January 23, 2017

**AUTHOR:** Tina Perreault, General Manager, Corporate Services / Chief Financial Officer  
Brad Wing, Financial Analyst

**SUBJECT:** 2017 BC ASSESSMENT IMPACTS

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### RECOMMENDATION(S)

**THAT the report titled 2017 BC Assessment Impacts be received.**

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### BACKGROUND

The 2017 Assessment Roll was released by the BC Assessment Authority on January 1, 2017.

Assessed values are based on the estimated market value of properties on July 1 and condition on October 31 of the preceding year.

This report details the impacts that changes to the Assessment Roll will have on the tax apportionment for Regional District services between electoral areas and property classes and for an average residential property in each area.

All calculations in this report are based on status quo 2016 taxation levels for the various services.

### DISCUSSION

Overall, taxation apportionment varies from service to service depending on which areas participate. Unlike a Municipality, the apportionment between participating areas in a Regional District service changes from year to year as a result of changes in the assessment base due to market and non-market factors.

In general, if assessments in an electoral area, property class or individual property increase by more than the respective average, tax apportionment to that area, class or property will also increase. Conversely, if assessments increase by less than the respective average, tax apportionment will decrease.

### Overall Change in Assessments

Overall, assessments in the Regional District increased by 22.61% in 2017 as detailed in Table 1 below:

<b>Table 1: Overall Change in Assessed Values</b>		
	Assessed Value	% Change
2016 (Cycle 11)	8,523,526,786	
Increase due to NMC*	97,219,743	1.14%
Increase due to Market	1,830,298,018	21.47%
<b>2017 Total</b>	<b>10,451,044,547</b>	<b>22.61%</b>
*Non-market Change		

Non-market change (NMC) is generally related to growth and results in an overall increase to the tax base. When all other factors remain equal, an increase due to NMC will result in reduced taxation to existing property owners in all areas.

Market change refers to changes in assessment related to market shifts. These values are determined based on actual sales data in a particular area. When all other factors remain equal, if an individual property's market value increases by more than the average, taxation for that property will increase. If the value increases by less than the average, taxation will decrease.

### Change in Apportionment by Area

Converted values are used to calculate the change in tax apportionment between areas and property classes. The total converted value for each area is the sum of assessed values multiplied by the tax rate conversion factor for each property class.

As an example, Residential properties have a conversion factor of 0.1 while Businesses have a conversion factor of 0.245; therefore, the Business tax rate is 2.45 times greater than the residential tax rate. Conversion factors are prescribed by Provincial regulation.

Table 2 shows a comparison of 2016 and 2017 converted values. Areas where the percentage increase is greater than the total % increase will see an increase in overall tax apportionment. Areas where the increase is less than the average will see a decrease in apportionment.

<b>Table 2: Comparison of Converted Values by Area</b>					
Area	2016	2017	\$ Increase	% Increase	Apportionment
Area A	152,651,848	176,106,542	23,454,694	15.4%	↓
Area B	129,842,166	154,670,753	24,828,587	19.1%	↓
Area D	88,844,340	113,082,777	24,238,436	27.3%	↑
Area E	66,473,933	86,990,214	20,516,281	30.9%	↑
Area F	147,792,672	167,478,119	19,685,447	13.3%	↓
TOG	113,843,986	143,614,111	29,770,125	26.1%	↑
DOS	256,013,568	316,148,759	60,135,191	23.5%	↑
SIGD	24,313,030	26,719,451	2,406,422	9.9%	↓
<b>Total</b>	<b>979,775,542</b>	<b>1,184,810,726</b>	<b>205,035,184</b>	<b>20.9%</b>	



The actual impact on overall tax apportionment is dependent on service participation. Table 3 shows the actual change in tax apportionment by area as a result of changes in assessments with no overall increase in taxation.

<b>Table 3: Overall Change in Tax Apportionment Due to Assessments</b>				
<b>Area</b>	<b>2016</b>	<b>2017</b>	<b>\$ Change</b>	<b>% Change</b>
Area A	2,232,483	2,175,158	(57,325)	-2.6%
Area B	2,922,489	2,908,284	(14,205)	-0.5%
Area D	2,180,797	2,254,580	73,783	3.4%
Area E	1,673,787	1,778,374	104,587	6.2%
Area F	3,140,683	2,957,994	(182,689)	-5.8%
DoS	3,083,651	3,181,202	97,551	3.2%
ToG	2,030,632	2,048,979	18,347	0.9%
SIGD	335,375	295,327	(40,048)	-11.9%
	<b>17,599,897</b>	<b>17,599,897</b>	<b>(0)</b>	

#### *Change in Apportionment by Property Class*

Table 4 is a summary of the overall change in converted value and apportionment by property class.

<b>Table 4: Comparison of Converted Values by Property Class</b>					
<b>Property Class</b>	<b>2016</b>	<b>2017</b>	<b>\$ Increase</b>	<b>% Increase</b>	<b>Apportionment</b>
Residential	781,694,355	966,649,378	184,955,023	23.7%	↑
Utilities	46,211,663	49,778,373	3,566,710	7.7%	↓
Major Industry	30,371,214	31,077,360	706,146	2.3%	↓
Light Industry	20,266,924	23,031,532	2,764,608	13.6%	↓
Business and Other	94,379,678	107,510,863	13,131,186	13.9%	↓
Managed Forest Land	3,980,010	3,490,350	(489,660)	-12.3%	↓
Rec/Non-Profit	2,808,470	3,216,100	407,630	14.5%	↓
Farm	63,228	56,769	(6,459)	-10.2%	↓
<b>Total</b>	<b>979,775,542</b>	<b>1,184,810,726</b>	<b>205,035,184</b>	<b>20.9%</b>	

The residential property class is the only class that increases more than the overall average indicating that taxation will shift from all other property classes to the residential class. Based on the values, this shift will be significant, particularly in areas where residential assessments have increased more than the average in relation to other areas.

Table 5 below is an example of the impact that this change in apportionment has on residential taxation. It calculates the year over year change in taxation on equally valued residential and business properties after applying the % increases noted above for each class.

<b>Table 5: Property Class Tax Apportionment Example</b>		
	<b>Residential</b>	<b>Business</b>
Tax Rate Conversion Factor	0.1	0.245
Year 1 Assessed Value	100000	100000
% Increase	23.7%	13.9%
Year 2 Assessed Value	123700	113900
<b>Year 1 Tax Calculation</b>		
Converted Value	10000	24500
Apportionment %	29%	71%
Apportionment of \$1,000 in Taxation	\$289.86	\$710.14
<b>Year 2 Tax Calculation</b>		
Converted Value	12370	27905.5
Apportionment %	31%	69%
Apportionment of \$1,000 in Taxation	\$307.13	\$692.87
<b>\$ Tax Increase / (Decrease)</b>	<b>\$17.28</b>	<b>(\$17.28)</b>
<b>% Tax Increase / (Decrease)</b>	<b>5.96%</b>	<b>-2.43%</b>

#### *Average Residential Property Impact*

The table below summarizes the impact of 2017 assessment changes for an average residential property in each area if there were no increase in taxation. The impact on individual properties is dependent on service participation and individual property assessment increases in relation to the average.

<b>Table 6: Impact of 2017 Assessments on an Average Residential Property</b>					
	<b>Average Value of an Improved Residential Property</b>			<b>Impact of 2017 Assessments (No Increase in Taxation)</b>	
<b>Area</b>	<b>2016</b>	<b>2017</b>	<b>% Change</b>	<b>Average % Change</b>	<b>Average \$ Change</b>
Area A	\$412,810	\$484,823	17.44%	-1.26%	(7.65)
Area B	515,874	622,440	20.66%	0.57%	6.80
Area D	570,288	732,584	28.46%	5.33%	75.88
Area E	408,524	519,101	27.07%	4.63%	46.35
Area F	418,044	497,008	18.89%	-1.73%	(17.49)
SIGD	270,983	309,744	14.30%	-4.56%	(14.96)
DOS	398,283	499,442	25.40%	4.69%	21.38
TOG	371,444	483,454	30.16%	6.94%	44.51
<b>Overall</b>	<b>424,732</b>	<b>525,615</b>	<b>23.75%</b>	<b>N/A</b>	<b>N/A</b>

## STRATEGIC PLAN AND RELATED POLICIES

The 2017 Budget has been developed to align with the Boards Strategic Plan and Integrated Five-Year Plan. The information in this report is intended to support the Board's decision making process during 2017 budget deliberations.

## CONCLUSION

Overall assessments in the Sunshine Coast Regional District (SCRD) increased by 22.61% in 2017 as compared to the 2016 assessment roll.

Converted assessed values used to determine tax apportionment between areas increased by 20.9%. Apportionment to Area D, Area E, the Town of Gibsons and the District of Sechelt increased due to higher than average increases in assessments. Apportionment to Area A, Area B, Area F and the Sechelt Indian Government District decreased due to lower than average increases in assessments.

Converted assessed values for the residential property class also increased by more than the average property class increase. The result of this is a shift in taxation to the residential class from all other property classes.

Based on status quo taxation, the impact of changes in assessments will result in increased taxation for an average residential property in Area B, Area D, Area E, the Town of Gibsons and the District of Sechelt. Conversely, taxation for an average residential property in Area A, Area F and the Sechelt Indian Government District will decrease.

Reviewed by:			
Manager		Finance	X-TP
GM		Legislative	
CAO	X-JL	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – January 23, 2017

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

**SUBJECT:** **RURAL AREAS' GRANT-IN-AID AND ECONOMIC DEVELOPMENT 2016 CARRY-FORWARDS**

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### RECOMMENDATION(S)

**THAT the report titled Rural Area's Grant-in-Aid and Economic Development 2016 Carry-Forwards be received.**

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### BACKGROUND

The Rural Areas' Grant-in-Aid Program provides grant-in-aid funding for non-profit societies and organizations that operate or provide a community or regional benefit. Successful Grant applications have a measurable benefit to communities outside of the rural areas and as such are required to also apply to the appropriate municipal grants-of-assistance program on the Coast.

Economic Development functions have supported Sunshine Coast Regional District (SCRD) Partners in their ongoing efforts to encourage business and growth on the Sunshine Coast.

### DISCUSSION

#### *Options and Analysis*

Discretionary funding is in both Rural Areas' Grant-in-Aid and Economic Development for non-profit societies and organizations to apply through either the budget process or application intake for funds to support their projects.

#### *Financial Implications*

Each year the surplus / deficit position for the discretionary funding for these functions is presented to the SCRD Board to assess the ongoing budget related to the projected grant requests to be presented and determine how to use surpluses or how to recover deficits.

Attached are three spreadsheets for the SCRD Board's information to support 2017 budget decisions.

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

In the budget process the functions for Rural Areas' Grant-in-Aid [121-129] and Economic Development [531-535] will be reviewed by the SCRD Board in preparation for final adoption in March 2017.

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

The granting processes offered by the SCRD ensure financial sustainability as well as facilitates community development.

### **CONCLUSION**

This report is provided for information to assist the SCRD Board in the 2017 budget process.

Reviewed by:			
Manager		Finance	X-TP
GM		Legislative	
CAO	X-JL	Other	

## Rural Areas' Grant-in-Aid Status

	121 (A)	122 (B)	123 (E&F)	125 (COM)	126 (GGCP)	127 (D)	128 (E)	129 (F)	
Discretionary	\$ 20,000	\$ 15,000	\$ 8,000		\$ 25,000	\$ 24,000	\$ 9,000	\$ 15,000	
*Youth Outreach	\$ 7,889	\$ 6,683				\$ 6,718	\$ 6,274	\$ 7,562	assuming no change from 2016
Bursary	\$ 600	\$ 600				\$ 600	\$ 600	\$ 600	assuming no change from 2016
*HMB Comm School Restorative Justice				\$ 10,000					assuming no change from 2016
*PH Reading Room	\$ 500								assuming no change from 2016
Sechelt Library	\$ 28,202								
*PH Community School	\$ 8,000								assuming no change from 2016
<b>2017 TOTAL DISCRETIONARY TO DATE</b>	<b>\$ 65,191</b>	<b>\$ 22,283</b>	<b>\$ 8,000</b>	<b>\$ 10,000</b>	<b>\$ 25,000</b>	<b>\$ 31,318</b>	<b>\$ 15,874</b>	<b>\$ 23,162</b>	

*\*Figures have not been approved by SCRD Board to date.*

SUBTOTAL: 2016 Surplus / Deficit	\$ 4,894	\$ 4,777	\$ 1,957	\$443.00	\$ 16,257	\$ 6,260	\$ 3,009	\$ 359
Elvis Stojko Event (Skate Canada) - Not Paid	\$ 300	\$ 634				\$ 300	\$ 500	\$ 634
<b>TOTAL: 2016 Surplus / Deficit</b>	<b>\$ 4,594</b>	<b>\$ 4,143</b>	<b>\$ 1,957</b>	<b>\$443.00</b>	<b>\$ 16,257</b>	<b>\$ 5,960</b>	<b>\$ 2,509</b>	<b>\$275.00</b>

Changing Factors causing line deficits: Better Wage Allocation Tracking in 2016 and Extended Advertising

**ECONOMIC DEVELOPMENT FUNDING [531-535]  
2017 Budget**

Organization Name - Project Name	Basis of Allocation	Area A [531]	Area B [532]	Area D [533]	Area E [534]	Area F [535]	Totals	Notes from 2017 Budget Process
Sunshine Coast Tourism - Destination Marketing Activities							0.00	
PH&DCC - Visitor Information Booth Ambassadors							0.00	
PH&DCC - Visitor Information Booth Washrooms							0.00	
PH&DCC - Tourism Sanitation Services (Portables)							0.00	
PH&DCC - Economic Development							0.00	
G&DCC - Visitor Information Centre (Gibsons and E&F)							0.00	
G&DCC - Mobile Visitor Services Centre							0.00	
G&DCC - Travel Ambassador Program							0.00	
G&DCC - Visitor Information Park							0.00	
G&DCC - Economic Development							0.00	
Coast Cultural Alliance - Sunshine Coast Art Crawl							0.00	
Coast Cultural Alliance - Arts and Cultural Calendar							0.00	
Halfmoon Bay - Chatelech Community School Association - Information & Referral							0.00	
increase to taxation								
reduction to taxation								
<b>2017 Total Economic Development Funding Available</b>		67,512.00	44,775.00	37,189.00	36,777.00	53,004.00	239,257.00	
<b>Regional Economic Development Initiative MOU (2016 values included in the Funding Available above amount)</b>		37,589.00	33,941.00	30,733.00	20,228.00	33,089.00	155,580.00	* Based on \$300,000 Annual Contribution 50%Assessment/50% Population for Areas A, B, D, F Assessment Only for Area E
<b>2017 Discretionary Funds</b>		29,923.00	10,834.00	6,456.00	16,549.00	19,915.00	83,677.00	
<b>Total Committed Discretionary Funds in 2017</b>		0.00	0.00	0.00	0.00	0.00	0.00	
<b>Remaining Discretionary Funds (Uncommitted Discretionary Funds)</b>		29,923.00	10,834.00	6,456.00	16,549.00	19,915.00	83,677.00	

<b>2016 Carryforward (Including Surplus / Deficit and Difference in Prorated MOU)</b>		44,841.00	30,539.00	34,655.00	31,177.00	39,782.00	
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<b>PENDING 2017 BUDGET REQUESTS</b>	
Sunshine Coast Tourism - Destination Marketing Activities	\$ 20,000.00
PH&DCC - Visitor Information Booth Ambassadors	\$ 8,000.00
PH&DCC - Visitor Information Booth Washrooms	\$ 4,476.00
PH&DCC - Tourism Sanitation Services (Portables)	\$ 2,290.00
PH&DCC - Economic Development	\$ 2,500.00
<b>TOTAL</b>	<b>\$ 17,266.00</b>
G&DCC - Visitor Information Centre (Gibsons and E&F)	\$ 6,500.00
G&DCC - Mobile Visitor Services Centre	\$ 5,000.00
G&DCC - Travel Ambassador Program	\$ 1,500.00
G&DCC - Visitor Information Park	\$ 1,000.00
G&DCC - Economic Development	\$ 6,280.00
<b>TOTAL</b>	<b>\$ 20,280.00</b>
Coast Cultural Alliance - Sunshine Coast Art Crawl	\$ 3,100.00
Coast Cultural Alliance - Arts and Cultural Calendar	\$ 2,400.00
<b>TOTAL</b>	<b>\$ 5,500.00</b>

**ECONOMIC DEVELOPMENT FUNDING [531-535]  
2016 Budget**

Organization Name - Project Name	Basis of Allocation	Area A [531]	Area B [532]	Area D [533]	Area E [534]	Area F [535]	Totals	Notes from 2016 Budget Process
Sunshine Coast Tourism - Destination Marketing Activities	Assessed	5,244.00	4,434.00	3,056.00	2,252.00	5,014.00	20,000.00	Approved at R2
PH&DCC - Visitor Information Booth Ambassadors	Area A [531]	7,374.00					7,374.00	Approved at R1 Budget
PH&DCC - Visitor Information Booth Washrooms	Area A [531]	4,263.00					4,263.00	Approved at R1 Budget
PH&DCC - Tourism Sanitation Services	Area A [531]	2,142.80					2,142.80	Approved at R1 Budget
PH&DCC - Economic Development	Area A [531]	3,500.00					3,500.00	Approved at R1 Budget
G&DCC - Visitor Information Centre	E & F				1,972.00	4,000.00	5,972.00	Approved at R2
G&DCC - Travel Ambassador Program	Equally between [531-535]	300.00	300.00	300.00	300.00	300.00	1,500.00	Approved at R2
G&DCC - Visitor Information Park	E & F				125.00	500.00	625.00	Approved at R2
G&DCC - Economic Development	E & F				2,800.00	4,000.00	6,800.00	Approved at R2
Coast Cultural Alliance - Sunshine Coast Art Crawl	Equally between [531-535]	620.00	620.00	620.00	620.00	620.00	3,100.00	Approved at R2
Coast Cultural Alliance - Arts and Cultural Calendar	Equally between [531-535]	480.00	480.00	480.00	480.00	480.00	2,400.00	Approved at R2
Halfmoon Bay - Chatelech Community School Association - Information & Referral	Area B [532] Discretionary		7,000.00				7,000.00	Approved at R1 Budget and another request made in May
Increase to taxation								
reduction to taxation for 2016								
<b>2016 Total Economic Development Funding Available</b>		67,512.00	44,775.00	37,189.00	36,777.00	53,004.00	239,257.00	
								* Based on \$300,000 Annual Contribution
<b>Regional Economic Development Initiative MOU</b>		37,589.00	33,941.00	30,733.00	20,228.00	33,089.00	155,580.00	50%Assessment/50% Population for Areas A, B, D, F
<b>2016 Discretionary Funds</b>		29,923.00	10,834.00	6,456.00	16,549.00	19,915.00	83,677.00	Assessment Only for Area E
<b>Total Committed Discretionary Funds in 2016</b>		23,923.80	12,834.00	4,456.00	8,549.00	14,914.00	64,676.80	
<b>Remaining Discretionary Funds (Uncommitted Discretionary Funds)</b>	<b>SURPLUS / DEFICIT</b>	<b>5,999.20</b>	<b>-2,000.00</b>	<b>2,000.00</b>	<b>8,000.00</b>	<b>5,001.00</b>	<b>19,000.20</b>	

	2016 Completed Roll Converted Value Assessments	Area A [531] 26.22%	Area B [532] 22.17%	Area D [533] 15.28%	Area E [534] 11.26%	Area F [535] 25.07%	Totals
<b>Calculations for Sunshine Coast Tourism Funding Based on Assessment</b>		5,244.00	4,434.00	3,056.00	2,252.00	5,014.00	20,000.00



<b>GIBSONS &amp; DISTRICT PUBLIC LIBRARY 2017 - five year plan.</b>	<b>2016 Budget</b>	<b>Acutuals to Oct. 2016</b>	<b>2017 budget</b>	<b>Chg.</b>	<b>% Chg/16</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2017 notes</b>
<b>REVENUE</b>										
<b>Description</b>										
<b>Public Support Tax Requisition</b>										
SCRD -	\$568,964	\$473,738	\$583,636	\$14,672	2.5%	\$595,309	\$607,215	\$619,359	\$631,746.38	
SCRD one time grant	\$26,000									
<b>Total Tax Requisition</b>	<b>\$594,964</b>	<b>\$473,738</b>	<b>\$583,636</b>			<b>\$595,309</b>	<b>\$607,215</b>	<b>\$619,359</b>	<b>\$631,746</b>	
<b>Grants</b>										
Libraries Branch: operating & resource sharing grants	\$37,500	\$41,017	\$42,000	\$4,500	10.7%	\$42,000	\$42,000	\$42,000	\$42,000	Per person operating grant was reinstated to higher population numbers as per 2013
Libraries Branch: one card & equity grants	\$19,000	\$19,149	\$19,000	\$0	0.0%	\$19,000	\$19,000	\$19,000	\$19,000	
Other grants	\$5,000	\$2,325	\$6,000	\$1,000	16.7%	\$6,000	\$6,000	\$6,000	\$6,000	
<b>Subtotal, Grants</b>	<b>\$61,500</b>	<b>\$62,491</b>	<b>\$67,000</b>	<b>\$5,500</b>	<b>8.2%</b>	<b>\$67,000</b>	<b>\$67,000</b>	<b>\$67,000</b>	<b>\$67,000</b>	
<b>Library Revenue</b>				\$0						
Fundraising & Donations	\$6,500	\$6,444	\$6,000	-\$500	-8.3%	\$6,000	\$6,000	\$6,000	\$6,000	Majority of donations in 2016 were targeted for the renovations.
Fees & charges	\$14,450	\$17,106	\$14,500	\$50	0.3%	\$15,000	\$15,000	\$15,000	\$15,000	Last year we predicted a decrease in Fees & Charges by \$3550 due to eliminating Internet fees for non-members. To date the acutal decrease is \$550. In this proposal the projected Fees & Charges income remains the same as 2016 because I'm proposing the elimination of overdue fees for children's materials. Adult overdue fees are .25 per day, Children's overdues fees are .10 per day. Sechelt and many other public libraries do not impose overdue fees on children's materials.
<b>Subtotal, Library Revenue</b>	<b>\$20,950</b>	<b>\$23,551</b>	<b>\$20,500</b>	<b>-\$450</b>	<b>-2.2%</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	
<b>Previous Year's Operating Surplus</b>	<b>\$500</b>		<b>\$0</b>	<b>-\$500</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total Library Generated Revenue</b>	<b>\$82,950</b>	<b>\$86,042</b>	<b>\$87,500</b>	<b>\$4,550</b>	<b>5.2%</b>	<b>\$88,000</b>	<b>\$88,000</b>	<b>\$88,000</b>	<b>\$88,000</b>	
<b>TOTAL REVENUE</b>	<b>\$677,914</b>	<b>\$559,780</b>	<b>\$671,136</b>	<b>-\$6,778</b>	<b>-1.0%</b>	<b>\$683,309</b>	<b>\$695,215</b>	<b>\$707,359</b>	<b>\$719,746</b>	
<b>OPERATING EXPENSES</b>	<b>2016</b>	<b>Actuals to Oct. 2016</b>	<b>2017</b>	<b>Chg.</b>	<b>% Chg/16</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
<b>Materials &amp; Services</b>										
Materials/databases	\$78,000	\$67,814	\$80,000	\$2,000	2.5%	\$82,000	\$83,000	\$83,000	\$85,929	We continue to reduce cost through shared purchasing with Sechelt but because the majority of library materials are published in the United States (high US dollar) the savings no longer make up the difference.
Public Internet	\$900	\$515	\$1,500	\$600	40.0%	\$1,500	\$1,575	\$1,575	\$1,650	Increase in Internet speed to better serve members
Courier to Sechelt	\$1,560	\$1,110	\$1,400	-\$160	-11.4%	\$1,500	\$1,500	\$1,500	\$1,600	
Inter-library loans	\$700	\$783	\$1,000	\$300	30.0%	\$1,200	\$1,300	\$1,300	\$1,450	increase in the number of InterLibrary loans
Integrated library system and RFID	\$7,000	\$3,493	\$7,500	\$500	6.7%	\$7,800	\$7,800	\$7,800	\$8,000	3m service agreement costs increase.
<b>TOTAL</b>	<b>\$88,160</b>	<b>\$73,715</b>	<b>\$91,400</b>	<b>\$3,240</b>	<b>3.5%</b>	<b>\$94,000</b>	<b>\$95,175</b>	<b>\$95,175</b>	<b>\$98,629</b>	
<b>Programming</b>										
Programming	\$5,000	\$3,842	\$5,000	\$0	0.0%	\$5,200	\$5,400	\$5,400	\$5,600	
InterLINK	\$4,500	\$4,148	\$4,200	-\$300	-7.1%	\$4,400	\$4,400	\$4,400	\$4,550	Decrease in the number of loans through this system
Volunteer & Staff appreciation	\$1,000	\$71	\$1,100	\$100	9.1%	\$1,100	\$1,200	\$1,200	\$1,300	
<b>TOTAL</b>	<b>\$10,500</b>	<b>\$8,061</b>	<b>\$10,300</b>	<b>-\$200</b>	<b>-1.9%</b>	<b>\$10,700</b>	<b>\$11,000</b>	<b>\$11,000</b>	<b>\$11,450</b>	
<b>Office</b>										
Advertising & Promotion	\$1,700	\$1,567	\$1,700	\$0	0.0%	\$1,800	\$1,800	\$1,800	\$1,900	
Accounting fees	\$7,500	\$2,822	\$7,500	\$0	0.0%	\$7,800	\$7,800	\$7,800	\$7,900	
Dues & Fees	\$1,150	\$718	\$800	-\$350	-43.8%	\$900	\$950	\$950	\$1,000	
Telephone & Internet	\$3,500	\$2,104	\$2,800	-\$700	-25.0%	\$2,900	\$2,900	\$2,900	\$3,100	
Library processing supplies	\$5,500	\$3,640	\$5,000	-\$500	-10.0%	\$5,082	\$5,300	\$5,100	\$5,500	
Office supplies & Postage	\$5,000	\$4,575	\$6,000	\$1,000	16.7%	\$6,200	\$6,400	\$6,400	\$6,400	Increased costs of office supplies and increase number of books being borrowed and loaned from other libraries: cost of postage.
<b>TOTAL</b>	<b>\$24,350</b>	<b>\$15,426</b>	<b>\$23,800</b>	<b>-\$550</b>	<b>-2.3%</b>	<b>\$24,682</b>	<b>\$25,150</b>	<b>\$24,950</b>	<b>\$25,800</b>	
<b>Equipment</b>										
Maintenance	\$3,200	\$847	\$3,200	\$0	0.0%	\$3,200	\$3,400	\$3,200	\$3,500	
Photocopier	\$900	\$678	\$1,200	\$300	25.0%	\$1,200	\$1,200	\$1,200	\$1,300	Upgrading printer/photocopier to provide wireless printing to members. New service is a potential for revenue increases
<b>TOTAL</b>	<b>\$4,100</b>	<b>\$1,525</b>	<b>\$4,400</b>	<b>\$300</b>	<b>6.8%</b>	<b>\$4,400</b>	<b>\$4,600</b>	<b>\$4,400</b>	<b>\$4,800</b>	
<b>Facility</b>										
Hydro & Gas	\$25,964	\$9,266	\$25,000	-\$964	-3.9%	\$27,000	\$28,000	\$28,000	\$29,000	Possible 80% fortis gas increase in 2017. 2016 budget esitmate approx. \$5000 too high (bills for Oct. - Dec estimated at \$10,000). Best estimate for 2017 is to keep at par with 2016 budget
Water/Sewer	\$450	\$413	\$600	\$150	25.0%	\$600	\$650	\$650	\$675	
Maintenance & Repair	\$21,000	\$14,629	\$21,000	\$0	0.0%	\$23,000	\$23,500	\$23,500	\$24,500	Changes to Building Lease agreement may increase and or decrease budget. Best estimate for now is to keep the amount the same as 2016 until further information is received from the SCRD.
Security	\$900	\$837	\$900	\$0	0.0%	\$900	\$1,000	\$1,100	\$1,100	
Insurance	\$1,400		\$1,400	\$0	0.0%	\$1,500	\$1,500	\$1,500	\$1,650	
<b>TOTAL</b>	<b>\$49,714</b>	<b>\$25,145</b>	<b>\$48,900</b>	<b>-\$814</b>	<b>-1.7%</b>	<b>\$53,000</b>	<b>\$54,650</b>	<b>\$54,750</b>	<b>\$56,925</b>	
<b>Personnel</b>										

										Increases: 1.8% CUPE increase, \$1,400 for increased Monday hours, \$800 for community computer tutor, \$1000 Library Director.
Wages & Salaries	\$380,683	\$307,037	\$390,736	\$10,053	2.6%	\$397,574	\$404,531	\$411,611	\$418,814	
EI, CPP & WCB	\$26,000	\$19,657	\$26,000	\$0	0.0%	\$26,260	\$26,523	\$26,787.83	\$27,056	
Benefits & Pension	\$59,807	\$54,991	\$62,000	\$2,193	3.5%	\$63,240	\$64,504.80	\$65,795	\$67,111	MPP increses.
TOTAL	\$466,490	\$381,685	\$478,736	\$12,246	2.6%	\$487,074	\$495,559	\$504,193	\$512,980	
<b>Development</b>										
Staff	\$2,600	\$2,956	\$2,600	\$0	0.0%	\$2,900	\$3,000	\$3,000	\$3,100	
Board	\$1,000	\$771	\$1,000	\$0	0.0%	\$1,000	\$1,000	\$1,000	\$1,000	
TOTAL	\$3,600	\$3,727	\$3,600	\$0	0.0%	\$3,900	\$4,000	\$4,000	\$4,100	
<b>Other Expenses</b>										
Union Bargaining/AMORTIZATION	\$0		\$5,000	\$5,000		\$0	\$0	\$5,000	\$0	Existing agreement ends Dec. 2017
<b>Other Grant</b>	\$0			\$0						
TOTAL	\$0	\$0	\$5,000	\$5,000		\$0	\$0	\$5,000	\$0	
<b>CAPITAL ASSET PURCHASES</b>	\$5,000	\$3,721	\$5,000	\$0	0.0%	\$5,500	\$5,000	\$3,807	\$5,000	computer and furniture replacement
<b>Total Operating</b>	\$651,914	\$513,005	\$671,136	\$19,222	2.9%	\$683,256	\$695,134	\$707,275	\$719,684	
<b>Less Library Revenue/Grants</b>	\$82,950	\$86,042	\$87,500	\$4,550	5.2%	\$88,000	\$88,000	\$88,000	\$88,000	
<b>CAPITAL EXPENDITURES</b>	\$26,000	\$26,000	\$0	-\$26,000		\$0	\$0	\$0	\$0	
<b>TOTAL TAX REQUISITION</b>	\$594,964	\$452,963	\$583,636	-\$11,328	-1.9%	\$595,256	\$607,134	\$619,275	\$631,684	
<b>TOTAL EXPENSE</b>	\$677,914	\$539,005	\$671,136	-\$6,778	-1.0%	\$683,256	\$695,134	\$707,275	\$719,684	

## **NOTES TO THE 2017 BUDGET**

The GDPL budget submission includes 2016 budget, 2016 year-to-date (October 31) actual, the proposed 2017 budget and budget notes, plus projected yearly budgets from 2018 – 2021.

### **BUDGET ASSUMPTIONS**

The Sunshine Coast Regional District will contribute to stable funding through bylaws 1018. The SCRD will charge less than 8% for administration charges as the GDPL function no longer uses SCRD IT services, hardware or support. Library generated revenue and grants and donation revenue for the budget period will remain predictably stable.

### **FIVE YEAR PLAN**

In 2017 the Board will be looking to update long-term strategic plans, accordingly at that time we will be able to provide a more detailed 5 year budget.

### **BUDGET BREAKDOWN 2017**

- The 2017 budget reflects an overall increase of 2.8% in total operating expenses. However, due to increased Library revenue, the total tax requisition reflects a 2.5% increase.
- For 2017 the library has focused on stabilizing or reducing costs in all but three spending areas.
- Budget decreases were achieved in Programming, Office, and Facility expenses.
- The largest increases are required in Materials & Databases, Personnel and Equipment. In addition the Library is undertaking union negotiations in 2017; resulting in negotiations fees. These fees occur every four years.

#### **REVENUE:**

- British Columbia Provincial Per Capita Operating grant: reinstated to higher population numbers as per 2013.
- Federal grant; in 2015 criteria for a Federal Government grant changed. In 2016 the changes were reversed resulting in an increase in funds received. This increase is being projected into 2017.
- In 2016 the Library predicted a decrease in Fees & Charges by \$3550 due to eliminating Internet fees for non-members. To date the actual decrease is \$680. In this budget the projected Fees & Charges income remains the same as 2016 because the GDPL board voted to eliminate overdue fees for children's materials. Sechelt and many other public libraries do not impose overdue fees on children's materials.

#### **EXPENSES:**

##### **Personnel:**

- In 2016 the Library will be in its fourth year of a four year union agreement. The negotiated increases are similar to those negotiated with the SCRD, Town of Gibsons and the Sechelt Library.  
Year 1 = 1.13%, Year 2 = 1.35%, Year 3 = 1.72% & Year 4 = 1.80%
- By eliminating seasonal Sunday openings the Library is able to increase Monday hours for an additional staffing cost of \$1500 per year. This change provides an additional 122 open hours per year to residents.
- Benefits: increase in Municipal Pension Plan fees.
- In 2016 Federal Government grants were obtained for a Summer Student and a Youth Computer

Tutor Intern. Due to new work and education criteria for the Youth Intern, the Library has increased the hourly wage for this position from \$15/hour to \$17/hour. Both grants subsidize wages for two temporary positions. The positions not only provide valuable work experience for local youth they allow the library to better serve our residents by offering more programming to children in the summer and provide basic computer tutoring and technical help to community members. Applications for both grants will be submitted again in 2017 and have been included in the proposed budget.

#### Materials & Databases:

- These costs have remained stable for three years (2014 – 2016) due in part to the cost sharing efforts with the Sechelt Public Library. These efforts continue but due to the majority of library materials being published in the United States (high US dollar) the savings no longer make up the difference.
- Owing to the increasing use of the Library's wifi service by residents and visitors the Library is augmenting its Internet speed in 2017. Due to a change in Internet Service Providers in 2016 the library has over the last two years effectively expanded this service while maintaining costs.
- InterLibrary loan fee increase represents a higher usage of this service by our members.

#### Equipment:

- Responding to demands, the Library is upgrading its printer/photocopier to provide wireless printing to members. New service is a potential for revenue increases

#### Facility

- The SCRD and GDPL are negotiating a revised Building Lease that includes a more comprehensive division of building maintenance responsibilities. GDPL foresees this new agreement being revenue and cost neutral.
- Gas and Hydro: 2016 budget estimate approx. \$5000 too high. Best estimate for 2017 is to keep at par with 2016 budget due to a possible 80% Fortis gas increase in 2017.

	A	B	C	D	E
1					
2	<b>Sechelt Public Library: 2017 Budget</b>				<b>Presented to SPLA Board Nov. 19, 2016 mh</b>
3					
4	<b>OPERATING REVENUES</b>	<b>2016 Budget</b>	<b>2016 YTD (Sept 30/16)</b>	<b>2017 BUDGET</b>	<b>2017 NOTES</b>
5	Local Government Support	559898	449,470	592,444	increase 5.9 % from 2016 as per 5 year Funding Agreement
6	Provincial Support - Grants (4)	68209	68,207	68,207	provincial funding formula under review
7	Federal Support - Grants (2)	8550	5,173	8,500	summer student, digital services intern - \$3400 grant money not yet rec'd
8	Other Grants (2)	1430	1,930	2,000	Law Matters, Iris Loewen Foundation (need to apply to SCCF, etc.)
9	Donations	1000	5,639	5,000	includes FOL assistance for special collections, equipment and/or programming
10	Fees and charges	11940	12,558	14,000	Photocopier is cost recovery, 1340 Archives admin fee to cover admin associated costs, 8,000 fines, 1500 interlibrary loan
11	<b>Total Operating Revenue</b>	<b>651027</b>	<b>542,977</b>	<b>690,151</b>	
12					
13	<b>OPERATING EXPENSES</b>	<b>2016 Budget</b>	<b>2016 YTD (Sept 30/16)</b>	<b>2017 BUDGET</b>	<b>2017 NOTES</b>
14	<b>Human Resources</b>				
15	Wages and Salaries	374342	<b>288,295</b>	<b>415,216</b>	In 2017, the 5.9% increase in funding will be directed toward staffing . %1.75 wage increase July 2017 as per C.A.
16	CPP EI WCB	28500	21,196	31,010	* plus vac pay - add \$1321.
17	Benefits and Pension	72500	49,679	72,500	
18	Board/Staff / Volunteer Development	4000	1,240	3,000	support strat. Plan
19	Contract IT Support	4000	858	2,000	support strat. Plan / 2015 - 1798 / 2014 - 5,100
20	Payroll Costs	1225	754	1,225	
21	Union Expenses	1500	1,500	1,500	towards 2018 Coll. Agree. Negotiation fees
22	<b>Total Human Resources</b>	<b>486067</b>	<b>363,522</b>	<b>526,451</b>	
23					
24	<b>Materials and Services</b>				
25	Materials (books, magazines, audio, dvd, ebooks)	71000	48,849	71,000	
26	Processing Supplies	5000	6,381	9,000	processing fees and supplies moved to book supplier - funds transferred from in-house to supplier - items available for loan quicker
27	Digital resources (databases)	10,000	18,661	15,000	Savings of \$13,000 by sharing databases with GDPL
28	Library Catalogue (SITKA)	4600	4,668	4,700	
29	Programming	6000	4,500	6,000	includes \$1100 for CNIB services. In 2017, the budget will serve both children and adult programs
30	Internet	3000	1,425	1,800	84% less than 2015 / 105% less than 2014 / includes providing internet service for PH Reading Room

# Sechelt Public Library

	A	B	C	D	E
4	<b>OPERATING REVENUES</b>	<b>2016 Budget</b>	<b>2016 YTD (Sept 30/16)</b>	<b>2017 BUDGET</b>	<b>2017 NOTES</b>
31	Interlibrary Delivery	5200	1,846	3,200	includes weekly courier to PH reading room and GDPL -(Note the library processes over 3000 ILLs per month)
32	Photocopier / Scanner	5000	4,565	5,000	offset by photocopier revenue (4181.00)
33	Software	7200	377	3,000	printer management software
34	<b>Subtotal Materials</b>	<b>117000</b>	<b>91,272</b>	<b>118,700</b>	
35					
36	<b>Building Maintenance</b>				
37	Janitorial	10000	7,076	10,000	no increase expected
38	Insurance (DoS & Coop)	1800	2,868	5,400	Insurance paid to DoS (3200) and Cooperators Insurance (2200) - previously underestimated due to irreg. billing
39	Utilities	12700	7,280	12,700	bills rec'd until the end of August
40	Storage	0	0	0	Eliminated storage unit savings of 2000
41	<b>Subtotal Building</b>	<b>24500</b>	<b>17,224</b>	<b>28,100</b>	
42					
43					
44	<b>Office &amp; Communications</b>				
45	Accounting	2100	2,700	2,800	
46	Consultation Services	7000	0	4,000	2016 - \$3200 logo design encumbered 2017 - consultant for staffing analysis
47	Fees and Dues	3000	1,294	2,000	
48	Office Supplies	2200	1,813	2,000	
49	Public Relations	1500	1,431	1,500	Starting fundraising campaign in 2017
50	Phone and Fax		812	1,200	
51	Bookkeeping & payroll	1400	754	800	
52	Postage	2500	2,249	2,600	cancelling postage meter lease
53	<b>Subtotal Office &amp; Comm.</b>	<b>19700</b>	<b>11,053</b>	<b>16,900</b>	
54					
55					
56	<b>TOTAL OPERATING EXPENSES</b>	<b>647267</b>	<b>485,771</b>	<b>690,151</b>	
57					
58	<b>Surplus/Deficit</b>				
59					
60	<b>TOTAL OPERATING REVENUE</b>	<b>651027</b>	<b>541,047</b>	<b>690,151</b>	
61	<b>TOTAL OPERATING EXPENSES</b>	<b>650147</b>	<b>485,771</b>	<b>690,151</b>	
62					
63	<b>NET Surplus/Deficit OPERATING</b>	<b>-880</b>	<b>55,276</b>	<b>0</b>	
64					
65					
66					

## PROPOSAL 1 2017 – 2021 Financial Plan

2017-2018 funding amounts as per **FUNDING AND SERVICE AGREEMENT - SECHELT PUBLIC LIBRARY**

	Population (2011 Census)	Funding 2017	Funding 2018	Base Amount (2015 prov avg of loc govt funding per capita \$ 46.60)	Funding 2019	Funding 2020	Funding 2021
Area A	2,678	\$28,202 10.53 per capita	\$29,894 11.16 per capita	\$39,000 14.56 per capita	\$58,762 21.94 per capita	\$87,630 32.72 per capita	\$125,000 46.67 per capita
Area B	2,675	\$114,500 42.80 per capita	\$121,370 45.37 per capita	\$124,500 46.54 per capita	(3% = \$3,735) \$128,235	(3% = \$3,847) \$132,082	(3% = \$3,862) \$136,044
Area D	1622 (1/2 of 3,244)	\$65,050 40.10 per capita	\$69,435 42.80 per capita	\$75,000 46.22 per capita	(3% = \$2,250) \$77,250	(3% = \$2,317) \$79,567	(3% = \$2,387) \$81,954
SIGD	797	\$10,599 13.30 per capita	\$11,234 14.09 per capita	\$15,000 18.82 per capita	\$20,500 25.72 per capita	\$26,000 32.60 per capita	\$37,000 46.42 per capita
DoS	9,291	\$374,093 40.26 per capita	\$396,539 42.68 per capita	\$433,000 46.60 per capita	(3% = \$12,990) \$445,990	(3% = \$13,379) \$459,369	(3% = \$13,781) \$459,369

**2013** British Columbia provincial average of local government funding: **\$43.66 per capita<sup>1</sup>**

**NOW 2015** British Columbia provincial average of local government funding: **\$46.66 per capita<sup>1</sup>**

**2015** Gibsons and District Public Library local government funding (\$549,315): **\$44.05 per capita<sup>2</sup>**

**2015** Sechelt Library local government funding (\$527,627) : **\$31.70 per capita<sup>3</sup>**

## Roberts Creek Community Library

	Budget 2017	Actual YTD Jan-Oct 2016	Budget 2016
<b>REVENUE</b>			
Book sales - Annual	1,200	1,200	1,500
Book sales - General	1,200	983	1,000
Donations - overdues etc	850	736	700
Donations	500	130	400
Lost books repayment	150	127	180
Room rent	450	320	280
Fundraising	340	224	800
SCRD - Grant	12,600	12,600	12,600
Interest income	170	157	165
<b>TOTAL REVENUE</b>	<b>17,460</b>	<b>16,477</b>	<b>17,625</b>
<b>EXPENSES</b>			
Books - Adult	5,300	3,741	5,200
Books - Children	1,300	647	1,300
Magazines	100	69	100
Cleaning	900	750	900
Computer - Internet expense	840	657	790
Office & sundry	260	259	450
Rent	7,560	6,300	7,560
Repair & maintenance	100	322	100
Supplies	50	56	30
Supplies - Processing	350	103	425
Supplies - Library misc	150	63	240
Telephone	550	461	530
Contingency			
<b>TOTAL EXPENSE</b>	<b>17,460</b>	<b>13,428</b>	<b>17,625</b>
<b>NET</b>	<b>0</b>	<b>3,050</b>	<b>0</b>



# PENDER HARBOUR READING CENTRE

## Budget comparisons 2017- 2012

		ACTUAL									
	BUDGET	Y-T-D	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
	2017	2016/11/20	2016	2015	2015	2014	2014	2013	2013	2012	2012
<b>INCOME</b>											
Memberships	\$900.00	\$760.00	\$1,040.00	\$1,010.00	\$900.00	\$825.00	\$900.00	\$965.00	\$900.00	\$1,100.00	\$900.00
Overdue Books	\$150.00	\$169.45	\$150.00	\$158.65	\$150.00	\$149.55	\$200.00	\$92.50	\$200.00	\$178.30	\$200.00
Book Sales	\$200.00	\$239.55	\$200.00	\$244.55	\$150.00	\$218.47	\$300.00	\$175.00	\$300.00	\$314.80	\$350.00
Dividends	\$0.00	\$0.00	\$0.00	\$1.02	\$0.00	\$44.01	\$0.00	\$41.29	\$0.00		\$0.00
Donations	\$200.00	\$559.65	\$200.00	\$804.65	\$200.00	\$135.58	\$700.00	\$181.71	\$700.00	\$383.90	\$1,000.00
Individual Donations	\$700.00	\$1,333.50	\$1,400.00	\$750.00	\$700.00	\$645.00	\$600.00	\$1,677.55	\$600.00	\$860.00	\$600.00
SCRD	\$1,200.00	\$500.00	\$500.00	\$500.00	\$1,500.00	\$1,000.00	\$1,500.00	\$1,700.00	\$1,500.00	\$1,500.00	\$1,500.00
Grants - 50th Ann	\$0.00	\$1,100.00	\$1,200.00								
Inter-Library Loans	\$75.00	\$139.65	\$90.00	\$62.40	\$75.00	\$77.50	\$75.00	\$57.00	\$75.00	\$88.50	\$75.00
Lost Books	\$0.00	\$32.00	\$0.00	\$46.70	\$0.00	\$18.00	\$0.00	\$78.00	\$0.00	\$74.00	\$0.00
Interest	\$400.00	\$1,188.19	\$400.00	\$783.01	\$600.00	\$687.16	\$1,000.00	\$1,278.94	\$700.00	\$691.62	\$960.00
Other Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$73.95	\$0.00
<b>Total Income</b>	<b>\$3,825.00</b>	<b>\$6,021.99</b>	<b>\$5,180.00</b>	<b>\$4,360.98</b>	<b>\$4,275.00</b>	<b>\$3,800.27</b>	<b>\$5,275.00</b>	<b>\$6,246.99</b>	<b>\$4,975.00</b>	<b>\$5,265.07</b>	<b>\$5,585.00</b>
<b>EXPENSES</b>											
Accounting	\$500.00	\$575.00	\$500.00	\$495.00	\$525.00	\$505.00	\$600.00	\$525.00	\$600.00	\$616.56	\$300.00
Advertising	\$0.00	\$505.00	\$720.00	\$80.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Books	\$5,400.00	\$5,749.97	\$4,500.00	\$5,356.97	\$4,000.00	\$5,788.03	\$4,500.00	\$4,576.35	\$5,000.00	\$4,339.09	\$5,000.00
Insurance	\$1,700.00	\$1,773.00	\$1,700.00	\$1,718.00	\$1,700.00	\$1,689.00	\$1,700.00	\$1,669.00	\$1,500.00	\$1,572.00	\$1,400.00
Lease and Rentals - 50th	\$0.00	\$150.00	\$355.00								
Logo & Signs	\$0.00	\$321.00	\$600.00								
Minister Finance	\$25.00	\$40.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Miscellaneous	\$150.00	\$202.45	\$150.00	\$166.50	\$150.00	\$204.98	\$150.00	\$448.14	\$150.00	\$95.58	\$200.00
Office Supplies	\$450.00	\$449.22	\$950.00		\$400.00	\$897.92	\$400.00	\$650.25	\$300.00	\$593.47	\$400.00
Rent	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.25	\$5.00	\$5.25	\$5.28	\$5.28
Repairs & Maint.	\$500.00	\$369.24	\$500.00	\$976.01	\$500.00	\$576.25	\$500.00	\$564.69	\$500.00	\$464.30	\$500.00
Service charges	\$0.00	\$0.00	\$0.00	\$3.75	\$0.00	\$8.23	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Catering & Music - 50th	\$0.00	\$1,647.33	\$650.00								
Telephone & Internet	\$1,600.00	\$1,523.11	\$1,100.00	\$1,125.21	\$900.00	\$946.91	\$800.00	\$862.88	\$800.00	\$1,103.99	\$1,000.00
Utilities	\$1,400.00	\$666.54	\$1,700.00	\$1,224.42	\$1,700.00	\$1,735.87	\$1,500.00	\$1,488.37	\$2,000.00	\$1,123.35	\$2,000.00
Water	\$250.00	\$207.97	\$140.00								
Gst Expense	\$300.00	\$255.30	\$350.00	\$251.92	\$250.00	\$244.00	\$300.00	\$271.84			
<b>Total Expenses</b>	<b>\$12,280.00</b>	<b>\$14,440.13</b>	<b>\$13,945.00</b>	<b>\$11,427.78</b>	<b>\$10,155.00</b>	<b>\$12,626.19</b>	<b>\$10,480.25</b>	<b>\$11,086.52</b>	<b>\$10,880.25</b>	<b>\$9,938.62</b>	<b>\$10,830.28</b>
<b>TOTAL DEFICIT</b>	<b>-\$8,455.00</b>	<b>-\$8,418.14</b>	<b>-\$8,765.00</b>	<b>-\$7,066.80</b>	<b>-\$5,880.00</b>	<b>-\$8,825.92</b>	<b>-\$5,205.25</b>	<b>-\$4,839.53</b>	<b>-\$5,905.25</b>	<b>-\$4,673.55</b>	<b>-\$5,245.28</b>

Please note: The year-to-date figures are up to November 20, 2016 and do not include major bills for heat for the months of November and Decembe.

The Pender Harbour Reading Centre Society is asking for \$1,200 form the SCRD to help offset costs of mowing lawns at the Cultural Centre and the cost of watering; in addition, the cost of purchasing books has increased by 40% due to devaluation of the Canadian dollar in comparison to the US (where 99% of books are published). We are steadily eating down our endowment fund which has accumulated very little since interest rates plummeted in 2008, but we hope it will last another 5-8 years if we are lucky, at which time perhaps there will be a Regional Library established on the Sunshine Coast.



Sunshine Coast  
**Museum**  
& Archives

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Gibsons BC V0N 1V0  
Phone/Fax (604)886-8232  
scm\_a@dccnet.com  
www.sunshinecoastmuseum.ca

January 9, 2017.

Sunshine Coast Regional District  
1965 Field Road,  
Sechelt, B.C.  
V0N 3A1

Dear Board Members,

Attached is the amended budget projection for the Sunshine Coast Museum & Archives Society. You will note that our request for funding by the SCRD has been reduced to \$85,000, which is just slightly above the 2.2% cost of living increase which was mentioned at your first consideration. We have increased our commitment to provide Museum Funding in order to provide a balanced budget. We have not eliminated funding for paid bookkeeping or accounting services, but have reduced the amount we anticipate having to pay based upon an hourly rate quoted to us by someone who professes to be proficient with Quickbooks, which is the accounting software we use. We have also made some other reductions in expected purchases in order to be assured that we will be able to raise the museum funding requirement.

We had hoped to be able to produce year end actuals to show in place of the year end projections, but to do so has proven to require too large a time commitment for our volunteer bookkeeper in the first ten days of the new year. If we have actuals before your meeting on the 23<sup>rd</sup> of this month, we will produce copies for your information.

During 2016, with assistance from a grant by the Sunshine Community Foundation, we worked to produce a Strategic Plan for the Museum, and are now in process of having the plan laid out in preparation for printing in a format which will be presentable to your Board as well as any other potential funding sources. Should a suitable copy be ready before your meeting, we will present that as well.

Our Board, and membership, are committed to having a museum everyone on the Sunshine Coast can point to with pride. Your funding is making it possible for us to work toward that end each year, and each year we have been able to make progress. We do appreciate your assistance.

Yours truly,

Lorraine Goddard, President

**SUNSHINE MUSEUM ARCHIVES SOCIETY - 2017 BUDGET**

	<b>2016 Budget</b>	<b>2016 Projected</b>	<b>2017 Budget</b>
<b>INCOME</b>			
Museum funding	29,720	25,597	33,800
SCRD funding	83,000	83,000	85,000
Special Project funding	250	1,554	750
Subtotal income	112,970	110,151	119,550
Interest income on reserves *	1,420	1,000	1,000
<b>TOTAL OPERATING INCOME</b>	<b>114,390</b>	<b>111,151</b>	<b>120,550</b>
Capital projects	44,479	146,332	30,000
<b>TOTAL INCOME</b>	<b>158,869</b>	<b>257,483</b>	<b>150,550</b>

	<b>2016 Budget</b>	<b>2016 Projected</b>	<b>2017 Budget</b>
<b>EXPENSES</b>			
Advertising and promotion	1,100	1,662	1,100
Bank service charges	50	6	25
Bookkeeping/Accounting	0	0	4,800
Conservation supplies	1,000	463	1,000
Exhibits and displays	3,000	2,245	2,000
Fundraising expenses	6,400	6,167	6,000
Furnishings	100	0	100
General operating	1,000	645	1,000
Human resources	84,500	79,018	83,550
Insurance	3,400	2,963	3,400
Legal fees and filings	50	25	50
Office equipment maintenance	650	347	350
Office equipment/software purchase	500	141	300
Office supplies	750	300	600
Organizational memberships	500	897	750
Postage and newsletter	500	672	700
Printing and reproduction	600	0	200
Public programming	2,500	1,830	2,000
Repairs/maintenance (premises)	400	424	400
Research, reprints, books	75	0	75
Restoration - artifacts	1,000	0	1,000
Special project expenses	250	83	750
Storage (offsite)	3,000	297	600
Travel	350	118	350
Utilities	6,120	7,046	7,700
Website/museum database hosting	750	613	750
Subtotal expenses	118,545	105,962	119,550
Investment of Interest on reserves *	1,420	1,788	1,000
<b>TOTAL OPERATING EXPENSES</b>	<b>119,965</b>	<b>107,750</b>	<b>120,550</b>
Capital projects	127,862	142,211	30,000
<b>TOTAL EXPENSES</b>	<b>247,827</b>	<b>249,961</b>	<b>150,550</b>
<b>SURPLUS (DEFICIT)</b>	<b>-5,575</b>	<b>3,401</b>	<b>0</b>

\* Interest is reinvested, not used for operating expenses

## EHC projected budget for 2017

### Revenue

	<u>Budget 2016</u>	<u>Actual 2016</u>	<u>Budget 2017</u>
	Projected 11/18/16		
Operating grant from SCRD	30,202.00	30,202.00	32,200.00
Summer Student Grants	0.00	6,935.17 *1	0.00
Admission and Other Donations	6,000.00	8,715.35	8,000.00
Gift Shop Sales and Commissions	8,500.00	11,122.15	11,000.00
Memberships (most are lifetime)	75.00	115.00	75.00
Firewood Sales	0.00	0.00	0.00
<b>Total Revenue</b>	<b>44,777.00</b>	<b>57,089.67</b>	<b>51,275.00</b>

### Expense

#### Utilities:

BC Hydro	1,300.00	1,536.76	1,600.00
Telephone	1,300.00	1,201.31	1,300.00
Internet and Website	850.00	935.09	1,200.00 *2
Security and Alarm Monitoring	400.00	1,080.40 *3	400.00
SCRD Water	450.00	289.51 *4	300.00
<b>Subtotal</b>	<b>4,300.00</b>	<b>5,043.07</b>	<b>4,800.00</b>

#### Maintenance and Repairs:

Cleaning and Washroom Supplies	300.00	298.34	300.00
Building Maintenance and Grounds Keeping	2,500.00	1,140.82 *5	1,500.00
<b>Subtotal</b>	<b>2,800.00</b>	<b>1,439.16</b>	<b>1,800.00</b>

#### Staffing:

Wages and Remittances	20,000.00	33,160.43 *6	33,150.00
University and High School Students	5,700.00	7,730.58 *7	5,700.00
Worksafe BC	175.00	77.73 *8	175.00
<b>Subtotal</b>	<b>25,875.00</b>	<b>40,968.74</b>	<b>39,025.00</b>

#### Office overhead:

Accounting and Legal	0.00	0.00	0.00
Tourism Development	0.00	0.00	0.00
Advertising and Promotion	700.00	1,380.73 *9	700.00
Insurance on Building and Liability	2,800.00	2,779.00	2,800.00
Office Supplies	300.00	1,019.17 *10	700.00
Gift Store Inventory and Supplies	6,500.00	6,962.08	6,500.00
Display Supplies, Archives Legacy	150.00	130.00 *11	150.00
Dues and Fees	150.00	115.00	150.00
First Data Card Reader Costs	100.00	69.79	100.00
Satellite Receiver Repairs	0.00	0.00	0.00
Expansion / Acquisitions	2,000.00	0.00	2,000.00
<b>Subtotal</b>	<b>12,700.00</b>	<b>12,455.77</b>	<b>13,100.00</b>

<b>Total Expenses</b>	<b>45,675.00</b>	<b>59,906.74</b>	<b>58,725.00</b>
-----------------------	------------------	------------------	------------------

Surplus (Deficit) (7450.00)

#### \* Notes:

- 1 - Grants received: Canada Summer Jobs, Young Canada Works and Canada Small Business
- 2 - Homestead bills every 2 years for website hosting - due 2017
- 3 - There was unauthorized entry, changed locks and security company plus Creep patrol over a weekend
- 4 - This is our first year of metered water billing (all minimum charges)
- 5 - Not able to complete back door jam repairs in 2016
- 6 - Hired p/t Curator/Maintenance for 7 day/wk supervision of high school student
- 7 - Hired 2 summer students - budget is for 1 (will only hire 1 if not funded)
- 8 - We had an unexpected credit and expect amount to be higher re: staff increases
- 9 - Extra - Refurbish street sign and new sign on rail and new sign painted on cat blade
- 10 - Both the collection and administration computers died in the same week (labour and parts)
- 11 - Piano tuning - will be done annually (1910 player piano acquired in 2015)

January 12, 2016

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

RE: 2017 SC Community Archives Revised Budget

Dear Tina,

Please find enclosed the revised Archives budget for consideration. Using 2016 year end totals, a new computer can be purchased without an increase in funding because of a carry over. We would like the Board's approval to use the money in this way rather than request extra funding.

Thank you for your consideration.

Sincerely,



Margaret Hodgins, Chief Librarian  
Sechelt Public Library

	A	B	C
2			
3	<b>Sechelt Community Archives</b>		
4	<b>Operating Budget 2016 - 2017</b>		
5			
6		<b>2017 Proposed Budget</b>	<b>2016 Budget 12/31/2016</b>
7	<b><u>REVENUES</u></b>		
8			
9	<b>Public Support</b>		
10	SCRD - Regular Funding	\$ 9,548.00	\$ 9,548.00
11	Donations		\$ 185.00
12	<b>carried forward</b>	\$ 795.00	
13	<b>Total Public Support</b>	<b>\$ 10,343.00</b>	<b>\$ 9,733.00</b>
14			
15			
16			
17			
18	<b>TOTAL OPERATING REVENUE</b>	<b>\$ 10,343.00</b>	<b>\$ 9,733.00</b>
19			
20			
21	<b><u>EXPENSES</u></b>		
22			
23	<b>Human Resources</b>		
24	Staff Salaries, taxes, CPP/EI	\$ 7,500.00	\$ 7,336.91
25			
26			
27			
28	<b>Administrative Fees</b>		
29	Sechelt Public Library provides these services:	\$ 1,350.00	\$ 1,237.50
30	Bookkeeping & Payroll Services		
31	Workspace, Telephone, Insurance		
32	Internet, Computer Hardware & Software		
33	Computer IT Support		
34	Photocopying, Utilities, Building Main.		
35			
36	<b>One time - Replacement Computer and new soft</b>	<b>\$ 1,000.00</b>	<b>\$ -</b>
37	<b>Archival and office supplies</b>	<b>\$ 250.00</b>	<b>\$ 244.00</b>
38	<b>Archives Assoc. of BC</b>	<b>\$ 120.00</b>	<b>\$ 120.00</b>
39			
40			
41	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 10,220.00</b>	<b>\$ 8,938.41</b>
42			
43	<b>TOTAL OPERATING REVEUNES MINUS TOTAL OPERATING EXPENSES</b>	<b>\$ 123.00</b>	<b>\$ 794.59</b>
44	<b>NOTES</b>		
45	Line 36 - The existing Archives computer is eight years old and needs to be replaced.		



PO Box 308  
 Madeira Park, BC V0N 2H0  
 Phone: 604-883-2764  
 FAX: 604-883-2780  
[phhc@dccnet.com](mailto:phhc@dccnet.com)

January 06, 2017

Ms. Tina Perrault  
 Treasurer  
 Sunshine Coast Regional District  
 1975 Field Road  
 Sechelt, B.C.  
 V0NA1

Dear Tina,

In response to your request of January 3rd, here is the supplemental information requested.

Attachment "A" - 2015-2016 financial review

Further to the two questions raised, we provide the following information.

**1) Recommendation on financial support from Halfmoon Bay for patients using the Health Centre**

The Health Centre provides support to all individuals who come in, whether or not they are residents of the Sunshine Coast. We are unable to offer an opinion on the viability of other areas making financial contributions and believe that should be determined by the SCRD.

**2) How have the operating deficits have been covered?**

The PHHC has four sources of funding and the funds are allocated as follows:

- VCH contract – funds delivery of medical nursing services
- SCRD Bylaw- funds a percentage of operating maintenance and provides support to capital projects.
- Tenant income- funds support the administrative costs of managing the Health Centre as these are only partially covered by the VCH and SCRD funding.
- Donations and bequests – fund health care programs needed in our isolated community, nursing training, medical equipment and capital projects. They have also enabled the slow buildup of contingency funds for future growth and capital expansion. Over the past five years, mounting operational deficits (\$152,757.00) have been covered by our contingency funds, resulting in a serious erosion of these funds.

Donation income                    \$262,540.00

Cost areas

- Staff Training	41,490.00
- Medical Equipment	18,490.00
- Health Care Programs	149,712.00
- Facility operations	<u>152,757.00</u>
	\$518,293.00

Deficit                                (\$255,573.00)    Funded from contingency reserves.

The PHHC is very fortunate to have strong community support. This enabled us to set up contingency reserves, which then allowed us to undertake critical capital projects that improve and sustain the operations and safety of the Health Centre as a public facility. Over the past five years, the Health Centre has funded 74% (\$156,712.00) of the cost of needed capital projects. We have also been able to manage the costs of medical equipment, nursing training and the development/delivery of vital preventative health care programs needed in Area “A”.

With the depletion of our contingences and no certainty regarding how/when we can build them up again, we are at serious risk of having to reduce or stop critical funding of training, medical equipment and health care programs as the related costs are not covered by any other funding sources. We cannot continue to support the operational deficit and must close the gap. Our Health Centre serves over 5600 patients per year and this significantly reduces demand on Sechelt Hospital. The loss of any services in Pender Harbour will result in an increased demand for services in Sechelt and this will directly impact those living in other parts of the Coast.

Public support has been critical to the long-term viability of our Health Centre and we are very proud to be fully community owned and debt free. In 2002, SCRD bylaw 1003.1 was approved by over 97% of Area “A” residents to provide funding for the ongoing operation and maintenance of the Health Centre. Since the building opened 40 years ago, it has tripled in size to 7,500 square feet, the original three part -time staff members now number 12 and we offer an impressive core of community health and wellness services and programs on which both residents and visitors depend. Looking to the future, it will be impossible to meet the needs of our growing/changing community without an increase in funds directed to operational support.

Your support and assistance is greatly appreciated.

Sincerely,

Rick MacDonald  
PHHC Administrator

c.c. Frank Mauro, Director Area “A”  
c.c. Randy Picketts, President PHHC  
c.c. Tara Crosby, SCRD



**Pender Harbour & District Health Centre Society**  
**Financial Statements**  
**(Unaudited)**  
**March 31, 2016**

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

**(Unaudited)**

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**March 31, 2016**

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	<b>Page</b>
Review Engagement Report	2
Statement of Operations and Changes in Fund Balances	3
Statement of Financial Position	4
Statement of Cash Flows	5
Notes to the Financial Statements	6 - 11

## Review Engagement Report

To the members of Pender Harbour & District Health Centre Society

We have reviewed the statement of financial position of Pender Harbour & District Health Centre Society as at March 31, 2016 and the statement of operations and changes in fund balances and statement of cash flows for the year. Our review was made in accordance with Canadian generally accepted standards for review engagements and accordingly consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by the Society.

A review does not constitute an audit and consequently we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

As required by the Society Act (British Columbia), we report that, in our opinion, the accounting principles in the Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis.

August 15, 2016  
Sechelt, British Columbia

**TCG** LLP

Chartered Professional Accountants

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

**(Unaudited)**

<b>For the year ended March 31</b>	<b>General Fund</b>	<b>Capital Fund</b>	<b>2016</b>	<b>2015</b>
<b>Revenues</b>				
Donations	\$ 83,198	\$ 891	\$ 84,089	\$ 435,195
Grants	71,628	1,280	72,908	68,486
Interest income	4,366	-	4,366	3,898
Membership and miscellaneous	450	-	450	1,740
Operating allowance	108,844	-	108,844	107,125
Rentals and fees	83,455	-	83,455	80,198
VCHA Contract	265,404	-	265,404	265,396
	<b>617,345</b>	<b>2,171</b>	<b>619,516</b>	<b>962,038</b>
<b>Expenditures</b>				
Accounting and legal	5,705	-	5,705	6,151
Advertising and promotion	7,390	-	7,390	6,990
Amortization	-	40,841	40,841	37,614
Courier	7,014	-	7,014	7,185
Incentive payment	30,000	-	30,000	30,000
Insurance	10,931	-	10,931	10,443
Medical supplies	16,688	-	16,688	21,846
Non-recoverable sales taxes	2,639	-	2,639	2,486
Office	12,889	-	12,889	12,917
Program costs	65,273	-	65,273	63,649
Repairs and maintenance	57,385	-	57,385	47,495
Telephone	6,467	-	6,467	6,254
Training	7,525	-	7,525	5,543
Utilities	14,717	-	14,717	15,387
Wages and benefits	402,352	-	402,352	382,850
	<b>646,975</b>	<b>40,841</b>	<b>687,816</b>	<b>656,810</b>
<b>Other expenses</b>				
Endowment gift (Note 6)	10,778	-	10,778	57,304
Fair market value adjustment of marketable securities	480	-	480	261
	<b>11,258</b>	<b>-</b>	<b>11,258</b>	<b>57,565</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>(40,888)</b>	<b>(38,670)</b>	<b>(79,558)</b>	<b>247,663</b>
<b>Fund balances, beginning of year</b>	<b>371,830</b>	<b>1,098,890</b>	<b>1,470,720</b>	<b>1,223,057</b>
<b>Interfund transfer (Note 7)</b>	<b>(39,244)</b>	<b>39,244</b>	<b>-</b>	<b>-</b>
<b>Fund balances, end of year</b>	<b>\$ 291,698</b>	<b>\$ 1,099,464</b>	<b>\$ 1,391,162</b>	<b>\$ 1,470,720</b>

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

**(Unaudited)**

<b>March 31</b>	<b>General Fund</b>	<b>Capital Fund</b>	<b>2016</b>	<b>2015</b>
<b>Assets</b>				
<b>Current</b>				
Cash	\$ 107,123	\$ -	\$ 107,123	\$ 158,866
Marketable securities	2,907	-	2,907	3,387
Term deposits	175,000	-	175,000	250,000
Accounts receivable	36,325	-	36,325	1,763
Goods and services tax recoverable	4,173	-	4,173	2,486
Prepaid expenses	10,495	-	10,495	8,362
	<b>336,023</b>	<b>-</b>	<b>336,023</b>	<b>424,864</b>
Externally restricted cash (Note 3)	5,666	1,190	6,856	21,518
Tangible capital assets (Note 4)	-	1,154,019	1,154,019	1,124,412
	<b>\$ 341,689</b>	<b>\$ 1,155,209</b>	<b>\$ 1,496,898</b>	<b>\$ 1,570,794</b>

**Liabilities**

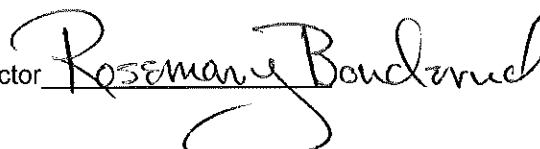

<b>Current</b>				
Accounts payable and accrued liabilities	\$ 41,279	\$ -	\$ 41,279	\$ 27,920
Deferred contributions (Note 5)	8,712	55,745	64,457	72,154
	<b>49,991</b>	<b>55,745</b>	<b>105,736</b>	<b>100,074</b>

**Fund Balances**

Unrestricted	101,170	-	101,170	104,050
Internally restricted (Note 3)	190,528	-	190,528	267,780
Invested in capital assets	-	1,099,464	1,099,464	1,098,890
	<b>291,698</b>	<b>1,099,464</b>	<b>1,391,162</b>	<b>1,470,720</b>
	<b>\$ 341,689</b>	<b>\$ 1,155,209</b>	<b>\$ 1,496,898</b>	<b>\$ 1,570,794</b>

**Commitment (Note 8)**

Approved on behalf of the Board of Directors:

Director  Director 

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

**(Unaudited)**

<b>For the year ended March 31</b>	<b>2016</b>	<b>2015</b>
<b>Operating activities</b>		
Excess (deficiency) of revenues over expenditures	\$ (79,558)	\$ 247,664
Adjustments for		
Amortization	40,841	37,614
	(38,717)	285,278
Change in non-cash working capital items		
Accounts receivable	(34,562)	(1,763)
Marketable securities	480	(3,387)
Sales taxes recoverable	(1,687)	58
Prepaid expenses	(2,133)	159
Accounts payable and accrued liabilities	13,359	3,355
Deferred contributions	(7,697)	(33,068)
	(70,957)	250,632
<b>Investing activities</b>		
Purchase of tangible capital assets	(70,448)	(11,611)
Increase (decrease) in term deposits	75,000	(250,000)
Decrease in restricted cash	14,662	39,380
	19,214	(222,231)
<b>Increase (decrease) in cash</b>	<b>(51,743)</b>	<b>28,401</b>
<b>Cash, beginning of year</b>	<b>158,866</b>	<b>130,465</b>
<b>Cash, end of year</b>	<b>\$ 107,123</b>	<b>\$ 158,866</b>

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

**(Unaudited)**

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**March 31, 2016**

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**1. Nature of operations**

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

**2. Significant accounting policies**

These financial statements are prepared in accordance with Canadian generally accepted accounting principles. The significant policies are detailed as follows:

**(a) Cash equivalents**

Cash equivalents consist of short term investments with an initial maturity of three months or less.

**(b) Financial instruments**

**(i) Measurement of financial instruments**

The Society initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The Society subsequently measures its financial assets and financial liabilities at amortized cost, except for equity securities quoted in an active market, which are subsequently measured at fair value. Changes in fair value are recognized in net income.

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

Financial assets measured at fair market value include marketable securities.

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

**(ii) Impairment**

Financial assets measured at amortized cost are tested for impairment when there are indicators of possible impairment. When a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset or group of assets, a write-down is recognized in net income. The write down reflects the difference between the carrying amount and the higher of:

the present value of the cash flows expected to be generated by the asset or group of assets;

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

**March 31, 2016**

---

**(Unaudited)**

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**2. Significant accounting policies, continued**

the amount that could be realized by selling the assets or group of assets;

the net realizable value of any collateral held to secure repayment of the assets or group of assets.

When the events occurring after the impairment confirm that a reversal is necessary, the reversal is recognized in net income up to the amount of the previously recognized impairment.

**(c) Fund accounting**

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

**(d) Revenue recognition**

The Society follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted contributions for future expenses are recognized as revenue in the year in which the related expenditures are incurred. Restricted contributions for the purchase of capital assets are recognized as revenue on the same basis as the amortization expense related to the acquired capital assets. Interest, rental and other revenues are recognized using the accrual method.

**(e) Tangible capital assets**

Capital assets are recorded at the original cost less related government assistance, plus any costs of betterment less accumulated amortization. Amortization has been recorded on a straight line basis over the expected useful lives of the assets at the rates indicated below. The carrying value of capital assets is written-off when the assets are sold or scrapped, or when they have no further useful economic life.

Buildings	2.5%
Equipment	10%
Computer equipment	20%

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

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



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

**March 31, 2016**

---

**(Unaudited)**

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**2. Significant accounting policies, continued**

**(g) Income taxes**

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

**(h) Measurement uncertainty**

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

**3. Restricted cash**

The Society's cash includes \$190,528 (2015 - \$267,780) of internally restricted funds consisting of \$187,482 (2015 - \$265,421) set aside as a contingency reserve to provide for unforeseen capital and other requirements, and internally restricted funds of \$3,046 (2015 - \$2,359) consisting of various deferred contributions restricted for the purpose of financing future operating costs of internal programs.

The \$5,666 (2015 - \$20,328) of externally restricted cash in the operating fund is the residual amount of VCHA SMART grant received during the year for the purpose of financing future operating expenses of the Pender Harbour Seniors Initiative program.

The externally restricted cash of \$1,190 (2015 - \$1,190) in the capital asset fund relates to future purchases of medical equipment pursuant to the restriction of a specific donation.

**4. Tangible capital assets**

	<b>Cost</b>	<b>Accumulated amortization</b>	<b>2016 Net Book Value</b>	<b>2015 Net Book Value</b>
Land	\$ 330,000	\$ -	\$ 330,000	\$ 330,000
Buildings	1,223,109	434,795	788,314	749,223
Equipment	101,069	70,647	30,422	37,482
Computer equipment	26,679	21,396	5,284	7,707
	<b>\$ 1,680,857</b>	<b>\$ 526,838</b>	<b>\$ 1,154,019</b>	<b>\$ 1,124,412</b>

The total cost of property and equipment is net of related government assistance of \$369,470 (2015 - \$369,470).

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

**March 31, 2016**

**(Unaudited)**

**5. Deferred contributions**

Related to operating activities:

	2016	2015
Balance, beginning of the year	\$ 45,442	\$ 77,418
Less: amounts recognized as revenue during the year	(335,005)	(335,076)
Plus: amounts received related to future years	298,275	303,100
Balance, end of the year	\$ 8,712	\$ 45,442

Related to capital purchases:

	2016	2015
Balance, beginning of the year	\$ 26,712	\$ 27,804
Plus: amounts received related to the future years	31,204	-
Less: amounts recognized as revenue during the year	(2,171)	(1,092)
Balance, end of the year	\$ 55,745	\$ 26,712

**6. Endowment gift**

During the year, the Society transferred \$10,778 (2015 - \$57,304) to the Sunshine Coast Community Foundation to fund the Pender Harbour & District Health Centre Society Endowment which is an agency fund held in perpetuity by the Foundation for the benefit of the Society. As at March 31, 2016, the balance of the endowment fund capital was \$303,589.

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

The grants of distributable earnings from the endowment fund will be recognized when the amounts are known and the receipt of the grant is reasonably assured.

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

**March 31, 2016**

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**(Unaudited)**

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**7. Interfund transfer**

In accordance with the Board of Directors resolution, an amount of \$39,244 (2015 - \$6,662) was transferred from the General Fund to the Capital Fund for the purpose of acquiring property and equipment.

**8. Commitment**

On August 11, 2014 the Society entered into an agreement with Trail Bay Doctors for a Doctor to provide services to the community of Pender Harbour for two days per week. The agreement started on September 1, 2014 and will continue for a period of 3 years. An incentive payment of \$90,000 is to be paid in annual installments of \$30,000. As at March 31, 2016, the Society has an outstanding commitment of \$30,000 with respect to the contract. A liability has not been accrued as if the Doctor fails to provide services the installment payments are not required to be paid.

**9. Economic dependence**

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

**10. Comparative amounts**

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

**11. Financial instruments**

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

**(a) Credit risk**

Credit risk is the risk of financial loss as a result of a counterparty to a financial instrument failing to meet its obligations. Financial instruments that expose the Society to credit risk are cash of \$107,123 (2015 - \$158,866) and accounts receivable of \$36,325 (2015 - \$1,763). The Society holds all of its cash with one financial institution but because it is a BC credit union, the deposits are 100% guaranteed by the Province of BC. The Society's receivables are from government agencies and accrued interest on term deposits which reduces the Society's exposure to credit risk. In the opinion of management, the overall credit risk is low and not material.

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

**March 31, 2016**

---

**(Unaudited)**

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**11. Financial instruments, continued**

**(b) Liquidity risk**

Liquidity risk is the risk that the Society cannot repay its obligations to creditors when they become due. the Society is exposed to liquidity risk with respect to the accounts payable and accrued liabilities of \$41,279 (2015 - \$27,920). The Society keeps sufficient cash on hand to ensure that all payables can be paid as they come due and in the opinion of management, the liquidity risk is low and not material.



November 18, 2016

Ms. Tina Perreault  
General Manager, Corporate Services/Chief Financial Officer  
Sunshine Coast Regional District  
1975 Field Road  
Sechelt, BC V0N 3A1

Dear Ms. Perreault:

Re: Gibsons & District Chamber of Commerce 4<sup>th</sup> Quarter Economic Development Report and funding support request for 2017

Please see the attached 2016 4<sup>th</sup> Quarter Economic Development report that will also outline the accomplished activities as well as requests for support leading into 2017.

	2017	2016
Visitor Services Centre – Gibsons/Area E& F	\$6,500	\$5,972
*New Visitor Services Centre / Mobile	\$5,000	-
Travel Ambassador Program	\$1,500	\$1,500
Visitor Information Park	\$ 1,000	\$ 625
#Economic Development	<u>\$ 6,280</u>	<u>\$6,280</u>
• Total Request	\$20,280	\$14,377

\*A “mobile” visitor/tourist trailer/kiosk/Canopy is planned for Harbour area, Festivals, Public Markets, Special Events and during heavy traffic periods at the Visitor Information Park. Along with the re-location of a larger more complete services centre to accommodate additional traffic and engage as a community hub. This will serve Gibsons, Area E & F as well as be supportive of the entire Sunshine Coast.

#We understand that this funding for Economic Development could changed based on the rollout of SCREDO and their programs/funding and how the Gibsons Chamber could partner. Until then, there are ongoing requirements of supporting business retention and expansion initiatives, web site updates and maintenance, communication support. We can discuss at your convenience.

We are very proud to be your partner in the community and to a successful 2017.

Best Regards,

Chris Nicholls  
Executive Director

PENDER HARBOUR & DISTRICT  
CHAMBER OF COMMERCE



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P.O. BOX 265 MADEIRA PARK B.C.V0N 2H0  
E-MAIL: chamber@penderharbour.ca  
PHONE: 604 883-2561

Website: www.penderharbour.ca  
TOLL FREE: 1-877 873-6377

January 8, 2017

Tina Perreault  
General Manager, Corporate Services  
Sunshine Coast Regional District  
1975 Field Road  
Sechelt, B.C., V0N 3A1

Dear Tina

As requested we are submitting our revised 2017 funding request and providing additional supporting information and updated financials. For our ongoing programs we would like to request the following from the SCRD:

• Tourism Sanitation Services (Portable Toilets)	\$ 2,290
• Visitor Information Center washrooms	\$ 4,476
• Visitor Information Booths	\$ 8,000
• Economic Development	\$ 2,500

The details of our requests and associated budgets are outlined in the attached reports. We have provided a report on the above programs and services to be offered plus our 2015 and 2016 profit and loss financial results, 2015 and 2016 balance sheet, previous years actual to proposed 2017 budget and proposed 2017 Budget.

Please don't hesitate to contact me if anything further is required.

Sincerely

A handwritten signature in blue ink, appearing to read "Leonard Lee", written in a cursive style.

Leonard Lee  
President – Pender Harbour & District Chamber of Commerce

CC: Ron Seymour  
Treasurer, Pender Harbour & District Chamber of Commerce

CC: Kerry Milligan  
Executive Director – Pender Harbour & District Chamber of Commerce

CC: Tara Crosby  
Administrative Assistant – Corporate and Administrative Services

P.O. BOX 265 MADEIRA PARK B.C.V0N 2H0

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## **Pender Harbour & District Chamber of Commerce Report**

**January 8, 2017**

### **Purpose**

The following report will provide details on current programs, proposed changes to some of these programs and financial details on each.

### **Executive Summary**

This report is based on the Pender Harbour & District Chamber of Commerce approved 2015 and 2016 year over year financial results and our 2017 proposed budget which are based on a Chamber fiscal year starting on October 1 and ending September 30. For purposes of this report all figures shown have been normalized to a calendar year in order to report on reserved revenue required to cover committed calendar year spending.

All of our discretionary programs are funded by a combination of SCRD Grants, Chamber member and community donations, Executive Director administrative support, volunteer managers dedicated to specific programs, community volunteer labour, community fundraising events, membership dues and related member billed services including sign board rentals and racking fees.

The following reports indicate our four ongoing discretionary programs, which are Visitor Information Booths (VIB), Visitor Information Center washrooms (VIC washrooms), Tourism Sanitation Services and Economic Development, were supported by 2016 SCRD grants totaling \$17,321 and for 2017 we are requesting grants totaling \$17,266.

In 2016 we recorded a second consecutive year of deficits in spite of increasing our membership from 82 in 2015 to 92 in 2016 and adding a successful community fundraising event. The 2016 deficit was primarily caused by exceeding our VIB ambassador staffing cost when a government grant was smaller than anticipated and not meeting our community fundraising goal when a community event was cancelled due to a last minute caterer business closure. We identified the extent of our deficit position after updating our accounting system to better reflect a proper matching of expenditures to SCRD funding allocations. Our fiscal period ending September each year and receiving SCRD funding ½ way through each calendar year resulted in carry overs each cycle

which complicated our own yearend reporting. This has been rectified now that some additional accounting talent has joining our board.

We are currently paying last years bills with this years revenue so in 2017 we budgeted for a yearly surplus to restore our financial position. To do this we are planning to generate additional Chamber revenue by increasing number of members, membership dues, membership donations for Madeira washroom operations, community fundraising events and signboard revenue.

Our year over year SCRD grants received and proposed are:

	Actual 2015	Actual 2016	Proposed 2017
Tourism Sanitation Services	\$ 2,142	\$ 2,184	\$ 2,290
VIB Sanitation Services	\$ 4,800	\$ 4,263	\$ 4,476
VIB Center (Ambassador)	\$ 7,642	\$ 7,374	\$ 8,000
Economic Development	\$ 3,500	\$ 3,500	\$ 2,500
<b>Total of above Programs</b>	<b>\$18,084</b>	<b>\$17,321</b>	<b>\$17,266</b>

The following summary provides some history of our year over year financials compared to our 2017 plan complete with narratives for each of our funding requests.

#### **Details on program requests**

##### **Tourism Sanitation Services (Portable Toilets) program:**

In 2010 our Chamber entered into an agreement with the SCRD to sponsor the washroom facilities at Millennium Park and Hospital Bay by assuming administrative responsibilities including preparing yearly funding requests.

By 2014 improvements to our Madeira Park Visitor Information Booth washrooms and the Harbour Association opening and closing hours of their Madeira Park washrooms allowed us to remove the Portable Washrooms at Millennium Park.

This grant request for 2017 will allow for one year around plus one summer months only Portable Washrooms at Hospital Bay. We expect a 5% increase in the service price.



2017 Budget for Tourism Sanitation Services (Portable Toilets in Hospital Bay):

	Actual 2015	Actual 2016	Proposed 2017
SCRD Grant	\$2,142	\$2,184	\$2,290
<b>Total Revenue</b>	<b>\$2,142</b>	<b>\$2,184</b>	<b>\$2,290</b>
Portable toilets	\$2,142	\$2,184	\$2,290
<b>Total Expense</b>	<b>\$2,142</b>	<b>\$2,184</b>	<b>\$2,290</b>

Portable Toilets are considered to be temporary and should be replaced by permanent washroom facilities as soon as practical.

The Garden Bay/Hospital Bay location was planned to be replaced by a permanent Harbour Authority sponsored facility constructed at the current location of the Portable Toilets by 2016/17. The mini park was completed in 2014 and permits are being pursued for a permanent washroom facility. The project is behind plan due to ongoing difficulty in securing a low cost septic treatment connection but negotiations are continuing with a solution still possible.

**Visitor Information Booth Sanitation Services (VIB washrooms)**

Our Visitor Information Booth and Visitor Information Booth Washrooms are in one building, housing our main Visitor Information Booth (VIB) and associated washrooms. Our VIB washrooms are located in downtown Madeira Park. The Chamber is responsible for the operation and overall management of the VIB washrooms.

In 2014 we upgraded this facility which allowed us to have consistent open and closing times, extend our hours during the summer months and ultimately respond to Local Merchant requests for even longer openings each day.

Ongoing operations are financed by a combination of volunteer management, volunteer labour, grants from the SCRD and voluntary donations from merchants in the immediate area. We expect a 5% increase, noting no changes for the past several years.

2017 budget for VIB Sanitation Services:

	Actual 2015	Actual 2016	Proposed 2017
SCRD Grant	\$4,263	\$4,263	\$ 4,476
Chamber funding	\$2,562	\$1,326	\$ 1,824
<b>Total Revenue</b>	<b>\$6,825</b>	<b>\$5,589</b>	<b>\$ 6,300</b>

Utilities	\$1,300	\$1,300	\$1,300
Washroom cleaning	\$3,650	\$3,660	\$3,900
Washroom Supplies	\$1,875	\$ 629	\$ 600 (see note 1 below)
Repairs			\$ 500
<b>Total Expenses</b>	<b>\$6,825</b>	<b>\$5,589</b>	<b>\$ 6,300</b>

Note 1 – When compared to 2015 the washroom supply costs for 2016 and 2017 are lower by approximately \$1200 each year as one of our merchants is providing supplies at cost in lieu of a cash donation.

### Long term plans

We have upgraded our VIB washrooms to provide secure year around public facilities in downtown Madeira Park. We are proposing that we continue this service for the foreseeable future, as they are heavily used, need to be better maintained and there are no alternative plans in place to provide otherwise accessible washrooms to the general public.

### **Visitor Information Booths**

Visitor Information is provided at our main location, which is a building housing our Visitor Information Booth (VIB) and associated Visitor Information Center washrooms (VIB washrooms) located in downtown Madeira Park plus a (new) secondary kiosk located on the intersection of Hwy 101 and Madeira Park Road. The Chamber is responsible for the staffing, operation and overall management of the VIBs'.

In 2016 we added an additional location in the Garden at the entrance to Madeira Park adjacent to the Highway to better draw the attention of Highway traffic and service their inquiries. Our Ambassadors welcomed visitors to our area and responded to inquiries in person at both booths, by phone, by e-mail, and through our web site. We also provided printed information at several rack sites. In 2016 we received an unexpected, and most likely one time, Federal student grant which allowed us to man our newly established highway kiosk, provided to us at no charge by one of our members. We also were fortunate to have a very suitable volunteer who provided us with assistance at both booths, 4 – 6 hours one day per week. In addition, we provided our brochures and other information to boaters arriving in the harbour with the cooperation of the staff at the Slo-Cat Harbour tours booth.

For 2017 our plan is to man our booth in town with a minimum of two paid staff, to re-apply for the student grant, and to put out the call for volunteer staff, as this will allow us to better service visitors at the main highway, in town, and at the harbour for boaters, of which we have many. If we are unsuccessful in obtaining a grant, we will staff the main location, which will require a minimum of 2 paid

staff members and one or 2 volunteers, and we will be unable to operate the highway location.

As is evident in the numbers indicated below, **our visitor inquiry numbers in 2016 almost doubled** from previous years. This is most likely due in part to a dramatic increase in tourism, but it may also be partly due to a larger and more interactive and welcoming presence on the part of our Ambassadors. We anticipate that these numbers will increase again in 2017, and as a result, we wish to be well prepared to share as much information as we can to as many visitors as possible throughout the season. In past years we have only been able to open our centre for weekends in June and we feel that we should be open at least three or four if not five days per week from the May long weekend until school is out the last week of June. During July and August we are open 7 days a week for 8 hours per day, requiring a bare minimum of 2 paid staff members. Historically we have closed the booth after the September long weekend. This leaves us with no information available to tourists in September, a time when a number of local events take place. In order to provide additional hours in June and in September, and to fulfill our task of providing information to a larger number of tourists over the busy summer season, we require additional staffing, which requires additional funding. If we are successful in obtaining a student grant, we will continue to operate our Garden location at the Highway and also continue to provide information to boaters at the Harbour.

We believe that our staff and volunteer Ambassadors are the face of our community and should be enthusiastic, welcoming, and engaging with all visitors and members of our community. We made a concerted effort in 2016 to hire professional staff and prepare them for their task at hand. We feel it is important that they be knowledgeable in all we have to offer, and we assisted them in being prepared for the season. In 2017 it is once again our intention to call for applications from interested people in our area to fill these positions for the season; to orientate them, familiarize them with activities and areas of interest, guide them in being socially interactive and engaging, and to continue to work with them throughout the season to assist them in maintaining their enthusiasm. We were particularly pleased by the warm welcome and assistance that all of our staff and volunteers provided to our visitors in the 2016 season.

Ongoing operations of our main location are financed by a combination of grants from the SCRD and Chamber funding, voluntary contributions from merchants in the immediate area and voluntary “hands on” management from Chamber Directors.

2017 budget for VIB:

	Actual 2015	Actual 2016	Planned 2017
SCRD Grant	\$ 7,374	\$ 7,332	\$ 8,000
Chamber funding	\$ 4,519	\$ 6,293	\$ 6,000
<b>Total Revenue</b>	<b>\$11,893</b>	<b>\$13,625</b>	<b>\$ 14,000</b>
Info center Office Supplies	\$ 136	\$	\$
Phone and Internet	\$ 2,142	\$ 2,862	\$ 2,400
Summer Help	\$ 9,615	\$16,893	\$ 10,436
Repairs and Maintenance	\$	\$ 21	\$ 1,164
2016 Employment Grant		\$ (6124)	
<b>Total Expenses</b>	<b>\$11,893</b>	<b>\$13,625</b>	<b>\$ 14,000</b>

Historically we recorded the number of individual enquiries and group inquiries. The group inquiries could have been a single visitor making a single inquiry, a single visitor making multiple inquiries or a group of visitors making multiple inquiries. Traditionally we have only reported group inquiries, however in 2016 we are also reporting the actual number of visitors to the booth that asked one or more questions. We are proposing to continue using both methods of reporting to more accurately reflect the amount of information provided.

Listed below are the inquiry stats for 2010 – 2016 seasons

Year	# groups	# of Inquiries
2010	1905	3238
2011	1707	2901
2012	1643	2628
2013	1540	2618
2014	1362	2315
2015	1439	2461
2016	2450	5094

Long term plans

We are planning to continue our operation of the VIB for many years to come and hope to eventually transition to become part of a larger visitor information on-line network. We also feel an urgent need to upgrade our Information Centre and provide an attractive rest area for travelers – drivers, boaters, cyclists, and campers. We anticipate a considerable increase in tourist traffic in the next few years and wish to be well prepared. We are continuing to explore more visitor friendly resources for our area, including further development of our website, and having our Ambassadors and information available at local festivals and events,

as we work towards raising the level of awareness with respect to all that the Sunshine Coast and Pender Harbour area have to offer.

### **Economic Development**

In 2014 we embarked on an Economic Development Program which we are proposing to carry on throughout 2017 and 2018. In support of these discretionary projects we received various grants including \$3500 in 2016.

In 2016 our Economic Development activities have included providing volunteer labour to perform various activities such as assisting Pender Ocean Discovery Station and two other smaller start ups with business cases, gathering material for trade shows, providing content for our social media, managing many of the activities for Pender Harbour Days, participating in trail signage work parties and preparing the site and building panels for trails signs at four of our signage locations. We have also paid for materials to take to trade shows, a portion of the trade show booths, a small monthly honorarium to provide fresh material regularly on our social media sites, maintaining and adding to the sites and modifying our web content to provide updated material and pictures to several publications including Ahoy BC and North West Boat Travel. We also met regularly with sister organizations to identify projects that contribute to meeting our identified goals and support them in their activities.

In 2017 we are planning to engage with the newly formed SCRDEO and Sunshine Coast Tourism to identify if the increased funding now available for Economic Development will assist our Community in meeting our goals.

For 2017 we are requesting a grant of \$2500 so we can continue to fund the activities we have taken the lead on, started in previous years and continued in 2016, some of which are detailed above. We will also be providing the same or more volunteer labour to supplement these activities as well as engaging in additional activities which will focus on bringing economic activity to the coast. We believe that one of the ways to draw attention to our area is to show them what their lifestyle could look like, being able to blend work and outdoor recreation together on a daily basis. We will do this using electronic media resources through our website and social media. Media assets (photos, video and writers) are required to build a stock of tools to carry out this initiative.

Following is our 2017 budget for Economic Development:

	Actual 2015	Actual 2016	Planned 2017
SCRD Grant	\$ 3,500	\$ 3,500	\$ 2,500
Chamber funding	\$ 1,225	\$ 3,080	\$ 4,000
<b>Total Revenue</b>	<b>\$ 4,725</b>	<b>\$ 6,580</b>	<b>\$ 6,500</b>

Branding	\$ 4,725		
Tradeshows		\$1,000	\$ 1,000
Print material		\$1,500	\$ 1,500
Social Media management		\$2,400	\$ 2,400
Visual Assets		\$1,680	\$ 1,600
<b>Total Expense</b>	<b>\$ 4,725</b>	<b>\$6,580</b>	<b>\$ 6,500</b>

#### Long term plans

Our economic development plan is designed to complement and support an anticipated coast-wide marketing campaign (Sunshine Coast Tourism), the new Regional Economic Development Office (SCRDEO) initiatives and local ongoing signage and branding. We will also continue to work with local service clubs and voluntary groups to promote the festivals and events that make us a destination for visitors.

#### G.I.A. and Economic Development

We have several new proposed initiatives in the development stage, such as internet broadcasting of local events, a new focused Christmas festival and increased community involvement in Community Gardens. Once firm project plans are in place we will be able to determine what part the Chamber will play and if we need to request financial assistance in the form of a one time G.I.A.

**PENDER HARBOUR EGMONT CHAMBER OF COMMERCE 2016 actual VS Jan 8 2017 budget**

		2015	2016	2016	2017	Difference
		Actual	Budget	Actual	Budget	2016-2017
<b>Revenue</b>						
Brochure Racking Fees		1,400	1,400	1,400	1,300	-100
Sandwich Board Fee		100	0	50	50	0
Membership		7,685	8,060	8,005	8,485	480
Community fundraising events		0	2,000	1,580	2,580	1,000
Marquis Tent Rental		0	0	200	200	0
SCRD Community Engagement		1,500	1,638	1,200	0	-1,200
Interest & Dividend Income		1	0	20	0	-20
Miscellaneous		58	0	50	0	-50
Employment Grant - VIB (net against expense)				0	0	0
SCRD Grant - VIB Center (Ambassador)		7,374	7,374	7,332	8,000	668
SCRD Grant - VIB Sanitation Services		4,263	4,263	4,263	4,476	213
SCRD Grant - Tourism Sanitation Services		2,142	2,672	2,184	2,290	106
SCRD Economic Development Grant		5,000	3,500	3,500	2,500	-1,000
Dock Management Account		1,500	1,072	110	0	-110
Merchant Washroom Subsidy		1,815	2,310	1,485	1,824	339
Sign Income		5,842	6,700	6,650	7,450	800
Info Center-Guides & Maps		120	68	0	0	0
<b>Total Revenue</b>		<b>38,800</b>	<b>41,057</b>	<b>38,029</b>	<b>39,155</b>	<b>1,126</b>
<b>Expenses</b>						
Advertising & Promotion		2,131	1,584	943	830	-113
Bank Service Charges				52	0	-52
Computer Expense		474	474	191	220	29
Contract Labour		3,000	3,000	3,000	3,000	0
Dock Management Expenses		428	100	110	0	-110
Dues and Subscriptions		897	897	1,053	1,053	0
Community Engagement - prior year yet to spend			1,600	1,200	0	-1,200
Community Engagement		1,362	1,500	2,232	0	-2,232
Washroom Reno Expense		1,392	0	0	0	0
GST Expense		739	739	1,216	0	-1,216
Info Center - Office Supplies		136	104	0	0	0
Info Center-Repairs and Maintenance		956	1,385	21	1,664	1,643
Info Center-Phone & Internet		2,142	2,400	2,862	2,400	-462
Info Center-Summer Help		9,615	9,615	10,770	10,436	-334
Info Center-Utilities		1,300	1,300	1,300	1,300	0
Info Center-Washrooms-Clean		3,650	3,650	3,660	3,900	240
Info Center-Washroom-Supplies		1,875	1,875	629	600	-29
Insurance		575	575	587	590	3
Marketing		0	0	0	2,500	2,500
Meeting Expense			75	130	100	-30
Office Supplies & Equipment		93	93	13	50	37
Postage		187	187	307	330	23
SCRD Portable toilets		1,560	2,672	2,080	2,290	210
Economic Development Initiatives		7,900	7,000	6,580	2,600	-3,980
Sign Maintenance		155	155	1,540	350	-1,190
Trail Booklets Expense		55				0
Website & Social Media		215	0	18	2,400	2,382
WCB Expense		13	13	11	25	14
<b>Total Expenses</b>		<b>40,850</b>	<b>40,992</b>	<b>40,505</b>	<b>36,638</b>	<b>-3,867</b>
<b>Surplus/ -Deficit</b>		<b>-2,050</b>	<b>65</b>	<b>-2,476</b>	<b>2,517</b>	<b>4,993</b>

**Pender Harbour & District Chamber of Commerce**  
**Budget Overview: 2017 Budget - FY17 P&L Classes**  
 October 2016 - September 2017

	Economic Development	General Activities	<del>Community Engagement</del>	Sanitation Services - VIB	Sanitation Services- Tourism	Visitor Information Booth	Not Specified	TOTAL
<b>Income</b>								
Billable Expense Income		0.00						0.00
Brochure Racking Fees - current		1,300.00						1,300.00
Community Fundraising		2,580.00						2,580.00
Dock Management Account Funding		0.00						0.00
Donations		0.00		1,824.00				1,824.00
Interest/Dividend Income		0.00						0.00
Internal Allocations	4,000.00					6,000.00		10,000.00
Marquee Tent Rental		200.00						200.00
Membership Dues - Current		8,485.00					0.00	8,485.00
Pender Harbour Days		0.00						0.00
Sandwich Board Fees		50.00						50.00
<del>SCRD - Community Engagement Funding</del>			<del>2,500.00</del>					<del>2,500.00</del>
<del>SCRD - Community Gardens</del>								<del>3,000.00</del>
SCRD - Economic Development Funding	2500	<del>5,000.00</del>						5,000.00 2500.00
SCRD Sanitation Grant					2,290.00			2,290.00
Sign Maintenance - Current		7,450.00				8000	0.00	7,450.00
SCRD - Visitor Information Center		0.00		4,476.00		14,664.00		19,140.00 12,476.00
<b>Total Income</b>	<b>\$ 9,000.00</b>	<b>\$ 20,065.00</b>	<b>\$ 2,500.00</b>	<b>\$ 6,300.00</b>	<b>\$ 2,290.00</b>	<b>\$ 20,664.00</b>	<b>\$ 3,000.00</b>	<b>\$ 64,819.00</b>
	6,500.00					14,000		49,155.00
<b>Expenses</b>								
Advertising		830.00						830.00
Bank Service Charges		0.00						0.00
<del>Community Gardens</del>							<del>3,500.00</del>	<del>3,500.00</del>
Computer and Internet Expenses		220.00						220.00
Contract Labour		3,000.00						3,000.00
Dock Management Expenses		0.00						0.00
Dues and Subscriptions		1,053.00						1,053.00
GST Expense		0.00						0.00
Insurance Expense		590.00						590.00
Internal Allocations-exp		10,000.00						10,000.00
Marketing Expense	2,500.00							2,500.00
Meeting Expense		100.00						100.00
Office Supplies		50.00						50.00
Payroll Expenses						10,436		10,436.00
PH Days Donations						47,400.00	0.00	47,400.00
Postage and Delivery		330.00						330.00
<del>SCRD - Community Engagement</del>			<del>2,500.00</del>					<del>2,500.00</del>
SCRD - Economic Dev Initiatives	1500.00	<del>4,100.00</del>						4,100.00
SCRD Portable Toilet Expenses					2,290.00			2,290.00
Sign Expense		200.00						200.00
Sign Maintenance		150.00						150.00
Visitor Information Centre				6,300.00		3,564.00		9,864.00
WCB expense		25.00						25.00
Website expense	2,400.00							2,400.00
<b>Total Expenses</b>	<b>\$ 9,000.00</b>	<b>\$ 16,548.00</b>	<b>\$ 2,500.00</b>	<b>\$ 6,300.00</b>	<b>\$ 2,290.00</b>	<b>\$ 60,954.00</b>	<b>\$ 3,500.00</b>	<b>\$ 80,092.00</b>
	6,500.00					14,000.00		45,638.00
<b>Net Income</b>	<b>\$ 0.00</b>	<b>\$ 3,517.00</b>	<b>\$ -0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 3,517.00</b>

Monday, Oct 24, 2016 08:19:37 PM GMT-7 - Accrual Basis



# Pender Harbour & District Chamber of Commerce

## PROFIT AND LOSS - COMPARATIVE

October 2015 - September 2016

	TOTAL	
	OCT 2015 - SEP 2016	OCT 2014 - SEP 2015 (PY)
<b>INCOME</b>		
Brochure Racking Fees - current	1,400.00	1,350.00
Brochure Racking Fees 2013/2014		50.00
Community Fundraising	1,580.00	
CPP & EU Refund		57.60
Dock Management Account Funding	110.10	1,500.00
Donations	50.00	
Grant-In-Aid Shop Local		1,500.00
Interest/Dividend Income	20.12	1.46
Internal Allocations	7,382.00	
Marquee Tent Rental	200.00	
Membership Dues - Current	<b>8,005.00</b>	<b>7,610.00</b>
Membership Dues 2013/2014		75.00
Pender Harbour Days	100.00	
Sandwich Board Fees	50.00	100.00
SCRD - Community Engagement Funding	0.00	
SCRD - Economic Development Funding	3,500.00	5,000.00
SCRD Toilet Grant	2,184.00	2,142.00
Sign Maintenance - Current	<b>6,650.00</b>	<b>5,441.68</b>
Signage Fees 2013/2014		<b>400.00</b>
Visitor Information Booth		
Grant Income - VIB Ambassadors	7,332.00	7,374.00
Grant Income - W/R Maintenance	4,263.00	4,263.00
Guides & Maps		120.00
Washroom Subsidy	1,485.00	1,815.00
<b>Total Visitor Information Booth</b>	<b>13,080.00</b>	<b>13,572.00</b>
<b>Total Income</b>	<b>\$44,311.22</b>	<b>\$38,799.74</b>
<b>GROSS PROFIT</b>	<b>\$44,311.22</b>	<b>\$38,799.74</b>
<b>EXPENSES</b>		
Advertising	943.13	2,131.42
Bank Service Charges	52.52	
Computer and Internet Expenses	191.16	474.40
Contract Labour	3,000.00	3,000.00
Dock Management Expenses	<b>110.10</b>	<b>428.00</b>
Dues and Subscriptions	1,053.00	897.00
GST Expense	1,216.04	738.50
Insurance Expense	586.56	575.00
Internal Allocations-exp	7,382.00	
Marketing Expense	2,500.00	
Meeting Expense	130.31	
Ministry of Finance (BC) Expense		0.00
Office Supplies	13.32	92.82
Payroll Expenses	10,769.63	9,614.77
PH Days Donations	100.00	
Postage and Delivery	307.48	186.59
SCRD - Community Engagement	2,232.45	1,362.48

	TOTAL	
	OCT 2015 - SEP 2016	OCT 2014 - SEP 2015 (PY)
SCRD - Economic Dev Expenses		7,900.00
SCRD G-I-A Washroom Reno		1,392.15
SCRD Portable Toilet Expenses	2,080.00	1,560.00
Sign Expense	1,389.54	
Sign Maintenance	150.00	154.76
Visitor Information Centre	<b>8,471.04</b>	<b>10,112.96</b>
WCB expense	11.35	13.46
Website expense	4,097.28	215.14
<b>Total Expenses</b>	<b>\$46,786.91</b>	<b>\$40,849.45</b>
<b>PROFIT</b>	<b>\$ -2,475.69</b>	<b>\$ -2,049.71</b>

# Pender Harbour & District Chamber of Commerce

## BALANCE SHEET

As of September 30, 2016

	TOTAL	
	AS OF SEP 30, 2016	AS OF SEP 30, 2015 (PY)
<b>ASSETS</b>		
Current Assets		
Undeposited Funds	0.00	0.00
Cash and cash equivalents		
Operating account	355.38	2,438.72
Class B Equity Shares	68.15	63.10
Class C Equity Shares	62.59	49.96
<b>Total Operating account</b>	<b>486.12</b>	<b>2,551.78</b>
Term Deposit-SCCU	0.00	0.00
Tourism Chequing Account	0.00	0.00
<b>Total Cash and cash equivalents</b>	<b>\$486.12</b>	<b>\$2,551.78</b>
Accounts receivable (A/R)		
Accounts Receivable	6,123.70	0.00
<b>Total Accounts receivable (A/R)</b>	<b>\$6,123.70</b>	<b>\$0.00</b>
<b>Total Current Assets</b>	<b>\$6,609.82</b>	<b>\$2,551.78</b>
<b>Total Assets</b>	<b>\$6,609.82</b>	<b>\$2,551.78</b>
<b>LIABILITIES AND EQUITY</b>		
Current Liabilities		
Accounts Payable-other	6,041.90	
GST/HST Payable	0.00	-422.05
Payroll Liabilities	0.00	58.22
Tourism Accounts	0.00	2,628.43
Unearned Revenue	1,200.00	
Accounts Payable	\$0.00	\$0.00
<b>Total Current Liabilities</b>	<b>\$7,241.90</b>	<b>\$2,264.60</b>
Equity		
Opening Bal Equity	13,389.24	11,832.81
Retained Earnings	-11,545.63	-9,495.92
Profit for the year	-2,475.69	-2,049.71
<b>Total Equity</b>	<b>\$ -632.08</b>	<b>\$287.18</b>
<b>Total Liabilities and Equity</b>	<b>\$6,609.82</b>	<b>\$2,551.78</b>

January 10, 2017

Tina Perreault  
General Manager, Corporate Services / Chief Financial Officer  
Sunshine Coast Regional District  
1975 Field Road  
Sechelt BC V0N 3A1

Dear Ms. Perreault and SCRD Board,

My name is Paul Kamon and I am the newly appointed executive director of Sunshine Coast Tourism. Having served SCT as the marketing director over the past 5 years, I am excited and honoured to be given the opportunity to continue the organization's development.

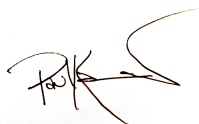
Sunshine Coast Tourism was formed in 2008 and is a 50/50 public private partnership between our local governments and the region's growing tourism industry. The 2% Municipal Regional District Tax (MRDT), implemented on August 1, 2016, is the final funding piece provided by consumers that will allow us to be sustainable and ultimately successful as an organization.

As per section 7 of the MRDT Guidelines, the "funds from the tax (MRDT) are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community."

Over the years, we have greatly appreciated the SCRD's ongoing investment in Sunshine Coast Tourism. We look forward to our continued partnership with you and the other local governments to help achieve our shared mandate to promote the Sunshine Coast and grow the visitor economy for the benefit of all of our communities.

Thank you for your time and consideration of our request.

Sincerely,  
Paul Kamon



Executive Director  
Sunshine Coast Tourism  
T: 604-618-1963 cel. E: [paul@sunshinecoastcanada.com](mailto:paul@sunshinecoastcanada.com)

<b>SUNSHINE COAST TOURISM - BUDGET</b>				
<b>Fiscal Year May 1 - April 30</b>				
	<b>Budget 2016-17</b>	<b>Actual thru 12/31/16</b>	<b>Budget 2017-18</b>	
<b>REVENUE</b>				
Memberships*	\$ 32,000	\$ 24,237	\$ 35,000	
Local Governments**	\$ 41,000	\$ 41,000	\$ 72,000	
Stakeholders				
Co-op Marketing	\$ 10,000	\$ 4,925	\$ 24,500	
Online Reservation System	\$ 5,000	\$ 5,494	\$ 5,000	
Provincial/Federal Project Funds				
Destination BC	\$ 108,000	\$ 86,053	\$ 175,000	
Destination BC - Ale Trail***	\$ 130,000	\$ 149,053	\$ 529,627	
MRDT	\$ 145,000	\$ 103,349	\$ 250,000	
<b>TOTAL REVENUE</b>	<b>\$ 471,000</b>	<b>\$ 414,111</b>	<b>\$ 1,091,127</b>	
<b>EXPENSES</b>				
Marketing				
Destination BC - SCT Co-Op	\$ 206,000	\$ 156,310	\$ 325,000	
Destination BC - Ale Trail	\$ 110,500	\$ 141,582	\$ 527,127	
MTBA			\$ 6,500	
AhoyBC			\$ 3,000	
General Marketing	\$ 5,000	\$ 12,109	\$ 3,000	
Travel	\$ 10,000	\$ 3,954	\$ 3,000	
Website Maintenance	\$ 6,000	\$ 4,738	\$ 3,000	
	<b>\$ 337,500</b>	<b>\$ 318,693</b>	<b>\$ 870,627</b>	
Media Relations				
Personnel	\$ 23,000	\$ 17,550	\$ 35,000	
Media Hosting	\$ 2,000	\$ 1,011	\$ 5,000	
Media Monitoring Service			\$ 3,000	
	<b>\$ 25,000</b>	<b>\$ 18,561</b>	<b>\$ 43,000</b>	
Member Services				
Communications	\$ 1,000	\$ 577	\$ 3,000	
	<b>\$ 1,000</b>	<b>\$ 577</b>	<b>\$ 3,000</b>	
Administration				
Staff/Professionals	\$ 68,000	\$ 9,085	\$ 135,800	
Accounting/Bookkeeping	\$ 8,000	\$ 6,119	\$ 10,000	
Insurance	\$ 1,200	\$ 952	\$ 2,000	
Travel & Meetings	\$ 2,000	\$ 1,949	\$ 3,000	
Utilities			\$ 1,200	
Telecommunications			\$ 2,500	
Supplies			\$ 1,250	
Bank/Credit Card Fees	\$ 1,500	\$ 1,136	\$ 1,500	
Dues/Licences	\$ 500	\$ 170	\$ 1,250	
GST/HST Expense				
	<b>\$ 81,200</b>	<b>\$ 19,411</b>	<b>\$ 158,500</b>	
MRDT Contingency - Reserves	\$ 26,300		\$ 16,000	
<b>TOTAL EXPENSES</b>	<b>\$ 471,000</b>	<b>\$ 357,242</b>	<b>\$ 1,091,127</b>	
<b>GAIN / (LOSS)</b>	<b>\$ -</b>	<b>\$ 56,869</b>	<b>\$ -</b>	

\* SCT's cash budget has been supplemented by \$31,000 of in-kind services from City of Powell River and PRRD via 50% of Marketing Director staff position (thru 2016) |

\*\* Local government breakdown 2016/17: SCR D \$20,000, Sechelt \$12,800, Gibsons \$7,200, SIGD \$1,000. Only anticipated change for 2017/18 is City of Powell River & PRRD.

\*\*\* SCT is the administrator of the BC Ale Trail and collects a management fee (\$12,500). The bulk of the project funds are flow-through.



# Sunshine Coast Tourism

## 2016 End of Year Update

January 6, 2017

To: Nicholas Simons, City of Powell River, District of Sechelt, Town of Gibsons, Powell River Regional District, Sunshine Coast Regional District, shíshálh Nation, Skwxwú7mesh Nation, Tla'amin Nation, and Klahoose Nation

Please accept this report as a summary of Sunshine Coast Tourism's activities in 2016. Sunshine Coast Tourism (SCT) is the official Destination Marketing Organization for the Sunshine Coast. It is a non-profit society representing the tourism industry from Desolation Sound to Howe Sound. The organization is funded through a public-private partnership of local governments, provincial grants, and industry.

2016 has been another strong year for the tourism industry across the province, including the Sunshine Coast. Visitors to the province are up 12% in the first 9 months of the year compared to 2015, which was widely seen as a strong tourism year. The US Dollar exchange rate remains favourable and there has been continued growth in American travellers. Asia and Europe also show increases in total visitors as new flight routes continue to be added into Vancouver. Here on the Coast, passenger counts are up on all our BC Ferry routes. Arrivals from Horseshoe Bay are over 1.3 million people, higher than any year since before 2008, and up 4% over 2015. Passenger arrivals from Comox are up 2% and travel between each half of the Coast is up 3% in each direction. Many local tourism businesses report 2016 as being a very good year.

SCT has made significant progress in its overall strategic goals this year. Many of these are detailed later in this document. MRDT is already playing a significant role in the capacity of the organization and the ability to participate in Destination BC programs and 50/50 matching fund opportunities. In the past few years, SCT has moved from attracting \$21,000 in provincial matching funds to \$120,000. SCT hired its first summer student as part of the Canada Summer Jobs Program to assist with the website and make better use of our photography assets.

### **Mission**

Sunshine Coast Tourism's mission is to build a strong tourism economy on the Sunshine Coast consistent with the values of residents. Sunshine Coast Tourism will:

- Promote the Sunshine Coast to leisure and business travelers as a year-round destination in targeted markets through a strategic, research-based marketing strategy
- Facilitate the continuing evolution of the destination
- Increase awareness of the value, contribution, and importance of tourism among the government, population, and businesses on the Sunshine Coast.

Sunshine Coast Tourism listed 4 top priorities for 2016:

- 1) Expand funding base to increase capacity
- 2) Position the destination based on our Unique Selling Propositions
- 3) Promote and develop product and experiences
- 4) Provide leadership to the industry

### **Expand Funding Base to Increase Capacity**

Sunshine Coast Tourism would like to thank each of our local governments, First Nations, and the accommodation sector for its support in a successful Municipal & Regional District Tax (MRDT) application to the Province. This program is British Columbia's most widely used tool to fund destination marketing activities. The [MRDT](#) is a tax that hotels, motels, resorts and other eligible lodgings with four or more units collect from guests on the purchase price of accommodation. It has historically been a tax of up to 2% and in September 2015 was increased to as much as 3%. Communities choose the percentage which will apply to individual regions and must apply to the provincial government to enact the tax and to change the percentage once established. Communities must renew their applications every five years if they choose to continue the program.

SCT's application for a 2% MRDT was approved last spring and was implemented in August in both the Sunshine Coast and Powell River Regional Districts and the municipalities within. Sunshine Coast Tourism receives collected funds from the provincial government and is responsible for reporting requirements. It is estimated that MRDT will generate \$250,000 per year for destination marketing activities in the region and receipts to date are on track with estimates.

One of the MRDT program requirements is that the tax revenue must augment current funding and cannot be used to replace existing sources of tourism funding. SCT remains a public-private partnership with contributions from visitors, the tourism industry, and local and provincial government.

Over the past two years, Destination BC has significantly increased investment directly into communities that was previously spent at the regional level. A significant program is the Cooperative Marketing Partnership Program which allows for 50/50 application-based project funding. SCT participated in 3 community consortiums which included the BC Ale Trail, Sea-to-Sky Mountain Biking, and created its own consortium for the Sunshine Coast Region. In this manner, SCT was able to leverage every dollar of local government funding and member contributions to achieve matching provincial investment. SCT also coordinated with the Gibsons and Sechelt Visitor Information Centres so that they could access \$14,000 in matched Innovation Program funding to raise the level of service for the Travel Ambassador Program aboard the Horseshoe Bay-Langdale ferry route.

The combination of the above programs alongside continued industry and government investment will allow Sunshine Coast Tourism to greatly expand its capacity in 2017. After an extensive hiring process, SCT is happy to announce the hiring of its first Executive Director. Paul Kamon accepted the role as of December 1, 2016. Annie Schroeder was promoted to full-time as the organization's Marketing Director. This is the first time that full-time staff will be able to focus on consistently increasing visitation to the region.

### **Position the Destination based on our Unique Selling Propositions**

Unique Selling Propositions – qualities and products that set the Sunshine Coast region apart from other regions such as Victoria, the Okanagan, Tofino, or Whistler

Three Unique Selling Propositions have been defined and considerable effort made so that all marketing and media relations efforts tie back to those three points.

1. A string of rural, ocean-side communities
  - a. This is not a metropolitan area. Slow down & escape from the city.
  - b. There are many communities to explore, each with their own character.
  - c. The Pacific Ocean is here on our doorstep alongside stunning scenery
2. Outdoor Adventure
  - a. Super Natural British Columbia is our attraction, not a supermall or a structured venue

- b. Hike, bike, sail, paddle, golf, dive, swim, climb, ski, ride...your adventure starts here surrounded in natural beauty
  - c. A partnership of land and water activities and natural attractions
- 3. Arts, Culture & Heritage
  - a. Home to four First Nations who have a remarkable story to tell & continue to develop
  - b. Historic Townsite – National Heritage District as well as our forestry and fishing heritage
  - c. An amazing concentration of artists in all genres who live and work and are inspired by place
  - d. Festivals and events celebrating a range of interests all year long

## MARKETING CAMPAIGNS

Most of our marketing efforts are targeted at the shoulder season...spring, fall and winter. Summer has always been the strongest season for tourism on the Sunshine Coast, but there is significant opportunity to increase visitations the rest of the year. The other benefit to a strong spring is to encourage early reservations for summer which give stability and confidence in planning for staff and training.

One way of reaching potential visitors is to exhibit in consumer travel shows. This allows for one on one conversation and delivering the personal touch, which is part of the Sunshine Coast rural experience. Each show is carefully evaluated for its audience reach and its relationship to our key USP messages. Sunshine Coast Tourism attended 4 consumer shows and distributed more than 5,000 pieces of print collateral.

CALGARY OUTDOOR ADVENTURE & TRAVEL SHOW  
VANCOUVER OUTDOOR ADVENTURE & TRAVEL SHOW  
VANCOUVER INTERNATIONAL BOAT SHOW  
PORTLAND HERE & THERE TRAVEL FEST



We partnered with GoCanada and one of our members to distribute our collateral at the Vakantiebeurs Canada Pavilion in January. This is the largest travel show in The Netherlands with 117,000 visitors.

Another key component of direct interaction is being able to speak to these potential visitors over time. We used #sunshinecoastsweeps and created two prize packages generating new additions to our consumer email database which is used for quarterly newsletters detailing upcoming events, packages and deals.





Our marketing strategies are moving past individual advertisements and focusing on integrated content creation. We are focused on storytelling and the strength of electronic media in combination with traditional media relations. Media partners are chosen to create relevant Sunshine Coast content to reinforce Unique Selling Propositions.

Our collaboration with My Passion Media combines traditional advertising with sponsored editorial and supports those articles with paid social media and subscription based e-newsletters. My Passion Media includes Explore Magazine, Canadian Traveller, British Columbia Magazine and Pacific Yachting whose readership match many of our target audiences.

- [10 Active Adventure Destinations for Canadians](#) – Explore Magazine
- [89 Things to do in BC this Spring](#) – Canadian Traveller
- [25 Breathtaking BC Instagram Photos you are going to want to copycat](#) – Canadian Traveller
- [23 Kayak and Canoe Routes in BC](#) – Explore Magazine
- [7 Overnight Paddle Trips to Conquer this Summer](#) – Explore Magazine
- [Langdale to Lund: Sunshine Coast Cycling Route you need to Pedal](#) – Explore Magazine
- 6 Must See Stops on the Edge of Desolation Sound – Pacific Yachting
- BC By Land, Sea and Air – BC Magazine
- [Taste the Sunshine Coast](#) – BC Magazine
- [Arts are Alive on the Sunshine Coast](#) – BC Magazine

Festival Seekers is an online festival guide for British Columbia and Alberta that actively supports blog postings with social media and subscription e-newsletters. SCT partnered to promote key festivals and events.

- [Orchestra on the Beach](#) – PRISMA
- BC Living – [Win Tickets to the Sunshine Coast Symphony Tour for 2](#) – PRISMA
- Choose Your Own Sunshine Coast Adventure
- [Unique Literary Festival Celebrates Canadian Writers](#) – Festival of the Written Arts
- [Powell River Logger Sports](#)
- [Follow the Purple Banner to Discover Sunshine Coast Art & Artists](#) – Art Crawl
- [Festive Atmosphere Hits the Sunshine Coast](#) – Vancouver Sun

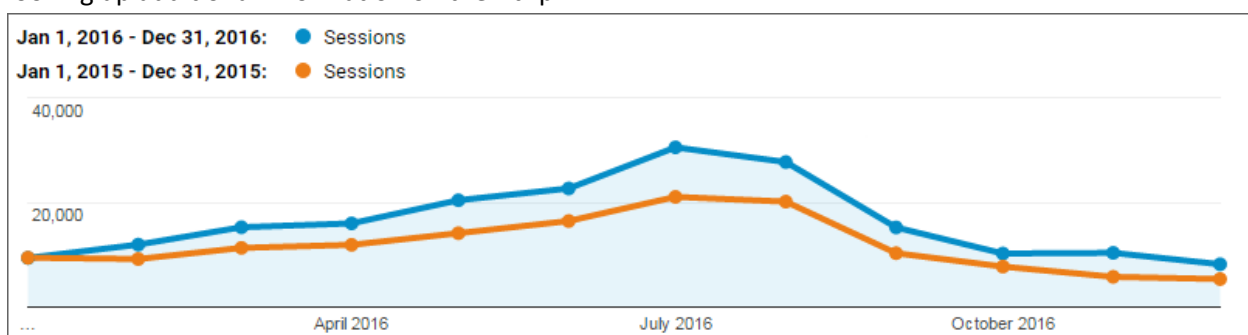
BC Living, Real Weddings & Avenue Calgary

- [Win Tickets to the Sunshine Coast Symphony Tour for 2](#) – BC Living
- [10 Must-Instagram Spots on the Gorgeous Sunshine Coast](#) – BC Living
- [Top 6 Wedding Photo Shoot Locations on the Sunshine Coast](#) – Real Weddings
- [6 Charming Destinations on the Sunshine Coast](#) – Avenue Calgary
- [Where to Eat on the Sunshine Coast](#) – BC Living

Facing Waves is the top paddlesports television show airing on Outside Television and Fox Sports in the US and on the Nautical Channel in 44 countries around the world. This summer, the crew spent a week

filming on the Sunshine Coast for an episode to air in 2017. The key theme is the vast number of Sunshine Coast waterways and the variety of paddling opportunities from novice to expert for kayaking, canoeing, and paddleboarding. Filming took place in Desolation Sound, Jervis Inlet, Sechelt Inlet, Salish Sea, and Howe Sound. Many stakeholders were able to participate including First Nations, paddling operators, accommodations and restaurants. This is content creation of a new level incorporating television and multiple social media channels. SCT also has access to new video and photography for use on the website and social media from the experience.

The primary call to action in each marketing effort is to visit [www.sunshinecoastcanada.com](http://www.sunshinecoastcanada.com). Website traffic is up by 39% this year with over 197,000 sessions year to date. The site saw similar increases in unique visitors and overall page views. There was a notable increase in site traffic during spring and early summer coinciding with the spring campaign and then again in September during the fall campaign. Higher summer online traffic has a high degree of mobile devices, and is likely visitors on the ground looking up additional information on their trip.



The secondary call to action is #sunshinecoastbc. This was chosen in part to create distinction apart from Australia's Sunshine Coast which is also active on social media. Our followers on Instagram have almost doubled this year and are now up to 7,400. Each photo receives 400-500 interactions and our posts see an average of 10,000 impressions each week. The strategy with Instagram is to showcase trip-inspiring photos almost every day. The hashtag allows both our members, residents, and visitors to amplify our brand with their own photos. Total instances of #sunshinecoastbc on Instagram alone this year are over 36,000. <http://instagram.com/sunshinecoastbc/>



SCT's Facebook presence has grown by 1/3 to 8,700 likes. This is our primary tool for sharing news on a daily basis. This includes previews for festivals and events, sharing of media coverage, showcasing video and our best photos, and sharing member news. The average post has an organic reach of 1,500-2,800 people. <https://www.facebook.com/SunshineCoastTourismBC>



Twitter is our tool for creating conversations with visitors on the ground. There is information later in this report about our work with our Visitor Centres in this effort. We also share all media coverage, showcase videos, share member news, and highlight festivals and events. Our twitter following is more than 5,000 people <http://twitter.com/sunshinecoastca>

Marketing and online activities are coordinated by Paul Kamon and Annie Schroeder.

## MEDIA RELATIONS

Our media relations program works to generate extensive unpaid editorial coverage in print, broadcast and social media. Media coverage not only features our tourism products but also goes beyond into the markets of lifestyle, culture, and business. Our members contribute to itineraries of various themes by providing complimentary accommodation, dining and recreational experiences that showcase a wide range of our region's products. We hosted 24 journalists representing targeted publications such as the Vancouver Sun, West Jet Magazine, and AmTrak In-Train. Our staff respond to journalist inquiries and work with Destination BC to pitch story ideas for the region. More than 145 tourism articles have been published about the Sunshine Coast this year.

SCT's hosted media visits resulted in a number of articles.

- West Jet Magazine – [Welcome to the Sunshine Coast](#)
- West Jet Magazine – [What to Do on the Sunshine Coast](#)
- Time Travel Turtle – [48 hours on the Sunshine Coast](#) (Australia)
- Vancouver Sun – [The Sunshine Coast](#)
- The Province – [Everything's fresher on BC's Sunshine Coast](#)
- The Province – [Soaking up the Sunshine Coast](#)
- National Post – [From the trails to the food, everything's fresher on BC's Sunshine Coast](#)
- Freehub Magazine – [Forests of Progression](#) (USA)
- Freehub Magazine – [Guide to the Sunshine Coast](#) (USA)
- Modern Farmer – [From Farm to Bottle: This Brewery Combines Beer and Agriculture](#) (USA)
- Smithsonian – [From Farm to Bottle: Sip Brews among the Hop Vines at this Vancouver-Area Beer Farm](#) (USA)
- Westender – [The Growler Guide to BC's Ale Trail](#)
- Local Wanderer – [The Best Breweries along BC's Ale Trail](#)
- Local Wanderer – [Exploring the Sunshine Coast in Powell River BC](#)
- Local Wanderer – [7 Weekend Getaways from Vancouver](#)
- Cooking by Laptop – [Where to Eat on the Sunshine Coast](#)
- 70 Magazine – [Coastal Charm at historic Bonniebrook Lodge](#)
- BrunchCouver – [The Gumboot Café – Roberts Creek](#)
- Allure – [In Need of a Digital Detox? 6 Best Vacations Spots to Go Tech-Free](#)
- Hike Bike Travel – [The Sunshine Coast Trail: What you need to know before you go](#)
- Hike Bike Travel – [Backpacking the Sunshine Coast Trail: Mt Troubridge to Saltery Bay](#)
- Hike Bike Travel – [Backpacking the Sunshine Coast Trail: Sarah Point to Powell River](#)

Journalist visits can pay off over time with more than one article being published. The following are current year results of visits from 2015 and 2012.

- The Province – [Brewed Awakening's Top 10 exbeeriences of 2015](#)
- Pinkbike – [Revenge of the Nerds](#)
- Scottish Sun (UK) – [The Best of British \(Columbia\)](#)
- BBC – Kay Adams Programme – [The Travel Chap](#)
- The Life Delicious – [4 BC Road Trips you Need to Take this Year](#)

SCT staff frequently provide media support through arranging interviews and fact checking. Ongoing efforts to raise profile for the Sunshine Coast have resulted in an increasing number of writers that request information so they can write about the region without incurring the hard costs of a visit for SCT and its membership. Staff also work closely with Destination BC to pitch story ideas.

- The Province – [BC's Bike Race pits 600 riders against 7 days, 325km of tough terrain](#)
- Vancouver Sun – [BC Bike Race: 7 days of singletrack & tough terrain that garner global attention](#)

- The Globe & Mail – [Rolling along the Dumpling Trail](#)
- Destination BC Media Newsletter – [BC's Sunshine Coast Promises a Warm Welcome](#)
- HelloBC – [10 Places locals are camping in BC this week](#)
- HelloBC – [Your Top 5 Places for a BC Summer Vacation](#)
- GlobalTV – [DBC event picks of the week: Oct 17](#)

Sometimes these stories get picked up widely by other publications:

[Sunshine Coast a year-round outdoor haven with plenty of 'Beachcombers' nods](#)

- |                       |                                 |
|-----------------------|---------------------------------|
| - Calgary Herald      | - Winnipeg Free Press           |
| - Times Colonist      | - Thunder Bay Chronical Journal |
| - Toronto Sun         | - London (Ontario) Free Press   |
| - National Post       | - Metro News                    |
| - Vancouver Star      | - Kelowna Daily                 |
| - Breaking News Point | - Digital News Express          |

SCT media relations activities are coordinated by Andrea Wickham-Foxwell, Communications Director.

### **Promote and develop product and experiences**



The [BC Ale Trail](#) is a marketing campaign showcasing British Columbia as a global destination for craft beer enthusiasts, aka beer tourists. The campaign targets beer tourists across BC, Alberta, Washington, Oregon and beyond via web, video and digital content, communicating a simple but effective message:

**BC craft beer is delicious. BC is a beautiful place. Come visit our breweries, drink craft beer and enjoy our vibrant local communities and breathtaking landscapes.**

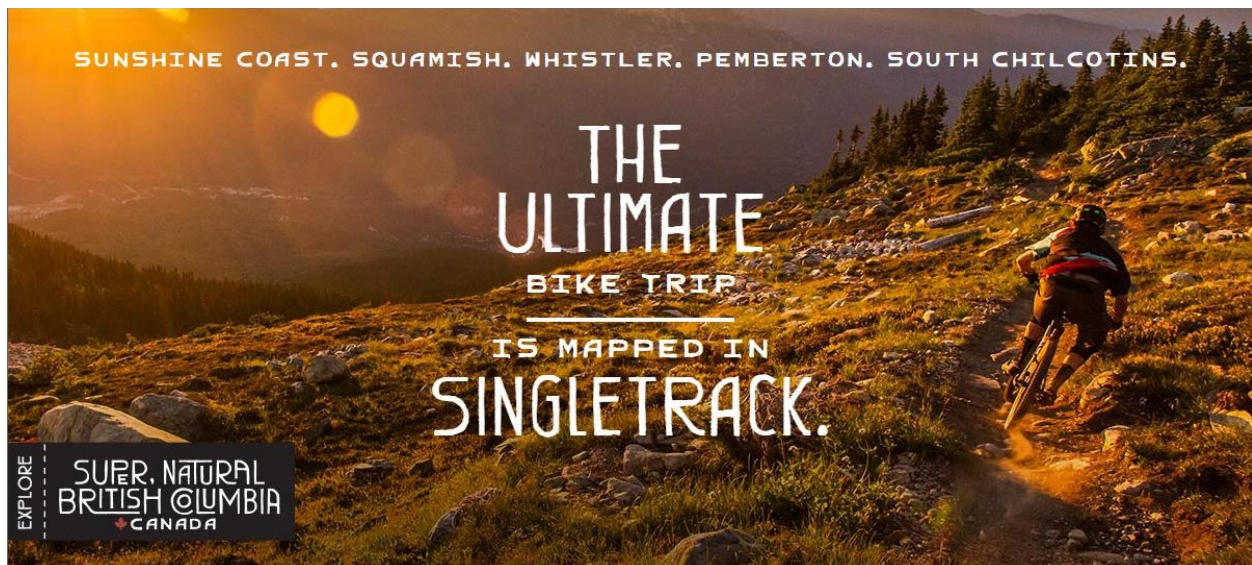
As this campaign was in the planning stages, Sunshine Coast Tourism not only saw the potential for promoting our own craft beer industry but became the lead DMO for a wider partnership of 5 Vancouver Island and Lower Mainland communities as well as the Kootenay Rockies. Paul Kamon brings expertise in the craft beer industry from his work as cofounder of Vancouver Craft Beer Week. His leadership on this project has brought learnings and growth to his role with SCT and helped build partnerships with our neighboring communities and with Destination BC staff. Persephone Brewing and Townsite Brewing have been key partners hosting multiple media visits and developing video content. In 2017, this initiative will continue to expand to other areas of the province and will welcome new Sunshine Coast breweries.

<https://youtu.be/sEJh1niR6K0>





A second major collaboration in 2016 resulted in greater focus on our mountain bike attractions. SCT partnered with Squamish, Whistler, Pemberton, and South Chilcotin to promote the [Sea to Sky Mountain Bike Tour](#).



The goal is to position the broader region as an ultimate bucket-list riding destination. The campaign focused on riders across western North America and involved journalists, social media, online advertising, and video development. SCT reached out to key local mountain bike stakeholders including bike shops, Coast Gravity Park and cycling clubs to shape themes and itineraries for the campaign. Many of these stakeholders also served as riders in photos and videos. Key messaging included our year-round riding scene which launched in the spring while the rest of the Sea-to-Sky corridor awaited snowmelt. Video: <https://www.youtube.com/watch?v=x7xJqPh6GSA>

In the first 6 months, the website saw more than 10,000 visits with an average time of almost 9 minutes. This is extremely high for a 1 page website indicated quality traffic and high engagement with video content. Sunshine Coast media coverage was targeted in April in [Freehub Magazine](#), [Pinkbike](#), and [Global TV](#). The story was also picked up by Germany's [Mountoria](#) and the US's [Teton Gravity Research](#). November featured an article in Pinkbike covering a MountainBikeBC contest award winner taking a "[Trip of a Lifetime](#)".

Bikes aren't just for off-road pursuits. Road cycling is a key growing product that encourages visitors to leave cars and home and avoid ferry capacity issues. TraC (Transportation Choices) is a local non-profit providing leadership to the Coast cycling community. SCT is investing in the development of a Coastal Bike Route which also includes funding from Vancouver Coastal Health and Sunshine Coast Community Foundation. This project is developing logos, signage and a route map leading to a mobile app to launch in 2017.

The Sunshine Coast was selected by Destination BC to participate in the Google Trekker project. Google Trekker takes the popular Street View function from Google Maps off the street and into the wilderness. Backpack cameras capture 360-degree views which will be readily available through Google in 2017. SCT supported a multi-day hike this summer on the Sunshine Coast Trail as part of Destination BC's list of epic hiking experiences.

**Provide leadership to the industry**

Since most of our marketing activities focus on the shoulder seasons, our summer focus was visitor engagement and traveller advocacy, primarily through #sunshinecoastbc hashtag and social media engagement. Given our limited capacity with part-time staff, we focused on including all 3 of our official Visitor Information Centres in a Destination BC program that enabled social media outreach through the use of an online software program, Hootsuite, to engage with visitors outside the brick and mortar visitor centres. Training was provided to Visitor Centre staff along with ongoing support through the summer months. Counselors learned to answer typical Visitor Centre questions on an electronic platform to reach visitors where they are....on their mobile devices. All participants spoke with a single amplified voice via Sunshine Coast Tourism's social media channels and were able to refer questions to other Visitor Centres for local expertise.

In this constantly changing online world, it is important for individual businesses to continue to upgrade their online skills. SCT brought Destination BC's social media team to Sechelt and Powell River to lead social media workshops in May. SCT also hosted a workshop with our partners at Festival Seekers in Powell River in November.

The Sunshine Coast was selected as the first region to begin Destination BC's new Destination Development Program. This is a strategic planning process looking forward 10 years to what a region wants to become and what it needs to develop to achieve those goals. The program focuses on the supply side of tourism by providing compelling experiences, quality infrastructure and remarkable service to encourage repeat visitation. Components include planning and management, product development, festivals and events, tourism investment and funding, policy, transportation, signage and way-finding. Regional plans will be accumulated into an overall plan for the province. The process includes a variety of provincial ministries, local governments, First Nations, and many sectors of the tourism industry. Three planning sessions have been held to date in communities throughout the region as well as sector focused sessions with marinas and First Nations. This project will continue in 2017 with the production of a Sunshine Coast Destination Development Plan.

Thank you for supporting Sunshine Coast Tourism and the tourism sector. If you would like to have a discussion at one of your committee meetings, we would welcome the opportunity for dialogue.

Respectfully submitted,

Paul Kamon

A handwritten signature in black ink, appearing to read 'Paul Kamon', with a stylized flourish extending from the end.

Executive Director  
Sunshine Coast Tourism



# **Municipal and Regional District Tax Program Requirements**

**Fall 2015**

## Table of Contents

Section	Page
1. Overview	<u>2</u>
2. Enabling Legislation	<u>2</u>
3. Program Purpose	<u>2</u>
4. Eligible Use of Funds	<u>2</u>
5. Eligible Applicants	<u>3</u>
5.1 Designated Recipients	<u>3</u>
5.2 Designated Accommodation Area	<u>4</u>
5.3 Delegation of Administration	<u>4</u>
6. MRDT Program Overview	<u>4</u>
6.1 How the MRDT Program Works	<u>4</u>
6.2 Three Percent Rate	<u>5</u>
6.3 Key Timelines	<u>5</u>
7. Application Requirements	<u>5</u>
8. Application Procedure	<u>8</u>
9. Upon Approval of Application	<u>8</u>
10. Annual Performance Management and Reporting Requirements	<u>9</u>
11. Amendments	<u>10</u>
12. Monitoring, Compliance and Termination	<u>10</u>
13. Further Information	<u>11</u>
Appendix 1. Application Requirements	
Appendix 1.1 MRDT Application Form	<u>A1.1-1</u>
Appendix 1.2 Five-Year Strategic Business Plan	<u>A1.2-1</u>
Appendix 1.3 Accommodation Directory Form	<u>A1.3-1</u>
Appendix 1.4 Accommodation Sector in Support of MRDT Form	<u>A1.4-1</u>
Appendix 1.5 Third Party Authorization Form	<u>A1.5-1</u>
Appendix 1.6 Disclosure of Information Authorization Form	<u>A1.6-1</u>
Appendix 1.7 Tourism Events Program Sponsorship Undertaking	<u>A1.7-1</u>
Appendix 2. Annual Reporting Requirements	
Appendix 2.1 Financial Report	<u>A2.1-1</u>
Appendix 2.2 Annual Performance Report	<u>A2.2-1</u>
Appendix 2.3 One-Year Tactical Plan	<u>A2.3-1</u>



## 1. Overview

The purpose of this document is to outline the requirements for the Municipal, Regional, and District Tax Program (“MRDT program”) and provide guidance and assistance to municipalities, regional districts, and eligible entities (“designated recipients”) applying for or renewing the Municipal, Regional, and District Tax (“the tax”) within their communities. This document includes application materials and other forms and templates to assist with application, renewal, and reporting requirements.

**Designated Recipient:** *The municipality, regional district or eligible entity that receives the revenue from the tax in a designated accommodation area.*

## 2. Enabling Legislation

Section 123 of the *Provincial Sales Tax Act* (refer to [http://www.bclaws.ca/civix/document/id/complete/statreg/12035\\_00](http://www.bclaws.ca/civix/document/id/complete/statreg/12035_00))

imposes a tax of up to three percent on the purchase price of accommodation in a specified geographic area of the province (“designated accommodation area”) on behalf of a designated recipient.

**Designated Accommodation Area:** *A specified geographic area of the province in which the tax will be applied on behalf of a designated recipient.*

## 3. Program Purpose

The purpose of the MRDT program is to assist designated recipients to fund tourism marketing, programs and projects.

The MRDT program is jointly administered by the Ministry of Finance, the Ministry of Jobs, Tourism and Skills Training, and Destination British Columbia.

The MRDT program is one of a number of supports available to enhance tourism marketing in BC. The MRDT program is intended to help grow BC revenues, visitation and jobs, and amplify BC’s tourism marketing efforts in an increasingly competitive marketplace. To promote a coordinated and efficient use of funds, the following **MRDT program principles** have been adopted:

- Effective tourism marketing, programs and projects
- Effective local-level stakeholder support, and inter-community collaboration
- Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics
- Fiscal prudence and accountability.

## 4. Eligible Use of Funds

The *Designated Accommodation Area Tax Regulation* (refer to [http://www.bclaws.ca/civix/document/id/complete/statreg/93\\_2013](http://www.bclaws.ca/civix/document/id/complete/statreg/93_2013)) sets out the authorized purposes

for funds collected under the MRDT program. Authorized purposes are tourism marketing, programs and projects, and any other prescribed purposes as set out in the regulation.

The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by both local governments and tourism industry stakeholders.

Funds from the MRDT program should augment current funding and cannot be used to replace existing sources of tourism funding in a community.

As the MRDT program is intended to primarily fund tourism marketing, programs and projects, consideration will only be given in special circumstances to the financing of capital expenditures such as new tourism facilities or infrastructure. Proposals for capital spending must be included in the designated recipient's Five-Year Strategic Business Plan, and must demonstrate strong local stakeholder support in order to be considered as an authorized use of MRDT program funds. These proposals will be approved on a case-by-case basis by the Province of British Columbia ("the Province".) Applicants must contact Destination British Columbia program staff prior to submitting an application including capital expenditures (refer to Section 13: Further Information).

Designated recipients are expected to effectively manage administrative costs related to MRDT projects. Administration costs, where applicable, include:

- Management and staff unrelated to program implementation
- Finance staff
- Human Resources staff
- Board of Directors costs
- Employee-related information technology costs (i.e. computers, telephone, support, network connections)
- Office lease/rent
- General office expenses

Considerable scrutiny will be applied to ensure that MRDT program funds are used for authorized tourism purposes.

## **5. Eligible Applicants**

### **5.1 Designated Recipients**

The following are eligible to be a designated recipient under the MRDT program:

- Municipalities
- Regional districts
- Eligible entities.

Under the *Provincial Sales Tax Act*, to qualify as an eligible entity, an applicant must:

- Be a not-for-profit business association (e.g. a society incorporated under the *Society Act*; entities incorporated under the *Business Corporations Act* are not eligible). Note that a not-for-profit society whose specific purpose is tourism marketing is preferred.
- Have a place of business in the designated accommodation area

- Be actively engaged in tourism marketing, programs or projects in the designated accommodation area.

### **5.2 Designated Accommodation Area**

The designated accommodation area may be:

- A whole municipality, but not a portion of a municipality
- A whole regional district or a portion of a regional district
- A combination of municipalities and portions of regional districts.

The tax may be levied in more than one municipality or regional district on behalf of a single designated recipient.

There can be no overlap with any other designated accommodation area in which the tax applies.

Generally, an electoral area is the smallest portion of a regional district that may be prescribed as a designated accommodation area.

### **5.3 Delegation of Administration**

Municipalities and regional districts may either administer the MRDT program directly or delegate administration to a service provider (such as a destination marketing organization). The municipality or regional district remains the designated recipient and remains fully responsible for compliance with all MRDT program requirements.

Eligible entities are not permitted to delegate the administration of the MRDT program to a service provider.

The Province does **not** mediate disputes between municipalities or regional districts and their service providers. A service agreement that details the deliverables and conflict resolution procedure is strongly recommended.

## **6. MRDT Program Overview**

### **6.1 How the MRDT Program Works**

Applicants may apply to request that the Province levy the tax on their behalf in a designated accommodation area.

The tax applies to purchases of taxable accommodation within the designated accommodation area. The tax is collected by the Province on behalf of the designated recipient.

The Province charges each designated recipient a fee to recover the cost to government for administering and enforcing of the tax. The fee is \$20 per month per accommodation provider in the designated accommodation area and is subject to change.

Funds equal to the tax collected in the designated accommodation area minus the administration fee are forwarded to the designated recipient on a monthly basis.

For new and renewal applications, the tax will be implemented for a period of five years. To extend the tax for an additional five-year period, a designated recipient must re-apply. There is no restriction on the number of times a designated recipient can apply to renew the tax.

Under the *Provincial Sales Tax Act*, **all** designated recipients must account annually to the Province on how MRDT program funds are spent (refer to Section 10: Annual Performance Management and Reporting Requirements).

### **6.2 Three Percent Rate**

The *Provincial Sales Tax Act* was amended in 2015 to increase the maximum tax rate on the purchase of accommodation that may be imposed in a designated accommodation area from two percent to three percent of the purchase price of the accommodation.

Increasing the rate of tax is optional. A designated recipient may request a change in the rate of the tax to three percent of the purchase price of the accommodation prior to their renewal date by submitting a complete application containing all requirements listed in Section 7: Application Requirements. If approved, the tax will be renewed at the new rate for another five-year period. Designated recipients not subject to renewal requirements will be required to submit a complete application for the new rate one time only.

It is intended that designated recipients implementing a rate of three percent will sponsor and contribute to a provincial Tourism Events Program. Under this program, 0.2 percentage points of the incremental one percent of the tax will contribute to a provincially-led program to support tourism events that are expected to increase tourism to or within British Columbia.

Designated recipients with a three percent tax rate will be subject to enhanced reporting requirements (refer to Appendix 2.2 for further details).

### **6.3 Key Timelines**

New applications for the tax and applications for rate changes must be submitted at least **nine** months in advance of the desired effective date of the tax.

Renewal applications must be submitted at least **six** months in advance of the end of the five-year term of the tax (“repeal date”).

Under extraordinary circumstances, designated recipients may make a written request to the Minister of Finance for an extension of the application deadline.

Failure to submit a completed application by the deadline may result in the tax ceasing to apply in a particular designated accommodation area.

## **7. Application Requirements**

New applications, rate changes, and renewal application requirements include consultation and support from local governments, tourism industry stakeholders and accommodation providers. The application must include **all** of the following information and be submitted as a single complete package:

- A completed application form (refer to Appendix 1.1) signed by an authorized signing authority of the municipality, regional district or eligible entity that confirms that all program requirements have been met and all required documents are included in the application package.
- A Five-Year Strategic Business Plan with first year tactical details that meets all the requirements set out in Appendix 1.2. The applicant is required to make its Five-year Strategic Business Plan available to tourism industry stakeholders and accommodation providers as part of the industry consultation and accommodation support requirements on page 7.
- Evidence that the funds from the tax are incremental to existing sources of tourism funds. The funds from the tax are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community. An applicant must note any additional funding sources that will be available to support the Five-Year Strategic Business Plan.
- Evidence of consultation and support from local governments.
  - **If a municipality is applying,** the municipality must provide evidence that the regional district has been consulted and indicate whether the regional district supports or opposes the imposition of the tax in the municipality. Evidence could be in the form of a letter from the regional district's Board of Directors.
  - **If a regional district is applying,** the regional district must provide evidence that all municipalities within the regional district have been consulted and agree with the tax being imposed in the regional district. Evidence must be in the form of letters of support from the municipality(ies).
  - **If an eligible entity is applying,** the entity must provide evidence that all municipalities and regional districts within the designated accommodation area have been consulted and agree with the tax being imposed in the designated accommodation area on behalf of the eligible entity. Evidence must be in the form of letters of support from the municipality(ies) and regional district(s).
  - In the case of a conflict between a municipality, regional district or eligible entity about who the designated recipient is for an application or whether the tax should be imposed in a municipality, priority will be given to the position of the municipality.
- Evidence of authority and request to impose the tax.
  - **If a municipality is applying,** the municipality must pass a bylaw that requests the Province levy the tax on its behalf and provide a copy of the bylaw with the application.
  - **If a regional district is applying,** the regional district must pass a resolution that requests the province levy the tax on its behalf and provide a copy of the resolution with the application. The regional district must also provide evidence of its authority to use funds for the intended purpose either through letters patent or statutory authority.
  - **If an eligible entity is applying,** the eligible entity must submit a letter that requests the province levy the tax on its behalf. The eligible entity must also provide evidence of its

authority to use funds for the intended purpose by submitting copies of its certificate of incorporation, articles of incorporation, constitution and bylaws.

- The bylaw, resolution or letter must contain the following information:
  - Rate of tax to be imposed
  - Description of the geographic area in which the tax is to be imposed
  - Purpose for the funds
  - Desired effective date of the tax.
- Documentation on how the MRDT program, including revenue, will be administered (e.g. directly by the designated recipient or through a service provider). If a municipality or regional district is proposing to delegate administration of the program to a service provider, the name and address of the service provider must be included.
- Evidence of consultation with tourism industry stakeholders  
Evidence that the applicant has consulted with and received broad support from tourism industry stakeholders within the designated accommodation area in respect of the application. The applicant is required to make its Five-year Strategic Business Plan available to tourism industry stakeholders. Examples of consultation activities could include presentations at town hall meetings, annual general meetings and information sessions.
- An Accommodation Directory Form that lists all of the accommodation providers who offer accommodation that is taxable under the *Provincial Sales Tax Act* within the designated accommodation area, and the number of units each accommodation provider offers within the designated accommodation area (refer to Appendix 1.3). While the Province is able to provide an applicant with the names and addresses of registrants under the *Provincial Sales Tax Act*, it remains the responsibility of the designated recipient to ensure the accommodation directory is a complete and accurate list. For further information on taxable and exempt accommodation, please see PST Bulletin 120 Accommodation (refer to [http://www.sbr.gov.bc.ca/documents\\_library/bulletins/pst\\_120.pdf](http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf)).
- An Accommodation Sector in Support of MRDT Form (refer to Appendix 1.4) that provides evidence that an applicant has sufficient support from accommodation providers who offer taxable accommodation within the designated accommodation area. The minimum required level of support is at least 51 percent of the accommodation providers representing at least 51 percent of the total number of units of accommodation offered by those accommodation providers in the designated accommodation area. Higher support from accommodation providers will increase the likelihood that an application will be approved, providing all other requirements are met. The

**Tourism industry stakeholders:** Examples may include, but are not limited to, the following within the designated accommodation area:

- Accommodation providers;
- Attractions, sightseeing, activities and other primary tourism businesses;
- Restaurants, retail and other tourism related businesses;
- Regional and local tourism associations;
- Product Sector organizations;
- Parks and recreation;
- Visitor Centres; and
- Other government agencies and organizations that have programs and services that relate to tourism.

**For more information on taxable or exempt accommodation refer to** PST Bulletin 120 Accommodation [http://www.sbr.gov.bc.ca/documents\\_library/bulletins/pst\\_120.pdf](http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf).

applicant is required to make its Five-year Strategic Business Plan available to accommodation providers.

- Confirmation that Destination British Columbia has been consulted to ensure that proposed spending is coordinated and does not duplicate Destination British Columbia's broader promotional programs and is complementary to provincial marketing strategies and tactics.
- Third Party Authorization Form. If the designated recipient wishes the Province to discuss the application with their service provider the designated recipient must sign and submit the Third Party Authorization Form (refer to Appendix 1.5).
- Disclosure of Information Authorization Form. Applicants must authorize the Ministry of Finance to share information about the designated recipient in respect to the MRDT program with Destination British Columbia and the Ministry of Jobs, Tourism and Skills Training for the purpose of program administration and evaluation, and development of provincial tourism policy (refer to Appendix 1.6).
- A signed Tourism Events Program Sponsorship Undertaking if the application is for a three percent tax rate (refer to Appendix 1.7).

## 8. Application Procedure

Complete application packages must be submitted in PDF format by email to Destination British Columbia (MRDT@destinationbc.ca). The applicant will receive an email from Destination British Columbia confirming receipt of the application package.

Applicants may be contacted to provide additional information.

Failure to provide complete and accurate information may result in the application being delayed, returned or rejected.

Applicants can find more information about application timelines in Section 6.3.

## 9. Upon Approval of Application

If the application is approved by Cabinet, the *Designated Accommodation Area Tax Regulation* will be amended to prescribe the designated recipient, the designated accommodation area, the rate of tax, the effective date of the tax, the repeal date of the tax if applicable, and the approved uses of the revenue from the tax for a five-year period.

The applicant will be informed by the Ministry of Finance when the amendment to the *Designated Accommodation Area Tax Regulation* has been made and will be given information on when the tax will come into effect.

For new applications, the tax will be implemented effective the first day of the month that is three full months after the month in which the tax was approved. For example, if Cabinet approves the tax in



May, the tax will be implemented in the designated accommodation area beginning September 1. This provides sufficient time for accommodation providers to prepare to collect the tax.

For rate changes, the new tax rate will be implemented effective the first day of the month that is one full month after the month in which the tax was approved. For example, if Cabinet approves the tax in May, the new tax rate will be implemented in the designated accommodation area beginning July 1.

The Consumer Taxation Programs Branch of the Ministry of Finance will provide information on the procedures for collecting and remitting the tax to all accommodation providers required to collect and remit the tax. Accommodation providers may also refer to PST Bulletin 120 *Accommodation* (refer to [http://www.sbr.gov.bc.ca/documents\\_library/bulletins/pst\\_120.pdf](http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf)).

## 10. Annual Performance Management and Reporting Requirements

Under the *Provincial Sales Tax Act*, all designated recipients must account annually to the Province for how money received from the tax has been spent. Therefore, **all designated recipients** must submit an **Annual Performance Report**, a **Financial Report**, and a **One-Year Tactical Plan**, signed by the authorized signing authority of the designated recipient, annually to the Province (email to [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca)).

### Annual Performance Report:

- Designated recipients must report on performance metrics related to the four MRDT program principles.
- Designated recipients with a three percent tax rate will be subject to additional reporting requirements.
- The Annual Performance Report must also include a summary of the tactics, activities and key outputs and outcomes.
- A template for the Annual Performance Report is provided in Appendix 2.2.
- **The Annual Performance Report must be submitted by April 30 of each year.**

### *The MRDT program principles are:*

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

### Financial Report:

- The Financial Report must include a detailed budget for the year ending and the year ahead. The Financial Report must show how all of the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes.
- The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan.
- The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.
- A template for the Financial Report is provided in Appendix 2.1
- **The Financial Report must be submitted by April 30 of each year.**

### One-Year Tactical Plan:

- The One-Year Tactical Plan must include:
  - A brief overview of the strategic direction from the Five-Year Strategic Business Plan.



- Key strategies for the year, if different from the Five-Year Strategic Business Plan, and key target markets.
- Detailed tactics for the next year, including details about tactics and activities, as well as a proposed budget for the next year.
- Performance measures for next year, including expected outputs, outcomes, and performance metrics. The performance measures must relate to the MRDT program principles (as outlined in Appendix 2.2).
- The One-Year Tactical Plan should be made available to tourism industry stakeholders.
- A suggested template for the One-Year Tactical Plan is provided in Appendix 2.3.
- **The One-Year Tactical Plan must be submitted by November 30 of each year, commencing November 30, 2016.** If plans are available earlier, please submit as they become available.

**Please note:**

- Designated recipients from larger communities (those that have the capacity for ongoing multi-year planning and reporting) may be asked to provide their multi-year rolling business plans annually for the purpose of program administration and evaluation.
- Designated recipients not subject to the renewal application requirements must submit a Five-Year Strategic Business Plan every five years. The first Five-year Strategic Business Plan must be submitted to the Province **by November 30, 2016.**

## **11. Amendments**

The *Designated Accommodation Area Tax Regulation* sets out the designated recipient, the designated accommodation area, the rate of the tax, the repeal date of the tax, and the approved uses of the revenue from the tax for a five-year period. Any other use of the revenue is prohibited.

Requests for interim changes to the designated recipient or the designated accommodation area will not be considered. Changes to the designated recipient or the designated accommodation area can only be made in a renewal application.

Proposed changes in the use of revenue from the tax by the designated recipient that require amendments to the *Designated Accommodation Area Tax Regulation* will generally only be considered with renewal applications, for example, a proposal to use revenue from the tax for capital projects.

Designated recipients do not require approval from the Province for changes in marketing tactics previously submitted in their one-year Tactical Plan (as part of their application package or submitted with the annual review), as long as the tactics are consistent with the overall approved five-year Strategic Business Plan.

Any other material changes, that are significant shifts in the direction set out in either the One-Year Tactical Plan or the Five-Year Strategic Business Plan, must be submitted to Destination British Columbia for approval in advance of the change being implemented.

## 12. Monitoring, Compliance, and Termination

Designated recipients are required to comply with all MRDT program requirements, including eligible use of funds and annual reporting requirements. The Minister of Finance may terminate the tax in a designated accommodation area if the designated recipient is found to be in non-compliance with MRDT program requirements, and the non-compliance is not corrected in a timely manner.

The Ministry of Finance undertakes various compliance related activities as part of the administration of provincial consumption taxes, including the MRDT program, to ensure that all amounts due are remitted. The tax is levied under the *Provincial Sales Tax Act*. Any compliance activities undertaken in relation to the tax are carried out as part of those conducted for the Provincial Sales Tax (“PST”) according to the schedules and guidelines established for PST.

The Ministry of Finance will review specific lead information provided (for example, a hotel operating without collecting applicable taxes) and will make a determination as to whether any additional follow up may be necessary. The Ministry may conduct any further investigation deemed warranted.

A designated recipient may make a written request to the Minister of Finance to have the tax cease before the scheduled repeal date.

If the tax ceases in a designated accommodation area for any reason (e.g. failure to submit a completed renewal application on time, written request for early termination, or termination for non-compliance) a new application to impose the tax in that designated accommodation area would be required and it would be subject to the normal processing time associated with new applications.

## 13. Further Information

Applicants can request further **information about the MRDT program** by contacting Destination British Columbia by email at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca) or by phone at 604-660-6391.

For information on the **administration and enforcement of the tax**, please contact the Ministry of Finance:

Toll-free from anywhere in Canada call:

1-877-388-4440 Fax: 250-356-2195

E-mail: [CTBTaxQuestions@gov.bc.ca](mailto:CTBTaxQuestions@gov.bc.ca)

Please complete all MRDT application requirements and send to [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca) in **one complete package** in PDF format.

## Appendix 1.1 Municipal and Regional District Tax Application Form

**Legal Name of Applicant:** \_\_\_\_\_  
**Designated Accommodation Area:** \_\_\_\_\_  
**Rate of Tax (up to 3%):** \_\_\_\_\_  
**Implementation or Renewal Date:** \_\_\_\_\_

Check when completed	Requirement
<input type="checkbox"/>	<i>Five-year Strategic Business Plan (Appendix 1.2)</i>
<input type="checkbox"/>	<i>Evidence that funds from the tax are incremental to existing sources of tourism funds</i>
<input type="checkbox"/>	<i>Evidence of consultation and support, as applicable, from local governments</i>
<input type="checkbox"/>	<i>Evidence of authority and request to impose the tax (e.g. Bylaw, resolution or letter requesting tax)</i>
<input type="checkbox"/>	<i>Certificate of incorporation, copies of articles of incorporation, constitution, and bylaws (eligible entities only)</i>
<input type="checkbox"/>	<i>Documentation of how the MRDT program, including revenue, will be administered (where applicable)</i>
<input type="checkbox"/>	<i>Evidence of consultation with tourism industry stakeholders</i>
<input type="checkbox"/>	<i>Accommodation Directory Form (Appendix 1.3)</i>
<input type="checkbox"/>	<i>Accommodation Sector in Support of Municipal and Regional District Tax Form (Appendix 1.4)</i>
<input type="checkbox"/>	<i>Confirmation of consultation with Destination British Columbia</i>
<input type="checkbox"/>	<i>Third party Authorization Form (Appendix 1.5, where applicable)</i>
<input type="checkbox"/>	<i>Disclosure of Information Authorization Form (Appendix 1.6)</i>
<input type="checkbox"/>	<i>Tourism Events Program Sponsorship Undertaking (3% applicants only) (Appendix 1.7)</i>

By signing this application form, you certify that the information included in the application package is accurate, that all Municipal and Regional District Tax program requirements have been met, and that all required documents have been included in the application package.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

## Appendix 1.2 Five-Year Strategic Business Plan

A municipality, regional district or eligible entity interested in applying for the Municipal and Regional District Tax or a renewal of the Municipal and Regional District Tax must submit an application as set out in the MRDT Program Requirements. A Five-Year Strategic Business Plan is required **at time of application**. This Five-Year Strategic Business Plan must include a detailed One-Year Tactical Plan for the first year of program implementation. Each year (years two through five of the program), the One-Year Tactical Plan must be updated and resubmitted (by November 30<sup>th</sup>) to reflect current marketing activities for the year as part of the annual reporting obligations. A separate template has been provided to guide the development of these year two through five plans (refer to Appendix 2.3).

The Five-Year Strategic Business Plan must encompass the five-year period covered by the application and it **must** include the following elements:

Section 1: Five-year strategic overview with identified targets and actions for the five year period  
Section 2: One-Year Tactical Plan with performance measures, and  
Section 3: Detailed Budget for Year One

Your Five-Year Strategic Business Plan must adhere to the MRDT program principles.

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. The applicant and designated recipients not subject to renewal applications are required to make their Five-year Strategic Business Plan available to tourism industry stakeholders and accommodation providers as part of the industry consultation and accommodation support requirements.

Your Five-Year Strategic Business Plan must identify marketing strategies, key markets and targets that the community will focus on to build its tourism business and the steps it needs to take to achieve desired results.

Your Five-year Strategic Business Plan should answer the following key questions:

- What business objectives related to tourism does your community expect to achieve?
- What type of growth does your community want to achieve (in the short and long term)?
- How will your community achieve these objectives?
- What type of tourism products will you need?
- What type of visitor are you hoping to attract?

Please contact Destination British Columbia at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca) for any questions.

For more information on tourism business planning, please visit Destination British Columbia's website (refer to [www.destinationbc.ca/Resources/Developing-a-Tourism-Plan.aspx](http://www.destinationbc.ca/Resources/Developing-a-Tourism-Plan.aspx)).

### Quick Reference Guide

#### (from the MRDT Program Requirements):

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

#### The MRDT program principles are:

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

## Five-Year Strategic Business Plan Template

**Designated Recipient:** \_\_\_\_\_  
**Community Name:** \_\_\_\_\_  
**Date Prepared:** \_\_\_\_\_  
**MRDT Term Expiry Date:** \_\_\_\_\_  
**Five Year Period:** \_\_\_\_\_

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Five-Year Strategic Business Plan may be developed specific to your community needs and resources, but must include all required sections of the Five-Year Strategic Business Plan listed below.** If using this template, please delete the grey text and provide your response accordingly.

Section 1: Five-Year Strategic Overview	
<b>Vision and Mission</b>	<ul style="list-style-type: none"> <li><i>The Vision is future focused, something to be pursued, a destination, inspirational, and verifiable.</i></li> <li><i>The Mission is present focused, reason for being, a roadmap, concrete, and measurable.</i></li> </ul>
<b>Strategic Context</b>	<ul style="list-style-type: none"> <li><i>The Strategic Context will be developed by conducting a situation analysis. The situation analysis is an integral part of this Five-Year Strategic Business Plan and should include current trends, forecasts and areas of priority to address the following:</i> <ul style="list-style-type: none"> <li><i>What are the current economic and tourism conditions?</i></li> <li><i>What challenges and opportunities exist?</i></li> <li><i>Key learnings.</i></li> </ul> </li> </ul>
<b>Overall Goals, Objectives and Targets</b>	<ul style="list-style-type: none"> <li><i>Goals and Objectives are the quantifiable results the recipient expects to achieve over the five year period. Goals should be realistic, achievable, yet challenging and should include a timeline.</i></li> <li><i>Example objectives include amount of MRDT revenue, visitation levels, or visitor revenue desired by a certain date. If an objective is difficult to measure, indicators can be used; for example, the increase in visitors to a sample of operators or the number of enquiries at a website or visitor center could be indicators for overall visitation levels.</i></li> <li><i>Targets should be identified for all Objectives for the five year period.</i></li> </ul>
<b>Strategies - Key Actions</b>	<ul style="list-style-type: none"> <li><i>Strategies describe the broad direction the community will take to achieve the stated goals and objectives.</i></li> <li><i>Strategies look longer term and may not change from year to year while tactics are short-term actions to achieve the implementation of a strategy.</i></li> <li><i>Strategies could include but are not limited to promotional strategies as well as relevant Destination development and Product experience and visitor services strategies:</i> <ul style="list-style-type: none"> <li><i>Examples of promotional strategies are social media, media</i></li> </ul> </li> </ul>

<b>Section 1: Five-Year Strategic Overview</b>	
	<p><i>relations, advertising, joint or levered promotions, or consumer shows.</i></p> <ul style="list-style-type: none"> <li>○ <i>Destination development and product experience strategies may include those addressing infrastructure and policy issues, or products for tourism development.</i></li> <li>○ <i>Visitor services strategies may include approaches to satisfy visitor information needs.</i></li> </ul> <ul style="list-style-type: none"> <li>• <i>Applicants should provide a description of the overall resource allocation by major category</i></li> <li>• <i>Applicants should list key actions for each year of the five year period with more detail in the first three years.</i></li> </ul>
<b>Brand Positioning</b>	<p><i>Please provide the following:</i></p> <ul style="list-style-type: none"> <li>• <i>A statement that clearly defines how the community will be positioned and the rationale.</i></li> <li>• <i>This positioning statement should provide direction for product development and promotional activities.</i></li> <li>• <i>Brand positioning may include other communities clustered within a larger area.</i></li> </ul>
<b>Target Markets</b>	<p><i>Please provide:</i></p> <ul style="list-style-type: none"> <li>• <i>The types of visitors that are priorities for the community, stating primary and secondary target markets.</i></li> <li>• <i>Geographic target markets, demographic, and activity-based target groups.</i></li> </ul>
<b>Management, Governance, and Administration</b>	<p><i>Please provide:</i></p> <ul style="list-style-type: none"> <li>• <i>A description of the proposed management, governance and administration process for the activities and funds.</i></li> <li>• <i>For example, whether the applicant will be carrying out the proposed activities or, in the case of a municipality or regional district, whether a service provider such as a local tourism association or other organization will be responsible for carrying out the proposed activities.</i></li> <li>• <i>The applicant remains responsible for monitoring and reporting on the use of funds, even where the activities are delegated.</i></li> </ul>
<b>Sources of Funding</b>	<ul style="list-style-type: none"> <li>• <i>Please indicate other available sources of funding to fund tourism marketing, programs and projects in addition to the MRDT.</i></li> <li>• <i>Funds from the MRDT must be incremental to existing sources of funding.</i></li> <li>• <i>The funds from the MRDT must not replace existing sources of tourism funding in the community.</i></li> </ul>

## Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

**Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach.**

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

- Media Advertising and Production
- Website - Hosting, Development, Maintenance
- Social Media
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations
- Travel Trade
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: Market Readiness, Packaging and Industry Workshops)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research & Evaluation
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: Visitor Services via Social Media, Mobile Apps, Roving/Mobile Visitor Services, Ambassadors, Kiosks)
- Other.

Meetings and Conventions:

- Examples could include conferences, events, sales, etc.

Other:

- Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.

2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.
4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

A Project Plan Template is attached on the following page for reference.



## Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

<b>Major Category:</b> <i>(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)</i>		
<b>Activity Title:</b> <i>Please provide the title of activity.</i>		
<b>Tactics:</b>  <i>Please list and describe the tactics to be used to achieve the strategies outlined in Section 1 of the Strategic Business Plan. There may be several tactics for each activity.</i>		
<b>Implementation Plan:</b>  <i>For each activity, an implementation plan should include a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.</i>		
<b>Performance Measures:</b> <ul style="list-style-type: none"> <li>• <i>Please review the tactics listed above and identify expected outcomes and outputs for each.</i></li> <li>• <i>Report out annually on the performance measures (refer to Appendix 2.2).</i></li> <li>• <i>The performance measures must align with the four MRDT Program Principles:</i> <ul style="list-style-type: none"> <li>○ <i>Effective tourism marketing, programs and projects</i></li> <li>○ <i>Effective local-level stakeholder support, and inter-community collaboration</i></li> <li>○ <i>Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics</i></li> <li>○ <i>Fiscal prudence and accountability.</i></li> </ul> </li> <li>• <i>Consider the following definitions when preparing the output and outcome measures:</i> <ul style="list-style-type: none"> <li>○ <i>Outputs - measure the level of service provided by a project or provides information about what was done. They define "what you did", e.g., hosted four media familiarization trips.</i></li> <li>○ <i>Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.</i></li> </ul> </li> <li>• <i>Examples only:</i> <table style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 50%; vertical-align: top;"> <u><i>Output Measures:</i></u> <ul style="list-style-type: none"> <li>• <i>Types of marketing activities</i></li> <li>• <i>Number of event campaigns and results</i></li> <li>• <i>Description of social media activities and outcomes</i></li> <li>• <i>Number of media placements</i></li> <li>• <i>Number of conventions and meeting sales</i></li> <li>• <i>Webpage visits</i></li> <li>• <i>Visitor inquiries/calls</i></li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <u><i>Outcome Measures:</i></u> <ul style="list-style-type: none"> <li>• <i>Visitor volume</i></li> <li>• <i>Visitor nights &amp; visitor spending</i></li> <li>• <i>Visitor revenues</i></li> <li>• <i>Average length of stay</i></li> <li>• <i>Accommodation revenues</i></li> <li>• <i>Number of new tourism businesses</i></li> </ul> </td> </tr> </table> </li> </ul>	<u><i>Output Measures:</i></u> <ul style="list-style-type: none"> <li>• <i>Types of marketing activities</i></li> <li>• <i>Number of event campaigns and results</i></li> <li>• <i>Description of social media activities and outcomes</i></li> <li>• <i>Number of media placements</i></li> <li>• <i>Number of conventions and meeting sales</i></li> <li>• <i>Webpage visits</i></li> <li>• <i>Visitor inquiries/calls</i></li> </ul>	<u><i>Outcome Measures:</i></u> <ul style="list-style-type: none"> <li>• <i>Visitor volume</i></li> <li>• <i>Visitor nights &amp; visitor spending</i></li> <li>• <i>Visitor revenues</i></li> <li>• <i>Average length of stay</i></li> <li>• <i>Accommodation revenues</i></li> <li>• <i>Number of new tourism businesses</i></li> </ul>
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### Section 3: MRDT Budget for Year One

Designated recipients **must** complete the budget table as provided below.

Revenues		Budget \$
	Carry-forward from previous calendar year	
	MRDT	
	Local government contribution	
	Stakeholder contributions	
	Co-op funds received (e.g. CTO; DMO-led projects)	
	Other local stakeholder contributions	
	Grants – Federal	
	Grants – Provincial	
	Grants/Fee for Service - Municipal	
	Retail Sales	
	Interest	
	Other	
	<b>Total Revenues</b>	
Expenses		Budget \$
	<b>Marketing</b>	
	Marketing staff – wage and benefits	
	Media advertising and production	
	Website - hosting, development, maintenance	
	Social media	
	Consumer shows and events	
	Collateral production and distribution	
	Travel media relations	
	Travel trade	
	Other (please describe)	
	<b>Subtotal</b>	
	<b>Destination &amp; Product Experience Management</b>	
	Destination & Product Experience Management Staff – wage and benefits	
	Industry development and training	
	Product experience enhancement and training	
	Research and evaluation	
	Other (please describe)	
	<b>Subtotal</b>	
	<b>Visitor Services</b>	
	Visitor services activities	
	Other (please describe)	
	<b>Subtotal</b>	
	<b>Meetings and Conventions</b>	
	Meetings, conferences, conventions, sales, events etc.	
	<b>Subtotal</b>	
	<b>Administration</b>	
	Management and staff unrelated to program implementation – wages and benefits	
	Finance staff – wages and benefits	
	Human Resources staff – wages and benefits	
	Board of Directors costs	
	Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	
	Office lease/rent	

Expenses		Budget \$
	General office expenses	
	<i>Subtotal</i>	
	<b>Other</b>	
	All other wages and benefits not included above	
	Other activities not included above (please describe)	
	<i>Subtotal</i>	
	<b>Total Expenses:</b>	
<b>Balance or Carry Forward</b>		

### Appendix 1.3 Accommodation Directory Form

Please list **ALL** the accommodation providers who offer accommodation that is taxable under the *Provincial Sales Tax Act* within the designated accommodation area, and the number of units each accommodation provider offers within the designated accommodation area.

Please ensure the information provided is complete and accurate. Failure to provide complete and accurate information may result in your application being delayed, returned or rejected. Thank you for your cooperation. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

**Legal Name of Applicant:** \_\_\_\_\_

Property Name	Address	Number of Units	Phone Number	Owner/Manager

## Appendix 1.4 Accommodation Sector in Support of Municipal and Regional District Tax Form

**Legal Name of Applicant:** \_\_\_\_\_ **Rate of Tax (2% or 3%):** \_\_\_\_\_

The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, **as outlined in the applicant's Five-year Strategic Business Plan**. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant.

The Municipal and Regional District Tax will apply to purchases of accommodation that are taxable under the *Provincial Sales Tax Act* within the designated accommodation area.

As an owner/manager offering accommodation, your input is critical. **The minimum support required from the accommodation sector for the tax to be imposed is at least 51% of the number of establishments that would collect the tax within the municipality/region representing at least 51% of the total number of rooms.**

**BY SIGNING THIS FORM, YOU HAVE INDICATED THAT YOU SUPPORT IMPLEMENTATION OF THE MUNICIPAL AND REGIONAL DISTRICT TAX IN YOUR MUNICIPALITY/REGION AND THAT YOU ARE AUTHORIZED TO ACT ON BEHALF OF YOUR ORGANIZATION. [ATTACH ADDITIONAL SHEETS AS REQUIRED]**

Property Name	Address	Number of Units	Owner/Manager (Print Name)	Signature	Date

***Freedom of Information and Protection of Privacy Act (FOIPPA).*** The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

## Appendix 1.5 Third Party Authorization Form

As part of our commitment to protect your privacy and confidentiality you can use this form to authorize Destination British Columbia to communicate and exchange information regarding the Municipal and Regional District Tax program with your representative. If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax Program.

---

### Section 1: Applicant Information

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Name and Title of Authorized Signing Authority: \_\_\_\_\_

---

### Section 2: Authorization of a Third Party Representative

☐ I authorize Destination British Columbia to communicate with my representative named below on the Municipal and Regional District Tax program.

Name of Representative: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_ Fax Number: \_\_\_\_\_ Email: \_\_\_\_\_

---

### Section 3: Applicant Signature

By signing this form, you acknowledge that Destination British Columbia is authorized to communicate with your representative named above but that you remain fully responsible for fulfilling all obligations under the Municipal and Regional District Tax program.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

***Freedom of Information and Protection of Privacy Act (FOIPPA).*** The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

## Appendix 1.6 Disclosure of Information Authorization Form

Confidentiality restrictions under the *Provincial Sales Tax Act* prevent the Ministry of Finance from disclosing tax information collected under the Act except under limited circumstances. Administration of the Municipal and Regional District Tax program requires the Ministry of Finance to share information with the Ministry of Jobs, Tourism and Skills Training and with Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Signing this form will allow the Ministry of Finance to share information about the applicant with respect to the MRDT program with the Ministry of Jobs, Tourism and Skills Training and Destination British Columbia for the above purposes.

If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax program.

---

### Section 1: Applicant Information

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Name and Title of Authorized Signing Authority: \_\_\_\_\_

---

### Section 2: Authorization

- ☐ I authorize the Ministry of Finance to share information about the applicant with respect to the Municipal and Regional District Tax program with the Ministry of Jobs, Tourism and Skills Training and Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

## Appendix 1.7 Tourism Events Program Sponsorship Undertaking For 3% Applications Only

**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Fax Number:** \_\_\_\_\_

**Designated Recipients:** \_\_\_\_\_

**Designated Accommodation Area:** \_\_\_\_\_

In support of its application to introduce or increase the Municipal and Regional District Tax rate under section 123 of the *Provincial Sales Tax Act* at or to 3% ("3% MRDT"), the Applicant agrees that, subject to approval of its application and implementation of the 3% MRDT, the Applicant will sponsor the provincial Tourism Events Program as further described in Schedule A as may be amended by the Province from time to time, as long as the 3% MRDT applies and the Tourism Events Program is continued. In particular, the Applicant consents upon becoming a Designated Recipient with a 3% MRDT in the Designated Recipient's Designated Accommodation Area to:

- Make Sponsorship Payments to the Her Majesty the Queen in the Right of the Province of British Columbia (the "Province") in relation to the provincial Tourism Events Program, equal to 2/30 of the Net Distributable 3% MRDT Collections (as defined in Schedule B hereto) collected in the Designated Recipient's Designated Accommodation Area; and
- The Province retaining a portion of the 3% MRDT it collects as agent of the Designated Recipient by way of set-off in respect of the money the Designated Recipient owes to the Province, in accordance with Schedule B hereto.

For purposes of this undertaking, "Sponsorship Payments" means monthly payments to the Province by the Designated Recipient, to be used for sponsoring the provincial Tourism Events Program so long as it continues, from Net Distributable 3% MRDT Collections in accordance with Schedule B.

Applicant's Authorized Signing Representative Name	Applicant's Authorized Signing Representative Title
Date	Applicant's Authorized Signing Representative Signature

## Schedule A

### Tourism Events Program Overview

British Columbia's tourism sector is a key economic driver in the provincial economy, helping to create jobs and keep the province diverse, strong and growing. British Columbia is an internationally renowned destination, with spectacular communities in close proximity to wilderness, and an excellent reputation for delivering remarkable experiences for travellers.

Understanding that tourism is one of the world's most competitive industries, the Province has launched a new **Tourism Events Program**, designed to support world class events that can enhance the volume of visitors to British Columbia and increase global recognition for the province.

Building on the successes British Columbia has seen through events with high tourism value and provincial significance, such as the FIFA World Cup and the Canada Winter Games, the Tourism Events Program will support a wide range of events, including arts, cultural or internationally recognized competitive sporting events.

Funding available through the Tourism Events Program is **limited** and it is expected that there will be considerable interest. Funding will be prioritized to only support events that offer the following opportunities for the province:

- Raise awareness nationally and internationally of British Columbia's tourism brands; and
- Motivate Canadians and people from around the world to travel and experience British Columbia's natural beauty and/or world class infrastructure.

All applications must further meet the following criteria. **The events must:**

1. Offer **high tourism value**, resulting in incremental visitor expenditures and other economic benefits that exceed the Province's contribution (such as: lengthen the tourism season; expanded event scope to encourage longer visitation);
2. Engage the local community(ies) and **attract a significant volume of visitors**;
3. Align with provincial, regional and/or community tourism **marketing strategies**; and
4. Be **supported** by the local community(ies).

**Only proposals meeting all the program criteria will be considered. Priority will be given to proposals that offer the greatest tourism and economic impact.**

### Applying for the Tourism Events Program

All event proposals must include the following information:

- A **description** of the proposed event and how the event criteria are met.
- An event **business case** including funding sources, business model, and level of support from the community(ies), local stakeholders and relevant organizations, and strategies to ensure event success.
- **Target market(s), participants and strategies** to attract national and international attention.
- Analysis on the **return on investment** and anticipated **tourism and economic benefits** to the host community(ies) during the event period, these can include:
  - Expected visitation or hotel occupancy;
  - Expected tourism revenue;
  - Expected local employment;



- Expected media exposure;
- Expected number of national and international media on site; and
- Expected **long-term** tourism, social and economic benefits to British Columbia.

**All event proposals will be assessed according to the stated program criteria and applicants must be prepared to demonstrate how their proposals meet these criteria.**

A final event report, including key tourism and economic outcomes, is required for all funded projects.

Funding recipients must demonstrate a coordinated and effective use of program funds.

**Inquiries and event proposals can be sent to [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca)**

**Schedule B**  
**Sponsorship Payments and Payments to the Designated Recipient**  
**Of 3% MRDT Revenue**

**Provincial Payment to the Designated Recipient**

The following table illustrates how the Province will calculate the monthly payments it makes to the Designated Recipient in accordance with the *Provincial Sales Tax Act* and with this undertaking to sponsor the provincial Tourism Events Program, as may be amended from time to time by the Province.

**Monthly Payments to Designated Recipient**

Adjustment/ Result	
	Monthly gross collections of the 3% MRDT [ tax collected under sections 123, 123.2(3) and 123.3(3) of the <i>Provincial Sales Tax Act</i> ]
Plus or Less:	Ministry of Finance collection/audit assessment adjustments in respect of previous periods
Less:	MRDT collection/administration fee [set by the Ministry of Finance from time to time ]
Equals:	<b>Net Distributable 3% MRDT Collections</b>
Less:	Sum of all <b>Sponsorship Payments</b> in a month [i.e., Net Distributable 3% MRDT Collections multiplied by 2/30]
Equals:	<b>Total Payment to Designated Recipient</b> in a month

## Appendix 2.1 Financial Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually in the form of a Financial Report **by April 30<sup>th</sup> of each year.**

The Financial Report must show how all of the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes. The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan. The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.

**Designated Recipient:**

**Designated Accommodation Area:**

**Date Prepared:**

**MRDT Repeal Date (if applicable):**

**Total MRDT Funds Received:**

**Year Ending:**

### Section 1: Actual Spending by Market

*Add more rows as needed.*

Geographic Market	MRDT \$ by Market	Other \$ by Market	Total (gross) \$ by Market	% of Total \$ by Market
BC				
Alberta				
Ontario				
Other Canada				
Washington				
California				
Other USA				
China				
UK				
Germany				
Australia				
Japan				
Other International (Please specify)				
<b>Total</b>				

## Section 1: MRDT Budget Variance Report

Designated recipients **must** complete the table as provided below.

Revenues		Current Year		
		Budget \$	Actual \$	Variance
	Carry forward from previous calendar year			
	MRDT			
	Local government contribution			
	Stakeholder contributions			
	Co-op funds received (e.g. CTO; DMO-led projects)			
	Other local stakeholder contributions			
	Grants - Federal			
	Grants - Provincial			
	Grants/Fee for Service - Municipal			
	Retail Sales			
	Interest			
	Other			
	<b>Total Revenues</b>			
Expenses		Budget \$	Actual \$	Variance
	<b>Marketing</b>			
	Marketing staff – wage and benefits			
	Media advertising and production			
	Website - hosting, development, maintenance			
	Social media			
	Consumer shows and events			
	Collateral production and distribution			
	Travel media relations			
	Travel trade			
	Other			
	<i>Subtotal</i>			
	<b>Destination &amp; Product Experience Management</b>			
	Destination and product experience management staff – wage and benefits			
	Industry development and training			
	Product experience enhancement and training			
	Research and evaluation			
	Other			
	<i>Subtotal</i>			
	<b>Visitor Services</b>			
	Visitor Services activities			
	Other (please describe)			
	<i>Subtotal</i>			
	<b>Meetings and Conventions</b>			

Expenses		Budget \$	Actual \$	Variance
	Meetings, conventions, conferences, sales, events etc.			
	<i>Subtotal</i>			
	<b>Administration</b>			
	Management and staff unrelated to program implementation - wages and benefits			
	Finance staff – wages and benefits			
	Human Resources staff – wages and benefits			
	Board of Directors costs			
	Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)			
	Office lease/rent			
	General office expenses			
	<i>Subtotal</i>			
	<b>Other</b>			
	All other wages and benefits not included above			
	Other activities not included above (please describe)			
	<i>Subtotal</i>			
	<b>Total Expenses</b>			
<b>Balance or Carry Forward</b>				

By signing this form, you certify that the above information is an accurate representation of the actual tourism related expenditures for the jurisdiction defined under the terms of the Municipal and Regional District Tax.

Designated Recipient's Authorized Signing Authority Name	Designated Recipient's Authorized Signing Authority Title
Date	Designated Recipient's Authorized Signing Authority Signature

## Appendix 2.2 Annual Performance Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually. As such, all designated recipients (or the designated recipient's service provider), are required to complete the following Annual Performance Report as well as a Financial Report (refer to Appendix 2.1) **by April 30<sup>th</sup> of each year**.

All designated recipients are required to fill in the sections below.

**Only** those designated recipients that receive the three percent tax rate will be required to report out on additional metrics (as indicated below).

A description/instructions pertaining to each performance metric is provided in grey text as a guide only. Please delete the grey text and provide your response accordingly.

**Designated Recipient:** \_\_\_\_\_ **Report Completed:** dd-mm-yr

**Designated Accommodation Area:** \_\_\_\_\_ **Reporting period:** Jan 1- Dec 31 – yr\*

\*or for first year of term, indicate accordingly

1. Effective tourism marketing, programs and projects			
MRDT-funded tourism marketing, programs and projects maximize the potential for increased visitation and growth in tourism business activity, employment and incremental tourism revenue.			
Mandatory Metric	Designated Recipient Response		
<b>MRDT Revenue</b>	<i>Report on the total annual MRDT revenue received by the Designated Recipient. The period should be between January 1 to December 31 of the reporting year (or portion thereof in the first year of reporting).</i>		
<b>MRDT activities, tactics, investment efforts and outcomes</b> (as per your One-Year Tactical Plan)	<i>Report on the MRDT activities, tactics, investment efforts and resulting outputs achieved in the reporting period indicated above.</i>  <i>Metrics will vary by tactic. Example metrics include:</i> <table border="0"> <tr> <td> <u>OUTPUT MEASURES</u> <ul style="list-style-type: none"> <li>Types of marketing activities</li> <li>Number of event campaigns and results</li> <li>Description of social media activities and outcomes</li> <li>Number of media placements</li> <li>Number of conventions and meeting sales</li> <li>Webpage visits</li> <li>Visitor inquiries/calls.</li> </ul> </td> <td> <u>OUTCOME MEASURES</u> <ul style="list-style-type: none"> <li>Visitor volume</li> <li>Visitor nights and visitor spending</li> <li>Visitor revenues</li> <li>Average length of stay</li> <li>Accommodation revenues</li> <li>Number of new tourism businesses.</li> </ul> </td> </tr> </table>	<u>OUTPUT MEASURES</u> <ul style="list-style-type: none"> <li>Types of marketing activities</li> <li>Number of event campaigns and results</li> <li>Description of social media activities and outcomes</li> <li>Number of media placements</li> <li>Number of conventions and meeting sales</li> <li>Webpage visits</li> <li>Visitor inquiries/calls.</li> </ul>	<u>OUTCOME MEASURES</u> <ul style="list-style-type: none"> <li>Visitor volume</li> <li>Visitor nights and visitor spending</li> <li>Visitor revenues</li> <li>Average length of stay</li> <li>Accommodation revenues</li> <li>Number of new tourism businesses.</li> </ul>
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<b>Key Learnings</b>	<i>Please provide an assessment of effectiveness of tactics, describe what worked, what didn't and lessons learned.</i>		

<b>2. Effective local-level stakeholder support and inter-community collaboration</b> Designated recipients are responsible for engaging with key stakeholders, establishing local-level support, and seeking out efficiencies through collaborative activities to inform appropriate decision-making regarding investments.	
<b>Mandatory Metric</b>	<b>Designated Recipient Response</b>
<b>Extent of Local-level Stakeholder Engagement</b>	<p><i>Report on the engagement activities they have undertaken annually to ensure stakeholders are informed and have the ability to provide input on direction. Metrics will vary by tactic.</i></p> <p><i>Example of metrics include the number and descriptions of:</i></p> <ul style="list-style-type: none"> <li>• <i>Outreach communications (such as newsletters, marketing plans and annual reports)</i></li> <li>• <i>Conferences, engagement sessions, or annual general meetings.</i></li> </ul>
<b>Stakeholder Satisfaction</b>	<p><b><i>Only for designated recipients collecting 3% tax:</i></b></p> <p><i>The designated recipient must conduct an annual stakeholder survey to:</i></p> <ul style="list-style-type: none"> <li>• <i>Assess the level of awareness of tourism marketing activities in the community (region)</i></li> <li>• <i>Assess the level of satisfaction with the use of MRDT funds.</i></li> </ul> <p><i>Examples of tourism industry stakeholders may include, but are not limited to, the following within the designated accommodation area:</i></p> <ul style="list-style-type: none"> <li>• <i>accommodation providers;</i></li> <li>• <i>attractions, sightseeing, activities and other primary tourism businesses;</i></li> <li>• <i>restaurants, retail and other tourism related businesses;</i></li> <li>• <i>Regional and local tourism associations;</i></li> <li>• <i>Product Sector organizations;</i></li> <li>• <i>Parks and recreation;</i></li> <li>• <i>Visitor Centres; and</i></li> <li>• <i>Other government agencies and organizations that have programs and services that relate to tourism.</i></li> </ul> <p><i>The designated recipient must append a copy of the survey (list of questions asked), list of respondents and aggregated results to this report.</i></p> <p><i>The designated recipient must seek Destination British Columbia's feedback on the methodology, defining the survey questions and survey audience prior to issuing the survey.</i></p>
<b>Community Collaboration</b>	<p><b><i>Only for designated recipients collecting 3% tax:</i></b></p> <p><i>Report on the collaborative activities and outcomes to demonstrate partnerships and alignment within and across communities on tourism marketing activities and with provincial or federal tourism-related agencies as appropriate.</i></p>

Mandatory Metric	Designated Recipient Response
<b>Community Collaboration</b>	<p><i>Examples of collaborative activities include:</i></p> <ul style="list-style-type: none"> <li>• Meetings and discussions with other designated recipients or Destination Marketing Organizations in other designated accommodation areas</li> <li>• Meetings and discussions with other tourism industry stakeholders on shared interests and goals</li> <li>• Integrated planning</li> <li>• Sharing of resources on content and asset development</li> <li>• Aligned product development</li> </ul> <p><i>Cooperative and or partnered marketing campaigns/initiatives</i></p>
<p><b>3. Marketing Efforts Are Coordinated and complementary to provincial marketing strategies and tactics:</b></p> <p>Designated recipients are responsible for ensuring their marketing efforts complement and do not duplicate those of Destination British Columbia to avoid overlap at the community level and dilution of BC's marketing message in key domestic and international markets.</p>	
Mandatory Metric	Designated Recipient Response
<b>Provincial Alignment</b>	<p><i>Report on actions taken to verify that proposed activities are in complimentary and support Destination BC, regional, community and/or other available tourism strategic and/or marketing plans as part of the completion of One-Year Tactical Plan.</i></p> <p><i>Examples of actions taken could include:</i></p> <ul style="list-style-type: none"> <li>• Refer to Destination British Columbia's strategic plan and regional plans</li> <li>• Liaise/consult with regional and/or provincial staff during strategic/tactical plan development</li> <li>• Provincial or regional staff attendance at community AGM, planning sessions or marketing showcases</li> <li>• Attendance at provincial marketing and/or planning sessions</li> <li>• Attendance at regional marketing and/or planning sessions</li> <li>• Attendance at regional annual conferences/marketing presentations.</li> </ul>
<b>Coordinated with Destination British Columbia on Travel Media and Travel Trade Activities</b>	<p><b><i>Only for designated recipients collecting 3% tax:</i></b></p> <p><i>Report on actions taken to ensure travel trade and travel media activities are coordinated with Destination BC's overarching marketing plan, and similar activities undertaken by other designated recipients.</i></p> <p><i>The designated recipient should also report on any outcomes of trade show and travel trade activities.</i></p>



<b>4. Fiscal prudence and accountability</b> All designated recipients must be accountable, transparent, and make fiscally prudent investments in community tourism marketing.	
<b>Mandatory Metric</b>	<b>Designated Recipient Response</b>
<b>Effective Financial Management</b>	<i>The designated recipient must provide a completed Financial Report (refer to Appendix 2.1) that shows how MRDT funds were spent consistent with the designated recipient's Five-Year Strategic Business Plan and certify that all of the revenue was used solely for purposes as approved in their One-Year Tactical Plan.</i>
<b>Streamlined Administrative Costs</b>	<i>The designated recipient must identify and include all administrative costs as outlined in Appendix 2.1 and in accordance to the definition provided in the MRDT Program Requirements (Section 4: Eligible Use of Funds).</i>
<b>Leveraging of Other Marketing Funds</b>	<i>The designated recipient must provide details (in this space) regarding what steps they undertook to leverage funding over the year.</i>  <i>Additionally, the designated recipient must provide the amount(s) and source(s) of marketing funds leveraged from other sources in the Financial Report (refer to Appendix 2.1).</i>

By signing this form, you certify the accuracy and completeness of the information provided above.

Designated Recipient's Authorized Signing Authority Name	Designated Recipient's Authorized Signing Authority Title
Date	Designated Recipient's Authorized Signing Authority Signature

## Appendix 2.3 One-Year Tactical Plan

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report to the Province annually. As such all designated recipients (or the designated recipient's service provider), are required to complete the following One-year Tactical Plan **no later than November 30<sup>th</sup> each year for years two through five**. If plans are available earlier, please submit as they become available. A Five-year Strategic Business Plan is required in year 1.

The One-year Tactical Plan must be consistent with the Five-year Strategic Business Plan and be based on the calendar year.

**A sample Tactical Plan template has been provided below. However, the format of the Tactical Plan may be developed specific to your community needs and resources.**

Similar to the Five-year Strategic Business Plan, the One-year Tactical Plan must adhere to the MRDT program principles (see box).

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. Additionally, designated recipients should make their One-year Tactical Plans available to tourism industry stakeholders.

If you wish to make material modifications to the Five-year goals, strategies or targets, the changes must be identified in the One-year Tactical Plan and may require approval from the Province (see Section 11: Amendments in Program Requirements).

Your One-year Tactical Plan must contain the following information:

- An overview of the strategic direction from the Five-Year Strategic Business Plan
- Key learning and conclusions from the previous year
- Details about activities and tactics for the upcoming year
- Expected outcomes
- Availability of revenue from other sources to fund projects in addition to the funds from the tax (Reminder: funds from the tax must be incremental to existing sources of funding. The funds from the tax must not replace existing sources of tourism funding in a community)
- A proposed budget for the year ahead

For questions, please contact Destination British Columbia at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

### **Quick Reference Guide (from the MRDT Program Requirements):**

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

### **The MRDT program principles are:**

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

## One-Year Tactical Plan Template

**Designated Recipient:** \_\_\_\_\_  
**Designated Accommodation Area:** \_\_\_\_\_  
**Date Prepared:** \_\_\_\_\_  
**MRDT Repeal Date:** \_\_\_\_\_  
**Five Year Period:** \_\_\_\_\_

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your One-Year Tactical Plan may be developed specific to your community needs and resources.** If using this template, please delete the blue text and provide your response accordingly. If using your own report template, please ensure it includes the following sections:

Section 1: Overview and Update to Five-year Strategic Context	
Heading	Description
<b>Strategic Direction</b>	<ul style="list-style-type: none"> <li>A brief overview of the strategic direction from the Five-Year Strategic Business Plan, which may include an articulation of the Vision, Mission, Goals and Objectives from the Five-Year Strategic Business Plan.</li> </ul>
<b>Key Learnings and Conclusions</b>	<ul style="list-style-type: none"> <li>Key learnings and conclusions from a situation analysis or annual review that will inform your One-Year Tactical Plan.</li> <li>Provide an update on progress to date for current year activities.</li> </ul>
<b>Overall Goals, and Objectives</b>	<ul style="list-style-type: none"> <li>Overall Goals, Objectives and Targets, if different from the Five-year Strategic Business Plan.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>Key Strategies for the year, if different from the Five-Year Strategic Business Plan. If any change in Key Strategies is deemed to be material or a substantial shift from original direction set, then approval from Destination British Columbia will be required before implementation.</li> </ul>
<b>Target Markets</b>	<ul style="list-style-type: none"> <li>The types of visitors that are priorities for your community for the next year, stating primary and secondary target markets. Include geographic target markets, demographic, and activity-based target groups.</li> <li>The desired length of stay that your community is seeking from the target markets, from day visits or overnight getaways to longer vacations.</li> </ul>

## Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

**Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach.**

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

- Media Advertising and Production
- Website - Hosting, Development, Maintenance
- Social Media
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations
- Travel Trade
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: Market Readiness, Packaging and Industry Workshops)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research & Evaluation
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: Visitor Services via Social Media, Mobile Apps, Roving/Mobile Visitor Services, Ambassadors, Kiosks)
- Other.

Meetings and Conventions:

- Examples could include conferences, events, sales, etc.

Other:

- Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.

2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.
4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

A Project Plan Template is attached on the following page for reference.

## Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

<b>Major Category:</b> <i>(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)</i>
<b>Activity Title:</b> <i>Please provide the title of activity.</i>
<b>Tactics:</b>  <i>Please list and describe the tactics to be used to achieve the strategies outlined in Section 1 of the Strategic Business Plan. There may be several tactics for each activity.</i>
<b>Implementation Plan:</b>  <i>For each activity, an implementation plan should include a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.</i>

<b>Performance Measures:</b>			
<ul style="list-style-type: none"> <li><i>Please review the tactics listed above and identify expected outcomes and outputs for each.</i></li> <li><i>Report out annually on the performance measures (refer to Appendix 2.2).</i></li> <li><i>The performance measures must align with the four MRDT Program Principles:</i> <ul style="list-style-type: none"> <li><i>Effective tourism marketing, programs and projects</i></li> <li><i>Effective local-level stakeholder support, and inter-community collaboration</i></li> <li><i>Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics</i></li> <li><i>Fiscal prudence and accountability.</i></li> </ul> </li> <li><i>Consider the following definitions when preparing the output and outcome measures:</i> <ul style="list-style-type: none"> <li><i>Outputs - measure the level of service provided by a project or provides information about what was done. They define "what you did", e.g., hosted four media familiarization trips.</i></li> <li><i>Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.</i></li> </ul> </li> <li><i>Examples only:</i> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <u><i>Output Measures:</i></u> <ul style="list-style-type: none"> <li><i>Types of marketing activities</i></li> <li><i>Number of event campaigns and results</i></li> <li><i>Description of social media activities and outcomes</i></li> <li><i>Number of media placements</i></li> <li><i>Number of conventions and meeting sales</i></li> <li><i>Webpage visits</i></li> <li><i>Visitor inquiries/calls</i></li> </ul> </td> <td style="vertical-align: top; width: 50%;"> <u><i>Outcome Measures:</i></u> <ul style="list-style-type: none"> <li><i>Visitor volume</i></li> <li><i>Visitor nights &amp; visitor spending</i></li> <li><i>Visitor revenues</i></li> <li><i>Average length of stay</i></li> <li><i>Accommodation revenues</i></li> <li><i>Number of new tourism businesses</i></li> </ul> </td> </tr> </table> </li> </ul>		<u><i>Output Measures:</i></u> <ul style="list-style-type: none"> <li><i>Types of marketing activities</i></li> <li><i>Number of event campaigns and results</i></li> <li><i>Description of social media activities and outcomes</i></li> <li><i>Number of media placements</i></li> <li><i>Number of conventions and meeting sales</i></li> <li><i>Webpage visits</i></li> <li><i>Visitor inquiries/calls</i></li> </ul>	<u><i>Outcome Measures:</i></u> <ul style="list-style-type: none"> <li><i>Visitor volume</i></li> <li><i>Visitor nights &amp; visitor spending</i></li> <li><i>Visitor revenues</i></li> <li><i>Average length of stay</i></li> <li><i>Accommodation revenues</i></li> <li><i>Number of new tourism businesses</i></li> </ul>
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### Section 3: MRDT Budget for One-Year Tactical Plan

Designated recipients **must** complete the budget table as provided below.

Revenues		Budget \$
	Carry-forward from previous calendar year	
	MRDT	
	Local government contribution	
	Stakeholder contributions	
	Co-op funds received (e.g. CTO; DMO-led projects)	
	Other local stakeholder contributions	
	Grants – Federal	
	Grants – Provincial	
	Grants/Fee for Service - Municipal	
	Retail Sales	
	Interest	
	Other	
	<b>Total Revenues</b>	
Expenses		Budget \$
<b>Marketing</b>		
	Marketing staff – wage and benefits	
	Media advertising and production	
	Website - hosting, development, maintenance	
	Social media	
	Consumer Shows, events	
	Collateral production, and distribution	
	Travel media relations	
	Travel trade	
	Other (please describe)	
	<b>Subtotal</b>	
<b>Destination &amp; Product Experience Management</b>		
	Destination & Product Experience Management Staff – wage and benefits	
	Industry development and training	
	Product experience enhancement and training	
	Research and evaluation	
	Other (please describe)	
	<b>Subtotal</b>	
<b>Visitor Services</b>		
	Visitor Services activities	
	Other (please describe)	
	<b>Subtotal</b>	
<b>Meetings and Conventions</b>		
	Meetings, conventions, conferences, and events etc.	
	<b>Subtotal</b>	
<b>Administration</b>		
	Management and staff unrelated to program implementation – wages and benefits	
	Finance staff – wages and benefits	
	Human Resources staff – wages and benefits	
	Board of Directors costs	
	Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	
	Office lease/rent	

Expenses		Budget \$
	General office expenses	
	<i>Subtotal</i>	
	<b>Other</b>	
	All other wages and benefits not included above	
	Other activities not included above (please describe)	
	<i>Subtotal</i>	
	<b>Total Expenses:</b>	
<b>Balance or Carry Forward</b>		

## Sunshine Coast Regional District

1975 Field Road  
Sechelt, British Columbia  
Canada V0N 3A1

P 604.885.6800  
F 604.885.7909  
Toll free 1.800.687.5753

info@scrd.ca  
www.scrd.ca



July 30, 2015

File: 6900-01

Honourable Shirley Bond, Minister,  
Ministry of Jobs, Tourism and Skills Training  
PO Box 9071  
STN PROV GOV  
Victoria, BC  
V8W 9E2

Dear Minister Bond:

Re: Municipal and Regional District Tax for the Sunshine Coast region.

This is to advise that the Sunshine Coast Regional District (SCRD) Board, at its regular meeting on July 23, 2015 passed the following resolution:

311/15                      **Recommendation No. 2**      *Sunshine Coast Tourism Proposed 2%  
Municipal and Regional District Tax*

THAT the GM, Planning and Development report dated July 2, 2015 and titled "Sunshine Coast Tourism Proposed 2% Hotel Tax" be received;

AND THAT the Sunshine Coast Regional District Board provide a letter in support of Sunshine Coast Tourism's application for a 2 percent hotel tax.

The SCRD Board supports the application of the 2% Municipal and Regional District Tax for the Sunshine Coast region and Sunshine Coast Tourism's role as the eligible entity in facilitating and administering the resulting funds.

The SCRD Board believes that the implementation of the Municipal and Regional District Tax is an important and positive step forward for the Sunshine Coast region. Revenues from the tax will enable greatly enhanced marketing services and local initiatives to be delivered by Sunshine Coast Tourism. The Sunshine Coast Regional District is a financial supporter of Sunshine Coast Tourism and looks forward to an ongoing partnership in attracting visitors to the region.

Sincerely,

**SUNSHINE COAST REGIONAL DISTRICT**

Garry Nohr  
Chair

cc: Sunshine Coast Tourism, PO Box 1883, Gibsons, BC, V0N 1V0





## **Sunshine Coast 2017/2018 Marketing Campaign**

### **Destination BC Co-Op Marketing Program**



## DESTINATION BC CO-OPERATIVE MARKETING PROGRAM

**Community Consortium:** Sunshine Coast Tourism

**Representatives:** Paul Kamon, Annie Schroeder

**Lead organization:** Sunshine Coast Tourism

**Authorized authority:** Sunshine Coast Tourism – Paul Kamon (Executive Director)

**Mailing address:** Box 1883 Gibsons, BC V0N 1V0

**Telephone:** 604-886-1940

**Email:** paul@sunshinecoastcanada.com

**Contact person:** (if different from above) Annie Schroeder

**Telephone:** 604-989-7308

**Email:** annie@sunshinecoastcanada.com

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**NAME OF INITIATIVE:** Sunshine Coast Marketing Campaign

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### PROJECT DESCRIPTION

This project is a comprehensive marketing plan designed to promote the entire Sunshine Coast region, which consists of 3 municipalities (Gibsons, Sechelt, and Powell River), 2 regional districts (Sunshine Coast Regional District, Powell River Regional District) and 4 First Nations (Squamish, shíshálh, Klahoose & Tla'amin) for the period 2017 and leading into the next Destination BC co-op funding cycle in spring of 2018.

The purpose of the project is for these communities to collaborate in order to increase awareness of the Sunshine Coast as the premier travel destination in British Columbia. The campaign will engage with travellers in British Columbia, Alberta, Washington, Oregon, and beyond via a variety of web, print, video, and digital content. The primary goal is to increase overnight expenditure and visitation to the region. This project is an ongoing endeavor that focuses on the shoulder season of October to April.

---

### SITUATIONAL ANALYSIS

The Sunshine Coast visitor economy is estimated at \$77.6 million based on a 2007 study<sup>1</sup>. Similar to many areas in BC, the Sunshine Coast experiences a significant increase in visitation and tourism revenues in the the summer months (May to September), with a steep decline in the off season. Although an older study, there have been significant economic and visitation shifts since that time, and other tourism indicators suggest the value is now equal to or greater than \$77.6 million.

We can use BC Ferries passenger statistics as an indicator for tourism performance. Statistics have shown declines from Horseshoe Bay to Langdale between 2009 and 2014, with a rebound in 2015 of 4.4% and again by 4.8% in 2016 (YTD). Similarly, total passengers from Little River to Powell River also declined from 2009 to 2014, with a rebound in 2015 of 17.0% and an additional 3% in 2016 (YTD). These increases can be at least partially attributed to the growth in financial investment for local

tourism marketing initiatives through Sunshine Coast Tourism, as well as new ownership of several large hotels/resorts in the area.

The Sunshine Coast's largest visitor base is the BC resident with primary focus on the close proximity markets of the Lower Mainland and Vancouver Island. Alberta, Washington, Oregon and northern California form the next key geographic targets, specifically the metropolitan areas of Calgary, Edmonton, Seattle, Bellingham and Portland.

Visitors from Western Europe, especially Germany, the Netherlands, Switzerland and the UK have traditionally made up the region's largest international demographic. These travelers are highly educated, usually speak English, and are seeking the wild Canadian wilderness. Products such as the Sunshine Coast Trail, guided kayaking or boating excursions are key, high value attractors to this audience. International visitors from Asia comprise the fastest growing geographic market, usually visiting friends and family in greater Vancouver. International visitors from China to BC are growing at a rate of 20% each year.<sup>2</sup>

Compared to other Sunshine Coast communities, the Gibsons areas sees a higher incidence of same day trips. The northern Sunshine Coast sees longer stays, due to the travel distance and necessary transportation.

The strength of the Sunshine Coast marketing campaign lies in three unique selling propositions: the synergy of its rural, appealing coastal communities, the depth of year-round recreational offerings, and the amazing concentration of arts and cultural experiences. Working together, the whole of the Sunshine Coast is greater than the sum of its parts.

The Sunshine Coast sees competition primarily from other coastal and recreation-centric destinations in BC including Squamish, Whistler, Victoria, Nanaimo, Tofino/Ucluelet, Courtenay/Comox Valley, the Gulf Islands, and some interior destinations such as Harrison Hot Springs. These destinations typically have larger DMOs and marketing budget support to help build awareness of their regions while the Sunshine Coast remained a lesser known gem. The advantage this offers the Sunshine Coast is that we can be seen as a more pristine region, with fewer crowds and more seclusion.

Overall, the Sunshine Coast as a travel destination has increased in prominence over the last five to ten years and has generated additional awareness and appeal. And momentum is only building with new businesses and product experiences, new transportation options, the increased leadership capacity with the Sunshine Coast Tourism, newly implemented MRDT funding and greater attention and support for destination development by local governments and First Nations.

There are currently multiple iconic demand generators and an abundance of additional experiences with potential to further increase the visitor interest for travelling to the Sunshine Coast. However, as a predominantly summer destination connected to a chain of rural, unique communities, there is significant room for growth in the shoulder seasons to increase year-round business sustainability and tourism revenues where there is vacancy.

<sup>1</sup> Source: 2007 Sunshine Coast Visitor Study Findings, Destination BC;

<sup>2</sup> Source: Destination BC Provincial Situation Analysis

## OBJECTIVES

- To increase tourism revenues (e.g. accommodations and activity providers) on the Sunshine Coast during the slower shoulder seasons (October to April)
- To increase private investment in co-operative marketing efforts to leverage with public funds for maximum impact and ROI for tourism businesses on the Sunshine Coast
- To integrate and align with the provincial brand essence “Wild at Heart” and “Super, Natural British Columbia”, building strengthened brand equity through all province-funded marketing initiatives.
- To increase the awareness, interest and advocacy for the Sunshine Coast

The above objectives support the Destination BC Marketing Program’s goals by bringing together the Sunshine Coast communities to continue developing partnerships that align marketing efforts. The campaign proposes to utilise much of the Destination BC brand, which will build brand equity for the province.

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## STRATEGIES

The primary marketing strategy is focused on leveraging the Sunshine Coast’s unique selling propositions (*detailed in Situational Analysis*) to build awareness in our key short haul markets and to increase revenues to the tourism industry during the shoulder season from October to April. Our core efforts are concentrated on these three pillars:

- **Captivate** western North American travellers by showcasing the unique experiences in the region using inspirational storytelling and data driven marketing
- Amplify the power of traveller **advocacy** by engaging with visitors online and encouraging them to share their experiences and encourage word of mouth recommendations through social media and promotions
- **Generate** leads by attracting visitors to [www.sunshinecoastcanada.com](http://www.sunshinecoastcanada.com)

The general approach of the 2017 campaign will involve several initiatives:

- **Content Creation:** Curated itineraries, packages, and storytelling that leverage the unique selling propositions of the Sunshine Coast.
  - Content will be created by working with influencers, including local artists, athletes, photographers and videographers. Specifically, the campaign recommends creating a seasonal video series to showcase our people, personalities and place, as well as written/photojournalistic style content in the form of blogs, and sponsored editorial.
- **Targeted Marketing:** Involving digital, social, and print ad buys, connecting the Sunshine Coast campaign with target markets in British Columbia, Alberta, Washington, and Oregon and driving them to [www.sunshinecoastcanada.com](http://www.sunshinecoastcanada.com)
- **Traveller Advocacy:** The power of peer-to-peer recommendations will also be tapped into, by encouraging visitors (and residents) to engage in the sharing of their experiences through social media and the use of the #sunshinecoastbc and #explorebc hashtags.
- **Consumer Travel Shows:** Direct marketing to consumers in our target markets, with take home collateral such as maps, accommodation and activity information, as well as opt-in points for email newsletters and contests.

- **Coastal Circle Route:** Using the existing infrastructure of the “Coastal Circle Route” and leveraging this popular touring route by creating and distributing branded maps, video, and web presence.

### Key Learnings from 2016

- There is a strong appetite for Sunshine Coast content. In 2015/16, we saw double digit growth in our website traffic and social media following. However, we have significant room for growth to capitalize on that content. Website referral traffic from social media needs to grow, and lowering bounce rates, increasing time on page and scroll depth, and creation of better material/collateral for trade shows will all need improvement for 2017.
- Content partnerships were successful and have once again been included. Our most successful media partnerships were those who supported our paid ad buys with earned editorial, and we will continue to refine these partnerships for maximum ROI.
- Video content for the Sunshine Coast is lacking. Our primary promotional video continues to garner significant views despite being over two years old, and predominantly focused on summer only activity. New content that captures activities in the shoulder season and matches the provincial brand is a win/win.
- Our participation in the Sea to Sky Mountain Bike Campaign and the BC Ale Trail were immensely successful. While we are working with MBTA and the Ale Trail in separate co-op applications again this year, it is important to support those consumer segments with extended content in our own application. The year-round availability of biking and the craft beer culture on the Sunshine Coast now have proven appeal that can be further promoted.

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## MARKETS / SEGMENTS

The focus of our campaign will be familiar short-haul markets already aligned with Destination BC’s strategy:

- **British Columbia** – (approx. 3-4 million travelers in SW BC) 75-80% of visits to the Sunshine Coast come from BC residents. While the Sunshine Coast is gaining in popularity, it is still not as recognized or understood as other regions, such as Tofino, Whistler, Victoria, and the Okanagan.
- **Washington** - (approx. 3 million+ travelers) Our closest US market is coming back strong with increasing visits to BC, which will likely increase in the current Canadian/US dollar environment bringing more value to US travelers crossing the border.
- **Alberta** – (approx. 1 million+ travelers) this lucrative market is still tops in Canada and the Sunshine Coast has the right product (good weather, outdoor rec, resort/spas etc.) to compete well in this market. Easy air transportation access to Comox and YVR are both helpful.
- **Oregon** – (approx. 1- million+ travelers) the Sunshine Coast brand is alluring to this growing and savvy market, particularly to metro Portland area, which has close affiliation and cultural ties to Vancouver. Again, with the strong US dollar, we expect to see gains here.

Furthermore, the campaign appeals in multiple ways to all three of DBC’s EQ segments:

- **Authentic Experiencers** - the extensive arts and culture community, and lack of chain establishments in favour of locally owned businesses on the Sunshine Coast creates unparalleled opportunity for these travellers to connect and engage with locals. Example: Banner events such as the Sunshine Coast Art Crawl (which allows event goers into local artist homes and studios).
- **Free Spirits** - these younger, adventurous thrill-seekers will find no shortage of adventure opportunities on the Sunshine Coast, where over 180 km of coastline, dotted with mountain peaks are the primary attractors for leisure and adventure travellers alike. Example: Skookumchuck Narrows (2nd largest tidal bore in the world) and the Sunshine Coast Trail (Canada's longest hut-to-hut hiking trail).
- **Cultural Explorers** -- the big city accessibility, yet ample wilderness of the Sunshine Coast appeals to the Cultural Explorers who are looking for frequent getaways while being immersed in the slower pace, community focused style of the Sunshine Coast. Example: Roberts Creek and Townsite Heritage District as unique, fun, and affordable hubs within our region

Finally, we will continue to capture activity and experience segments that also align with our tourism product offering:

- **Mountain Biking/Cycling** continues to grow around the world. BC is a world leader and the Sunshine Coast is a leader in BC. With the creation of the world-class "Coast Gravity Park" in Sechelt and state of the art Powell River Bike and Skate Park, the Sunshine Coast is clearly aligned and invested in this lucrative sector. Road cycling is on the rise with large infrastructure investments in the urban centres now spreading to smaller communities who look to connect.
- **Ocean Boating** is another sector to watch. The SW coast of BC is prime boating waters and the Sunshine Coast, which is accessed only by ferry or plane has much to gain from increased boating traffic.
- **Hiking** in British Columbia is an incredibly rewarding experience. With our urban centres surrounded by awe-inspiring wilderness, we have unparalleled access to world-class outdoor adventure. We have extraordinary trail networks to explore that are well-maintained, highlighted by the 180 km Sunshine Coast Trail - Canada's longest hut to hut hiking trail. This marquee trail is one of our key rainforest attractions and is drawing more international and Canadian visitors each year.
- **Motorcycle Touring** is another attractive opportunity to grow visitation to the Sunshine Coast. As a ferry-dependent region and with the decline of car and RV ridership over the last few years on BC Ferries, we need to be creative in overcoming our transportation issues. Where RV's have particularly become scarcer due to the increased costs to transport large vehicles, motorcycles still get great value and service from BC Ferries and the ferry "cruise" is a key value of the touring experience. As we develop this sector we will connect with our other regional partners (Comox Valley, Nanaimo, Parksville, Qualicum Beach) to reinvigorate the "circle tour" concept to increase the flow of visitors through our regions.

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## BRANDING AND PROVINCIAL ALIGNMENTS

1. The Sunshine Coast lives and breathes the *Super, Natural British Columbia* brand. We are the wilderness perched on city's edge, with the Lower Mainland just a short ferry ride away. The region is

known for its spectacular natural setting including rainforests, ocean coast, lakes, rivers, and mountains. The landscape is rugged and wild, and the people are authentic and welcoming. The aptly named Sunshine Coast region sets BC apart, with nature truly the magnet.

Destination BC's "Wild at Heart" mantra that lies at the core of its marketing strategy seeks to create an emotional urgency to visit the province and allow visitors to connect with nature. Our campaign aims to evolve as a natural extension of DBC's marketing, by showcasing the iconic experiences in our wilderness, such as the unruly rapids of the Skookumchuck Narrows, or the vast mountain top views along the Sunshine Coast Trail. The Sunshine Coast further connects to the idea of "refined civilization" in our prominent arts community and prevalence of aboriginal culture from our four First Nations. With these two pillars the Sunshine Coast is poised to capture DBC's Wild at Heart essence that positions itself as both cultured and raw.

2. Sunshine Coast Tourism has already worked diligently to align with the photography style, font usage, and tone of voice put forth by Destination BC's branding guidelines. This campaign will continue to incorporate those elements, providing amplification and additional recognition to DBC's brand.

3. The campaign target markets align with provincial consumer segments:

- a. EQ segments: Authentic Experiencers, Cultural Explorers, and Free Spirits
- b. Builds brand recognition through outdoor adventure and touring & exploring
- c. Will guide consumers through the path to purchase cycle, from awareness and inspiration, to planning, booking and advocacy
- d. Invests in growing British Columbia, Washington, Oregon, and Alberta

4. Our proposal demonstrates a collaborative program based on insights and is focused on results. All partners wish to see a growth in shoulder season bookings. There is minimal room to increase room nights and revenues during peak season. Further, our peak season capacity is currently limited by our bottleneck transportation access - primarily BC Ferries. Therefore, the opportunity lies to promote a common strength to a market that has demonstrated the ability to visit in the shoulder season.

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## TACTICS

### **1. Tactic: Video & Graphics**

#### **Rational Objective of Tactic:**

To showcase the attractions, people, events, and communities of each season (spring, summer, fall, winter) in the best possible format-- video. Four videos that include scenic b-roll, interviews, adventure, and attractions, all edited into a dynamic snapshot that sells each season based on its unique appeal and **captivates** the audience to see the Sunshine Coast as a four-season destination. To appropriately brand each video and add creative value, a baseline suite of animations and graphics will be developed to ensure videos are on brand and feel cohesive with others in the series.

#### **Timing:**

Filming will begin in April/May and carry on through to Dec/January to appropriately capture each season. The videos will be finished and live on the website within one month of season start.

**Budget: \$50,000**

**Measurable Call to Action & Tracking Mechanisms:**

The videos will feature prominently on the site, embedded via YouTube. All videos will feature links to sunshinecoastcanada.com content.

Tracking:

- Views
- Shares, comments, engagement

**Description**

Each season will be showcased via a 2-3 minute video that documents the natural attractions, culture, people, and activities that make each season worth visiting on the Sunshine Coast. Depending on the season, these videos will look across various tourism sectors to connect travellers with multiple attractions within reach of the given season. For example:

*A couple attending a winter wedding at the Painted Boat Resort go for a snowshoe tour on Dakota Ridge in the morning, sip local craft coffee on their way down the mountain and indulge in a spa treatment, to finally celebrating with friends at the wedding.*

*A family starts Spring Break with a mountain bike trip before they arrive at their final beachhouse destination on Savary Island.*

**2. Tactic: Content Planning/Development and Blog**

**Rational Objective of Tactic:**

To showcase the attractions, people, events, and communities of the Sunshine Coast through compelling storytelling through itineraries, blogs, social influencers, and sponsored editorial.

**Timing:** April - September (for planning and development). Majority of content should be ready on sunshinecoastcanada.com by late September, with the exception of ongoing blog content.

**Budget: \$35,000**

- Content planning, assessment, and site mapping: \$3,000
- Web written content generation and blog: \$18,000
- Photography: \$14,000

**Measurable Call to Action & Tracking Mechanisms:**

Call to action: [www.sunshinecoastcanada.com](http://www.sunshinecoastcanada.com) Note: as content develops, it may be necessary to create unique URLs / landing pages within the main website to better track this tactic.

Tracking:

- Google Analytics - traffic, time on site, scroll depth, bounce rate,
- Social media shares, engagement
- Impressions

**Description**

As part of our key learnings from 2016, there is significant consumer “appetite” for content about the Sunshine Coast. Organizing this information into unique itineraries based around different traveller



types (e.g., couples, families), EQ segments, activities and seasons is imperative to captivate our audience and generate leads. Our newly re-designed website is perfectly set to incorporate content of this style, which we can bolster through blog posts, sponsored content, and stakeholder offerings (packaged activities/accommodations). Written web content will be supported with authentic, on-brand photography that can be used through a variety of mediums and expand our visual asset library.

### **3. Tactic / Micro-Campaign: Coastal Circle Route**

#### **Rational Objective of Campaign:**

To showcase the Sunshine Coast and Vancouver Island through a larger lens of “coastal touring”. In partnership with communities such as Comox Valley, Parksville/Qualicum Beach and Nanaimo, the campaign would drive visits to a Coastal Circle Route microsite/landing page, which then showcases the itinerary and connects to each partner DMO website and participating stakeholders.

**Timing:** Content creation, website development, and print collateral production will occur from May - September, with target launch of October.

#### **Budget: \$22,000**

- 2-3 minute video production (\$5000)
- landing page/microsite: [coastalcircleroute.ca](http://coastalcircleroute.ca) (\$7000)
- Circle route map in both print and digital versions (\$5000)
- Digital amplification via Facebook, Instagram campaigns (\$4000)
- Admin (\$1000) *\*Sunshine Coast Tourism will be the lead on this campaign and manage funds, project coordination, & reporting*

**Note:** Please see Budget Summary for a breakdown of partnership funds for this tactic.

#### **Measurable Call to Action & Tracking Mechanisms:**

Call to action: [www.coastalcircleroute.ca](http://www.coastalcircleroute.ca)

Tracking:

- Google Analytics - traffic, time on site, scroll depth, bounce rate, click thru to partner sites
- Video views
- Social media shares, engagement, #coastalcircleroute
- Number of print maps distributed

#### **Description**

Create a compelling Coastal Circle Route tour itinerary that showcases key stops and attractions along the route from Horseshoe Bay to the southern Sunshine Coast, continuing on to Powell River, around to Comox and Parksville and Qualicum Beach, down to Nanaimo and then back to Horseshoe Bay. By creating inspirational web content via a unique landing page ([www.coastalcircleroute.ca](http://www.coastalcircleroute.ca), already owned) with complementing video and interactive map, plus a tear-away printed map, the Coastal Circle Route is a prime tactic for capturing a larger share of the Western USA touring market.

### **4. Tactic: Consumer Shows & Print Collateral**

#### **Rational Objective of Tactic:**

To showcase the campaign and content through travel focused consumer events. Print collateral, takeaways, and in-person connections are key in **captivating** our audience and **generating** leads by driving database collection.

**Timing:**

October 2017 - March 2018

October: Portland Here & There Travel Fest  
January: Vancouver International Boat Show

March: Vancouver Outdoor Adventure & Travel  
March: Calgary Outdoor Adventure & Travel  
March: Seattle Travel, Adventure, & Gear Expo

**Budget: \$20,000:** \$5,000 - design and print of materials, \$15,000 - event costs

This budget is to cover travel, lodging, meal allowance, and event costs for each trip, as well as add print collateral inventory.

**Measurable Call to Action & Tracking Mechanisms:**

While our consumer tactic will take place over several months given the date spread of these shows, it is important to note that each show will be individually evaluated. To track and measure the effectiveness of our exhibits, we will employ the following metrics:

- Attendance rates- overall and booth
- Email newsletter subscriptions from the show
- Contest entries
- Amount of collateral distributed at the show

**Description**

In addition to bold branding and take-away print pieces, trade show events will offer acquisition tools like digital mailing list signups and contests. The aim is to coordinate with stakeholder partners who can help contribute offers to make each show engaging, and thus secure interest, acquisition, and ultimately, conversion.

**5. Tactic: Ad Buys, Print and Digital Marketing Campaign**

**Rational Objective of Tactic:**

To ensure that the Sunshine Coast campaign **captivates** the eyes and ears of potential travellers in our target markets (BC, Alberta, Washington, Oregon) via the web, print, and through various travel media touch points, and encourages **advocacy** through social media sharing and word-of-mouth advertising.

**Timing:**

May 2017 - March 2018, with focus on the shoulder season beginning in October.

**Budget: \$198,000**

**Measurable Call to Action & Tracking Mechanisms:**

Digital campaigns will be aimed at click-throughs to content on [www.sunshinecoastcanada.com](http://www.sunshinecoastcanada.com). Print ad creative will also include a unique URL to track web visits. Tracking mechanisms include:

- Google Analytics (traffic, performance, click-thru to stakeholder websites)
- Impressions/Readership
- CTR

The impressions and click-throughs of all digital tactics will be trackable and modifiable throughout the campaign to allow for maximum success. The campaign will promote the use of our #sunshinecoastbc hashtag to allow for quick, transposable participation across all social media platforms.

### **Description**

With the success of the 2015/16 campaign's content media partnerships, we are once again including this tactic in our campaign. Our chosen media partners work to create relevant Sunshine Coast content, supported with print ads, sponsored editorial, email newsletters, contests, and digital ads.

For example, our collaboration with My Passion Media provides advertising with major magazines whose readership matches our target audiences, including Explore Magazine, Canadian Traveller, British Columbia Magazine, and Pacific Yachting. Together, we will tailor a sponsored editorial piece to the specific audience that My Passion Media then supports with print and digital ads, paid social media, and e-newsletters to their subscribers.

As another example of this tactic, we will be working with FestivalSeekers.com, Miss604.com, Pinkbike.com and our local festival/event organizers to promote content that generates leads to event ticket sales.

Other partners to consider include Red Point Media, Canada Wide Media, Statehood Media, Glacier Media, and Post Media, and individual publications such as Zoom, Wild Coast, Coast Mountain Culture, CV Collective, BC Musician, and Go Camping.

The Sunshine Coast PR and marketing campaign will be coordinated by communications specialist Andrea Wickham-Foxwell. Andrea will be creating a communications plan with a focus on proactive and reactive media relations to create earned media opportunities for the Sunshine Coast. She will engage with primary and secondary stakeholders to ensure all aspects of external communication are consistent and on brand. She will also collaborate with Sunshine Coast Tourism staff to produce quality social media collateral to be dispersed through each platform, with a strategic focus on Facebook, Instagram, and YouTube.

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## **Membership Model**

Sunshine Coast Tourism is a membership-based organization with over 250 members. All Sunshine Coast tourism stakeholders are invited to join as members for an annual fee. Marketing campaigns are designed to be visitor centric, focusing on messaging which will attract overnight stays. Marketing objectives are to drive visits to sunshinecoastcanada.com where guests can be inspired, all members are represented, and visitors can be lead down the path to purchase. Stakeholder email newsletters are sent out monthly, inviting both members and non-members alike to join in our co-operative advertising (as part of this campaign), media hosting, and educational workshops and events. Furthermore, all of our co-operative programs include a "Member" and "Non-Member" participation rate structure to include all stakeholders in our marketing projects.

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## Budget Summary & Funding Request

Marketing Tactic	Applicant \$	DBC \$	Total Budget	Assumptions
Project Management & Creative Development	\$12,500	\$12,500	\$25,000	Project management and overall concept design, along with production of print and digital advertising
1) Video & Graphics	\$25,000	\$25,000	\$50,000	Storyboarding, videographer day rates and travel costs, editing and post production
2) Content Creation	\$17,500	\$17,500	\$35,000	Working with media & influencers on content development
3) Coastal Circle Route	\$11,000	\$11,000	\$22,000	Creative, landing page development, video production, map development, social advertising
4) Consumer Shows	\$10,000	\$10,000	\$20,000	Event costs, allowable travel expenses, booth collateral,
5) Ad Buys/Print/Digital Campaign	\$99,000	\$99,000	\$198,000	Media content partnerships, ad buys, social, media placement (banners, programmatic)

## Partner Organizations

Partner Organization	Contributed Funds	Notes
Sunshine Coast Municipal Governments	\$40,000	<i>Includes: Sunshine Coast Regional District, District of Sechelt, and Town of Gibsons</i>
Local First Nations	\$1,000	<i>Includes: Sechelt, Squamish, Tla'amin, and Klahoose First Nations</i>
Tourism Powell River	\$15,000	<i>Tourism Powell River includes support and funding from City of Powell River and Powell River Regional District</i>
Stakeholder Memberships	\$20,000	
Private sector buy-ins	\$15,000	<i>Private sector buy-ins include co-operative advertising participation</i>
Parksville Qualicum Beach Tourism	\$2,250	<i>Parksville/Qualicum and the Comox Valley funds are specifically in support of the "Coastal Circle Route" tactic and will be used only for that promotion. Note: Funding has been requested from Tourism Vancouver Island for \$2000 outside of the DBC matched funding request to incorporate Nanaimo and expand the reach.</i>
Comox Valley Tourism	\$2,250	

Sunshine Coast Tourism/MRDT	\$79,500	
Destination BC Request	\$175,000	
<b>TOTAL:</b>	<b>\$350,000</b>	

## Evaluation

This campaign aims to:

- To increase tourism revenues (e.g. accommodations and activity providers) on the Sunshine Coast during the slower shoulder seasons (October to April)
- To increase private investment in co-operative marketing efforts to leverage with public funds for maximum impact and ROI for tourism businesses on the Sunshine Coast
- To integrate and align with the provincial brand essence “Wild at Heart” and “Super, Natural British Columbia”, building strengthened brand equity through all province-funded marketing initiatives.
- To increase the awareness, interest and advocacy for the Sunshine Coast

Campaign metrics will evaluate the effectiveness of moving potential visitors through all phases of the consumer lifecycle, resulting in increased tourism revenues. Evaluation measures by objective are detailed in the table below.

Where possible, room night data will be split by area of origin and month of arrival. Web data will provide detailed information, including area of origin, number of sessions, bounce rate, session duration and referrals. The performance of media channels will also be shared. Furthermore, we will be conducting market research to gather baseline data for the region’s Net Promoter Score, to assess the success of word-of-mouth recommendations. Gathering this benchmark data will not only help measure the success of this campaign, but provide further evaluation for future campaigns as well.

<b>Awareness</b>	<b>Target</b>	<b>Measurement Method</b>
Print Advertising Media	Impressions (TBD, depending on media buy)	Media Buy
Online Advertising Media	Impressions (TBD, depending on media buy)	Media Buy
Video Views		Google Analytics
<b>Web Visits</b>		
Visits to sunshinecoastcanada.com	250,000 (30% growth)	Google Analytics
Visits to landing page coastalcircleroute.ca	10,000	Google Analytics
Bounce Rate - sunshinecoastcanada.com	<50%	Google Analytics
Bounce Rate - coastalcircleroute.ca	<60%	Google Analytics
Referral traffic to DMO websites on coastalcircleroute.ca	2,000	Google Analytics
<b>Data Collection</b>		
Contest Entries	5,000	MailChimp
# of Opt Ins to Newsletter	2,000	MailChimp
<b>Revenue</b>		
Room Revenue	4% growth*	MRDT Reports
<b>Advocacy</b>		

Growth of social media following	15%	Instagram, Facebook, Twitter, YouTube
Use of branded Hashtag	60,000 total uses	Instagram
Net Promoter Score	benchmark	Visitor Survey

*\*As this application will overlap with the first year of MRDT report data, we are establishing benchmark data. After August 2017, we can begin to compare year over year statistics.*

# COAST CULTURAL ALLIANCE

## PROJECTED BUDGET 2017 ART CRAWL and ARTS & CULTURE CALLENJDAR

### REVENUE:

SC Regional District:	\$5,500
District of Sechelt:	\$3,500
Town of Gibsons:	\$1,800
Powell River District:	\$1,000
Sechelt Indian Government District:	\$ 800
Sunshine Coast Credit Union:	\$2,000
Art Crawl Participants:	\$14,950
Advertising Revenue:	\$6,000
CCA Membership:	\$1,550
In Kind:	\$3,200

TOTAL REVENUE: \$40,300

### EXPENSES:

Printing and Paper:	\$13,000
Graphic Design:	\$5,500
Marketing/Promotion:	\$2,500
Advertising:	\$9,400
Admininstration and Web Maintenance:	\$3,400
Bookkeeping:	\$ 400
Project Management:	\$2,500
Postage, Courier, Distribution:	\$2,000
Signage:	\$1,000
Launch, Supplies:	\$ 600

TOTAL EXPENSES: \$40,300

**COAST CULTURAL ALLIANCE**  
**SUMMARY OF PROGRAMS FOR 2017**

**PROJECT TITLE 1.: The Arts and Culture Calendar - 12 monthly editions**

Request: \$2,400 towards printing costs.

**PROJECT DESCRIPTION:** a free monthly event and workshop brochure distributed since 1998

The Calendar is distributed to Visitor Centres, libraries, schools, Ferry Ambassadors (the only brochure they can distribute), restaurants, coffee shops, Chambers of Commerce, local governments, retail & real estate outlets, bookstores and more. It is delivered by hand from Langdale to Pender Harbour and mailed to Powell River, Lund, the North Shore and some Vancouver outlets.

Data is gathered through a complimentary website, [www.suncoastarts.com](http://www.suncoastarts.com), where people can view and post their own events, workshops and news items covering the arts, culture, heritage and recreation.

Uploading data is free to the public; CCA membership is not required to post.

Advertising revenue space is limited; the many community events and workshops take priority.

**PROJECT TITLE 2.: The Sunshine Coast Art Crawl - October 20, 21, and 22, 2017**

Request: \$3,100 towards printing promotional material and advertising costs.

**PROJECT DESCRIPTION:** an annual free self-directed 3-day art studio and gallery tour from Langdale to Earls Cove

The Art Crawl studio tour from Langdale to Earle's Cove includes a free full-colour printed brochure with maps. We provide extensive road directional signage to the individual venues. Since 2013, we have employed a social media expert; this has resulted in a large increase in the number of followers and in the creation of our own YouTube channel showcasing individual local artists and their work.

The Art Crawl has grown from 75 venues, 6,000 studio visits and \$30,000 in sales in 2010 to 130 venues, more than 35,000 studio visits and over \$268,000 in recorded sales in 2016. The 130 venues featured over 305 individual local artists. The follow up sales, commissions and workshop bookings are very significant (over \$30,000 reported in 2016) and are not included in this total. Powell River artists again came to Roberts Creek; this year 23 artists showed at the Masonic and the Roberts Creek Halls. Again this year, the *shishalh* nation presented their artists at the Longhouse and in the *tems swiya* museum.

*Please see attached report on the 2016 Art Crawl*

**ADDITIONAL CCA PROJECTS:** yearly Purple Banner Studio & Gallery Guide (self-sustaining), monthly Artesia Coffeehouse (fall-spring), weekly e-newsletter (1800+ recipients), 24/7 interactive website of members' galleries plus events, news, workshop opportunities and local gallery listings.



## Tara Crosby

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**From:** Tonya Ste.Marie <tstemarie@sccss.ca>  
**Sent:** January-10-17 4:22 PM  
**To:** Tara Crosby  
**Cc:** Petra Haas; Catherine Leach  
**Subject:** RE: 2017 Sunshine Coast Regional District Round One Budget meeting  
**Attachments:** YOWP 2017 to 2021v4.pdf

Hi Tara,

Following our phone conversation, we'd like to confirm we do not need to re-submit the documents previously submitted and that we are not required to attend the meeting on January 23<sup>rd</sup>.

As per the SCRD's request "AND THAT the Sunshine Coast Community Services Society be requested to provide details on program inclusions and changes for the requested funding increase over three years and resubmit a budget request to the 2017 Round 1 Budget for consideration.", you will find attached our detailed 5 year projected financial plan which includes a more detailed breakdown of administration fees and projected increases in both wages and travel costs.

The requested increase of funding over three years of \$5,000 a year will allow us to provide the following additional direct service hours:

- 2017 – Additional 4 hours/week of direct service (for YO presence on Saturday nights)
- 2018 – Additional 5.5 hours/week in total of direct service
- 2019 – Additional 7 hours/week in total of direct service

In addition, the funding increase allows for modest increases in the travel budget.

In order to ensure continuity of this program we would appreciate having a written commitment to the current level of funding if not the increased level of funding by March 1<sup>st</sup>. Otherwise, as per labour standards, we would need to give our employees notice of termination as we are not able to financially carry the program past March 31<sup>st</sup>.

Should you have any questions or require more information, please contact me.  
 Thank you.

Tonya Ste. Marie  
 Coordinator, Youth Outreach Program and  
 Child and Youth Care Interventions  
 Sunshine Coast Community Services  
 Box 1069, 5638 Inlet Ave  
 Sechelt, BC V0N 3A0  
[tstemarie@sccss.ca](mailto:tstemarie@sccss.ca) | [www.sccss.ca](http://www.sccss.ca)  
 T: 604-741-1129



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**From:** Tara Crosby [mailto:Tara.Crosby@scrd.ca]  
**Sent:** Tuesday, January 3, 2017 1:33 PM  
**To:** Tonya Ste.Marie <tstemarie@sccss.ca>

**Cc:** Tina Perreault <Tina.Perreault@scrd.ca>

**Subject:** 2017 Sunshine Coast Regional District Round One Budget meeting

Good Day Tonya,

At the December 2, 2016 Pre-budget Special Corporate and Administrative Services Committee Meeting the SCRD Board made the following recommendation:

**Recommendation No. 13** *Sunshine Coast Community Services Society - 2017 Budget Request*

The Corporate and Administrative Services Committee recommended that the following documents from the Sunshine Coast Community Services Society regarding 2017 Budget Request for Youth Outreach Worker Program be received:

- 2017-2021 Financial Plan;
- 2016 Budget vs. Actuals;
- Letters of Support for the Youth Outreach Worker Program from various organizations;

AND THAT the Sunshine Coast Community Services Society be requested to provide details on program inclusions and changes for the requested funding increase over three years and resubmit a budget request to the 2017 Round 1 Budget for consideration.

In the interest of time I am sending this e-mail to request the information be submitted to my attention by End of Day on Tuesday, January 10, 2017 in preparation for agenda distribution on January 16, 2017 (for the January 23, 2017 Round 1 Budget Special Corporate and Administrative Services Committee Meeting).

Please contact me if you have any questions or concerns.

Tara Crosby  
Administrative Assistant  
Corporate and Administrative Services

**Sunshine Coast Regional District**  
1975 Field Road Sechelt, BC V0N 3A1  
Phone: 604-885-6800 ext: 6127  
Fax: 604-885-7909

My office hours are Monday through Friday, from 8:30 am to 4:00 pm

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**SUNSHINE COAST COMMUNITY SERVICES SOCIETY**

**Youth Outreach Worker Program  
Budgeted Statement of Receipts & Disbursements**

	<b>Budget 2017</b>	<b>Budget 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Budget 2021</b>
<b>RECEIPTS</b>					
51% SCRD	38,713	41,439	44,179	44,400	44,622
16% Town of Gibsons	12,188	13,047	13,909	13,979	14,049
33% District of Sechelt	25,521	27,319	29,125	29,271	29,417
	76,422	81,804	87,213	87,649	88,088
<b>DISBURSEMENTS:</b>					
<b>Wages &amp; Benefits</b>					
Original hrs wages	39,186	39,186	39,578	39,974	39,974
Wage increases		392	396		400
Increases in hours	4,733	6,508	8,283	8,283	8,283
Benefits	7,267	7,374	7,548	7,548	7,706
	51,186	53,460	55,804	55,805	56,362
<b>Administration</b>					
Admin. Fees	9,238	10,160	11,039	11,094	11,126
*        Supervision	2,200	2,225	2,300	2,300	2,320
*        Audit	300	305	310	315	315
*        Insurance	150	160	165	165	170
*        Technology costs	250	275	300	310	325
*        Office Rent	2,000	2,010	2,020	2,030	2,040
<b>Direct Costs</b>					
Office Expenses	350	352	354	355	357
Cell Phones	1,500	1,508	1,515	1,523	1,530
Program Exp.	600	803	807	811	815
Travel - KMS - original	8,000	8,040	8,080	8,121	8,161
Travel - KMS - increases	49	1,905	3,914	4,212	3,954
Staff Development	600	603	606	609	612
Subtotal	25,237	28,345	31,409	31,845	31,725
<b>Total Disbursements</b>	76,423	81,805	87,214	87,650	88,088
<b>Net Receipts/(Disbursements)</b>	0	0	0	0	0
COLA	0.3%	0.5%	0.5%	0.5%	0.5%
Increase in funding	\$ 5,000	\$ 5,000	\$ 5,000		
Increase in funding of \$5,000 each year for 3 years for a total of \$15,000 by 2019					
Wage increase (Yr 2, 3 & 5)		1%	1%		1%
* SCCSS has been subsidizing the Youth Outreach program by covering these costs but as of 2017 is no longer in a financial position to do so. All of SCCSS' funding is received through grants and government contracts and is designated to specific programs.					

**Pender Harbour Community School Society**  
**Organizational Budget for 2016 & 2017**

**INCOME**

	<b>2016</b>	<b>2017</b>
CommunityLink Grant	40,000.00	40,000.00
Direct Access Grant	20,000.00	20,000.00
Early Years Council	1,800.00	1,400.00
SCRD Grant in Aid	500.00	500.00
SCRD Joint Use Grant	10,000.00	10,000.00
SCRD Recreation Grant	40,000.00	40,000.00
Rotary Club PH	1,000.00	1,000.00
Fundraising donations	1,000.00	6,000.00
Program Revenue	15,000.00	15,000.00
Venue Revenue	1,000.00	1,400.00
<b>Total Revenue</b>	<b>130,300.00</b>	<b>135,300.00</b>

**EXPENSE**

Contractors/programmers	37,800.00	43,100.00
Instructors/facilitators	14,000.00	16,500.00
Wage Expense	45,000.00	45,000.00
Accounting/financials	2,110.00	2,500.00
Advertising & Promotion	3,000.00	4,000.00
Food Expenses	3,000.00	2,000.00
Insurance	2,690.00	2,840.00
Internet	1,200.00	980.00
Memberships	400.00	450.00
Office Supplies	700.00	800.00
Professional		
Development	500.00	600.00
Program Materials & Supplies	5,000.00	5,000.00
Repairs & Maintenance	1,200.00	1,200.00
Technical Support	1,800.00	1,600.00
Technology upgrades	5,000.00	3,000.00
Telephone	800.00	750.00
Travel / mileage	2,500.00	2,500.00
Utility & water	600.00	460.00
Venue Rental costs	2,500.00	1,400.00
WCB Expense	500.00	620.00
<b>Total Expense</b>	<b>130,300.00</b>	<b>135,300.00</b>

## Pender Harbour Community School Society

Date: November 18, 2017  
 To: Tina Perreault, General Manager, Corporate Services  
 From: Francine Clohosey, Manager, Pender Harbour Community School  
 Re: Special Corporate & Administrative Services Committee mtg for Dec 2, 2016  
**Youth Restitution Program & Youth Drop-in Activities**  
**Proposed Program Plan for 2017**

### Background

The SCRD provides funding to the Pender Harbour Community School in the amount of \$10,000 funded from SCRD Function (670) Regional Recreation Programs to deliver the Pender Harbour Youth Restitution Program and to provide Youth Drop-in Activities.

### 2017 Program Goals

- Coordinate the **Youth Restitution Program** for Pender Harbour/Area A in conjunction with Sunshine Coast RCMP and BC Youth Justice Service Department to provide supervision and guidance, direct support, education, and referral services to youth and community members involved
- Provide a variety of Youth Drop-in Activities to offer an outlet for youth to gather in a safe and supervised place, get exercise, burn off stress and have fun together

### Examples of PH Youth Restitution Program Activities

We help support the youth(s) involved throughout the Restitution process by offering a diverse range of community services opportunities, methods of counseling, and adult mentorship experiences. Anticipated number of served and hours contributed for 2017 are:

	# hours	# served
Overall support:	200	16
Direct support (one-on-one):	100	13
Mandatory Restitution Circles:	75	3-5

Completion of Community Service hours is key to dispute resolution. Coordination of youth involvement with community groups that enable them to complete their community hours can include the following:

- Picking up trash along the power lines
- Graffiti removal
- Helping seniors with gardening and yard work
- Assisting Habitat for Humanity
- Connecting youth with adult and peer mentors
- Attending Mind Up workshops
- Attending VCMH therapy sessions with the youth

### Examples of Youth Drop in Activities

We will also provide ongoing youth drop-in activities for Area “A” youth. These activities include:

- Sport nights 2-3 times a week throughout the school year
- Summer outdoor sports for families and youth
- Movie and pizza nights in Egmont once a week as well as a number of summer activities
- Supervision at school dances
- Special events like potluck dinners with the Community Hall Committee as well as the local church
- Providing support to other community initiatives that such as the Community Club Youth Night, the Pender Harbour McCreary youth group, and Parent and Youth Anti-bullying workshops

### Utilizing Resources

- The BC Provincial Restorative Justice Template is used as our guideline for service delivery; this template is also used by the RCMP and SD46, which aids in consistency and effectiveness
- Harbour Learning Centre is used for one-on-one support, computer access and gathering place
- Activities happen at both schools, Lions Park, Egmont Community Hall, Madeira Park Community Hall, and at our local recreation sites where the youth naturally congregate
- We utilize existing services (e.g. using the ‘poster run’ to help promote special events, etc.) and recruit community volunteers to be involved

### Maintaining Partnerships

As in other years, we will continue to work closely with other agencies including:

- Sunshine Coast RCMP and the BC Youth Justice Service Provincial Restitution Program
- Referrals from school principals, teachers, local business owners, probation officers and the RCMP Madeira Park Elementary School and Pender Harbour Elementary Secondary School
- Community organizations such as the Community Club, Lions Club
- SC Youth Outreach Program

### Coordinating in-kind & other support

- Ongoing positive relationships with facilitators, community members, teachers and administrators encourage in-kind labour and talent
- We will continue to seek donations from local businesses and community groups (in the form of facility use, meals and snacks, etc.)

### 2016 PROGRAM INCOME & EXPENSE STATEMENT

January 1 through October 31, 2016

#### Youth Restitution Program & Youth Drop In Activities

	Restitution	Youth Drop In	Total
<b>Income</b>			
SCRD JU - Restitution	7,500.00		
SCRD JU - Youth Drop In		2,500.00	
<b>Total Income</b>	<b>7,500.00</b>	<b>2,500.00</b>	<b>10,000.00</b>
<b>Expenses</b>			
Program Materials & Supplies	0	179.89	
Coordinator contract	4,325.00	1,975.00	
Transportation/mileage	1,825.00		
<b>Total Expenses</b>	<b>6,150.00</b>	<b>2,154.89</b>	<b>8304.89</b>
<i>Remaining in budget to year end:</i>			<i>1,695.11</i>

Date: November 18, 2017  
To: Tina Perreault, General Manager, Corporate Services  
From: Francine Clohosey, Manager  
Re: Special Corporate & Administrative Services Committee mtg for Dec 2, 2016  
**Pender Harbour / Area A: Community Recreation Program**  
**Proposed Program Activities for 2017**

### **Background**

The SCRD provides funding to the Pender Harbour Community School in the amount of \$40,000 to deliver the Pender Harbour & Area A Community Recreation Program.

### **Program Goals**

- ~ To plan, research, develop and implement recreation programs in Electoral Area A
  - ~ Respond to community requests for programs in a timely manner
  - ~ Offer a wide variety of programs for various age & interest groups
  - ~ Collaborate with other community organizations
- 
- ~ 500 participants taking part in activities for 5,000 hours

### **PROGRAM ACTIVITIES EXAMPLES:**

A full range of recreational, educational and social programs for all residents

Babysitters Course  
Baseball for Kids ~ Fishing Club ~ Kinder Soccer  
Kids Art Classes  
Pro D Day Camps ~ Spring Break Day Camp ~ Summer Day Camp  
Non-profit Workshop Series ~ Becoming a Treasurer ~ Grant Writing Workshop  
Computer Cafés ~ eNewsletter workshop ~ WordPress for Web  
Conservation & Outdoor Recreation Certification  
Canadian Firearms Safety  
Dog Obedience & Agility Training  
Drop In Pickleball ~ Soccer ~ Hockey ~ Court-sports  
Drum Lessons  
Food Safe ~ Food Skills for Families  
Household Budgeting  
HUGS Ukulele Group  
Planning for the Future  
Yoga at Sarah Wray Hall

### **COMMUNITY PARTNERSHIPS**

Continue to work with community partners such as PH Aquatic & Fitness Centre, Seniors Initiative, Harbourside Friendship, Health Centre, Schools, PH Living Heritage Society, local businesses, etc.

## Pender Harbour Community School Society

### SCRD Community Recreation Program Area A

Income & Expenses | January 1 to November 15, 2016

#### INCOME

Contributed Support	
SCRD Recreation Grant	40,000.00
Total Contributed Support	40,000.00

Earned Revenue	
Program Revenues	14,288.45
Total Earned Revenue	14,288.45

<b>Gross Income</b>	<b>54,288.45</b>
---------------------	------------------

Cost of Goods Sold	
Program Materials	844.33
Program Venue Fees	2,083.30
Total COGS	2,927.63

<b>Net income</b>	<b>51,360.82</b>
-------------------	------------------

#### EXPENSE

Recreation Coordinator	16,095.00
Recreation Facilitators	10,687.00
Administration & reporting	4,685.24
Accounting	1,065.00
Advertising expenses	5,166.62
Insurance	1,420.00
Membership & proD	300.00
Office supplies	593.79
Technical & maintenance	287.04
Telephone & internet	300.00
Travel / mileage	605.00
WCB Expense	306.25

<b>Total Expense</b>	<b>41,510.94</b>
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<b>Income/Expense</b>	<b>9,849.88</b>
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**Halfmoon Bay - Chatelech Community School**  
**Profit & Loss Statement**

		<b>Jul - Sep 2016</b>	<b>Budget</b>
		<b>Jul2016-Jun2017</b>	
<b>INCOME</b>			
GST Rebate	\$	-	\$ 500.00
Interest Income		72.77	700.00
Other Income (CRA Wage Rebate)		0.36	-
Deferred Circle Grant from 2015/2016 (for Admin Use Only)		888.41	888.41
Grant - Early Years #4 (July16-Mar17) (Prov of BC)		19,560.43	47,188.43
Grant - Early Years #4 (Apr-Jun2017) (Prov of BC)		-	13,104.00
Grant -Restorative Practices/Restitution Grant (SCRD)		10,000.00	10,000.00
Deferred Restorative/Restitution Grant (from 2015/2016 to 2016/2017)		1,414.85	1,414.85
Grant - Resource and Referral Grant (SCRD) *Funding to Dec 31, 2016 only		2,500.00	2,500.00
Deferred Resource and Referral (from 2015/2016 to 2016/2017)		3,552.91	3,552.91
Grant - SD#46 Community Link Grant		3,917.00	39,166.00
Deferred SD#46 Comm Link Grant (from 2015/2016 to 2016/2017)		2,823.13	2,823.13
<b>Total Income</b>	<b>\$</b>	<b>44,729.86</b>	<b>\$ 121,837.73</b>
<b>EXPENSES</b>			
Accounting and Legal		-	1,400.00
Advertising and Promotion		-	150.00
Amortization		-	200.00
Cool School Program		-	3,000.00
Development and Training		-	500.00
Dues and Fees		60.00	100.00
Flex Fund Expenses		-	1,000.00
Insurance		560.00	600.00
Office		35.16	650.00
Planning Fund (EY3)		-	500.00
Project - Circle Expense		56.47	56.00
Project Expenses - Early Years		17.92	27,771.70
Project Expenses - Resource and Referral (budget to Dec 31 only)		60.69	2,552.91
Project Expenses - Restorative Practices (Restitution)		291.69	6,375.00
Site Team Expenses - Chatelech Secondary		588.00	3,500.00
Site Team Expenses- Halfmoon Bay Elementary		72.27	3,000.00
Volunteer Recognition & Honorariums		-	600.00
Wages & Benefits (incl phone & mileage)		10,614.74	72,490.00
WCB		-	250.00
<b>Total Expenses</b>		<b>12,356.94</b>	<b>124,695.61</b>
<b>Net Profit (Loss)</b>	<b>\$</b>	<b>32,372.92</b>	<b>\$ - 2,857.88</b>



January 10, 2017

Sunshine Coast Regional District  
1975 Field Rd, Sechelt, BC V0N 3A1

Attention: Members of the Board, Sunshine Coast Regional District

**Re: Sechelt Community Schools Grant in Aid and Sechelt Youth Centre Budgets,  
current and requested increase.**

Dear Members of the Board,

Thank you for your consideration of our request for a funding increase for Sechelt Youth Centre (SYC) programming.

Please find attached the current budget specific to our annual grant in aid and SYC funding, along with our requested increase of \$4000.00 going forward to allow for an increase of service on Friday nights. We are asking for an increase to our SYC funding only.

SCS combines both the Grant in Aid and SYC funding together to fund our programs, so that food and equipment purchased through one 'pot' of funding is utilized throughout our programming. The Grant in Aid funds direct service staff supervision for a 2.5-hour Tween drop in on Mondays. Our SYC funding currently funds a 3-hour direct service drop in for Youth on Wednesdays and Fridays, and a 2.5-hour supervised drop in for Tweens on Thursdays.

I have included the other revenue sources received this year to support the SYC program, along with the related facility and insurance costs borne by the Society.

Although we have applied for Direct Access grant funding to support the program for the 2017-18 year, it is not listed in the budget as it is not guaranteed (we have been turned down previously).

As stated above, the requested increase of \$4000.00 would be used to increase Friday night programming for an additional 2.5 hours per week during the school year, providing a haven for youth until 8:30pm at night. This request has been put forward to SYC staff and, separately to Youth Outreach Workers by youth who must currently travel down to Gibsons to *Our Space* to access youth programming (other than any SCRD programming offered currently at the Sechelt Aquatic Centre).

In my initial presentation to the Members of the Board on December 2, 2016, I was asked about the potential surplus our society may generate for this fiscal year. This is a projected surplus based on various grant and funding allocations, afterschool care fees for our licensed programs, etc. Having a significant surplus is a new experience for us, and, based on the needs of our children and families, and the complex logistical requirements for one of our programs (5 different schools, and 4 different bus arrival times) we are increasing staffing resources beyond licensing ratio requirements to ensure program quality and integrity.

We are also looking at ways to increase staff wages to approach the living wage for the Sunshine Coast, without raising licensed care fees for families. Moving forward, any surplus funds will be used to augment wages, and we are exploring how we will do this without taking too much risk.

We are asking the Regional District for the increase to provide stable operating hours for our Tweens and Youth, and we will look at augmenting basic wages, professional development opportunities, and program materials through other sources.

Thank you again for the care and support you provide to all members of our community.

Sincerely,

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke at the end.

Ted Chisholm  
Sechelt Community Schools Coordinator  
E-mail: [secheltcommunityschools@gmail.com](mailto:secheltcommunityschools@gmail.com)  
Phone: 604 989-5365 direct line

**\$10,000 GRANT IN AID BUDGET 2016-17 Current****Sechelt Community Schools Society**

Projected Revenues &amp; Expenses for the year ending June 30, 2017

	Projected
<b>Revenues</b>	
Sunshine Coast Regional District	10000
Total Income	10000
<b>Expenses</b>	
Wages and MERCS	7465
Program Materials	2535
Total Expenses	10000
Surplus (Deficit)	0.00

**Description:**

The Grant In Aid is used to fund a free Tween Drop In program at the SYC on Mondays from 2:30pm to 5 pm for pre-teens and teens aged 10 to 13.

Wages cover 2 staff working for 3.5 hours, and 2 hours of planning time weekly for the Youth Centre Supervisor.

Program Materials includes food, sports equipment, and program materials, that are utilized in conjunction with other SYC programming.

There is no expected change to this funding going forward.

## **\$10,000 GRANT IN AID BUDGET 2017-20 Projected**

### **Sechelt Community Schools Society**

Projected Revenues & Expenses for the years up to and ending June 30, 2020

	<b>Projected</b>
<b>Revenues</b>	
Sunshine Coast Regional District	10000
<b>Total Income</b>	<u>10000</u>
<b>Expenses</b>	
Wages and MERCS	7465
Program Materials	2535
<b>Total Expenses</b>	<u>10000</u>
	<u><u>0.00</u></u>
<b>Surplus (Deficit)</b>	0.00

#### **Description:**

The Grant In Aid is used to fund a free Tween Drop In program at the SYC on Mondays from 2:30pm to 5 pm for pre-teens and teens aged 10 to 13.

Wages cover 2 staff working for 3.5 hours, and 2 hours of planning time weekly for the Youth Centre Supervisor.

Program Materials includes food, sports equipment, and program materials, that are utilized in conjunction with other SYC programming.

There is no expected change to this funding going forward.

## **\$30,000 SECHELT YOUTH CENTRE BUDGET 2016-17 Current**

### **Sechelt Community Schools Society**

Projected Revenues & Expenses for the year ending June 30, 2017

#### **Revenues**

*Sunshine Coast Regional District* 30000

#### **Other**

Direct Access Gaming 5000

Sunshine Coast Credit Union Grant 1000

Sechelt Community Schools 9242

**Total Income** 45242

#### **Expenses**

*Wages and MERCS* 27956

*Program Materials* 2044

#### **Other**

Direct Access Grant Equipment and Materials 5000

SPECIAL EVENT - Youth (SCCU) 1000

Facility Costs

Rent 6560

phone and internet 1882

Insurance 800

**Total Expenses** 45242

**Surplus (Deficit)** 0

#### **Description:**

##### **Wages** include:

Direct Service: 2 staff to supervise youth drop in programming on Wednesday and Friday afternoons from 3pm to 6pm, and Tweens drop in programming on Thursdays 2:30pm to 5pm. Youth Drop-In is free, and open to participants aged 13 to 18.

Planning Time: Six hours for the Youth Centre Supervisor, monthly staff meeting time for 2 staff in addition to YC Supervisor

SCS Administration time: coordinator and payroll time relating to program (hiring, staff meetings, reporting, grant writing, payroll)

**Program Materials** - budgeted minimum amount for food, program supplies

**Direct Access:** grant specifically for art supplies, jewellery making equipment, and equipment repair and replacement, in consultation with participants, some applied to rent

**SCCU Grant:** special event all ages family / youth dance Spring 2017

**Facility Costs:** SCS borne costs to support the program.

## **\$34,000 SECHELT YOUTH CENTRE BUDGET 2017-20 Request**

### **Sechelt Community Schools Society**

Projected Revenues & Expenses for the year ending June 30, 2018

#### **Revenues**

*Sunshine Coast Regional District* 34000

#### **Other**

Sechelt Community Schools 9242

Total Income 43242

#### **Expenses**

*Wages and MERCS* 31956

*Program Materials* 2044

#### **Other**

Facility Costs

Rent 6560

phone and internet 1882

Insurance 800

Total Expenses 43242

Surplus (Deficit) 0

#### **Description:**

##### **Wages** include:

Direct Service: 2 staff to supervise youth drop in programming on Wednesday 3pm to 6pm and Friday afternoons from 3pm **to 8:30pm** , and Tweens drop in programming on Thursdays 2:30pm to 5pm. Youth Drop-In is free, and open to participants aged 13 to 18.

**Request allows for Friday evening extended hours of direct service by 2.5 hours.**

Planning Time: Six hours for the Youth Centre Supervisor, monthly staff meeting time for 2 staff in addition to YC Supervisor

SCS Administration time: coordinator and payroll time relating to program (hiring, staff meetings, reporting, grant writing, payroll)

**Program Materials** - budgeted minimum amount for food, program supplies

**Direct Access:** Is not included at this point, as funding has not been confirmed.

**Facility Costs:** SCS borne costs to support the program.

**TO DATE AS OF NOV 2016****GIBSONS LANDING COMMUNITY SOCIETY****BUDGET July 2016 - June 2017****as of September 30, 2015**

	BUDGET	ACTUAL	DIFFERENCE
<b>REVENUES:</b>			
School District #46 (Community Link)	\$58,751.00	\$17,325.00	\$41,426.00
SCRD Grant of Assistance	\$10,000.00	\$10,000.00	\$0.00
HRDC Canada Summer Jobs	\$8,310.00	\$7,146.00	\$1,164.00
Kidz Club Gibsons - Registration Fees	\$27,500.00	\$9,979.80	\$17,520.20
Kidz Club Gibsons - Operating Grant	\$7,950.00	\$1,880.35	\$6,069.65
KidZone Langdale - Registration Fees	\$6,500.00	\$1,248.00	\$5,252.00
KidZone Langdale - Operating Grant	\$950.00	\$236.92	\$713.08
Coastal Kids - Registration Fees	\$19,261.50	\$19,417.08	<b>-\$155.58</b>
Coastal Kids - Operating Grant	\$2,987.38	\$1,892.29	\$1,095.09
After school Programs Registration	\$1,500.00	\$835.00	\$665.00
Rotary (Sandwich Program)	\$1,500.00	\$0.00	\$1,500.00
Donations - PAC	\$5,000.00	\$2,250.00	\$2,750.00
Donations - Aboriginal	\$2,000.00	\$0.00	\$2,000.00
Donations - Volunteer Hours	\$46,520.00	\$46,520.00	\$0.00
Donations - Breakfast for Kids	\$1,000.00	\$200.00	\$800.00
Fundraising	\$4,428.56	\$0.00	\$4,428.56
Community Gaming Grant	\$14,850.00	\$13,500.00	\$1,350.00
Other Grant(s)	\$7,500.00	\$3,385.31	\$4,114.69
Interest Income / Miscellaneous	\$350.00	\$0.00	\$350.00
	<b>\$226,858.44</b>	<b>\$135,815.75</b>	<b>\$91,042.69</b>
<b>EXPENDITURES:</b>			
<b>OFFICE</b>			
Memberships / Fees	\$2,000.00	\$535.00	\$1,465.00
Phones	\$760.00	\$0.00	\$760.00
Office Supplies	\$790.00	\$615.83	\$174.17
Computer/Technology Fund	\$500.00	\$0.00	\$500.00
Wages (Office)	\$35,000.00	\$11,843.45	\$23,156.55
Advertising	\$250.00	\$59.00	\$191.00
<b>PROGRAMMING</b>			
Wages	\$86,653.56	\$28,664.47	\$57,989.09
Supplies	\$19,445.00	\$2,415.42	\$17,029.58
Insurance	\$2,550.00	\$2,681.00	<b>-\$131.00</b>
Operating Expenses (c/k)	\$6,469.20	\$3,471.09	\$2,998.11
Advertising	\$1,100.00	\$0.00	\$1,100.00
Program Administration	\$38,808.71	\$1,304.17	\$37,504.54
Volunteer Hours Contribution	\$46,520.00	\$46,520.00	\$0.00
Family First	\$200.00	\$0.00	\$200.00
	<b>\$241,046.47</b>	<b>\$98,109.43</b>	<b>\$142,937.04</b>



<b>Budget</b>				
<b>Roberts Creek Community School Society.</b>				
<b>Projected Rev &amp; Exp for year ending June 30 2017</b>				
		<b>Operating Fund</b>		
<b>Revenue</b>				
Health Canada Mindfulness Education Project		45,000		
SCRD funding		14,000		
Roots of Empathy: PAC's		5,000		
Community LINK		39,000		
Miscellaneous income		500		
		<b>103,500</b>		
<b>Expenses</b>				
Accounting & Legal (Professional fees)		2,200		
Advertising & Promotion		1,800		
Automotive & travel		1,000		
Insurance Liability/directors		1,750		
Bank charges & Interest		800		
Licenses & Fees		1,200		
Material & Office Supplies		1,500		
Printing expense		450		
Program Expenses & Equip rental		2,500		
Rent (School/SD 46)		100		
Repairs & Maintenance		800		
Telephone & communications.		2,400		
Training & Development		2,500		
Instructor wages (ROE/ME)		15,550		
Wages & Benefits		68,950		
		<b>103,500</b>		
		<b>0</b>		

## Roberts Creek Community School. Nights Alive Program Budget & Actuals 2016

[illegible]