



CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

**Thursday, January 31, 2019
SCRD Boardroom, 1975 Field Road, Sechelt, B.C.**

AGENDA

CALL TO ORDER 9:30 a.m.

AGENDA

1. Adoption of Agenda

PRESENTATIONS AND DELEGATIONS

2. Hope Keats, Sunshine Coast Lacrosse Association
Regarding: Dry Floor Use
i. Letter dated December 13, 2018
Annex A
Pages 1-2
3. Ian Overend and Terry Karleen, Sunshine Coast Pickleball Association
Regarding: Summer Ice in SCRD Arenas

REPORTS

4. General Manager, Planning and Community Development
Cost-Benefit Analysis For Year Round Ice
(Voting – B, D, E, F, Sechelt, Gibsons, SIGD)
Annex B
pp. 3-56
5. General Manager, Planning and Community Development
Sunshine Coast Arena - Chiller Replacement
(Voting – B, D, E, F, Sechelt, Gibsons, SIGD)
Annex C
pp. 57-61
6. General Manager, Corporate Services / Chief Financial Officer
and Asset Management Coordinator
2019 Recreation Facility Capital Funding Review
(Voting – B, D, E, F, Sechelt, Gibsons, SIGD)
Annex D
pp. 62-77
7. General Manager, Corporate Services / Chief Financial Officer
and Asset Management Coordinator
Wastewater Asset Management and Rate Reviews
(Voting – A, B, D E, F)
Annex E
pp. 78-87

8. Senior Manager, Administration and Legislative Services
Draft Association of Vancouver Island and Coastal Communities
(AVICC) Resolutions
(Voting – All Directors) Annex F
pp. 88-92
9. Senior Manager, Administration and Legislative Services
Provincial Nominee Regional Pilot Program
(Voting – All Directors) Annex G
pp. 93-99
10. Manager, Financial Services
Parcel Tax Roll Review Panel
(Voting – All Directors) Annex H
pp. 100-101
11. Joint Report
Corporate and Administrative Services – Semi-Annual Report for
2018
(Voting – All Directors) Annex I
pp. 102-110
12. General Manager, Corporate Services / Chief Financial Officer
2019 Rural Areas' Grant-in-Aid Timeline and Procedures
(Voting – A, B, D, E, F) Annex J
pp. 111-120
13. Financial Analyst
Long Term Debt as at December 31, 2018
(Voting – All Directors) Annex K
pp. 121-124
14. Financial Analyst
Revenue Anticipation Borrowing Cost-Benefit Analysis
(Voting – All Directors) Annex L
pp. 125-127
15. Manager, Purchasing and Risk Management
Contracts Between \$50k and \$100K (September to December)
(Voting – All Directors) Annex M
p. 128
16. Manager, Financial Services
Director Constituency and Travel Expenses for Period Ending
December 31, 2018
(Voting – All Directors) Annex N
pp. 129-130
17. General Manager, Planning and Community Development or
General Manager, Corporate Services / Chief Financial Officer
Sunshine Coast Tourism and the Municipal and Regional District
Tax
(Voting – All Directors) Annex O
pp. 131-184

18. General Manager, Corporate Services / Chief Financial Officer
Sechelt Public Library – Brief Funding History
(Voting – A, B, D) Annex P
pp. 185-203

COMMUNICATIONS

19. Legislative Assembly of British Columbia Annex Q
Regarding: Call for Written Submissions – Select pp. 204-205
Standing Committee on Crown Corporation
(Voting – All Directors)
20. Sunshine Coast Resource Centre Society Annex R
Regarding: Seniors Planning Table Funding Request pp. 206-209
(Voting – All Directors)
21. Sunshine Coast Botanical Society Annex S
Regarding: Request for Letter of Support p. 210
(Voting – All Directors)
22. Sunshine Coast Quilters Guild Annex T
Regarding: Dry Arena Rental Request p. 211
(Voting – All Directors)
23. Sunshine Coast Roller Girls Annex U
Regarding: Dry Floor Arena Use pp. 212-214
(Voting – All Directors)
24. Government Finance Officers Association Annex V
Regarding: Canadian Award for Financial Reporting for pp. 215-216
SCRD 2017 Annual Report
(Voting – All Directors)

NEW BUSINESS

IN CAMERA

That the public be excluded from attendance at the meeting in accordance with Section 90 (1) (g) and (k) of the *Community Charter* – “litigation or potential litigation affecting the municipality” and “negotiations and related discussion respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public”.

ADJOURNMENT



December 13, 2018

Dear SCRD Board members,

We, the undersigned members of the Sunshine Coast Lacrosse Association, would like to register our objection to the idea of having ice time at one of our SCRD rinks extended to 10 months or longer.

Here are our reasons:

1. **We believe that diversity in sport is important for our athletes on the Coast.**
Decreased dry floor time means prioritizing the needs of skaters and hockey players – during their OFF season – over the needs of box lacrosse players during their regular season of play. Not to mention the detrimental impact decreased dry floor time will have on the Pickle Ball & Roller Derby associations. Any decision that supports increasing ice time during the skating & hockey off seasons over other sports during their regular season demonstrates a lack of commitment to diversity in sport.
2. Compared to hockey and ice-skating, box lacrosse has a short season. Practices start in March and seasonal play goes from April – June with BC games and other playoffs happening in July. If we don't have enough dry floor time during these months, it could cripple us as an organization.
3. If the ice time is extended in the Sechelt Arena, that means our players in Sechelt, Halfmoon Bay, and Pender Harbour will need to travel further on a regular basis for practices and games. For example, a family with two players under the age of 12 would have to drive from Madeira Park to Gibsons three times a week to participate in a sport they love. We worry that the inconvenience and time involved would prevent young players from joining up.
4. If there is increased ice time awarded in Gibsons that would mean increasing traveling time for visiting teams. To compete in divisional play they would need to add the drive to Sechelt to the existing ferry time to come to the coast and compete with our athletes. Lower mainland teams already find it difficult coming to the Sunshine Coast and are likely to resent this and possibly forfeit on the games to save themselves the trip. (It has happened before.)
5. If lacrosse registration numbers get any lower, our Sunshine Coast lacrosse players would need to play for teams on the lower mainland. Those late ferry rides midweek are very challenging for children and teenagers who have school early the next morning.

6. We respect the desire for growth and improvement but not at the expense of others. What we envision is ongoing commitment to diversity supporting a health community for both the majority and the minority. Shifting resources to a majority group at the expense of the minority diminishes us as community.
7. We would like to see and feel supported by the SCRD in helping us promote the sport of lacrosse – Canada's national summer sport! – here on the Coast. We can offer the equipment, personnel, and coaching to do so. But we need the support of the SCRD to help this great sport thrive on the Coast.
8. We offer affiliation with BCLA, LMMLC and the NLL. These organizations are deeply invested in promoting the sport of lacrosse supporting the health and development of communities and individuals of all ages through recreation and sport. Canada is an international leader in the sport of lacrosse – and is in fact about to defend its world title at the World Lacrosse Championships, which are taking place next year in Richmond – but we need more support at the community level to do our part in ensuring that the sport continues to thrive locally. We would like to be able to contribute to the base of programs that makes this happen.

Sincerely,

Hope Keats, President, SCLA
Dean Mural, Vice-President, SCLA
Erin Whalen, Secretary, SCLA
Vanda Krutsky, Treasurer, SCLA
Pam Service, Director, SCLA
Terry Ratcliffe, Registrar, SCLA
Karen Nielsen, Director, SCLA
Aaron Gilbert, Head Referee
Robert Emmerson, member
Yasuko Brander, member
Warren Brander, member
Andrew Curtiss, member
Natasha Lamm, member
Stephanie Ross, member
Marcel van der Stelt, member

Andrea Curtiss, member
Dwight Davison, member
Terry Connolly, member
Stu Fletcher, member
Gregory Germaine, member

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – January 31, 2019
AUTHOR: Ian Hall, General Manager, Planning and Community Development
SUBJECT: **COST-BENEFIT ANALYSIS FOR YEAR ROUND ICE**

RECOMMENDATION(S)

THAT the report titled Cost-Benefit Analysis for Year Round Ice Request Report be received.

BACKGROUND

At the Regular Board meeting of December 13, 2018, the following resolution was adopted:

339/18 *Cost Benefit Analysis for Year Round Ice*

THAT staff report prior to Round One budget deliberations on the implications of maintaining year-round ice in one facility, including a cost benefit analysis and impact of water and energy usage.

The purpose of this report and supporting attachments is to provide the Committee with background information, financial implications (cost-benefit analysis) and user groups' interest and comments with respect to extending the ice season at the Sunshine Coast Regional District (SCRD) arenas.

DISCUSSION

Facility Overview

SCRD operates two arenas: Gibsons and Area Community Centre (GACC) (built 2007) and Sunshine Coast Arena (SCA) (built 1973, and operated initially by District of Sechelt).

Both arenas have single 200 x 85 feet (NHL-sized) ice surfaces that can be operated with a dry floor or have ice installed. Each arena includes a single ice plant.

Arenas are available for rent by sports, recreation and community groups and for special events. The arenas are programmed by the SCRD with public drop-in and registration-based programs.

Policy Context

In addition to the SCRD Strategic Plan, the primary policy document guiding SCRD recreation service delivery is the Parks and Recreation Master Plan (PRMP), adopted by the Board in January 2014. The PRMP is online at: <http://www.scrd.ca/Recreation>.

The PRMP articulates a mission for SCRD to play “a variety of roles – planner, protector, provider and community-building in collaboration with volunteers, other service providers, community and partners to provide a systems of high-quality and accessible...facilities, recreation services...special events in a manner that is integrated, thoughtfully planned, responsible, well maintained and fiscally responsible to benefit the health and vitality of all individuals, families, community and the region as a whole.”

Recreation goals identified in the PRMP are to:

- Strengthen the community fabric throughout the region
- Motivate individuals and families to be healthy and active
- Be stewards of the environment; and
- Contribute to a diverse and sustainable economy.

The planning context of the PRMP notes a slightly growing population that is aging (largest age group is 45-64 years, and this segment is growing) and a lower number of preschool, school-aged children and youth than the general BC population. Recommendations in PRMP include both continuing support for children/youth programs and programs focused on older adults.

The 2016 Census identified that of the Coast’s 29,970 residents, 16% are 0-19 years of age and 50% are 55 years of age and over (30% being 65 years of age and over).

Specific to arenas, the PRMP recommends:

Recommendation	Current Status
18. Proceed in a timely fashion with the capital expenditure programs as noted in the capital plan for the GACC and the Sechelt Aquatic Centre.	Actioned and ongoing.
19. Assign sufficient resources to program the two ice rinks for five years. Set measurable outcomes that are reviewed annually. <ul style="list-style-type: none"> - At the conclusion of a five-year period, review the operations of the two arenas before determining the future of the Sechelt Arena. - At the conclusion of the proposed ice-rink operations trial, consider calling for expressions of interest to operate the second-floor lounge at the Sechelt Arena as a commercial operation. - Review the ice-allocation policy in consultation with ice users and prepare amendments conducive to creating additional ice usage while maintaining the local service focus. 	<p>Actioned and ongoing.</p> <p>Staff contemplate this as a project for 2020. Further Board direction will be required.</p> <p>Contemplated in conjunction with review noted above. Further Board direction will be required.</p> <p>Initiated, resulted in administrative procedure. Discussed further below.</p>
20. Maintain the Sechelt Arena so that it’s safe and functional, and do this through minimal and prudent capital works over the next five years.	Actioned and ongoing.

Two allocation policy documents are used to guide facility scheduling:

Indoor Space Allocation Policy (Board Policy, adopted March 2011) – Attachment A

- States facilities are publicly funded and are to be scheduled “in the best interest of users and the communities they serve.”
- Allocation should “reflect local needs, registration factors, utilization and participation patterns...”
- Establishes an order for allocation, “however, no single user or category of use should unduly inhibit use by others.”
- Order of priority: special events, SCRD Programs, ongoing rentals, casual or one-time indoor space users.
- Sets an annual timeline for allocation (September 1 to August 31 schedule year), with planning done in July.

Recreation and Parks Allocation Policy (administrative procedure, version April 2015) – Attachment B

- States facilities are publicly funded and are to be scheduled “in the best interest of taxpayers, users and the communities they serve in the most cost effective, efficient manner.”
- “The social, cultural, community development benefits and the current financial plan of the SCRD are to be considered in the allocation of SCRD facilities. The needs of existing users are to be balanced with a proactive consideration of emerging trends in programs and services for residents and visitors to the Sunshine Coast.”
- Sets an annual allocation timeline and process.
- Establishes an order for allocation, “however, no single user or category of use should unduly inhibit use by others.”
- Order of priority: special events, SCRD public programs, youth groups open to the public, adult leagues, independent users, schools, commercial events. Note that the Master Joint Use Agreement with SD46 has the effect of amending this order to place schools as a higher priority.
- States “arenas are operated based on demand of facility user groups. Arenas will be operated when variable costs of operation are equal to or less than the revenue generated from user group bookings.”
- “Ice surfaces (up to 2) are only guaranteed during the Main Regular Season (first week of October to the last weekend of February). All other seasons’ ice is based on demand of user groups and their ability to generate revenue equal to or greater than variable costs of operation.”
- During all seasons the SCRD has the right to restrict ice availability based on demand and does not guarantee ice year around.”

There are points of conflict and ambiguity in and between the policies. In administering the policies, staff have worked to balance overarching goals of PRMP and within the policies against the specifics of the timeline(s) and priorities.

The specific process for evaluating and confirming variable costs and the operational ability of the Regional District to supply ice outside of Main Regular Season are not well-defined. As a matter of practice Board direction has been sought when specific requests that do not appear to meet the test of variable cost recovery have been made.

Review/renewal of allocation policy and procedure, especially the timing of allocation decisions, is an opportunity that could benefit all users, improving the ability for users and SCRD to plan ahead.

User Group Perspectives

Staff have received a variety of feedback on arena scheduling, arena allocation policy and process and on ice and dry floor seasons. With the goal of hearing and understanding the perspectives of all arena user groups, staff invited all user groups (ice, dry floor and special event organizers) to a dialogue session on November 6, 2018.

Representatives from nine groups covering all activity types participated and written comments were received from a tenth group. The notes from this dialogue are included as Attachment C.

Messages heard during the dialogue:

- All groups value and feel they benefit from access to SCRD recreation facilities.
- All groups exert significant volunteer time and effort to organize their activities.
- Activities taking place in SCRD recreation facilities have social and economic benefits; these benefits extend beyond those taking part in the activity.
- Some groups noted appreciation for SCRD staff efforts to facilitate and support their efforts.
- Many groups would like to see changes to scheduling processes to better meet their needs (as noted previously in this report) – predictability, lead times, clarity.
- Some groups (both ice and dry floor) spoke positively about current schedules and how ice and dry floor time is shared.
- Some but not all ice groups would like an extended ice season.
- Some groups have a specific preference for one arena over another based on their membership catchment, ease of access to ferry/visiting teams, or ancillary services available in the facility. Other groups expressed a willingness to travel to where space was available.
- All groups indicated a willingness to contribute or partner with SCRD to meet shared objectives.
- Many participants expressed appreciation for the opportunity to share perspectives, to listen and to be heard. Staff appreciated the participants' time and sharing.

Technical Constraints

There are certain technical requirements and limitations that impact how services are delivered in arenas.

- **Time required for ice installation and removal.** Arenas are unavailable for use by any groups twice a year, the first is as the ice is being installed (average 10 days) and the second time is during the ice removal process (average 5 -7 days). The ice installation process consumes significant volumes of water (about 100,000L) and is very labour intensive.
- **Annual maintenance and planned capital projects.** In accordance with several WorkSafeBC and Technical Safety BC regulations, ice plants receive major maintenance and inspection annually. Current SCRD practice is to complete this maintenance during a shutdown period, although it is possible for maintenance to be done with the plant in operation. Currently, capital projects that relate to the ice plants that are planned through the 20-year Recreation Facilities Capital Plan are completed during shutdown. Generally, project construction timelines range from 4 to 8 weeks. This time may be extended to accommodate more significant capital projects, or if inspections reveal the need for further work. A one-time capital project consideration in 2019 is the planned replacement of the chiller and compressors at SCA. As currently planned, this project will entail an approximately 12-week plant shutdown. The ability to provide year-round ice, or extended ice seasons is constrained by the need for facility capital maintenance. Generally these needs are planned, and thus known at least 1 year before delivery. Exceptions include regulatory changes (as in 2018-2019) and breakdown scenarios.
- **Refrigeration capacity.** The ability of a facility to sustain temperature and humidity necessary for an ice surface is a product of building insulation and the capacity of plant equipment. SCA was designed as a 2-3-season facility with limited insulation and a refrigeration capacity of 80 tonnes supplied through 2 x 60hp compressors. GACC was designed for the possibility of ice in warmer months, and has more insulation and 120 tonnes of refrigeration with larger compressors. Lifecycle replacement of the chiller and compressors at SCA is currently in the planning stage and is for similar refrigeration capacity (~85 tonnes), taking into account the changing climate. Overloading ice plants reduces cooling efficiency, creates the possibility of diminished plant life and could result in unsafe (lumpy) ice conditions due to excess humidity.
- **Local technical precedent.** Neither of the SCRD arenas has been operated on a regular basis in peak summer heat. Staff are expert, certified plant operators and have the skills and expertise to deliver year-round ice, however the possible effects of this operation on the plant and other parts of the facilities is unknown. Possible effects would be changes in indoor air quality, impacts to ice quality, etc.

Based on these considerations, GACC is generally more suitable for warm-weather operation as it is better insulated, has a larger capacity ice plant, and has more sophisticated plant and building controls that will enable staff finer control over performance and more ability to respond to unanticipated building or ice conditions.

Facility Operation Considerations

SCRD's two arenas are operated differently based on the format of each building.

- GACC offers an arena floor, 2 racquetball courts, fitness centre, youth centre, child minding space, skate shop services and 2 multipurpose rooms with kitchens and public internet services. The community lobby space offers ping pong, air hockey, foosball and a pool table. GACC also offers public showers, public restrooms and arena spectator seating with overhead natural gas heating.
- SCA offers an arena floor, skate shop services, second-storey community and banquet rooms, arena change rooms, and public internet. Cold area spectator seating is available (no bleachers).

At GACC, because the building is also a community centre with gym, courts, activity rooms, etc. the facility is staffed by an ice facility operator regardless of whether the ice surface is programmed or rented. This is in accordance with Technical Safety BC requirements for ice plant oversight in buildings open to the public.

As the core business of SCA is the arena (no/very limited community centre function), the facility is generally only open to the public and hence overseen by an ice facility operator when the arena is programmed or rented. The exception to this approach is when the community or banquet rooms are rented separately from the arena floor.

Facility staffing is driven by regulatory requirements (including pre-opening plant inspection), facility program and user demands and approved operating budget.

Annual Facility Schedules - Scenario

As mapping impacts and associated costs and benefits requires understanding the annual facility schedule, staff modelled different scenarios.

Considering the time, cost and water required for ice installation (and time and cost for removal), and taking into consideration refrigeration capacity, the most practical scenario is to maintain year-round (12-month) ice at GACC.

Staff note that the request from the Sunshine Coast Skating Club as articulated in the delegation handout provided to the Committee on November 22, 2018 requested ice in one arena from August 1 to June 30 (11 months) (page 2) and elsewhere states a minimum of 10 months of ice is required for athlete success (page 3). This is considered in demand/revenue analysis.

For the purpose of comparing service levels, this scenario could look like:

- SCA Ice Dates: October 1 – March 1 (151 days)
- GACC Ice Dates: Year round (365 days)
- Total Ice Days Delivered: 516

The 2013-2018 average total number of ice days provided was 403 (see Attachment D for historical schedules and utilization information).

516 (+/- to account for holidays, leap years, etc.) is the number of ice days required to provide year-round ice in one facility and ice in during the Main Regular Season in the other arena.

Removal of the requirement to provide ice in both facilities during the Main Regular Season would enable year round ice to be provided at the current service level of 403 ice days. As this is not likely to be acceptable to ice users and is in conflict with goals stated in the Parks and Recreation Master Plan, it was not analyzed.

Year-round ice with two ice sheets provided in the Main Regular Season requires a 28% increase in ice days.

Cost-Benefit Analysis

The following costs and benefits of year-round ice have been considered:

- A. Social impacts
- B. Revenue loss/impacts
- C. Operating – including materials/services, utilities, staffing
- D. Capital impacts

Impacts, whether positive or negative, relating to long-term program growth or decline are beyond the scope of analysis conducted for this report.

A. Social Impacts

Benefits to Users

A longer ice season would benefit sport development and recreation opportunities for residents and visiting players participating in or spectating at ice activities. Benefits include both increased local access and reduced travel time to off-Coast activities (and associated travel cost reduction which further increase access).

Based on information shared by user groups, those likely to see the most benefit from an extended ice season are Sunshine Coast Skating Club, Sunshine Coast Minor Hockey and Men's League. Co-Ed Hockey and Rusty Cranks (older adult hockey) indicated that the current season is generally adequate. Participation in SCRD programs and public skate opportunities declines in warmer weather and as outdoor activities increase.

In information provided to staff and the Board, the Sunshine Coast Skating Club has noted gender equity benefits associated with the growth of participation in figure skating. A number of dry floor activities also present this opportunity including quilting and roller derby. Staff have not conducted an analysis of gender/participation in arena activities but are aware that a number of sport bodies have strategies to improve equity.

There are local economic multiplier benefits associated with visiting teams and spectators (equally true for both ice and dry floor events).

Two coaches employed by the Skating Club would benefit at least indirectly from a longer ice season; the retention and employment security of coaches has been raised by the Skate Club as a benefit of a longer ice season.

Costs/Disbenefits to Users

A reduction in available dry floor time could have impacts on arena users. The specific impacts depend on which facility schedule is changed and at what time of year. Just as some ice users would enjoy sport development benefits from additional access to ice, dry floor users could be negatively impacted with reduced access to sport development, social and health opportunities.

Users and programs impacted include:

- Roller Girls – season from late March through August
- Sunshine Coast Lacrosse Association – season from late March through mid-July
- Pickleball programs – season from April through September

Pickleball is appealing to older adults however younger adults are starting to show interest. The older adults are sharing their passion with their adult children. Local secondary school classes from Elphinstone have rented the dry floor to introduce the sport to teenagers.

- Home & Garden Show – June 7 and 8, 2019

The Home & Garden Show has been held every June going back to 2010. This event normally hosts up to 2,000 visitors.

- Quilt Show – May 9 to 11 2019

The Quilt Show was originally presented in 2011 and was held every second year up to 2015. The event is similar in scale to the Home & Garden Show.

- Boxing – Dates unconfirmed

The Sunshine Coast Boxing Club has indicated interest in holding the event again this Spring (2019) however dates have not been confirmed. The Boxing event is normally held in late April and every year (skipped 2018) going back to 2014. This event normally attracts 300 spectators.

- Elphinstone Dry Grad – June 25, 2019

Elphinstone Dry Grad has been held at the Gibson Community Centre every June (skipping 2016) going back to 2012.

- Chatelech Dry Grad – June 26, 2019

Chatelech Dry Grad has requested to hold their event for the first time at the GACC back-to-back with the Elphinstone Dry Grad to save on equipment rentals.

These community events are well attended and provide social benefits and entertainment to Sunshine Coast residents and visitors.

Demand for dry floor space is highest in April, May and June. Less demand exists for July, and less again for August.

Space utilization analysis suggests that many current dry floor programs and rentals can fit into one facility but that based on the current data, special events such as the Quilt Shows, Home and Garden Expo, Boxing, and Roller Girl Bouts would disrupt regular practices and league play for other users. Some user groups would be required to accept more non-prime rental time. Users may not be provided space in their preferred location; for example, pickleball players generally prefer SCA and the Quilt Show, Home Show, etc. prefer (or even require) the larger space available at GACC.

According to current SCRD allocation policies, Special Events such as the Quilt Shows, Home and Garden Expo, etc. would pre-empt ongoing sport and recreation rentals.

The chart below summarizes just the ongoing rentals and programs as delivered in 2018, not one-off show/event rentals.

2018 Dry-Floor Usage

Group	GACC	SCA	Total
Lacrosse	6.25	3	9.25
Roller Girls	2	2.5	4.5
Group totals per week			13.75

SCRD Programs	GACC	SCA	Total
Pickle Ball (SCA)	4	10	14
SCRD Programs (GACC)	12		12
SCRD Program totals per week			26

Some ice groups have commented that ice activities can only occur on ice and that dry floor activities can occur in venues other than arenas. Through dialogue with dry floor users groups, sport facility research and other Sunshine Coast facility owners, including School District 46 (SD46), staff can advise that currently:

- Lacrosse can only be played in arenas due to field size and the need for damage-resistant finishes (such as hockey boards/glass).
- Roller derby can only be played in arenas due to need for a very smooth floor and the size of the track.
- There are limited opportunities to play pickleball in other facilities due to the size of the court and ceiling height requirements. Some school gyms provide acceptable but lower quality playing opportunities, and the social element of the game with a large number of courts/rotating teams is lost'
- Shows/larger events: there are a very limited number of facilities offering the size and amenity that SCRD facilities provide (perhaps none at the largest end of the event scale).

There are some opportunities to shift dry floor programs to SD46 facilities (through the Joint Use Agreement) such as introductory pickleball, as was delivered in 2018. These opportunities are constrained as noted above and are generally limited to the school year when SD46 buildings are staffed/open and not undergoing annual maintenance.

Additional opportunities to maintain dry floor offerings/programs could include:

- Development of outdoor pickleball courts;
- Development of an outdoor lacrosse box;
- Offering a temporary dry floor that could be installed over the ice surface (previously considered by the Board in 2014 and not proceeded with due to cost);
- Development of a new large-format indoor recreation facility.

Staff have not researched these opportunities in detail to confirm feasibility or costs.

B. Revenue Impacts

Current rental rates are set in Community Recreation Facility Fees and Charges Bylaw No. 599.7. Fees were last amended in 2015.

Program and Rental Analysis

The chart below summarizes the spring ice requests (April and May 2019) known by SCRD staff to date. The hours as presented represent the requests received from group/league conveners and schedulers.

At the time this report was prepared, no booking permits have been paid/processed for spring 2019. Requests made during allocation do not always translate into the equivalent use/revenue as users may not proceed with permits. This scenario presents a risk for SCRD as operational decisions to provide ice are made on overall commitments from all groups; the failure of one group to fully commit to requested bookings leaves SCRD in a position of not covering variable costs. The timing of the allocation process (January decisions about April and May ice, for example) does not assist groups or SCRD with planning. As noted previously in this report, staff see an opportunity to review allocation processes and timing.

April 2019 Ice Bookings (Requested)

Group (Adult)	Hours (per week)	Rate (net of GST)	Total (per week)
Coed - * will commit for April if at SCA	1.25	\$195.24	\$244.05
Panthers	1.25	\$195.24	\$244.05
Adult League	4.5	\$195.24	\$878.58
Brew Crew - *will commit for April if at GACC	1.75	\$195.24	\$341.67
Pigs	1.25	\$195.24	\$244.05
Adult - Total per week	10 hours		\$1854.78
Group (Youth)	Hours (per week)	Rate (net of GST)	Total (per week)
Skate club - non prime time	2	\$66.66	\$133.32
Skate club – prime time	12.75	\$89.52	\$1141.38
Minor Hockey	32	\$89.52	\$2864.64
Youth - Total per week	46.75 hours		\$4139.34
Grand Total	56.75 hours		\$5994.12
Hitmen Tournament April 26th to 28, 2019 (hours based on 2018)	28.5 hours (one time event – not weekly)	\$171.43	\$4885.76

April weekly average: \$7,136

Although unconfirmed there could potentially be an additional 3.75 hours of Adult League usage in April with another \$732.15 of weekly revenue.

May 2019 Ice Bookings (Requested)

Group (Adult)	Hours (per week)	Rate (net of GST)	Total (per week)
Adult - Total per week	0 hours	\$195.24	0
Group (Youth)	Hours (per week)	Rate (net of GST)	Total (per week)
Skate club - non prime time	2	\$66.66	\$133.32
Skate club – prime time	13.25	\$89.52	\$1186.14
Minor Hockey	20.25	\$89.52	\$1812.78
Youth - Total per week	35.50		\$3132.24
Grand Total	35.50		\$3132.24

The specific demand in terms of prime/non-prime hours, youth versus adult, etc. and corresponding revenue for ice in June, July and August has not been captured at this time.

Staff have heard from user groups that lead time of multiple months for planning, promotion and recruitment is beneficial. Thus, summer 2019 demand, if enumerated now, may not fully reflect the potential that could be achieved in future years.

C. Operating – including materials, utilities, staffing

Materials/Services: Additional materials and services such as plant supplies, skate shop supplies, janitorial supplies and waste disposal services may be required. The level and type of arena use (including spectator attendance) will determine to a great extent that incremental needs of materials and services. An allowance of \$250 per week should be made.

Utilities: Electricity costs are the most significant operating expense associated with maintaining ice. The estimated incremental cost of operating expenses is \$2,300 per week, the majority of which is attributable to electricity. The following summarizes monthly electricity and natural gas use in kilowatt hour equivalents (kWhe) as well as greenhouse gas emissions in carbon dioxide equivalent (CO₂e)

Monthly	Average with Ice		Average Without ice		Difference	
	kWhe	CO ₂ e	kWhe	CO ₂ e	kWhe	CO ₂ e
GACC	151,843	9,513	53,574	3,259	98,269	6,254
SCA	91,755	7,502	19,031	961	72,724	6,541

Water demand related to plant cooling and ice cleaning would increase. Water use for ice cleaning would depend on the level of ice use. Water use for showers is also likely to increase. If ice is maintained year-round (not re-installed annually, as is currently done), the overall result would likely be an increase in consumption (perhaps 25-50%). Currently GACC consumes approximately 3,000m³ of water annually. Historical SCA water consumption data is not relevant due to recent water efficiency upgrades.

Staffing: Additional staffing hours would be required to support ice operations. If dry floor programs and bookings increase at the other facility, additional staffing may be required. If additional staff with Ice Facility Operator tickets are required, time for recruitment, training and certification may be required.

An overall increase in programming and rental bookings supports recreation service (and PRMP) goals, but will require the total effort of SCRD's staff complement for operations. Additional staffing support for annual maintenance activities and capital projects may be required.

When a plant is in operation, a minimum 7 hour shift per day is required. This 7 hour shift would allow for approximately 5.5 hours of rental per day at the SCA but would allow for close to 6.5 hours of rental at the GACC per day since the building would likely already be open and staff are already there to do the clean-up at the end of the night.

An additional 49 staffing hours per week equates to \$1,880 in wages and benefits at 2019 rates. Allowing for increased recruitment, training and backfill coverage, a cost of \$2,000 per week is used for this analysis. This translated into an FTE increase of approximately 0.5, based on a 28% increase in ice days.

The above figure relates only to direct facility operation. With an increase in service level, additional staff resources may also be required to support facility administration, annual maintenance shutdown and capital projects. These needs have not been specifically assessed as they are highly dependent on the specific scheduling scenario; should a decision to increase ice offering, staff will monitor impacts in these areas.

Benefits of year-round ice, from a staffing perspective, would be that plant operators would be engaged consistently through the year and thus maintain consistent knowledge and application of practices and regulations. Additional local employment opportunities would be created.

D. Capital Impacts

The most significant factor in assessing the cost of maintaining ice is capital replacement costs.

Projections of useful life as considered in the 20-year recreation facilities capital plan were based on a 6-month ice season. An increase in service hours on ice plant equipment will have a consequential effect on (chronological) estimated useful life remaining.

The lifespan of major capital assets such as the ice plant, condenser and Zamboni are all directly related to hours of use.

The existing capital plan assumes an estimated useful life (e.g. 20-years) for building components/assets based on a six month ice season. A Class D estimated of replacement costs for those assets is \$1,500,000 in 2019 dollars which equates a \$75,000 annual funding requirement. This is equivalent to \$2,885 per week based on 26 weeks of operation.

FINANCIAL IMPLICATIONS

The incremental cost of maintaining year round ice is estimated at \$7,185 per week. This can be broken down into staffing, operating expenses and capital replacement costs.

Incremental cost summary

Cost Driver	Weekly Incremental Cost
Staffing	\$2,000
Operating expenses	2,550
Capital replacement	2,885
Total	\$7,435

The cost of forgone revenue is also a financial consideration. Assuming that ice bookings do not generate revenue over and above the incremental cost of maintaining ice, any decrease in dry floor bookings will result in lost revenue. The table below summarizes both ice and dry floor revenue for the 2017 and 2018 fiscal years.

	2017	2018
Ice	\$ 361,239	\$ 346,818
Dry Floor	19,106	15,296
Total	\$ 380,345	\$ 362,114

Staff observe based on feedback shared by dry floor user groups in November 2018 that at least one-third of the dry floor revenue can be retained or recreated through new programming by offering a single facility, through creative scheduling and through delivery of some programs

at SD46 facilities. As it is variable and unknown, foregone revenue is not included in weekly incremental cost.

Considering spring 2019:

- The April weekly booking requests expressed by user groups during January 2019 total \$5,994, with a one-time event generating revenue of \$4,886. If the one-time event is amortized over the month, the weekly revenue totals \$7,136.
- Based on variable operating costs, a gap of \$1,280 in April exists.
- Recognizing some additional unconfirmed bookings have been proposed which, if confirmed, could significantly reduce or eliminate this gap, staff will engage ice groups about final scheduling of ice in April 2019 in one facility.

Based on feedback received from some ice user groups in November 2018 that indicated no desire for summer ice (or late spring ice), and noting that the Sunshine Coast Skating Club, a significant user of ice time, did not request July ice it can be assumed that summer ice demand will be less than in spring, creating an operating requirement gap that could be \$45,000-\$65,000 for May, June, July and early August.

The above is financial analysis only, and does not reflect social costs or benefits.

Implementation Considerations

1. Lead time for planning is beneficial for user groups and for staff. Significant changes to how facilities are operating (such as changing to year-round ice) may require several months for recruitment and training.
2. Some but likely not all impacts of change to dry floor user groups can be mitigated. If a change to dry floor availability is made, staff would need to work with dry floor user groups to identify ways to meet PRMP goals and user needs. Again, lead time for planning is beneficial.
3. GACC is more suited to offering ice in warm weather. Staff are not confident that SCA can be operated in peak summer heat.
4. Facility operating schedules are constrained by capital maintenance projects that require, in some cases, plant shutdown. Generally these are planned one year in advance. Staff are working with Technical Safety BC to confirm requirements related to internal chiller inspection at GACC in 2019 (would require plant shutdown) – this is a regulatory requirement following the tragedy in Fernie. There are currently no capital projects requiring plant shutdown at GACC in 2020.
5. Feedback from all arena user groups and the community (including SCRD program patrons and special event visitors) on any proposed direction may provide additional information for consideration or identify improvement opportunities.
6. Looking forward: under the current policy of variable cost recovery, conducting a regular review of variable operating costs and reporting it to users in a timely way at the beginning of the Main Regular Season (i.e. September) could assist groups (and staff) with planning.

Practically, considering the lead required for preparation, a new ice season scenario could begin as early as August 1, 2019 with ice installed at GACC. Ice installation for Main Regular Season (first week of October) could follow at SCA, following completion of the chiller capital project.

STRATEGIC PLAN AND RELATED POLICIES

The subject matter of this report relates to the Parks and Recreation Master Plan, Indoor Space Allocation Policy (2011) and Recreation and Parks Allocation Policy (administrative procedure) (2015).

CONCLUSION

Following the request for an extended ice season and Board direction, staff gathered information and completed analysis to present costs and benefits understand the impacts to implementing the request. This report details the findings.

It is technically feasible to provide year-round ice. GACC is currently much more capable of providing ice in warm weather. The ability to operate SCRD arenas with ice is constrained by shutdown requirements related to capital maintenance. These projects and shutdown requirements are generally known well in advance.

A change to facility ice/dry floor operating schedules to deliver year round ice would require a 28% increase in ice days as compared to recent annual average (from 403 to 516) if ice is maintained in both facilities during the Main Regular Season.

This increase in ice days, as well as the inability to access dry floor space in their preferred venue, is likely to have a negative effect on dry floor users.

The weekly variable cost for ice delivery is currently \$7,435.

Demand as currently known from ice groups does not, at current rental rates, cover this cost in May 2019 and is assumed, based on feedback from ice user groups, cover the cost in June, July or early August. An annual total variable cost gap of \$47,000-67,000 is estimated.

Preparatory work related to staffing and scheduling is required prior to a significant change to operating schedules. Fall 2019 is the earliest that a change could be implemented.

Under the current policy of variable cost recovery, conducting a regular review of variable operating costs and reporting it to users in a timely way at the beginning of the Main Regular Season (i.e. September) could assist groups (and staff) with planning.

Reviewed by:			
Manager	X- K. Preston X- K. Robinson	CFO Finance	X-T. Perreault X-B. Wing
GM		Legislative	
CAO	X- J. Loveys	Other	
		Facility Coord. Water/Energy Project Coord. Asset Mgmt Coord.	X-T. Poulton X-R. Shay X-B. Smale

ATTACHMENTS

- A: Allocation policy
- B: Allocation policy (admin guideline)
- C: November 6 meeting notes
- D: Historical schedule and utilization information
- E: Interjurisdictional Comparison

**Sunshine Coast Regional District
INDOOR SPACE ALLOCATION POLICY**

Statement of Intent

The SCRD indoor facilities are publicly funded and are to be scheduled in the best interest of the users and the communities they serve. The SCRD has the responsibility to manage the allocation of indoor space on a yearly basis to reflect local needs, registration factors, utilization and participation patterns, as set out in this policy document. Both social and economic benefits are to be considered in allocating indoor space.

The needs of Existing Users are to be balanced with a proactive consideration of emerging trends while maintaining a balance of general users and special events.

Definitions

Ongoing User Group means

“Any User Group utilizing five or more hours of regularly scheduled time monthly or a user that has weekly or biweekly use of indoor space on a regular basis.”

Existing Users means

“Users who have maintained regular use for the previous season and have maintained on-time payment of fees and appropriate general conduct”

Season of Use means

“Regular indoor space use between Sept 1st to August 31st”

Good Standing means

“All account owed have been paid and there are no unresolved conflicts over use”

Appropriate Uses / Priorities in Allocation

Effective and efficient utilization of time and space will be considered. Existing use of indoor space will form the base from which allocation occurs. Changes instituted by the SCRD to re-allocate space should only be the result of careful consideration of the existing schedule and the policies for allocation. Priority for booking is as follows:

Generally, priority in allocation shall follow the order established below. However, no single user or category of use should unduly inhibit use by others. Users of higher priority will also be encouraged to use some less desirable times and may not receive the total hours of use requested.

(1) Special Events

The SCRD recognizes the significant social and economic contributions special events provide to the community. Priority consideration in scheduling and/or pre-empting use to allow special events may be required.

(2) SCRD Programs

SCRD Programs and services that foster social, mental and physical benefits are recognized as an important part of indoor space use, and are considered a high priority.

(3) On Going Rentals

(4) Casual or One Time Indoor Space Users

Code of Conduct for All Users

Patrons using SCRD indoor space are required to adhere to the SCRD Recreation Facility Code of Conduct:

**PATRON CODE OF CONDUCT
FOR ALL SCRD FACILITIES**

"We strive to ensure that all persons are treated with
DIGNITY, RESPECT, HONESTY & FAIRNESS"

It is everyone's responsibility to report witnessed misconduct.

Behavior will not be tolerated, ignored or condoned if it is: Aggressive, offensive, abusive or harassing or interferes with another person's enjoyment of the recreation facilities or impede Staff's ability to conduct business.

Together We Make All Recreation Safe

Proposed events and bookings that may contravene the facility code of conduct may be denied access to facilities based on the discretion of a facility Manager and subject to Board established bylaws and policy.

User Fees/Rates

User fees will be reviewed annually and any changes will be recommended to the Recreation and Parks Services Advisory committee and the SCRD Board. Rates are set by Bylaw 599 - Community Recreation Facilities fees and Charges and Bylaw 356- Parks Regulations and Fees.

Annual Allocation Timeline / Process

The specific timeline of the allocation process will be determined on an annual basis by the SCRD administration. Users are responsible to meet application deadlines and

failure to do so will result in indoor space not being available. General timeline for each season is described in Schedule A.

A starting place for allocation discussions will be the space booked from previous years. Requests for changes/increases etc. will be discussed with the ongoing users during the annual indoor space users meeting.

Application Requirements

In order to be considered, applications for use must include the following information on the application forms:

- ☐ Numbers of users
- ☐ Contact information for organization's agent
- ☐ Levels of use (past year and projected for upcoming year)
- ☐ Other information that may be reasonably required

All users applying for indoor space must be current for accounts owed and paid to the SCRD and be in good standing.

General Conditions

Priority of Existing Users / Consideration of New Use

As new regular user groups come forward, their requests will be considered for rental in the overall schedule.

Efforts will be made so Existing Users to maintain total hours of use and, if possible, similar times of use.

Public Common Space (i.e. Lobby, Waiting Rooms and Grounds etc)

Use of Public Common Space is not included in the facility rental and will not be permitted without prior arrangements. These public spaces are to remain public gathering spaces free from third party influence.

Conditions Regarding Use

Indoor Space Requests

Booking requests for additional indoor space must be received in writing using the prescribed forms seven days in advance. Verbal requests will not be taken.

Pre-Emptying Use

The SCRD reserves the right to alter / pre-empt use to accommodate Special Events. The SCRD will attempt to include the Special Event schedule in the regular allocation process. For events planned after the allocation process, the SCRD will attempt to give 30 days notification for events affecting regular season use and 60 days notice for

events affecting Tournaments or Events. Efforts will be made to accommodate pre-empted users with alternate use times and/or facilities.

Cancellation of Use by the User

If a group books indoor space during the 'Annual Season' they are required to pay all related fees without refund. Times booked and not used will be charged the regular rental rate. Cancellations and refunds may be considered for a medical reason, if a letter from the doctor is provided. Cancellations may also be considered due to unforeseen emergency situations.

No Shows/Absenteeism

Indoor space bookings are tracked by SCRD on an on-going basis. If groups book an indoor space and do not attend their sessions the SCRD Program Coordinator will be informed and asked to review the situation. Persistent no-showing may result in cancellation or adjusted allocation of future bookings to ensure maximum community use and participation.

Further Booking information

Payment Schedule

Deposit / Damage Deposit

Damage deposits for regular on-going user groups are not required. Damage incurred by user groups will be charged to their Activenet account. The minimum charge applied to remedy a vandalism incident will be \$200, regardless of the extent of the vandalism. Should the cost of repair exceed \$200, the User will pay that amount within thirty (30) days of assessment, and may lose of the indoor space at the SCRD's discretion.

Payment Options for on going users

- Users may pre pay
- Users may be invoiced and pay upon the fifteenth day of the following month.
- Users may set up a payment plan using their credit card.
- User may also set up a suitable payment plan monthly, or bi-monthly.

Insurance Requirements

- ❑ Users of the indoor space must obtain Comprehensive General Liability Insurance protecting the Sunshine Coast Regional District and the User against liability for bodily injury, death or property damage, arising out of the activity. The minimum limits shall be \$2,000,000 inclusive per occurrence, maximum deductible \$500 per occurrence, with a cross liability clause.
- ❑ Acceptable proof of insurance must be received by the SCRD prior to the use of any facilities covered under the rental agreement.
- ❑ Staff may use their discretion to waive insurance requirements for small scale low risk activities.

Note: the information above satisfies the SCRD's minimum insurance requirements- the SCRD does not warrant that this insurance is adequate for the rental group's needs. The SCRD has the ability to sell special event insurance through All Sport.

Schedule A

Time line for Annual Indoor Space Allocation

- Annual Season scheduled from Sept 1st to August 31st
- Invitations to ongoing users mailed out in May along with Newspaper Advertisement requesting proposed new users.
- User group meetings in July
- Final allocation/permits sent out before the end of July

Sunshine Coast Regional District

Recreation and Parks Allocation Policy



4/30/2015

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Statement of Intent

Sunshine Coast Regional District (SCRD) facilities are publicly funded. The SCRД strives to schedule facilities in the best interest of the taxpayers, users and the communities they serve in the most cost effective, efficient manner.

SCRД Recreation Services is responsible for managing the allocation of SCRД recreation and parks facilities annually to reflect population, registration, utilization and participation patterns, as set out in this policy and under the guiding principles of the Parks and Recreation Master Plan, SCRД Board Bylaws and Operational Requirements.

Identified in the 2014 SCRД Parks and Recreation Master Plan recreation programs, services and facilities are essential to quality of life. The social, cultural, community development benefits and the current financial plan of the SCRД are to be considered in the allocation of SCRД facilities.

The needs of existing users are to be balanced with a proactive consideration of emerging trends in programs and services for residents and visitors to the Sunshine Coast.

Code of Conduct for all SCRД Recreation Facilities

Users of SCRД facilities must adhere to the SCRД Recreation Facility Code of Conduct.

PATRON CODE OF CONDUCT FOR ALL SCRД FACILITIES

"We strive to ensure that all persons are treated with
DIGNITY, RESPECT, HONESTY & FAIRNESS"

It is everyone's responsibility to report witnessed misconduct.

Behavior will not be tolerated, ignored or condoned if it is:

**Aggressive, offensive, abusive or harassing or interferes with another person's enjoyment
of recreation facilities or impedes Staff's ability to conduct business.**

Together We Make All Recreation Safe

Proposed events and bookings that may contravene the facility code of conduct may be denied access to facilities based on the discretion of the Recreation Services Manager or designate.

Role of the SCRД

The SCRД working within a community development philosophy, is a provider, protector, planner and community builder. Within these roles the SCRД accepts responsibility to work with community members, services providers, teams and individuals to foster growth and participation.

Community development within these roles could change over time depending on many circumstances.

The SCRД could be the *provider* of a program today or act as a *facilitator* in the future. The SCRД could support a community group in a variety of ways to deliver programs and services. The key is the needs of the community being met through a variety of means that could change over time.

General Conditions

Application Requirements

Groups, Teams, Community Groups or individuals interested in booking SCRD Recreation Facilities, Hall and Fields on a regular basis may contact SCRD Recreation Services for information @604-885-PLAY (7946)

Use requested on a regular basis should indicate past participation numbers and forecasts for the upcoming season/year in keeping with the format provided by the SCRD.

In order to be considered, applications for use must include the following information in the format requested on application forms:

- Numbers of users
- Type of booking; Type of activity
- Residency of individual users
- Levels of use (past year and projected for upcoming year)
- Other information that may be reasonably be required

Priority of Existing Users / Consideration of New Use

New regular user groups should forward their requests to be considered into the development of facility schedules.

Existing User Groups will be considered to maintain total hours of use and, where possible, similar times of use.

Priority of Leagues (*Relates to Ice - Adult groups*)

Expansion of existing Leagues will be considered before new users serving the same general purpose, whether Leagues or independent Groups.

In order to be given the status afforded Leagues, all Leagues must verify the provision for public access to new membership opportunities.

Any Group applying for expanded use will considered more favorably if provisions are made for public access to membership.

Conditions Regarding Use

Facility Requests

Requests for additional facility time must be received in writing using approved documentation a minimum of 30 days in advance. This includes adjusting, adding or transforming from season to season. This also applies to application for special events. Shorter notice may include additional administration fees. Verbal conversations will not be considered as a request.

Pre-Emptying Use

The SCRD reserves the right to alter / pre-empt use in order to accommodate special events.

The SCRD will attempt to include the special event schedule in the regular allocation process.

For events planned after the allocation process, the SCRD will make every effort to notify the groups affected with 30 days notification for events affecting regular season use.

The SCRD will attempt to provide 60 days notification for events affecting tournaments or events. Efforts will be made to accommodate pre-empted users with alternate times of use.

Cancellation of Use by the User

Once facility bookings are complete and issued, a permit payment is required.

Users will be charged for facility time as booked unless a replacement renter is found. The SCRD reserves the right to move groups in to unused time without refund to the original renter until a replacement is found.

No Shows/Absenteeism

Bookings are tracked by SCRD staff on an on-going basis. Persistent no-shows may result in cancellation of all booking alternate allocation of facilities in the future.

Insurance Requirements

Users of the SCRD facilities must obtain and maintain a current account during the time of all facility bookings, Comprehensive General Liability Insurance protecting the Sunshine Coast Regional District, Facilities used and the Leaser against liability for bodily injury, death or property damage, arising out of the activity.

The minimum limits shall be \$2,000,000 inclusive per occurrence, maximum deductive \$500 per occurrence, with a cross liability clause. Acceptable proof of insurance must be received by the SCRD prior to the use of any facilities covered under the rental agreement.

Please note: The information above satisfies the SCRD's minimum insurance requirements- the SCRD does not warrant that this insurance is adequate for the rental group's needs.

Please note: The SCRD facilitates a per activity liability insurance through an independent provider. The purchased insurance protects the facility user for any Property Damage and bodily Injury caused to 3rd parties arising from the facility user's activities for up to \$2,000,000 inclusive per occurrence and carries a \$500 deductible per occurrence.

User Fees/Rates

In keeping with the SCRD Financial Sustainability Policy User fees will be reviewed annually and any changes will be recommended to the Recreation and Parks Services Advisory Committee prior to the SCRD Board for adoption. Rates are contained within Bylaw 599-Community Facilities fees and charges and Bylaw 356-Parks Regulations and fees.

SCRD staff work with groups to assist in developing programs at SCRD recreation sites. Assisting the development of new programs and increasing community capacity is a vital role in the SCRD plays as detailed in the Parks and Recreation Master Plan.

New groups looking to start up or existing groups looking to begin a new type of program should discuss program options with SCRD staff. Program development assistance may be available for the purpose of implementing valid and viable programs to grow into a self-sustaining group.

Accounts

Before allocation requests can be considered all users applying for facility time accounts must be paid in full, and must maintain their account current with no arrears status on a monthly basis throughout the year in order to be considered an existing user. Failure to do so could impact the ability of the user to continue renting SCRD facilities.

Deposit / Damage Deposit

Damage deposits for regular on-going user groups will not be taken. Damage incurred by user groups will be charged to your SCRD Facility account.

The minimum charges applied to remedy a vandalism incident are:

Ice/Indoor Spaces:	\$200.00
Halls	\$150.00

An administrative fee of \$30.00 will be charged regardless of the extent of the vandalism.

Should the cost of repair exceed the listed amount, the User will pay that amount within thirty (30) days of assessment, or face loss of facility time to cover costs at the SCRD's discretion.

Communication

Communication between those booking facilities and staff is vital to ensuring the smooth flow of information.

Each organization or individual booking facilities must have one official designate for the purpose of facility booking and contact.

Users must have an agent who is the main contact in regards to contracts, scheduling, permits, and responsible for payment(s). The SCRD will also accept up to three contacts for Major users including leagues or large youth groups. These contacts are normally in-charge of scheduling, tournaments or special room bookings.

Allocation Process

The **process of allocation** is designed to assist all parties' respectful, fair and equitable access and use of SCRD facilities.

The SCRD recognizes:

- The needs of groups to have knowledge of what is generally available in order to plan upcoming use
- The responsibility of groups to make commitments, enabling others to build their plans

Annual Allocation Timeline / Process

The specific timeline of the process will be determined on an annual basis by the SCRD. Users are responsible to meet timelines outlined each year, failure to do so will result in no time being available. Timeline for current seasons are listed in sections below:

A Ice Facilities
B Dry floor
C Indoor Spaces/Halls
D Fields

Bookings will stay the same each year as a starting place for allocation discussions. Requests for changes/increases etc will be discussed at the user meetings with SCRD staff and appointed committees.

Appropriate Uses / Priorities in Allocation

Effective and efficient utilization of time and space are essential to the operation of facilities in accordance with the SCRD financial plan.

Existing use of the facilities is considered to be the base from which allocation occurs, changes instituted by the SCRD to re-allocate according to community priorities should only be the result of careful consideration of the existing schedule.

User groups should reference the schedules from the previous season as the starting point for the new season.

The SCRD reserves the right to adjudicate allocation priority levels when the facilities are booked to full capacity or when re-allocation benefits multiple groups.

Priority in allocation shall follow the order established below. However, no single User or category of use should unduly inhibit use by others. Users of higher priority will also use some less desirable times and may not receive the total hours of use requested. The SCRD may review weekly days allocated if in fact growth within a certain group(s) is inhibited.

Allocation Priority for Ice/Dry Floor (A) and (B)

(1) Special Events

The SCRD recognizes the significant social, cultural and economic contributions Special Events provide to the community. Due to the 'special' nature of Special Events, priority consideration in scheduling and / or pre-empting use may be required.

(2) SCRD Public Programs

Public Programs (**Registered or Drop In**) and community access are recognized essential to quality of life. They are an important part of facilities use, and are considered a high priority.

(3) Youth Groups

It is recognized that youth use is, in balance, a high priority on a regular basis.

Youth Sport Associations have a responsibility to offer membership equally to the general public who meet the mandate of that organization (skill level, age, gender, etc.).

(4) Adult Leagues

Leagues are a group of teams with proposed rosters that could reach 20 or more members. It is recognized the need for a League to follow a balanced schedule. There is value in providing an opportunity for community members to participate in an organized activity. A League holds an opportunity/openness for new members to join.

Leagues are the highest priority of adult use in **consideration of new available time and / or growth opportunities**. Priority is given to existing leagues ahead of new leagues competing to serve a similar function. The minimum number of teams required to constitute a league is four.

Leagues must have an executive committee structure and appointing a representative to communicate with the SCRD. Adult Leagues with four or more teams also become a Major User (Any User Group utilizing five or more hours of regularly scheduled ice per week.)

(5) Independent Users

There is community recreational value in individual sport groups, as not all sport users desire the competitive or structured environment of a league. Independent Users run a self supervised activity with less structure and rules of a League. Independent Users normally fall under a closed club activity with less vacancy for new members and normally have a set number of members taking part in each session normally maxing out at 20. An independent user normally may be considered of a Major User depending on the amount of regularly scheduled ice per week.

(6) Schools

Schools within the Sunshine Coast School Districts are recognized as users with interest in recreational, instructional and special event programming. This priority may be adjusted with a Joint Use Agreement with SD # 46.

(7) Commercial Event

Large scale commercial events such as: trade shows, sales, ticketed events

Allocation Priority Halls and Indoor spaces (C)

- (1) Special Events
- (2) SCRD Public Programs
- (3) On Going Rentals
- (4) Casual or One Time Indoor Space Users, *including Weddings, Meetings, Birthday Parties*

Allocation of space will follow the priority list if a facility use has been canceled by other groups.

Allocation Priority Fields (D)

- (1) SCRD Recreation Division public and group programs
- (2) Youth programs (youth league)
- (3) Adult programs (adult leagues)
- (4) Community groups
- (5) Commercial groups

Section A - Ice Facilities

It is recognized that use of the SCRD facilities in some cases have traditionally been predominately male. The SCRD accepts strives to attain gender equity in facility allocation and use.

Arenas are operated based on demand of facility user groups. Arenas will be operated when variable costs of operation are equal to or less than the revenue generated from user group bookings.

To support an efficient operation and allocation the following seasons have been identified.

Seasons of Use

- **Shoulder Fall** First weekend of September to the last weekend of September.
- **Main Regular** First week of October to the last weekend of February *
- **Shoulder Winter** Last weekend of February to the first weekend of March
- **Spring** The second week of March to the last weekend of May.
- **Summer** The first week of June to the end of August

* Ice surfaces (up to 2) are only guaranteed during the Main Regular Season. All other seasons ice is based on demand of user groups and their ability to generate revenue equal to or greater than variable costs of operation.

During all seasons the SCRD has the right to restrict ice availability based on demand and does not guarantee ice year around. Ice restrictions to one arena will be made with 45 days written notice of changes to facilities.

Main Regular Season allocation is based on schedules from the previous year. During all other seasons the schedule from the previous year may be considered.

During holidays and/or the shoulder seasons the SCRD after timely communication (minimum of 14 days) has the ability to adjust user schedules to fill schedule gaps. User needs will be considered in advance.

Time line for ice allocation process

User Groups will be sent an email invite four weeks prior to the scheduled meetings

- **Shoulder Fall** First week of June
- **Main Regular** Second week of June
- **Shoulder Winter** Last week of November previous year
- **Spring** Second week of January
- **Summer** First week of April

Hours Determining Prime Time vs Non-Prime

Monday – Friday	5:00am-3:30pm	= Non Prime Time
Monday – Thursday	3:30pm 12:00am	= Prime Time
Friday	3:30pm-1:00am	= Prime Time
Saturday	5:00am-12:00am	= Prime Time/Non Prime Time after midnight
Sunday	5:00am -12:00am	= Prime Time/Non Prime Time after midnight

Arenas are scheduled to be ONLY OPEN 30 MINUTES prior to the start of all on ice rentals.

Groups requiring facility access more than 30 minute prior to the ice rental, will incur any applicable fees.

Ice Cleans

Safety

Safety is of utmost importance. If it determined by staff to the ice is not in a safe condition for immediate use. User Groups will not be charged for the time required for 'Safety' cleans.

Courtesy

If a cleaning of the ice at the User's request, but not immediately required for the safe use of the ice, as determined by the SCRD. The time required for 'Courtesy' cleans will be charged to the User Group requesting the clean as part of their regular ice time.

Scheduling

Ice clean schedules will be determined by SCRD staff taking into consideration the impact each group puts on the ice, therefore SCRD staff will review the ice clean schedules to ensure industry standards are met for the safety of the Users.

New in 2014/15 season for youth groups

The ice will be cleaned at the start of each block of ice however youth groups will be charged for the full block including ice cleans. Please see new ice rates in Bylaw 599. Youth groups will be asked to provide a regular ice clean schedule. Changes to the regular schedule must be communicated to Arena staff in a timely manner.

Ice Clean Rational

Men's and Women's Adult Hockey either League or Individual

Ice cleans for Adult Groups including Women's Hockey, Men's Hockey either League or individual will be decided by SCRD staff. Industry standards allow groups to play a maximum of 1.25 hours without an safety Ice clean. If groups prefer a midsession clean they will be responsible to pay for the time.

Youth Groups – Minor Hockey/Skate Club/Speed Skate

Ice cleans for youth are scheduled by the Group Schedulers in agreement with SCRD staff.

High Impact

Men's Adult Hockey
Minor Hockey Midget Rep & Midget House *
Skate Club with jumping sessions

*Ice cleans for Midget Hockey Groups (post second period) have been set as a mutual agreement between the user and the SCRD. The ice cleans are paid for by the user. The ice cleans are not mandatory however they do provide a higher quality of ice.

Medium Impact

Minor Hockey - Peewee Rep – Bantam - Bantam Rep

Low Impact

Skate Club
Speed Skate
Women's Hockey
Minor Hockey Peewee House and lower

Low Demand Ice**Use of early morning ice time**

In the event that demand on prime time ice exceeds the availability of same, user groups requesting five hours or more per week may be required to take up to 20% of less desired ice time. Less desired /early morning time could include ice before 9:00am on school days and before 8:00am on weekends.

Use of late night ice time (adult groups)

In the event that demands on prime time ice exceeds the availability of same, user groups requesting five hours or more per week may be required to take up to 20% of less desired evening ice. Less desired evening ice could include ice after 10:00pm on weekdays and weekends. This relates to the philosophy regarding fairness and growth. All adult groups booking *5 hours per week or less* may be asked to use an equivalent percentage of less desired ice time.

Payment Schedule for Ice Facilities

Bookings are requested and a permit is prepared confirming dates and times booked. These are sent to users on a per month basis. Payment plans are set to be due at the end of each month.

Permits are the contracts and invoices are automatically reflected from the permits. If groups ask for additional ice or floor time it will be noted in the original permit and reflected in the invoice.

Invoice payments are due when received unless otherwise noted.

All accounts must be maintained in a current status (without arrears) to continue access to SCRD facilities.

Section B - Dry floor

Seasons of Use

- **Spring/Summer** – The first week of April to the first weekend of September

During the Spring Summer Seasons two dry floor surfaces may be available dependent on the demand set forward by the ice users.

The SCRD has the right to restrict dry floor availability to one arena. If doing so, the SCRD will provide 45 days written notice.

Please note: GACC ice install normally takes place in early August. Sechelt ice install normally takes place mid September.

Spring/Summer Season allocation is based on the previous scheduled year.

Time line for allocation process

User Groups will be sent an email invite four weeks prior to the scheduled meeting.

- Dry Floor Allocation Spring and Summer Season – Third week of January

Arenas are scheduled to open 30 minutes prior to the start of all floor rentals.

Groups requiring facility access more than 30 minute prior to the floor rental, will incur any applicable fees.

Floor sweeping & cleaning

Floor sweeping is done after each day of use. Floor scrubbing is done every three weeks or unless deemed necessary.

Food or Beverages

Food or beverages are not permitted on the dry floor.

Payment Schedule Dry Floor

Bookings are requested and a permit is prepared confirming dates and times booked. These are sent to users on a per month basis. Payment plans are set to be due at the end of each month.

Permits are the contracts and invoices are automatically reflected from the permits. If groups ask for additional floor time it will be noted in the original permit and reflected in the invoice.

Invoice payments are due when received unless otherwise noted.

All accounts must be maintained in a current status (without arrears) to continue access to SCRD facilities.

Section C - Halls/ Indoor Spaces

This section refers specifically to SCRD Community Halls and Indoor Spaces at SCRD Recreation Facilities.

Seasons of Use

Annual Season scheduled from September 1st to August 31st

The starting point for allocation is based on the schedules from the previous year.

Time line for Hall and Indoor Space allocation

- Invitations to ongoing users mailed out in May along with Newspaper advertisement requesting proposed new users.
- User group meetings to be held in June
- Final allocation/permits sent out by Mid August prior to the beginning of the new annual season

Payment Schedule

Users may pre pay or payment plans are available to those who attend allocation meeting and/or are designated as ongoing users.

Bookings are requested and a permit is prepared confirming dates and times booked. Payment plans are set to be due at the end of each month.

Once payment plans are created, cancellation of time will not be permitted except in extenuating circumstances.

Permits are contracts and invoices reflect the permits.

Permits are a record of booking. It is asked that groups attending halls carry a copy of signed permit with them when using halls.

If groups ask for additional hall bookings will be noted in the original permit and reflected in the invoice.

Invoice payments are due when received unless otherwise noted.

All accounts must be maintained in a current status (without arrears) to continue access to SCRD facilities.

Hall bookings will have a 15 minute buffer built in between bookings as to allow for a caretaker check between bookings.

Section D - Fields

Seasons of Use

Fall/Winter	September 1 to March 31
Spring/Summer	April 1 to August 31

The starting point for the Fall/Winter and the Spring/Summer seasons during allocation are based on the schedules from the previous year.

Time line for Field allocation process

- E-mails are sent to previous users in mid January and mid July requesting their submission of field requirements for the upcoming season, including regular use and special event requirements. Groups are notified of the upcoming field use allocation meeting,
- One ad is placed in the local paper advising the general public.
- User groups arrive at the meeting with field booking requests, and compare to previous year's schedule. Schedules are set up as follows:
- Field Allocation for Fall/Winter Season - Second Wednesday of July
- Field Allocation for Spring/Summer Season – Second Wednesday of February

Field Condition updates

An email is sent to all ongoing field users every Monday and Friday. Conditions are also updated on the SCRD website.

Field Courtesy

During the Fall/Winter and in regards to soccer, practicing must take place off the pitch.

Field Maintenance

All fields are cut once to twice per week. Field maintenance including fertilizing, slicing, top dressing and over seeding is set to be done without interference to user groups. If a maintenance job is going to interfere the SCRD would notify the users in a timely manner.

Payment Schedule

Invoice payments are due when received unless otherwise noted.

All accounts must be maintained in a current status (without arrears) to continue access to SCRD facilities.

Definitions

Major User Group: Any User Group utilizing five or more hours of regularly scheduled bookings per week.

Ongoing User Group: Any User Group utilizing five or more hours of regularly scheduled time monthly or a user that has weekly or biweekly use of indoor space on a regular basis.

Non-Prime Ice Time: Times designated by the SCRD as less desirable. To facilitate less demand on more popular times NON-Prime times are to be rented at a lower cost.

Prime Ice Time: Popular Times as determined by the public and designated by the SCRD to be rented regular rates.

Tournament Use: A rate established specifically for all rentals applied for and used for community tournaments, shows and competitions, and similar special events. Individual Event Games do not qualify as Tournament Use.

Event Games: One-time games or groups of games, such as an all-star game, exhibition game with significant public appeal, and / or games that bring 'off Coast' participants. Event Games must create an economic and entertainment value to the community.

Special Events: Tournaments, tradeshow, entertainment events, sports exhibitions, etc. Event Games are considered Special Events at the Arena's discretion.

Leagues: Specific recognized Groups of teams representing traditional or recognized sport use. The minimum number of teams required to constitute a league is four. The SCRD may accept exceptions to the four-team minimum for a specified period of time, to enhance the development of new leagues.

Leagues must have an executive committee structure and appoint a representative to communicate with the SCRD.

Independent Users: Individual sport teams and recreational groups.

Existing Users: Users who have maintained regular bookings for the previous season and have maintained on-time payment of fees and appropriate general conduct.

Permits: Permits are the confirmation of a booking and agreement between the renter and the SCRD. Permits state dates, times and facilities that have been reserved and outline specific checklist items that the renter must provide prior to the rental date, including fees to be paid and facility information. It must be signed agreeing to terms and conditions and should be reviewed to ensure correct information.

Active Net: Active Net is SCRD facility and registration software. Active Net is used to book facilities, create permits and invoices and process financial transactions.

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SCRD Introductory Notes:

Welcome, thank you, acknowledgement that the meeting is being held in the swiya of the *shíshálh* Nation.

SCRD's provision of recreation services is guided by:

- A strategic plan –
 - vision: community for all generations connected by our unique coastal culture, diverse economy and treasured natural environment
 - mission: leadership, quality services, responsive
 - priorities to ensure fiscal sustainability, support sustainable economic development and facility community development
 - values of collaboration, equity, respect and equality and transparency
- Parks & Rec Master plan (2014)
 - Strengthen fabric of community
 - Motivate individuals and families to be healthy and active by facilitating a variety of rec opportunities
 - Be a good environmental steward
 - Contribute to diverse and sustainable economy – support local businesses, through employment, volunteerism

Difference in ice vs. dry operation

Exploring the key differences between dry floor and ice: costs with staffing levels and utilities, wear and tear of building, and the work that can be accomplished during each season.

STAFFING LEVELS:

Dry Floor

- When there is no booking or public entering the arena, there are no staffing requirements
- Staffing is only required for the time of a rental
- Plant checks take place when there are patrons in the building

Ice

- We are regulated by Technical Safety BC to have:
 - staff in the building for 7 hours if patrons are in the building
 - 3 plant checks completed on days the arena is closed (which equals to 7 hours of call outs)
- Arena Workers – support rentals and programming

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UTILITIES:

Dry Floor

- Less use of water (ice resurfacing, plant cooling water, hydro and gas – facility is not heated during summer months)

OPERATIONAL TIME:

- Dry floor allows for some additional time to complete preventative and necessary maintenance

WEAR AND TEAR OF BUILDING:

- Depending on what activities are happening there could be less wear and tear during dry floor

- **Some of the new opportunities (joint use)**

- In 2018, the SCRD and the SD 46 operationalized a joint use agreement support both organizations' priorities of healthy lifestyles and efficient use of our publicly-owned facilities.
- The agreement recognizes that it is in the interest of the community to make the best use of public resources by avoiding duplication of facilities, land, services and equipment.
- SCRD is making use of SD spaces for some programs, which offers up new opportunities for other uses in our facilities (including, for example, new programs or expanded rentals).
- SD is coming in and using our facilities – ice and dry floor.
- SD46 is a priority user, but goal with this agreement is to not disrupt existing users. So far this is working (on both sides).

- **Sharing some thoughts about the lead time involved in making change**

- Depending on the change or type of change a user group is seeking, there are some key milestones to keep in mind:
 - Queries – may require research & planning time to answer questions (insurance, technical regulations, staff scheduling, etc.) so 2-3 weeks lead time is helpful for us to respond
 - Small projects – depending on the project a minimum of 2-3 weeks would be beneficial and helpful and we work as a team so we look for time for internal communications

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- Depending on the risk, costs, and complexity, the project may require Board approval. This would require a scoping discussion and planning at least a few months ahead of time
- Depending on the size of the project – work plans are being discussed and approved with budget cycles
- Budget implications – discussions and planning begins in early fall for approval in Mid-March and implementation in April of the following year
- Allocation policy and procedures have some lead time requirements and timelines for requests, but staff try to accommodate as much as possible.

Four questions raised for dialogue and user groups individual responses:

1. What is working well?

Pickle Ball:

- Value the assistance from the SCRD
- Pickle Ball can administer the program without the extra use of staff
- All arena users have a designated schedule for use

Rusty Cranks:

- There is lots of recreational activity on the coast
- That there are two arenas on the coast
- Availability of ice times is good; drop in; some self-management
- They look after themselves

Skate Club:

- There have been moments where there has been movement in a positive direction- such as extended ice in August 2017 and April 2018.
- The SCSC has doubled its membership over the past 5 years. The families and skaters are dedicated and tenacious and require the same opportunities for training and advancement for their children that every other community in B.C provides for their youth.
- Predictable schedule
- Increased revenue that is brought in from their rentals
- Youth are supported in skating
- The skate clubs offer free events – community involvement and contributions
- Retention of families and youth
- We appreciate this meeting being held and the chance for dialogue. We hope that this leads to increased understanding/acknowledgement of what the SCSC is requesting and why Spring and Summer ice is so important to the Club as a whole, the individual skater

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(figure skating being an early specialization sport as well as a year round sport) and the community at large (the positive trickle effect of healthy productive youth, keeping money in our community, having youth train in other areas by being on the Coast- assisting their school sports teams because they are not travelling to other communities etc.).

- In order to answer what is working well, strides need to be made in increasing the number of months ice is made available and it has to be done in a timely fashion.

Co Ed Hockey:

- Niche – new players, all activities schedule fits and cost fits
- Season is adequate
- 40 people on wait list
- Getting schedules done early
- Good fees that make it possible for people to play

Men's League:

- Brenda Rowe noted that she is phasing out of role, but attended as lead point of contact not available for meeting
- Early scheduling with Tom
- Fees are really reasonable

Minor Hockey:

- Popular – expansion/growing
- Great attendance at games
- Tournaments, training, certifications
- Two camps delivered
- Enjoy recognition from both provincial and national level

Sunshine Coast Quilters Guild:

- Gibsons and Area Community Centre best event venue; only venue large enough on the Coast
- Facilities are large and are adequate size for their needs
- Communications with the SCRD and cooperation
- Their needs are met

Roller Girls:

- Facility is great
- Offer free skate program recruiting/training
- Bout season – May through August
- Games throughout the summer
- Like the current dry floor schedule
- Able to complete early-season training required to satisfy insurance requirements for bouts

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- Do not have any other options to host games, practices or tournaments, since the winter space they have is too small for a track, or an audience

Lacrosse:

- April to June season
- Can only have on dry floor
- Current commitment to the dry floor schedule
- Dry floor schedule fits with box schedule

2. What does the future look like?

Pickle Ball:

- Continued and fair sharing of dry floor and ice usage
- Confirmed schedules
- A year-round dry floor only facility

Rusty Cranks:

- A growth in demographics = more players

Skate Club:

- Increased ice - (ice remaining in one rink from March- June and put back in at the beginning of August) means that our Club continues to grow.
- We will be able to follow the Skate Canada legislation requirements of 48 weeks of training. Our skaters can progress at the same rate as other skaters elsewhere and have the same chance at competitions.
- We can offer Spring and Summer programming, hold seminars and workshops, we would be booking more ice (more revenue to the SCRD), we are keeping money in our community instead of spending money elsewhere for ice, meals etc.
- The youth in this community feel supported and valued. They are spending their time being engaged in healthy activities. We are creating productive citizens who will make our community that much greater.
- Children can attend school from April-June (which they are currently not able to do) and other extra -curricular activities because they can train in their own community and not have to travel 12 hours for 2 hours of ice. Our skaters are well rounded athletes- they participate in ballet, gymnastics, track, basketball etc. but they miss out on being able to participate when they have to travel to other communities.
- The Club continues to offer community events such as the Elvis Stojko ice show offering a rich cultural component. The Club offers many FREE events throughout the year to the community- Halloween skate, Christmas Skate, Bring a friend, Try- It-Free. We give back to the community- last year sponsoring a local family in need at Christmas Time, collecting food bank donations and so on.
- The Sunshine Coast will continue to grow and attract young families based on the recreational opportunities we are able to offer. Families have moved off Coast and

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families have been deterred from moving here due to lack of opportunity for their children.

Co-Ed Hockey:

- Growth – an additional ice slot required
- Potential for a second group of co-ed hockey players

Men's League:

- Want longer ice season (spring)
- The league has potential to grow if players' behaviour and need for officials is resolved

Minor Hockey:

- 38 weeks ice season was successful 2017/18
- 36 weeks this year, next year 46 week season mid-July to the end of May
- Appetite for sports on ice surface
- Looking at all female team on the coast – lots of interest
- Cultural exchange
- Multi-sport registration
- All recreation groups on the coast have the facilities that they need to function

Sunshine Coast Quilters Guild:

- Growth and opportunity

Rollers Girls:

- Seeking to grow 2nd team, perhaps a coed or junior team

Lacrosse:

- Have ongoing commitment to the diversity of sports/dry floor and ops that are local
- Additional dry floor
- Outdoor box question: used for practices
- Variable schedules = loss of people
- If there is increased ice time awarded in Gibsons that would mean increasing traveling time for visiting teams. To compete in divisional play they would need to add the drive to Sechelt to the existing ferry time to come to the coast and compete with our athletes. Lower mainland teams already find it difficult coming to the Sunshine Coast.
- Young athletes would need to travel further on a regular basis from both ends of the Sunshine Coast for regular practices and games. For example a family with two players under the age of 12 driving from Madeira Park to Gibsons three times a week to participate in a sport they love. This is the potential single scenario if floor time is not available in Sechelt during box lacrosse season.

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- Decreases floor time means decreased geographic catchment for new player to register and try lacrosse. This would be due to increased travel time. Decreased registration would be detrimental to the viability of Lacrosse on the Coast. Any decision that supports this end demonstrates a lack of commitment to diversity in sport. Supporting healthy athletes with multi sport registration you would think would be a priority.
- If registration numbers decrease lacrosse players would need to play for teams on the lower mainland. I can tell you from experience those late ferry rides midweek are very challenging for a teenager who has high school early the next morning.

Garden Club:

- Need ability to schedule further in advance - booking at least a year in advance for one major event is critical to planning

3. What can SCRD contribute?

Pickle Ball:

- Continue to develop programs to meet the needs of all users
- Multiuse facilities
- Promote as multisport
- Encourage SCRD to continue to pursue other activities for dry floor

Rusty Cranks:

- Scheduling that works with ferry crossing times
- Staffing at SCA – currently limited

Skate Club:

- SCRD can support the youth involved in ice sports by keeping ice in one arena 10 months of the year.
- SCRD can provide the non -profit youth sports with a predictable schedule that will allow the volunteers and Professional Coaches the ability to focus on programming and our athletes.
- SCRD can provide the non -profit youth sports with a predictable schedule that will allow the volunteers and Professional Coaches the ability to focus on programming and our athletes.
- SCRD can work with ice user groups in a timely efficient way taking into consideration ice user groups time frames
- SCRD can contribute by learning about the needs of its user groups such as:
 1. Figure skating being an early specialization sport- skills needing to be learned prior to maturation.

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2. Figure skating is a year round sport, following LTAD model, National rules and regulations, Provincial Body BC Section Rules and Regulations, Societies Act, Gaming Control Act. We have paid professional coaches-so Employment Standards Act. Skate Canada Legislation)

- SCRD can follow policies already in place re: ice allocation such as youth groups before adults and ice in arenas if demand is there. Other communities put youth needs above adult needs- youth are training for future success, university scholarships, Olympics etc. They also have to attend school.
- SCRD may need to look at providing dry floor users with a space that suits their needs freeing up the ice arenas for ice sports.
- Shared from notes provided: "SCSC canvassed all candidates running for council re: their views on ice sports and ice user group's needs. 98% were shocked that needs were not being met. We had candidates who are now Mayor and council stating "they are 100% supportive of increasing access to ice sports for the youth on the SSC". Many saw the need for an extra dry floor multi use facility and saw the space at Sechelt Arena being able to accommodate this."

Co Ed Hockey:

- Expression of Interest to see if there could be another coach for co ed hockey

Men's League:

- Have a clear allocation policy and live by in a way that does not put the users against each other (has been bad historically) – don't go backwards
- Collaborate with all user groups
- Share interest in dry floor

Minor Hockey:

- Install drop boxes and equipment storage in both arenas
- Advertising in the recreation guide
- Building of a referee room at SCA (collaboration)
- Clearly identify/communicate the threshold for ice use to have ice in
- SCRD requirements for programming
- Facilitate schedule to allow for varied ages
- Scheduling conflicts with city (detail)

Sunshine Coast Quilters Guild:

- Need dry floor biannually for big shows in May

Roller Girls:

- Same or more of dry floor availability
- New facility

Lacrosse:

- It would be damaging to registration numbers if do not have access to both facilities

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4. What can your group contribute?

Pickle Ball:

- Management and continued expansion of program
- Increase SCRD revenue with no impact to staff
- Ongoing commitment to promote Pickle Ball on the coast

Rusty Cranks:

- Grow the group of participants
- Willing to partner

Skate Club:

- Our group will continue to run successful programs and will continue to increase our membership.
- Ice sports are thriving on the SSC. We have first Class Professional Coaches, a functioning board, and dedicated skaters who with community support can go onto be Provincial/International medalists.
- We have proven our ability to pay for the ice we request and have proven our ability to work with other ice user groups.
- Our group will be contributing to the community as a whole in ways described in answer number 2- cultural enrichment, providing free community events, keeping money on the SSC, holding seminars and summer camps increasing tourism on the SSC and the trickle effect this has on restaurants, coffee shops, retail stores etc.
- We will continue to serve the needs of 6 different programs with members from age 3 to 50 plus.

Co-Ed Hockey:

- Continue to fill a niche and grow the program
- Sports development

Mens League:

- Collaborate for the betterment of all users – resources in the group to help with community project (dry floor) that can be resourced by the community members
- A large tournament for community that produces revenue for all
- Tired of arguing about ice
- Young coaches – minor hockey

Minor Hockey:

- Meet the threshold usage
- Program development
- Offer volunteer program

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Sunshine Coast Quilters Guild:

- Aesthetic contribution to community
- Draw to community – regional and beyond
- Creative outlet for 120 members, draw beyond the community
- Training knowledge, socialization, community donations: raffle quilts
- Two day shows in the community every other year
- Learning opportunity for women especially

Roller Girls:

- Looking at more tournaments and training camps
- Alternative sport – unique audience

Lacrosse:

- Potential for youth to play different sports
- Lacrosse is growing in other area and has potential to grow on the coast
- Lacrosse is a national sport alongside of hockey
- In order to continue, it is important to remember that the users (teams) travel to the coast
- What we envision is ongoing commitment to diversity supporting a health community capturing both the majority and the minority. Shifting resources to a majority group diminishes us as community. It plays to allowing domination by those who have only their own interests at heart, not the interests of the entire community.
- We respect the desire for growth and improvement but not at the expense of others. We would like to see and feel supported by the SCRd in helping us promote the sport of lacrosse. Advertising our events, offering the time and space for lacrosse in their programs. We can offer equipment and the personnel, coaching to do so.
- We need increased signage regarding abusive behavior from fans and parents in the stands. This remains a cultural epidemic throughout sport in the arena.
- We offer affiliation with BCLA, LMMLC and the NLL these organizations are deeply invested in promoting the sport of lacrosse supporting the health and development of communities and individuals of all ages through recreation and sport. Canada stands out internationally in Lacrosse. We would like to be able to contribute to the base of programs that makes this happen.

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Parking lot information:

- Another dry floor option (was mentioned several times from different groups)
- Lacrosse can only be held in arenas on the coast (not permitted elsewhere or space not adequate)
- Lacrosse boxes are used for practice only – not games
- Roller Girls – limited other places to practice when the ice is in... had to cancel a bout when ice was extended
- Skate Club: There is only one surface for our sport. We don't have the options of booking school gyms, halls etc. When ice is taken out of BOTH arenas at the same time for months at a time every year, our youth are displaced. They have no other option but to miss school and spend 12 hour days commuting for 2 hours of ice. Dry floor users have other options. It makes no sense to take ice out of both arenas to provide 2 additional dry floor spaces on top of what is already available. Especially when it is the youth of this community paying such a high price when this happens.

Attachment D

Historical Facility Scheduling/Utilization

Prior to presenting cost-benefit analysis, some historical and baseline information is provided.

Sunshine Coast Arena Ice Availability

On average, 98% of days are utilized during the season over years listed and an average 2602 hours per year are used for a combination of programming and rentals resulting in an average of 53% utilization of available hours.

Seasons	SCA Ice	Days Avail.	Days Used	Available Hours	Total Hours Used	Program Hours	Hours rented
2011/2012	Sept 26 - Apr 14	202	198	3636	1909.75	487.25	1422.50
2012/2013	Apr 15 - Sept 19	Floor Repair					
2013/2014	Sept 20 - Mar 30	192	189	3456	1779.75	390.50	1389.25
2014/2015	Sept 23 - Mar 29	188	183	3384	1763.75	352.25	1411.50
2015/2016	Sept 27 - Apr 3	190	185	3420	1738.53	358.50	1380.03
2016/2017	Sept 26 - Apr 2	189	186	3402	1848.25	328.75	1519.50
2017/2018	Oct 27 - Apr 27	183	180	3294	1895.33	232.00	1663.33
2018/2019	Oct 1	Late start due to the SCA condenser project					

Gibsons and Area Community Centre Ice Utilization

Seasons	GACC - Ice	Days Avail.	Days Used	Available Hours	Total Hours Used	Program Hours	Hours rented
2011/2012	Aug 15 - Mar 31	230	229	4140	2641.25	738.75	1902.50
2012/2013	Aug 13 - Apr 13	244	243	4392	3158.50	748.50	2410.00
2013/2014	Aug 12 - Mar 28	229	228	4122	2580.50	673.25	1907.25
2014/2015	Aug 18 - Mar 16	211	209	3798	2378.95	599.25	1779.70
2015/2016	Aug 21 - Mar 17	210	208	3780	2516.25	536.00	1980.25
2016/2017	Aug 22 - Mar 12	203	201	3654	2385.75	531.50	1854.25
2017/2018	Aug 5 - Mar 11	219	217	3942	2558.25	519.00	2039.25
	Early install due to user request / Elvis Stojko event						
2018/2019	Aug 20						

On average, 99.27 % of days are utilized during the season over years listed and an average 2602 hours per year are used for a combination of programming and rentals resulting in an average of 65% utilization of available hours.

Sunshine Coast Arena Dry Floor Utilization

Year	SCA Dry Floor	Days Avail.	Days Used	Available Hours	Total Hours Used	Program Hours	Hours rented
2013	April 8 - Sept 7	153	49	2754	577.08	13.00	564.08
2014	April 8 - Sept 13	159	87	2862	310.00	0.00	310.00
2015	April 7 - Sept 12	159	105	2862	425.50	212.00	213.50
2016	April 9 - Sept 11	156	103	2808	464.75	300.00	164.75
2017	April 10 - Sept 12	156	106	2808	441.75	254.00	187.75
2018	May 3 - Sept 19	140	80	2520	323.00	197.00	126.00

On average, 57% of days are utilized during the season over years listed and an average 424 hours per year are used for a combination of programming and rentals resulting in an average of 15.29% utilization of available hours.

Gibsons and Area Community Centre Dry Floor Utilization

Year	GACC Dry Floor	Days Avail.	Days Used	Available Hours	Total Hours Used	Program Hours	Hours rented
2013	April 19 - July 31	104	100	1872	549.00	211.00	338.00
2014	April 3 - Aug 6	126	116	2268	625.25	211.00	414.25
2015	March 23 - Aug 6	137	127	2466	725.50	320.00	405.50
2016	March 24 - Aug 9	139	116	2502	582.25	267.50	314.75
2017	March 18 - July 31	126	124	2268	551.25	276.00	275.25
2018	March 17 - Aug 7	144	114	2592	561.00	290.75	270.25

On average, 90% of days are utilized during the season over years listed and on average 599 hours per year are used for a combination of programming and rentals resulting in an average of 25% utilization of available hours.

Prime Time versus Non-Prime Time Rentals

This chart shows the differences for facility rentals being charged a prime and nonprime time rates:

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Prime Time	3:30 pm - Midnight	3:30 pm - Midnight	3:30 pm - Midnight	3:30 pm - Midnight	3:30 pm – 1 am	5:00am-Midnight	5:00am-Midnight
Non-Prime Time	5:00am-3:30pm	5:00am-3:30pm	5:00am-3:30pm	5:00am-3:30pm	5:00am-3:30pm	After Midnight	After Midnight

On average, rentals for ice and dry floor are relatively consistent through each year. A one week period during the same time from (2013-2018) was used to determine the average amount of prime time rental verses non prime time usage.

With the ice season, Gibsons and Area Community Centre showed an average of 74% of prime time rentals and 26% for nonprime time while at the Sunshine Coast Arena showed an average of 85% of prime time rental verses 15% nonprime time.

With the dry floor season, Gibsons and Area Community Centre showed an average of 81% of prime time rentals and 19% for nonprime time while at the Sunshine Coast Arena showed an average of 100% of prime time rental verses 0% nonprime time.

Attachment E

Interjurisdictional Comparison with Other Communities

A review of ice facilities in Powell River and Squamish (considered peer communities for recreation services) shows that these communities do not offer ice year-round.

Season	Organization	Facility	Ice	Dry Floor
2016-2017	SCRD	Sunshine Coast Arena	Sept 22- April 3	April 10 –Sept 12
	SCRD	Gibsons and Area Community Centre	Aug 22 - March 12	March 18 – Jul 25
	City of Powell River	Powell River Complex – Arena	Aug 9 – April 18	April 24 – July 30
	City of Powell River	Powell River Complex – Rink	Sept 23 – May 26	June 1 – Sept 13
	District of Squamish	Brennan Park Rec Centre	Aug 21- Apr 30	May 11 – Aug 7
2017-2018	SCRD	Sunshine Coast Arena	Oct 27 - April 27	May 3 – Sept 19
	SCRD	Gibsons and Area Community Centre	Aug 5 - March 11	Mar 17 - Aug 7
	City of Powell River	Powell River Complex – Arena	Aug 15 – April 15	April 20 – July 27
	City of Powell River	Powell River Complex – Rink	Sept 15 – May 15	June 1 – Sept 7
	District of Squamish	Brennan Park Rec Centre	Aug 21 - May 31	June 8 –Aug 12
2018-2019	SCRD	Sunshine Coast Arena	Oct 1 – Mar 31	April 6 – Sept 10
	SCRD	Gibsons and Area Community Centre	Aug 20 – Mar 17	Mar 23 - Aug 8
	City of Powell River	Powell River Complex – Arena	Aug 4 – April 23	April 26- July 19
	City of Powell River	Powell River Complex – Rink	Sept 21 – May 30	June 5 – Sept 9
	District of Squamish	Brennan Park Rec Centre	Aug 27- May 31	June 10 – Aug 5

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee, January 31, 2019

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

SUBJECT: SUNSHINE COAST ARENA – CHILLER REPLACEMENT

RECOMMENDATION(S)

THAT the report titled Sunshine Coast Arena – Chiller Replacement be received;

AND THAT Sunshine Coast Regional District (SCRD) proceed with replacement of the Sunshine Coast Arena chiller and compressor with a plate and frame chiller at an estimated total project cost (including compressors, associated plant reconfiguration, engineering and contingency) of \$741,000, as described in Option 1 of the report;

AND FURTHER THAT this recommendation be forwarded to the Regular Board Meeting of January 31, 2019.

BACKGROUND

In 2016, the Board approved a 20-year capital plan for SCRD recreation facilities. This plan was developed from an analysis of building condition and estimated useful life remaining for building components. Annual capital funding of \$725,000 is approved and available only for “critical” building systems (those items required to keep the building open and operating), as directed by the Board.

A report titled 2019 Recreation Facility Capital Funding Review presented as part of the January 31, 2019 Corporate and Administrative Services Committee Agenda provides the background and updated information related to the capital plan, including the financial impact from this proposed project.

Significant pieces of ice plant equipment at the Sunshine Coast Arena are planned for replacement in 2019. The chiller and ammonia compressor are at the end of their service life and are due for replacement. Regulatory orders issued to the SCRD (and many other local governments/recreation facility owners) following the ammonia release incident in Fernie, BC impact the requirements of this project.

Planning for this project was initiated in 2018. Through the planning and design process, factors such as new technology, new regulations and increased cost have been identified.

The purpose of this report is to inform the Board about the project and to confirm direction on replacement of this equipment.

DISCUSSION

Scope of Project

The work to be completed includes replacement of ammonia refrigeration equipment at Sunshine Coast Arena. The major work to be completed is replacement of the chiller (installed in 2000) and associated compressor. It is anticipated that some plumbing and controls will require reconfiguration or replacement to accommodate the chiller replacement.

The chiller is a heat exchanger that uses ammonia to absorb heat from the brine that is used to cool the ice surface floor. A compressor circulates the ammonia refrigerant through the system.

Current industry standard for chillers is replacement at approximately 15 years. The Sunshine Coast Arena chiller has an estimated service life of 20 years.

Regulatory Requirements and Implications

In 2018, following the tragedy in Fernie, Technical Safety BC issued an order to SCRD for internal inspection of chillers. The newly-enforced regulation relating to internal inspection states:

National Board Inspection Code Part II 4.4.7.a Internal Inspections – Pressure retaining items shall have internal inspections completed at one-half of the estimated service life span of the vessel or 10 years whichever is less.

Internal inspection is a significant undertaking, estimated to cost \$40,000. Staff received permission from Technical Safety BC and WorkSafeBC to postpone the inspection requirement for one year based on expected replacement in 2019. As a condition to postpone the internal inspection, additional brine analysis and plant monitoring are required to mitigate risk. Staff are currently completing these requirements.

Options and Analysis

In anticipation of the requirement for engineered design, and taking into account procurement lead times, staff initiated the process of contracting with a design engineer for the chiller replacement project in December 2018. A design contract award has been made with JSRE Engineering and design work is underway. Overall project timing takes into account summer annual maintenance shutdown with a goal of not disrupting regular ice season.

Since the preparation of the 20-year capital plan, the design of chillers has changed significantly. Shell and tube chillers (such as that in place at Sunshine Coast Arena) have been superseded by a new generation of plate and frame chillers.

Plate and frame chillers provide more efficient heat exchange and consequently use much less ammonia of older-style shell and tube chillers. As a result, the ice plant is safer, requires less off-season monitoring, and is easier to inspect. Plate and frame chillers are now the industry standard; older technologies are considered obsolete.

Sunshine Coast Arena plant modifications required to accommodate a plate and frame chiller will take additional time and the overall project cost is higher than shell and tube.

Three options for consideration of the existing shell and tube chiller are provided in Table 1.

Table 1: Option comparison for chiller replacement at the Sunshine Coast Arena.

	Option 1 (recommended)	Option 2	Option 3
Description	Newer technology - plate and frame chiller	Replace like-for-like - shell and tube chiller	Do not proceed with replacement in 2019
Estimated cost	\$741,000 includes contingency	\$643,000 includes contingency	\$40,000, plus unknown cost of addressing any internal deficiencies (may still require replacement)
Refrigerant Required	200-250lbs	400-500lbs	400-500lbs
Servicing implications – who, how often, etc.	Gasket replacement approximately every 8 years. Internal inspection can be done during gasket replacement with accurate results.	More difficult to inspect: internal inspection more involved process; results often inconclusive.	Internal inspection will be required in 2019. Certified refrigeration professionals must do work.
Energy required to operate	Potential energy reduction pending design.	Same as currently used.	Same as currently used.
Regulatory considerations	Industry standard. Accepted by both WorkSafeBC and Technical Safety BC. Unit allows for internal storage of ammonia to meet regulatory requirements for off season system shut down. This allows for reduced plant monitoring why facility is operated with a dry floor. Labour savings can be reinvested in facility maintenance.	Technical Safety BC and WorkSafeBC personnel did not recommend. Larger volume of refrigerant required. Ammonia remains in system whether plant is operated or not, requiring (under new regulations) monitoring as if the plant was operating, which will require additional human resources going forward.	Equipment is at end of life. Likelihood of failure of chiller increases with age and represents both a safety and service interruption risk.
Estimated installation period	12 weeks	8 weeks	At least 6 weeks (work required following initial inspection is unknown)

The project design currently includes generally similar refrigeration capacity (80-85 tonnes, 2 x 60hp compressors) for the new chiller. Load calculations that take into account changing climate will be completed as part of the design work (as they were with the condenser replacement in 2018). However, in general, a system designed to continue to provide three-season ice is contemplated. This aligns with other equipment at Sunshine Coast Arena (such as dehumidifier) and takes into consideration a building envelope with limited insulation.

Delivering year-round ice at Sunshine Coast Arena would require substantially increasing refrigeration capacity, to the range of 120 tonnes, with larger compressors (as used at GACC). Additional plant equipment changes may be required. A feasibility study, project scope and costing would be required. The amount of design work required makes it unlikely such a project could be delivered in 2019. Based on consultation with engineers, staff understand the incremental costs for a larger chiller and associated plant changes to be in excess of \$100,000. Excess indoor humidity during warmer months would have a negative effect on ice conditions and building envelope.

Known project risks include compatibility/complications between a new chiller and existing plant controls, delivery delays, and contractor availability. The latter two risks are related to current market conditions which are a product of many facilities across BC working through similar projects to comply with regulatory orders.

Organizational and Intergovernmental Implications

Procurement lead times and construction timelines are such that based on a February Board decision. A new plate and frame chiller is anticipated to be able to be installed and in operation by early September for standard ice-in date at the Sunshine Coast Arena (noting the project timing risks outlined above). The relationship between capital projects, regulatory changes and facility schedules has been discussed at a high level with arena user groups.

Staff will require plant monitoring and operation training on any new equipment that is installed (standard operating procedure for new equipment).

Liaisons and coordinated training opportunities for protective services will continue. Orientation to any new equipment will be critical. Facility emergency plans will be updated in coordination with protective service agencies. A plate and frame chiller and reduction in ammonia used on site will positively impact the risk profile for the facility.

No change to facility water use is anticipated with a change in chiller/compressor.

Financial Implications

The recreation facilities capital plan included chiller/compressor project funding of \$236,000.

Industrial refrigeration costs have increased recently due to market load and regulation enforcement and changes. Regulatory changes have made additional chiller components or controls necessary. Examples include a high pressure receiver (storage for ammonia), liquid level gauges, high level safety controls, and work platform. These new requirements apply equally to all chillers, regardless of style.

The impact of the variance between the \$236,000 accounted for in the 2016 20-year capital plan and the \$741,000 expected cost was calculated using the 2016 capital model. The cost of this project has been reviewed and revised in the 2019 Recreation Facility Capital Funding Review.

This report provides the changes to capital funding required to satisfy the increased capital costs of the chiller replacement project.

Timeline for next steps / estimated completion date

Staff are preparing to begin work toward a design now. Based on Board direction received in January the project timeline is:

- February – design completed
- March – construction tendering and award
- Spring/Summer – procurement lead time and construction (concurrently)
- September – commissioning, plant in operation, ice-installation
- Fall – final drawings, closeout

Communications Strategy

As done during the 2018 condenser project, regular project updates will be provided to arena users through newsletter-type emails, website and/or posters at facilities. Project updates will be provided to the Board through departmental quarterly reports.

STRATEGIC PLAN AND RELATED POLICIES

This project relates to workplace health and a safety, a legal responsibility.

Consideration of alternatives, new technology, and total cost of ownership support fiscal sustainability.

CONCLUSION

Planning for replacement of the ice plant chiller and compressor at Sunshine Coast Arena are underway, as directed in the 20-year Recreation Facilities Capital Plan.

Factors including new technology and regulatory changes bear on the project. Staff recommend that a plate and frame chiller be installed in 2019, with an estimated total project cost (including compressors, associated plant reconfiguration, engineering and contingency) of \$741,000. The project will be included in an updated Capital Plan.

Project scheduling takes into account regular ice season dates and users will be kept informed about progress of the project.

Reviewed by:			
Manager		CFO/Finance	X-T. Perreault
GM		Legislative	
CAO	X-J. Loveys	Other: Asset Management	X-B.Smale

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administration Services Committee

AUTHOR: Tina Perreault, General Manager, Corporate Services / Chief Financial Officer
Ben Smale, Asset Management Coordinator

SUBJECT: 2019 RECREATION FACILITY CAPITAL FUNDING REVIEW

RECOMMENDATIONS

THAT the report titled 2019 Recreation Facility Capital Funding Review be received;

AND THAT the funding model change from a flat annual contribution to an increasing annual contribution, accounting for inflation;

AND THAT the annual contribution to the Recreation Facility Capital Fund be increased by an additional \$15,000 (or 2%) in 2019 and funded through taxation;

AND THAT the Recreation Facility Capital Funding Review be conducted annually prior to budget to account for changes in capital requirements at the facilities;

AND FURTHER THAT the 2019-2023 Financial Plan be amended accordingly.

BACKGROUND

Description of the Facilities

The Sunshine Coast Regional District (SCRD) operates four main recreation facilities, through the Community Recreation Service [615], that provide aquatic, ice rink, fitness, and other services to the Sunshine Coast. This includes the Sunshine Coast Arena, Sechelt Aquatic Centre, the Gibsons and District Aquatic Facility, and the Gibsons and Area Community Centre.

The four facilities are a mixture of leased assets (Sunshine Coast Arena and Gibsons and District Aquatic Facility) and owned assets (Sechelt Aquatic Centre and Gibsons and Area Community Centre).

The Pender Harbour Aquatic and Fitness Centre is operated through a distinct service.

Transfer of the Sunshine Coast Arena and Gibsons and District Aquatic Facility

In 2007, the SCRД acquired the operational responsibility of the Sunshine Coast Arena from the District of Sechelt and the Gibsons and District Aquatic Facility from the Town of Gibsons. The intent of moving these services to the SCRД was to centralize the operation of these services and to create a regional funding strategy for the regionally utilized facilities.

These two facilities were moved to the SCRD under separate memoranda of understanding (MOUs) in 2007. These MOUs dictated the terms of the service transfer including the financial responsibilities of both parties. The MOUs provided the legal basis for collection of user fees, taxes, and other funds to operate the facilities.

The initial term of the MOU was set with the intention that the Sunshine Coast Arena and the Gibsons and District Aquatic Facility would be replaced by newly constructed facilities to be constructed by the SCRD. At the time, the SCRD was in the process of designing and constructing a new pool facility in Sechelt (Sechelt Aquatic Centre) and a new arena facility in Gibsons (Gibsons and Area Community Centre).

Construction of the Sechelt Aquatic Centre and the Gibsons and Area Community Centre

The Sechelt Aquatic Centre was commissioned in 2007. The project was funded through a combination of grant funding, internal funding, and long-term debt funding. Debt repayment funds are collected through the Community Recreation Facilities Loan Authorization Bylaw 1058.1, 2005.

The Gibsons and Area Community Centre was commissioned in 2008. The project was funded through a combination of grant funding, internal funding, and long-term debt funding. Debt repayment funds are collected through the Community Recreation Facilities Loan Authorization Bylaw 1058.1, 2005.

The SCRD is still repaying the debt incurred by the construction of these facilities. Expected maturity year of this debt is 2025.

Continued Operation of the Sunshine Coast Arena and Gibsons and District Aquatic Facility

Following commissioning of the Sechelt Aquatic Centre and the Gibsons and Area Community Centre, the SCRD established a continued need for the operation of the Sunshine Coast Arena and the Gibsons and District Aquatic Facility. The MOUs for both facilities were extended in 2007 and 2011 to reflect that need. These MOUs have since been replaced by lease agreements.

Since the establishment of the original MOUs, the SCRD has made substantial capital investments in both the Sunshine Coast Arena and the Gibsons and District Aquatic Facility. This has included a capital repair program for the hot tub in the Gibsons and District Aquatic Facility (\$400,000), a capital replacement program for the Sunshine Coast Arena rink slab (\$1,200,000), a capital replacement program for the condenser at the Sunshine Coast Area (\$200,000), among many other small projects that are in aggregate value of more than \$1,000,000. Therefore, the SCRD has a vested interest to continue funding the capital replacement programs at the Sunshine Coast Arena and the Gibsons and District Aquatic Facility.

2016 Recreation Capital Planning Review

The SCRD completed a capital planning review of the major recreation facilities in 2016. This review included:

1. A complete inventory of all internal assets within the recreation facilities;
2. An assessment of their condition;
3. An estimate of their remaining service life; and,
4. A scheduled cost of replacement.

This information was collected and analyzed to determine the contribution to the Recreation Facilities Capital Fund required to sustainably fund facility capital renewal.

The results of this analysis indicated that the required contribution to fund all assets within the major recreation facilities could not be supported by a bulk increase to taxes, user fees, or other funding mechanisms. Accordingly, the SCRD identified three asset brackets for funding considerations: **critical**, **high priority**, and **desirable**.

Critical assets were identified by the SCRD as essential to the primary service of the facility. High priority assets were identified by the SCRD as secondary services provided by the facility. Desirable assets were identified by the SCRD as those that do not affect service delivery, but do affect quality of the service delivery.

It is important to note that building envelope assets were not considered for funding in the first iteration of the capital model (structural components, thermal/moisture envelope, heating/ventilation/air conditioning, etc.). For the Sunshine Coast Arena and Gibsons and District Aquatic Facility, these items were not considered for funding because the SCRD does not own these aspects of the building under the current lease. In the Sechelt Aquatic Facility and the Gibsons and Area Community Centre, these items were not considered for funding until the SCRD completes the debt repayment from facility construction (2025).

The asset brackets were tiered to provide three balanced funding cases for asset replacement over a 20 year period. The targeted Recreation Facilities Capital Fund contributions presented in this report were:

1. All Assets (Critical, High Priority, and Desirable): \$1,120,000 (no annual increase)
2. All Service Assets (Critical and High Priority): \$970,000 (no annual increase)
3. Primary Service Assets (Critical): \$725,000 (no annual increase)

Following presentation of this report, the SCRD resolved to fund the **Primary Service Assets** and/or the **Critical** asset pool. Actual funding was resolved to be \$500,000 for 2016, \$548,000 for 2017, and the full targeted \$725,000 in 2018.

Recreation Capital Planning Review, 2019

SCRD staff have continued operation of the facilities since the approval of the 2016 Recreation Facilities Capital Plan Update (Attachment A). This has included performing most of the project work identified, deferring some of the work deemed not currently required, acceleration of work included in future years, and inclusion of new work that was deemed required.

The approval of the capital plan did not include a governance structure around the review or control of the capital plan. This governance structure is currently under review by SCRD staff. Staff have identified the need to review, update, and recalculate components of the capital plan on an annual basis.

This year's review involved a thorough analysis of the work performed since the creation of the capital plan in 2016. This included reviewing all project work performed since 2016, posting actual completed project values into the capital plan, revising the estimates for this year's work, and creating an ongoing list of assets not funded that have passed their expected replacement year (high priority and desirable).

Due to time constraints in this year's process, the capital model horizon in the analysis was not updated from 2036 to 2039 (20 years from 2019). Additionally, this year's process did not account for the addition of fitness equipment to critical funding, which has been identified by staff in 2018 and will require replacement in 2019. These items will be reviewed in the 2020 Recreation Facility Capital Funding Review.

Results of Review

This review focused on three of considerations that have material impact to capital funding:

1. The projected increased cost and accelerated replacement schedule of the chiller at the Sunshine Coast Arena to the annual capital reserve.
 - a. The projected increased cost of the chiller project at the Sunshine Coast Arena, including all engineering, project management, and a contingency for risk management, is \$505,000 above the initial estimate of \$236,000 funded in the capital plan.
 - b. This is a **Critical** asset that maintains the implied **Primary Service Assets** Level of Service for the facility.
 - c. This project creates a total capital shortfall of \$505,000 (over 20 years) or an amortized annual capital shortfall of \$32,000.
2. All other capital changes incurred since the completion of the Recreation Capital Plan in 2016.
 - a. The changes to our capital projects, including revisions for additional projects such as the Sunshine Coast Arena condenser project, the Gibsons and District Aquatic Facility hot tub project, regulatory work at the Sunshine Coast Arena, and others (not including the chiller project) have increased the 20-year capital funding requirement by \$248,000.
 - b. These projects were performed on **Critical** assets that maintain the implied **Primary Service Assets** Level of Service at each facility.
 - c. These projects create a total capital shortfall of \$248,000 (over 20 years) or an amortized annual capital shortfall of \$26,000.

3. The annual contributions in 2016 and 2017 years being under the estimated annual contribution target of \$725,000 (\$500,000 and \$548,000, respectively):
 - a. The annual capital funding compared to the original target of \$724,000 was not met in 2016 and 2017. The capital shortfall produced in those years was \$224,000 and \$176,000, respectively.
 - b. This funding is required to replace **Critical** assets and to maintain financially sustainable delivery of the implied **Primary Service Assets** Level of Service at each facility.
 - c. The funding shortfall in 2016/2017 creates a total capital shortfall of \$400,000 (over 20 years) or an amortized annual capital shortfall of \$37,000.

The ratio between total shortfall and amortized annual shortfall changes due to variations caused by year of project completion, inflation, interest (borrowing vs. saving), and other financial factors.

The results of the above three considerations impact the required flat annual funding contribution in 2019:

1. 2019 - All Assets (Critical, High Priority, and Desirable): \$1,284,000 (no annual increase)
2. 2019 - All Service Assets (Critical and High Priority): \$1,140,000 (no annual increase)
3. 2019 - Primary Service Assets (Critical): \$818,000 (no annual increase)

This can be compared to the 2016 required flat annual funding rates for each asset bracket:

1. 2019 - All Assets (Critical, High Priority, and Desirable): \$1,120,000 (no annual increase)
2. 2019 - All Service Assets (Critical and High Priority): \$970,000 (no annual increase)
3. 2019 - Primary Service Assets (Critical): \$725,000 (no annual increase)

The detailed results of the model, including all of the above funding brackets and their targeted rates, are provided in Attachments B-E of this report.

DISCUSSION

Maintain Existing Level of Service (Fund Critical Assets)

The SCRCD does not have a clearly defined and Board approved Service Plan or Asset Management Plan for the Community Recreation Facilities. There are no clearly defined documents that establish the Level of Service at each facilities.

The SCRCD established an *implied* Level of Service for each facility as part of the Parks and Recreation Master Plan (adopted in 2014) and when the 2016 Recreation Facility Capital Plan Update was approved:

1. The SCRD will commit operational funding to continue operation of **all** assets including **critical, high priority** and **desirable** assets.
2. The SCRD will fund the capital replacement of **critical** assets, but not **high priority** or **desirable** assets.

It is recommended to maintain the practice of funding Critical assets and therefore preserve the implied Level of Service at each recreation facility established in 2016.

Development of Service Plans for SCRD services is work in progress.

Increase Overall Capital Funding Pool to Address Shortfalls

The outcome of the capital funding review indicated three key changes to the capital funding model. These changes result in an overall 20-year cycle capital shortfall of \$1,153,000. This shortfall amortized over the remaining term of the capital model is \$98,000 per year (including inflation of expenses, borrowing interest, and savings interest). If funding is not increased to address this shortfall, the SCRD will not have sufficient funds to replace all **Critical** assets in the future. This will impact the implied Level of Service for at least one of the facilities.

It is recommended that the targeted Recreation Capital Fund Contribution be increased to account for the key considerations discussed in the *Results of Review* section of this report.

Change the Funding Model from a Flat Annual Contribution to an Increasing Annual Contribution

The 2016 Recreation Facilities Capital Plan Update recommended a flat annual rate of \$725,000 to sustainably fund **Critical** assets. Flat annual rate contributions in long-term capital planning are to a certain degree inequitable.

The spending power of the dollar decreases over time through inflation. Inflation is the sustained increase in the price of goods and services over time. In general, as the cost of goods and services increases, average annual salary of a contributor (user or parcel tax payer) increases as well.

A flat annual rate over a 20-year span is inequitable for 2019 contributors (current year) compared to 2037 contributors (end of capital model), because the \$725,000 user fee/taxation contribution is worth a higher percentage of average resident annual salary in 2019 than it is in 2037.

Additionally, increasing the Recreation Facilities Capital Fund flat annual contribution from \$725,000 to \$818,000 in 2019 would be difficult to support considering other budget proposals in the 2019 SCRD budget.

The best practices alternative to a flat annual rate contribution is an increasing annual contribution of 2% (compounded annually) to account for inflation. The continuity schedule of the proposed rate increase is provided in Table 1.

*Table 1: Recommended Recreation Facility Capital Fund contribution continuity schedule for funding **Critical** assets.*

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Annual Capital Project Estimate	\$ -	\$ 428,846	\$ 465,600	\$ 1,359,000	\$ 739,000	\$ 473,000	\$ 436,000	\$ 1,394,000	\$ 1,168,000
Accumulated Capital Project Estimate	\$ -	\$ 428,846	\$ 894,446	\$ 2,253,446	\$ 2,992,446	\$ 3,465,446	\$ 3,901,446	\$ 5,295,446	\$ 6,463,446
Annual Contribution to Reserves	\$ 500,000	\$ 548,000	\$ 725,000	\$ 739,500	\$ 754,290	\$ 769,376	\$ 784,763	\$ 800,459	\$ 816,468
Estimated Reserve Balance	\$ 624,060	\$ 637,876	\$ 916,412	\$ 324,404	\$ 349,427	\$ 656,285	\$ 1,024,737	\$ 461,938	\$ 124,264
Estimated Interest	\$ 18,722	\$ 19,136	\$ 27,492	\$ 9,732	\$ 10,483	\$ 19,689	\$ 30,742	\$ 13,858	\$ 3,728

The values in Table 1 represent our current best estimate of the expected annual capital project requirements at each facility. Actual values required for each capital project will vary from these estimated values, some projects may be required before their specified interval, some projects may be required after their specified interval, etc. Accordingly, SCRD staff will conduct an annual review similar to this review to update the model and changing funding targets accordingly.

Increasing the contribution to the Recreation Facility Capital Fund by 2% in 2019 and by 2% annually thereafter could result in a capital surplus at the end of the modeled period. This is currently estimated to be \$1,393,000. It is financially prudent to fund the 2% increase starting in 2019 and reviewed annually thereafter with the expectation that future reviews may increase the annual funding requirement and eventually reduce/eliminate this surplus.

It is recommended that the funding model for the contribution to the Recreation Facilities Capital Fund be changed from a flat annual rate to an increasing annual rate of 2%.

The desired contribution to the Recreation Facility Capital Fund in 2019 is \$740,000. This should be reviewed annually to ensure compliance with targeted rates.

Financial Implications

It is the responsibility of the Board of Directors to establish Level of Service and ensure funding is adequate for the Level of Service provided.

The three key considerations discussed in the *Results of Review* section of this report contribute to creating a capital shortfall if funding is not increased to match the increased capital project requirements. If funding is not increased, the **Primary Service Assets** Level of Service cannot be maintained at all facilities. Certain assets would need to be removed from the **Critical** asset bracket in order to balance the required capital funding of other asset replacements. The removal of these assets could reduce the established Level of Service at all or some facilities.

If funding is increased and the funding model is changed according to the recommendations in this report, all assets within the **Critical** asset bracket will continue to be funded. Further iterations of this review should include either a Board and/or Special Committee workshop to evaluate the Level of Service at each facility and to fund each Level of Service accordingly. This is not recommended as part of the 2019 budget process due to time constraints.

Communications Strategy

The communication strategy for the ad valorem tax increase discussed in this report will be refined following determination of the taxation impact of the proposed increases. As with other increases to fees or taxation, this will likely be communicated to the public through the SCRD website, the SCRD social media pages, local newspapers, and other relevant local publications.

STRATEGIC PLAN AND RELATED POLICIES

Annual reviews and adjustments of fees and charges are consistent with Section 4.2.2 of the Financial Sustainability Policy.

CONCLUSION

The SCRD operates four major recreation facilities that are a combination of leased and owned assets. These facilities provide recreation services to all residents of the Sunshine Coast.

A 20-year capital plan was created for these facilities in 2016. This capital plan determined the requisite annual contribution to fund asset renewal in the facilities over the 20 year time frame. The results of that process indicated that the SCRD could not fully fund all asset renewal. The SCRD selected to only fund **Critical** assets in these facilities deemed to be crucial to the **Primary Service Assets** Level of Service. This annual contribution was estimated to be a flat annual rate of \$725,000 per year.

The SCRD resolved to create the Recreation Facilities Capital Fund and started by contributing \$500,000 in 2016, \$548,000 in 2017, and \$725,000 in 2018.

Numerous changes in both the funding strategy and the expected costs in the 2016 capital plan have resulted in a need for a capital plan review in 2019. The results of this review indicated three areas that are currently creating capital shortfall:

1. The increased cost of the chiller replacement project at the Sunshine Coast Arena planned for 2019.
2. The increased aggregate cost of several other projects completed since 2016.
3. The under target funding in 2016 and 2017.

This report contains the recommendations to resolve those potential sources of capital shortfall. It is recommended the capital shortfall be resolved through changing the funding model for the Recreation Facilities Capital Fund from a flat annual contribution to an increasing annual contribution following inflation and maintaining the implied Level of Service at each facility.

This would increase the annual contribution from \$725,000 in 2018 to \$740,000 in 2019 with additional annual increases provided in Table 1 of this report.

Reviewed by:			
Manager		CFO/Finance	
GM	X-I. Hall	Legislative	
CAO	X-J. Loveys	Other	

Attachments:

- A - 2016-JUL-28 CAS STAFF REPORT - Recreation Facilities Capital Plan Update 20 Years
- B - 2019-Recreation 20-Year Capital Plan-Annual Expenditure By Criticality
- C - 2019- Recreation 20-Year Capital Plan-Critical Component Capital Fund Model
- D - 2019-Recreation 20-Year Capital Plan-Critical/High Priority Capital Fund Model
- E - 2019-Recreation 20-Year Capital Plan-All Assets Capital Fund Model

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 28, 2016

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

SUBJECT: RECREATION FACILITIES CAPITAL PLAN UPDATE 20 YEARS

RECOMMENDATION(S)

THAT the report titled Recreation Facilities Capital Plan Update 20 Years be received for information.

BACKGROUND

The Parks and Recreation Master Plan and 2010 Facility Audits detailed a short to long term plans for capital repairs at the Recreation Facilities which provided some additional background for previous updates presented to the Board.

In 2014, Sunshine Coast Regional District (SCRD) staff provided an update to the Board regarding Recreation Funding to review options to “fund major capital needs for Recreation Facilities and initiate steps as a high priority...” and to “...address the potential cost for enhancements in the 20-year period.”

Three options were suggested to maintain a Capital Repairs and Maintenance Reserve plan; “Pay as you go”, Debt Funding, or AAP Referendum for 5-10 year funding. The Board opted for the Pay as you go option and a \$500,000 Capital contribution plan commenced as follows:

579/14 **Recommendation No. 6** *Recreation Facilities [615] Capital Maintenance and Replacement*

THAT the Acting General Manager, Community Services’ report titled “SCRD Recreation Facilities {Function 615} Capital Maintenance and Replacement” be received;

AND THAT a minimum of \$500,000 annually for capital repairs and maintenance be included in the 5-Year Recreation Services Financial Plan starting in 2015;

AND THAT staff report annually at Round 1 budget regarding projects recommended for funding through the capital repairs and maintenance budget;

AND FURTHER THAT any unexpended funds in any year be placed in capital reserves for future large capital projects.

Recent facility audits and the Asset Management Program have revealed a more detailed plan for the Recreation Facilities. The purpose of this report is to provide an update of the 20-year capital plan and funding required for all identified building components and equipment (assets), highlighting critical and high priority assets for each facility. Staff from Facility Operations, Finance and Asset Management Coordination worked collaboratively to develop a more detailed plan.

DISCUSSION

A detailed inventory of assets for the four Recreation facilities was established in preparation for the enterprise asset management software. The inventory included all assets that would need to be identified for maintenance, repair, and eventual renewal. For the purpose of long-term financial forecasting, the following was identified for each asset:

- Asset quantities;
- Year of construction or installation;
- Estimated number of years that the asset would be serviceable for before requiring renewal;
- Estimated asset renewal cost, including demolition and removal of existing;
- Criticality of the asset. Assets that are essential to continue the primary operation of the facility (i.e. use of the pool and arena) are classified as Critical. Assets that enhanced the use of the facility (e.g. fitness equipment and sauna) are classified as High Priority. Assets that maintain the esthetics of the facility (e.g. flooring and interior doors) are classified as Desirable. If High Priority and Desirable assets are not scheduled for replacement in the approved capital plan, they will be replaced through the operating budget as failures occur and as the budget allows; and
- Projected year(s) and cost(s) for renewal, assuming a 2% annual inflation rate. For the most part, assets were projected for renewal based on their age alone.

From the detailed inventory, staff produced three 20-year capital plans based on the criticality ranking assigned to each of the assets. Each of these plans (Attachment A for reference) showed that there is a significant shortfall when compared to the existing Recreation capital budget.

Financial Implications

The following values are required annually in each of the plans:

- \$1,120,000 for the renewal of all assets. It is projected that no debt would be incurred for the duration of this plan; or
- \$970,000 for the renewal of all high priority and critical assets. It is projected that no debt would be incurred for the duration of this plan; or

- \$727,000 for the renewal of only critical assets. It is projected that debt would need to be incurred after the first ten years of this plan.

As a general rule, building assets become more costly to maintain the older that they become.

Therefore, if the approved capital plan does not address the renewal of all assets, staff anticipate an increase in asset failure, service interruption, and maintenance costs over the next 20 years.

Asset Maintenance

A significant contributing factor to the projected year(s) of asset renewal is the level to which the asset has been maintained. Frequent preventative maintenance leads to better conservation of assets and increased life expectancy of assets, thereby eliminating premature replacement.

Existing preventative maintenance plans exist at each of the Recreation facilities. These plans include daily, weekly, monthly, quarterly, and annual scheduled maintenance tasks. These scheduled maintenance tasks were created to maximize the serviceable life of the assets. However, the annual maintenance tasks have become increasingly more costly due to assets not being replaced in a timely manner. With limited funds available, many projects have not been completed and are being differed, which compounds the problem.

There are many factors to consider when determining the facility's end of life. Major determining factors to consider are the building's age, condition, and the value of the building weighed against continued operating and capital costs. These can include deficiencies of the structure or major building components that are not feasible for repair or the level of service provided no longer meets the needs of the community.

When the SCRD took over operations of Gibsons and District Aquatic Facility in 2008, no capital or preventative maintenance budgets were allotted for the first several years. Only emergency repairs to continue the facility's operation were expensed. Since then, a preventative maintenance program was established and a substantial amount has been invested in capital projects. This work has extended the life of the pool and overall the building is in reasonable condition for its age. Based on the capital plan for this building, and a pending assessment to determine if there are any concerns with the structural integrity of the building, there are no major capital projects anticipated for this building in the next 20 years (it is projected that this building will require approximately \$2,250,000 in capital investment over the duration of this plan).

Timeline for next steps

With the implementation of the enterprise asset management software, revised capital plans could be produced by the software based on the age and condition of the assets. This will have a significant effect on future iterations of the capital plan as asset condition is more likely to determine when an asset requires renewal than its age. The first of these software produced capital plans could be available to staff by 2018.

The software will also be able to track accurate renewal costs as staff start tracking work orders against individual assets. These costs will replace the estimated values, which will improve projected costs and future iterations of the Recreation capital plan.

STRATEGIC PLAN AND RELATED POLICIES

With the growth of the Sunshine Coast the Recreation Facilities may experience greater traffic and attendance, to ensure fiscal sustainability, environmental leadership and community development ongoing capital maintenance and upgrade to the recreation facilities will be required over time and a plan for these needs is required. The efficiency of these Recreation Facilities provides public and staff enjoyable use to play and work.

CONCLUSION

With new information presented to the SCRD Board, a revised 20 year capital plan has been created. In the next 20 years the Recreation Facilities will require capital maintenance and repairs, which requires increased capital funding contribution.

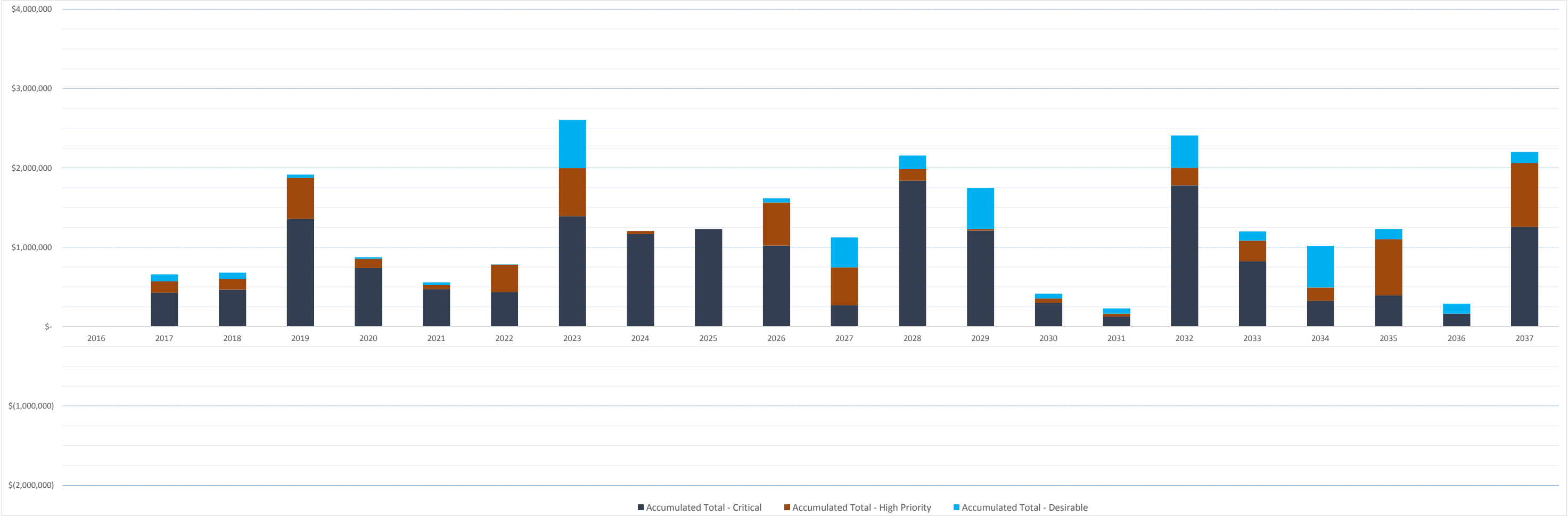
This report is for information purposes and, in context of the Gibsons and District Aquatic Facility hot tub replacement.

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

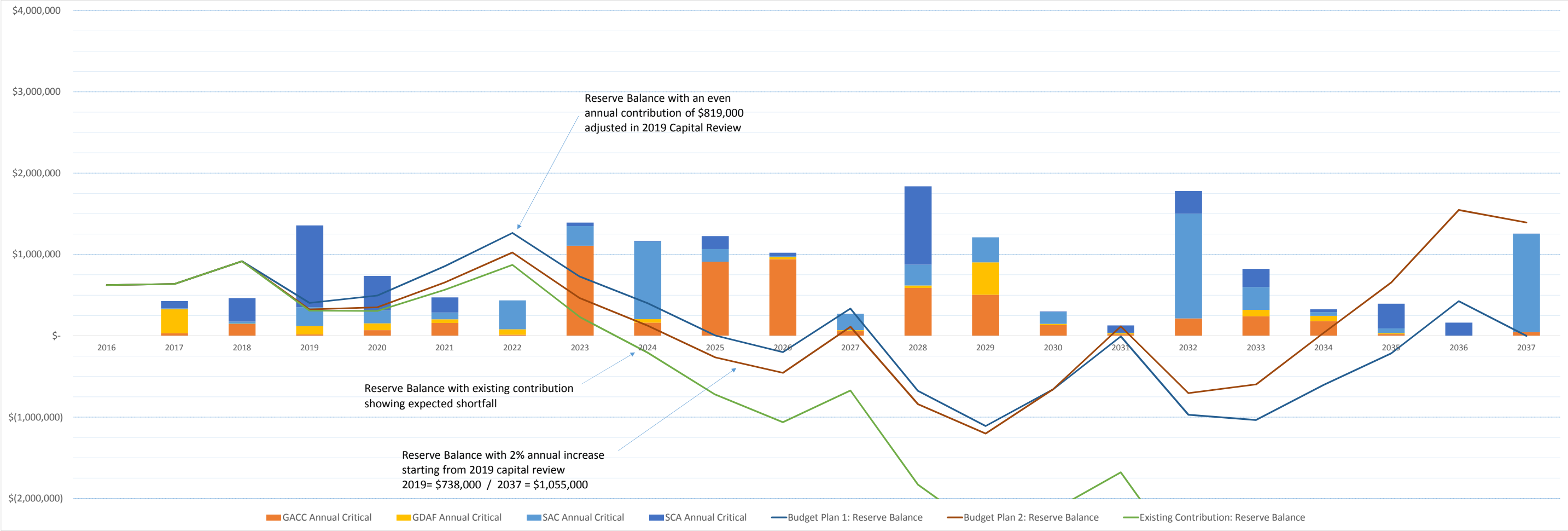
Attachment A: Recreation 20-Year Capital Plan – All Assets
Recreation 20-Year Capital Plan – Critical and High Priority Assets
Recreation 20-Year Capital Plan – Critical Assets
Recreation 20-Year Capital Plan – By Criticality

RECREATION 20-YEAR CAPITAL PLAN - ANNUAL EXPENDITURE BY CRITICALITY

Attachment B



ACCUMULATED TOTAL BY CRITICALITY	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTAL
Accumulated Total - Critical	\$ -	\$ 428,846	\$ 465,600	\$ 1,359,000	\$ 739,000	\$ 473,000	\$ 436,000	\$ 1,394,000	\$ 1,168,000	\$ 1,227,500	\$ 1,023,000	\$ 272,000	\$ 1,839,500	\$ 1,211,000	\$ 301,000	\$ 128,500	\$ 1,781,000	\$ 825,000	\$ 326,500	\$ 395,000	\$ 164,000	\$ 1,257,500	\$ 17,214,946
Accumulated Total - High Priority	\$ -	\$ 143,000	\$ 139,000	\$ 518,000	\$ 116,000	\$ 52,000	\$ 346,000	\$ 605,000	\$ 38,000	\$ -	\$ 543,000	\$ 476,000	\$ 146,000	\$ 18,000	\$ 55,000	\$ 36,000	\$ 222,000	\$ 259,000	\$ 169,000	\$ 707,000	\$ -	\$ 805,000	\$ 5,393,000
Accumulated Total - Desirable	\$ -	\$ 87,000	\$ 77,000	\$ 41,000	\$ 21,000	\$ 33,000	\$ 4,000	\$ 606,000	\$ -	\$ -	\$ 53,000	\$ 377,000	\$ 173,000	\$ 520,000	\$ 61,000	\$ 67,000	\$ 407,000	\$ 116,000	\$ 524,000	\$ 128,000	\$ 126,000	\$ 140,000	\$ 3,561,000



CRITICAL ASSETS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Accumulated Total	\$ -	\$ 428,846	\$ 894,446	\$ 2,253,446	\$ 2,992,446	\$ 3,465,446	\$ 3,901,446	\$ 5,295,446	\$ 6,463,446	\$ 7,690,946	\$ 8,713,946	\$ 8,985,946	\$ 10,825,446	\$ 12,036,446	\$ 12,337,446	\$ 12,465,946	\$ 14,246,946	\$ 15,071,946	\$ 15,398,446	\$ 15,793,446	\$ 15,957,446	\$ 17,214,946

Budget Plan 1: Even Annual Contribution	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTAL
Required Annual Budget	\$ 500,000	\$ 548,000	\$ 725,000	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 818,823	\$ 17,330,629
Reserve Balance (Even Contribution)	\$ 624,060	\$ 637,876	\$ 916,412	\$ 403,727	\$ 495,661	\$ 856,354	\$ 1,264,867	\$ 727,636	\$ 400,287	\$ 3,619	\$ (200,450)	\$ 334,345	\$ (676,302)	\$ (1,109,057)	\$ (657,778)	\$ (6,922)	\$ (969,515)	\$ (1,033,863)	\$ (603,573)	\$ (215,964)	\$ 425,900	\$ -	
Interest	\$ 18,722	\$ 19,136	\$ 27,492	\$ 12,112	\$ 14,870	\$ 25,691	\$ 37,946	\$ 21,829	\$ 12,009	\$ 109	\$ (12,027)	\$ 10,030	\$ (40,578)	\$ (66,543)	\$ (39,467)	\$ (415)	\$ (58,171)	\$ (62,032)	\$ (36,214)	\$ (12,958)	\$ 12,777		\$ (115,683)

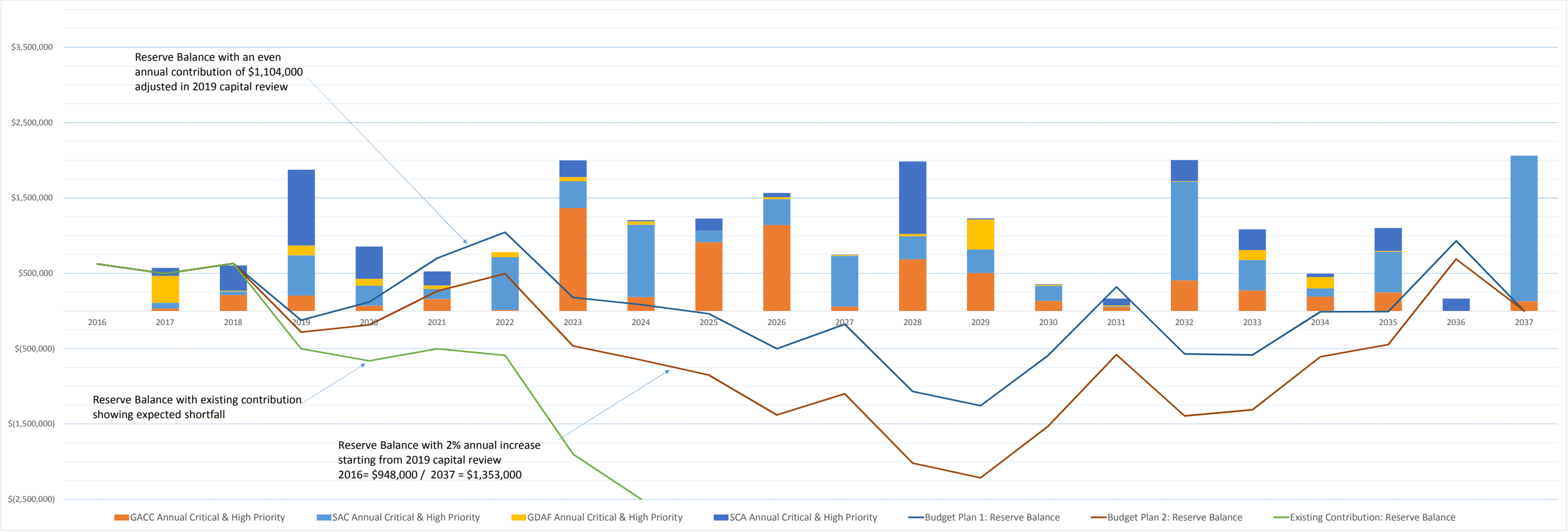
Budget Plan 2: 2% Increase Annually	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTAL
Required Annual Budget	\$ 500,000	\$ 548,000	\$ 725,000	\$ 739,500	\$ 754,290	\$ 769,376	\$ 784,763	\$ 800,459	\$ 816,468	\$ 832,797	\$ 849,453	\$ 866,442	\$ 883,771	\$ 901,446	\$ 919,475	\$ 937,865	\$ 956,622	\$ 975,755	\$ 995,270	\$ 1,015,175	\$ 1,035,479	\$ 1,056,188	\$ 18,663,593
Reserve Balance (2% Annual Increase)	\$ 624,060	\$ 637,876	\$ 916,412	\$ 324,404	\$ 349,427	\$ 656,285	\$ 1,024,737	\$ 461,938	\$ 124,264	\$ (266,711)	\$ (456,261)	\$ 110,805	\$ (841,599)	\$ (1,201,649)	\$ (655,273)	\$ 114,776	\$ (706,159)	\$ (597,774)	\$ 35,129	\$ 656,358	\$ 1,547,528	\$ 1,392,642	
Interest	\$ 18,722	\$ 19,136	\$ 27,492	\$ 9,732	\$ 10,483	\$ 19,689	\$ 30,742	\$ 13,858	\$ 3,728	\$ (16,003)	\$ (27,376)	\$ 3,324	\$ (50,496)	\$ (72,099)	\$ (39,316)	\$ 3,443	\$ (42,370)	\$ (35,866)	\$ 1,054	\$ 19,691	\$ 46,426		\$ (56,006)

No Change to Existing Contribution	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTAL
Required Annual Budget	\$ 500,000	\$ 548,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 15,548,000
Reserve Balance (Even Contribution)	\$ 624,060	\$ 637,876	\$ 916,412	\$ 309,904	\$ 305,202	\$ 566,358	\$ 872,348	\$ 229,519	\$ (206,596)	\$ (721,491)	\$ (1,062,781)	\$ (673,548)	\$ (1,828,461)	\$ (2,424,168)	\$ (2,145,618)	\$ (1,677,855)	\$ (2,834,527)	\$ (3,104,598)	\$ (2,892,374)	\$ (2,735,917)	\$ (2,339,072)	\$ (3,011,916)	
Interest	\$ 18,722	\$ 19,136	\$ 27,492	\$ 9,297	\$ 9,156	\$ 16,991	\$ 26,170	\$ 6,886	\$ (12,396)	\$ (43,289)	\$ (63,767)	\$ (40,413)	\$ (109,708)	\$ (145,450)	\$ (128,737)	\$ (100,671)	\$ (170,072)	\$ (186,276)	\$ (173,542)	\$ (164,155)	\$ (140,344)		\$ (1,344,970)

Value indicates capital surplus (positive value), shortfall (negative value), or balanced (zero) at the end of the modeled term

Increased by 2% from 2018

Targeted increase to balance reserve fund account by 2037



HIGH PRIORITY & CRITICAL ASSETS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Accumulated Total	\$ -	\$ 571,846	\$ 1,176,446	\$ 3,053,446	\$ 3,908,446	\$ 4,433,446	\$ 5,215,446	\$ 7,214,446	\$ 8,420,446	\$ 9,647,946	\$ 11,213,946	\$ 11,961,946	\$ 13,947,446	\$ 15,176,446	\$ 15,532,446	\$ 15,696,946	\$ 17,699,946	\$ 18,783,946	\$ 19,279,446	\$ 20,381,446	\$ 20,545,446	\$ 22,607,946

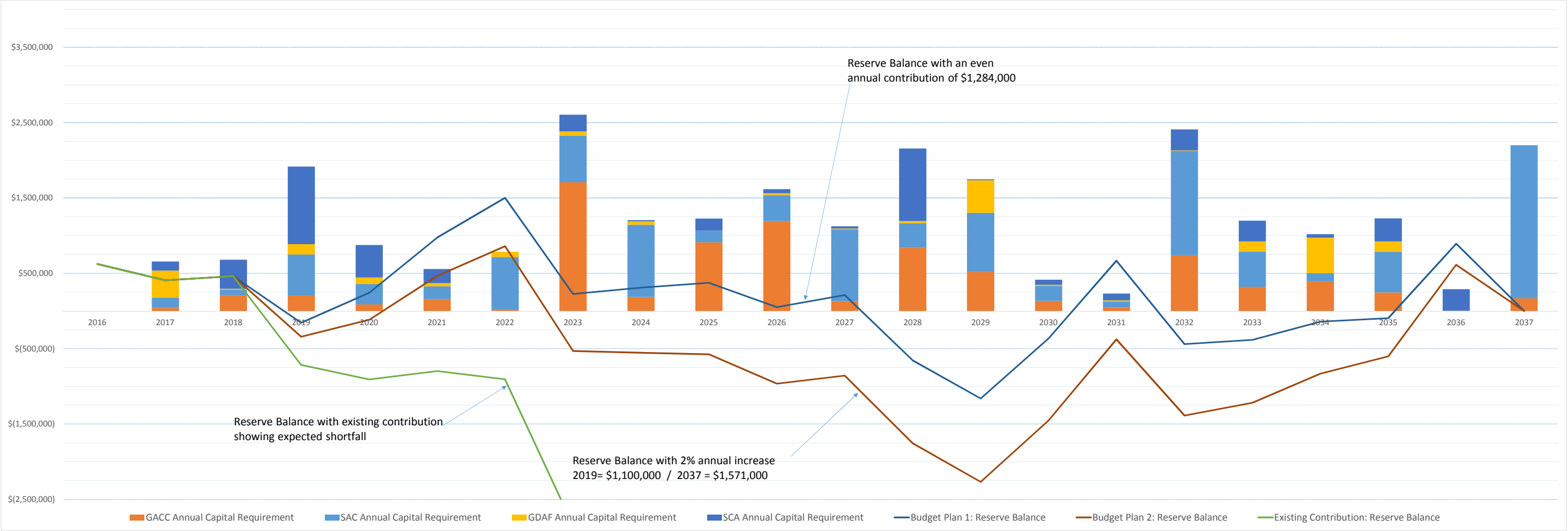
Budget Plan 1: Even Annual Contribution	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTAL
Required Annual Budget	\$ 500,000	\$ 548,000	\$ 725,000	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 1,104,036	\$ 22,749,681
Reserve Balance (Even Contribution)	\$ 624,060	\$ 494,876	\$ 630,122	\$ (123,938)	\$ 117,661	\$ 700,227	\$ 1,043,269	\$ 179,603	\$ 83,027	\$ (37,946)	\$ (502,187)	\$ (176,283)	\$ (1,068,324)	\$ (1,257,387)	\$ (584,795)	\$ 319,653	\$ (569,721)	\$ (583,869)	\$ (10,365)	\$ (8,951)	\$ 930,548	\$ -	
Interest	\$ 18,722	\$ 14,846	\$ 18,904	\$ (7,436)	\$ 3,530	\$ 21,007	\$ 31,298	\$ 5,388	\$ 2,491	\$ (2,277)	\$ (30,131)	\$ (10,577)	\$ (64,099)	\$ (75,443)	\$ (35,088)	\$ 9,590	\$ (34,183)	\$ (35,032)	\$ (622)	\$ (537)	\$ 27,916		\$ (141,735)

Budget Plan 2: 2% Increase Annually	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTAL
Required Annual Budget	\$ 500,000	\$ 548,000	\$ 725,000	\$ 947,434	\$ 966,383	\$ 985,710	\$ 1,005,425	\$ 1,025,533	\$ 1,046,044	\$ 1,066,965	\$ 1,088,304	\$ 1,110,070	\$ 1,132,271	\$ 1,154,917	\$ 1,178,015	\$ 1,201,576	\$ 1,225,607	\$ 1,250,119	\$ 1,275,122	\$ 1,300,624	\$ 1,326,636	\$ 1,353,169	\$ 23,412,924
Reserve Balance (2% Annual Increase)	\$ 624,060	\$ 494,876	\$ 630,122	\$ (280,540)	\$ (185,990)	\$ 263,561	\$ 494,893	\$ (463,727)	\$ (651,507)	\$ (851,133)	\$ (1,379,897)	\$ (1,100,620)	\$ (2,019,886)	\$ (2,215,163)	\$ (1,526,057)	\$ (580,545)	\$ (1,392,771)	\$ (1,310,218)	\$ (609,209)	\$ (447,138)	\$ 688,671	\$ -	
Interest	\$ 18,722	\$ 14,846	\$ 18,904	\$ (16,832)	\$ (11,159)	\$ 7,907	\$ 14,847	\$ (27,824)	\$ (39,090)	\$ (51,068)	\$ (82,794)	\$ (66,037)	\$ (121,193)	\$ (132,910)	\$ (91,563)	\$ (34,833)	\$ (83,566)	\$ (78,613)	\$ (36,553)	\$ (26,828)	\$ 20,660		\$ (804,978)

No Change to Existing Contribution	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTAL
Required Annual Budget	\$ 500,000	\$ 548,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 15,548,000
Reserve Balance (Even Contribution)	\$ 624,060	\$ 494,876	\$ 630,122	\$ (502,974)	\$ (663,153)	\$ (502,942)	\$ (590,118)	\$ (1,899,525)	\$ (2,494,497)	\$ (3,146,667)	\$ (4,176,467)	\$ (4,450,055)	\$ (5,977,558)	\$ (6,840,212)	\$ (6,881,624)	\$ (6,734,022)	\$ (8,416,063)	\$ (9,280,027)	\$ (9,607,329)	\$ (10,560,768)	\$ (10,633,414)	\$ (12,608,919)	
Interest	\$ 18,722	\$ 14,846	\$ 18,904	\$ (30,178)	\$ (39,789)	\$ (30,177)	\$ (35,407)	\$ (113,972)	\$ (149,670)	\$ (188,800)	\$ (250,588)	\$ (267,003)	\$ (358,653)	\$ (410,413)	\$ (412,897)	\$ (404,041)	\$ (504,964)	\$ (556,802)	\$ (576,440)	\$ (633,646)	\$ (638,005)		\$ (5,548,973)

Value indicates capital surplus (positive value), shortfall (negative value), or balanced (zero) at the end of the modeled term

Targeted increase to balance reserve fund account by 2037



ALL ASSETS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Accumulated Total	\$ -	\$ 658,846	\$ 1,340,446	\$ 3,258,446	\$ 4,134,446	\$ 4,692,446	\$ 5,478,446	\$ 8,083,446	\$ 9,289,446	\$ 10,516,946	\$ 12,135,946	\$ 13,260,946	\$ 15,419,446	\$ 17,168,446	\$ 17,585,446	\$ 17,816,946	\$ 20,226,946	\$ 21,426,946	\$ 22,446,446	\$ 23,676,446	\$ 23,966,446	\$ 26,168,946

Budget Plan 1: Even Annual Contribution	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTAL
Required Annual Budget	\$ 500,000	\$ 548,000	\$ 725,000	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 1,283,764	\$ 26,164,514
Reserve Balance (Even Contribution)	\$ 624,060	\$ 407,876	\$ 463,512	\$ (156,819)	\$ 241,536	\$ 974,546	\$ 1,501,546	\$ 225,357	\$ 309,881	\$ 375,441	\$ 51,469	\$ 211,777	\$ (656,606)	\$ (1,161,239)	\$ (364,149)	\$ 666,266	\$ (439,983)	\$ (382,618)	\$ (141,311)	\$ (96,026)	\$ 891,977	\$ -	
Interest	\$ 18,722	\$ 12,236	\$ 13,905	\$ (9,409)	\$ 7,246	\$ 29,236	\$ 45,046	\$ 6,761	\$ 9,296	\$ 11,263	\$ 1,544	\$ 6,353	\$ (39,396)	\$ (69,674)	\$ (21,849)	\$ 19,988	\$ (26,399)	\$ (22,957)	\$ (8,479)	\$ (5,762)	\$ 26,759		\$ 4,432

Budget Plan 2: 2% Increase Annually	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTAL
Required Annual Budget	\$ 500,000	\$ 548,000	\$ 725,000	\$ 1,099,908	\$ 1,121,907	\$ 1,144,345	\$ 1,167,232	\$ 1,190,576	\$ 1,214,388	\$ 1,238,675	\$ 1,263,449	\$ 1,288,718	\$ 1,314,492	\$ 1,340,782	\$ 1,367,598	\$ 1,394,950	\$ 1,422,849	\$ 1,451,306	\$ 1,480,332	\$ 1,509,938	\$ 1,540,137	\$ 1,570,940	\$ 26,895,521
Reserve Balance (2% Annual Increase)	\$ 624,060	\$ 407,876	\$ 463,512	\$ (340,674)	\$ (115,208)	\$ 464,224	\$ 859,382	\$ (529,260)	\$ (552,628)	\$ (574,610)	\$ (964,638)	\$ (858,798)	\$ (1,754,334)	\$ (2,267,812)	\$ (1,453,283)	\$ (377,030)	\$ (1,386,803)	\$ (1,218,705)	\$ (830,996)	\$ (600,917)	\$ 613,165	\$ -	-
Interest	\$ 18,722	\$ 12,236	\$ 13,905	\$ (20,440)	\$ (6,912)	\$ 13,927	\$ 25,781	\$ (31,756)	\$ (33,158)	\$ (34,477)	\$ (57,878)	\$ (51,528)	\$ (105,260)	\$ (136,069)	\$ (87,197)	\$ (22,622)	\$ (83,208)	\$ (73,122)	\$ (49,860)	\$ (36,055)	\$ 18,395		\$ (726,575)

No Change to Existing Contribution	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTAL
Required Annual Budget	\$ 500,000	\$ 548,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 15,548,000
Reserve Balance (Even Contribution)	\$ 624,060	\$ 407,876	\$ 463,512	\$ (715,583)	\$ (909,518)	\$ (797,089)	\$ (905,914)	\$ (2,840,269)	\$ (3,491,685)	\$ (4,203,686)	\$ (5,349,907)	\$ (6,070,902)	\$ (7,868,656)	\$ (9,364,775)	\$ (9,618,661)	\$ (9,702,281)	\$ (11,969,418)	\$ (13,162,583)	\$ (14,246,838)	\$ (15,606,648)	\$ (16,108,047)	\$ (18,552,030)	
Interest	\$ 18,722	\$ 12,236	\$ 13,905	\$ (42,935)	\$ (54,571)	\$ (47,825)	\$ (54,355)	\$ (170,416)	\$ (209,501)	\$ (252,221)	\$ (320,994)	\$ (364,254)	\$ (472,119)	\$ (561,886)	\$ (577,120)	\$ (582,137)	\$ (718,165)	\$ (789,755)	\$ (854,810)	\$ (936,399)	\$ (966,483)		\$ (7,931,084)

Value indicates capital surplus (positive value), shortfall (negative value), or balanced (zero) at the end of the modeled term
Targeted increase to balance reserve fund account by 2037

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – January 31, 2019

AUTHOR: Tina Perreault, General Manager, Corporate Services / Chief Financial Officer
Ben Smale, Asset Management Coordinator

SUBJECT: WASTEWATER ASSET MANAGEMENT AND RATE REVIEWS

RECOMMENDATIONS

THAT the report titled Wastewater Asset Management and Rate Reviews be received;

AND THAT the Sewage Treatment Facilities Service Bylaw 428, Schedule C be amended to increase the Wastewater System User Fees by 25.0% in 2019;

AND THAT the Sewage Treatment Facilities Service Bylaw 428, Schedule B be amended to increase the Wastewater System Frontage Fees by 2.0% in 2019;

AND THAT the Woodcreek Park Sewer User Rates Bylaw 430, Schedule A be amended to increase the Wastewater System User Fees by 25.0% and the Frontage Fees by 2.0% in 2019;

AND THAT the Painted Boat Sewage Treatment Facilities Fees and Charges Bylaw 644, Schedule A be amended to increase the Wastewater System User Fees by 25.0% in 2019;

AND THAT the Sakinaw Ridge Community Sewage Treatment System Bylaw 714, Schedule A be amended to increase the Wastewater System User Fees by 25.0% and the Frontage Fees by 2.0% in 2019;

AND THAT Bylaws 428, 430, 644 and 714 be amended to include:

- Invoices are due on the due date specified on the invoice and payments must be received by 4:30pm PST;
- No rebate, refund or credit on any fees collected in error after two years from the date of payment will be issued;

AND FURTHER THAT the 2019-2023 Financial Plan be amended accordingly.

BACKGROUND

The bylaws to regulate the rates and operation of the Wastewater treatment facilities for the Sunshine Coast Regional District (SCRD) include:

- Bylaw 428 – Sewage Treatment Facilities Service
- Bylaw 430 – Woodcreek Park Sewer User Rates
- Bylaw 644 – Painted Boat Sewage Treatment Facilities Fees and Charges
- Bylaw 714 – Sakinaw Ridge Community Sewage Treatment System

Each year as part of the Financial Planning process, the rates are reviewed for each Wastewater service area and the respective rate schedules are amended. Copies of the Bylaws can be found on the SCRD website at: [Bylaws: Infrastructure](#).

The SCRD currently operates 15 Wastewater treatment facilities. These 15 facilities collect, treat, and dispose of wastewater from defined service areas comprised of 541 users and 682 parcels. The current user fees and frontage fees per single family residential dwelling are provided in Table 1 and Table 3, respectively.

The Wastewater service areas are moving towards a rate strategy similar to the water service areas. With this funding strategy, user fees fund operational costs and frontage fees (parcel taxes) fund capital costs. This funding strategy creates a more clearly defined and equitable distinction between properties that are fully developed (active system users), and properties that have not yet been developed (potential system users).

DISCUSSION

Options and Analysis

In 2018, the SCRD initiated an asset management review of its inventory, condition, operational funding, capital funding, and organizational strategy in the wastewater service areas. This review is ongoing, but has identified several key operational issues that require further attention:

1. Operational funding for field staff in the Wastewater service areas is not sufficient to meet all legislated requirements of facility operation.
2. Operational funding for office staff in the Wastewater service areas is not sufficient to fund planning, proactive maintenance requirements of facility operation, and appropriate corporate record keeping.
3. Operational funding for a vehicle in the Wastewater service areas was previously pooled as part of water operations in nearby areas, but this is no longer feasible due to growing operational requirements in Wastewater.
4. Operational funding for tools in the Wastewater service areas is not sufficient, and is commonly supplemented by tools and equipment used for water operations.

Based on historical financial results for these services, generally, surpluses have been generated year over year. However, this is due to the deferral of maintenance due to a staffing deficiency.

All of the SCRD Wastewater treatment facilities are assets received as a result of development. These facilities vary in size, technology cost and age. With the completion and finalization of the asset management review, information regarding requirements for each Wastewater treatment facility will be provided.

User Fees

Option 1: User fee increase of 25%

The current user fees for the Wastewater systems are provided in Table 1. A user fee increase of 25% would generate an additional \$51,626 in revenue to address some of the operational issues noted above. Staff are recommending a formalized maintenance program for the Wastewater systems. Budget proposals will be presented as part of Round 1 budget.

Based on some preliminary results from the asset management review, each Wastewater treatment facility requires a minimum increase to its operational budget of 25%. All Wastewater service areas have some requirement for administrative and capital projects within the next five years. Accordingly, staff recommend that the application of a 25% rate increase will effectively improve our ability to address these projects. A complete listing of these projects will be provided as part of the asset management review.

Accordingly, staff recommend a user rate increase of 25% for 2019. This rate increase is intended to make a material impact to operational funding while keeping rate increases equitable and achievable for the users. This will also allow for more time for staff to develop the comprehensive Asset Management Plan, including the capital needs, scheduled to be complete in Q3/Q4 2019.

Option 2: User fee increase of 50%

The current user fees for the Wastewater systems are provided in Table 2. A user fee increase of 50% would generate an additional \$103,000 in revenue to address the operational issues noted above and ensure legislative requirements are being met. Staff are recommending a formalized maintenance program for the Wastewater systems. Budget proposals will be presented as part of Round 1 Budget.

Staff do not recommend this option at this point because each Wastewater treatment facility is unique and has various cost requirements that are still to be determined as part of the asset management review.

Frontage Fees

The current frontage fees for the Wastewater systems are provided in Table 3. Frontage fees will be reviewed as part of the asset management plan. Until that time, staff recommend that frontage fees be increased annually to account for Canadian inflationary cost of construction, at minimum. The current five year moving average for infrastructure construction price index (2012 to 2017) indicates a 2.0% inflation rate for infrastructure costs. Therefore, frontage fees should be increased by 2.0% for 2019.

Table 1: Wastewater service area proposed user fee rate increase 25%

Function	Description	# of Users	2018 (Existing)		2019 (25% Increase)	
			Res. User Fee	Total	Res. User Fee	Total
381	Greaves	5	\$ 204.00	\$ 1,020.00	\$ 255.00	\$ 1,275.00
382	Woodcreek	73	\$ 400.00	\$ 29,200.00	\$ 500.00	\$ 36,500.00
383	Sunnyside	8	\$ 100.00	\$ 800.00	\$ 125.00	\$ 1,000.00
384	Jolly Roger	31	\$ 330.00	\$ 10,230.00	\$ 412.50	\$ 12,787.50
385	Secret Cove	32	\$ 330.00	\$ 11,970.00	\$ 412.50	\$ 14,962.50
386	Lee Bay	106	\$ 330.00	\$ 34,980.00	\$ 412.50	\$ 43,725.00
387	Square Bay	79	\$ 330.00	\$ 26,070.00	\$ 412.50	\$ 32,587.50
388	Langdale	40	\$ 450.00	\$ 18,000.00	\$ 562.50	\$ 22,500.00
389	Canoe	5	\$ 175.00	\$ 875.00	\$ 218.75	\$ 1,093.75
390	Merrill	12	\$ 545.00	\$ 6,540.00	\$ 681.25	\$ 8,175.00
391	Curran	51	\$ 380.00	\$ 19,380.00	\$ 475.00	\$ 24,225.00
392	Roberts Creek	31	\$ 450.00	\$ 13,950.00	\$ 562.50	\$ 17,437.50
393	Lilly's Lake	28	\$ 450.00	\$ 12,600.00	\$ 562.50	\$ 15,750.00
394	Painted Boat	32	\$ 430.00	\$ 16,490.00	\$ 537.50	\$ 20,612.50
395	Sakinaw Ridge	8	\$ 575.00	\$ 4,600.00	\$ 718.75	\$ 5,750.00
Total		541	\$ 206,705.00		\$ 258,381.25	

Table 2: Wastewater service area proposed user fee rate increase 50%

Function	Description	# of Users	2018 (Existing)		2019 (50% Increase)	
			Res. User Fee	Total	Res. User Fee	Total
381	Greaves	5	\$ 204.00	\$ 1,020.00	\$ 306.00	\$ 1,530.00
382	Woodcreek	73	\$ 400.00	\$ 29,200.00	\$ 600.00	\$ 43,800.00
383	Sunnyside	8	\$ 100.00	\$ 800.00	\$ 150.00	\$ 1,200.00
384	Jolly Roger	31	\$ 330.00	\$ 10,230.00	\$ 495.00	\$ 15,345.00
385	Secret Cove	32	\$ 330.00	\$ 11,970.00	\$ 495.00	\$ 17,955.00
386	Lee Bay	106	\$ 330.00	\$ 34,980.00	\$ 495.00	\$ 52,470.00
387	Square Bay	79	\$ 330.00	\$ 26,070.00	\$ 495.00	\$ 39,105.00
388	Langdale	40	\$ 450.00	\$ 18,000.00	\$ 675.00	\$ 27,000.00
389	Canoe	5	\$ 175.00	\$ 875.00	\$ 262.50	\$ 1,312.50
390	Merrill	12	\$ 545.00	\$ 6,540.00	\$ 817.50	\$ 9,810.00
391	Curran	51	\$ 380.00	\$ 19,380.00	\$ 570.00	\$ 29,070.00
392	Roberts Creek	31	\$ 450.00	\$ 13,950.00	\$ 675.00	\$ 20,925.00
393	Lilly's Lake	28	\$ 450.00	\$ 12,600.00	\$ 675.00	\$ 18,900.00
394	Painted Boat	32	\$ 430.00	\$ 16,490.00	\$ 645.00	\$ 24,735.00
395	Sakinaw Ridge	8	\$ 575.00	\$ 4,600.00	\$ 862.50	\$ 6,900.00
Total		541	\$ 206,705.00		\$ 310,057.50	

Table 3: Wastewater service area proposed frontage fee increase

Function	Description	# of Frontage	2018 (Existing)		2019 (2% Increase)	
			Frontage Fee	Total	Frontage Fee	Total
381	Greaves	6	\$ 100.00	\$ 600.00	\$ 102.00	\$ 612.00
382	Woodcreek	73	\$ 100.00	\$ 7,300.00	\$ 102.00	\$ 7,446.00
383	Sunnyside	11	\$ 50.00	\$ 550.00	\$ 51.00	\$ 561.00
384	Jolly Roger	32	\$ 20.00	\$ 640.00	\$ 20.40	\$ 652.80
385	Secret Cove	30	\$ 100.00	\$ 3,000.00	\$ 102.00	\$ 3,060.00
386	Lee Bay	178	\$ 100.00	\$ 17,800.00	\$ 102.00	\$ 18,156.00
387	Square Bay	93	\$ 100.00	\$ 9,300.00	\$ 102.00	\$ 9,486.00
388	Langdale	40	\$ 100.00	\$ 4,000.00	\$ 102.00	\$ 4,080.00
389	Canoe	10	\$ 150.00	\$ 1,500.00	\$ 153.00	\$ 1,530.00
390	Merrill	14	\$ 260.00	\$ 3,640.00	\$ 265.20	\$ 3,712.80
391	Curran	70	\$ 150.00	\$ 10,500.00	\$ 153.00	\$ 10,710.00
392	Roberts Creek	31	\$ 200.00	\$ 6,200.00	\$ 204.00	\$ 6,324.00
393	Lilly's Lake	29	\$ 200.00	\$ 5,800.00	\$ 204.00	\$ 5,916.00
394	Painted Boat	34	\$ -	\$ -	\$ -	\$ -
395	Sakinaw Ridge	31	\$ 410.00	\$ 12,710.00	\$ 418.20	\$ 12,964.20
Total		682		\$83,540.00		\$85,210.80

Other Administrative Updates

The current Bylaws specify that invoices (other than annual invoices) are due within 30 days of the date of billing. It is recommended that the Bylaws be amended to specify that the invoice is due on the due date as specified which is generally 30 days from the date of billing. Additionally, it is recommended that the Bylaw specify that payments must be received by 4:30 pm PST.

The current Bylaws do not include a statement about how rebates, refunds or credits are handled. It is recommended that the Bylaws be amended to include that refunds or adjustments on any fees collected in error will only be issued up to two years from the payment date. This aligns with other utility bylaws.

Future Rate Reviews

Further rate reviews will be required to balance the operational shortfall in all of the Wastewater service areas. The target for operational and capital funding is still being determined as part of the asset management plan. However, staff suggest that the current recommended user fee increase of 25% will be required by every function area to balance their operational costs. Many of the service areas will require the user fee increase of at least 50%, but not all service areas may require 50% increase to operational funding. This is part of the rationale behind the recommendation for 25% rather than 50%.

It should be noted that several Wastewater service areas, such as Woodcreek (382), Square Bay (387), Canoe (389), and Merrill (390) have capital projects in progress that will affect their funding and will require subsequent rate review during the 2019 fiscal year.

Financial Implications

It is recommended that user fees be increased by 25% and frontage fees be increased by 2% in 2019. The historic rates, relative fee increases, and total impact on fees is provided in Attachment A of this report.

As Table 1 above outlines, this increase will collectively generate \$51,676 from all the Wastewater services for 2019, which is also in support of the upcoming Budget Proposals to address regulatory and operational issues for the facilities.

Communications Strategy

A Communication Plan has been developed to inform homeowners of the rate increases. Information regarding rate changes will be communicated via print advertising, social media and on the on utility invoices sent to customers. The rate changes are also included in the public presentations for the budget process.

Further community consultation is planned as part of the Wastewater asset management process in the second quarter of 2019.

STRATEGIC PLAN AND RELATED POLICIES

Annual reviews and adjustments of fees and charges are consistent with Section 4.2.2 of the Financial Sustainability Policy.

CONCLUSION

The Wastewater service areas are currently under asset management review to determine the operational and capital funding requirements. The results of the review completed to date indicates that both operational and capital funding are in a shortfall position.

Until the asset management review is completed and due to inflationary cost of construction, staff also recommend that parcel taxes be increased by 2% in 2019.

Further increases to both user fees and frontage fees should be expected for 2020. The results of the asset management review in these services will be summarized in an asset management plan for the service areas. This will be completed in 2019.

Staff recommend an incremental increase to user rates of 25%, which will address some of the operational issues identified to date. Budget proposals will be brought forward with Round 1 Budget.

Reviewed by:			
Manager		Finance	X – S. Zacharias
GM	X-R.Rosenboom	Legislative	X - A. Legault
CAO	X-J. Loveys	Other:	

Attachment A: Historic Rates by Wastewater Service Area

Historical Rates: 381 - Greaves							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	204.00	204.00	204.00	204.00	204.00	204.00	255.00
Frontage Fee	100.00	100.00	100.00	100.00	100.00	100.00	102.00
Total	304.00	304.00	304.00	304.00	304.00	304.00	357.00
Total \$ Increase	0.00	0.00	0.00	0.00	0.00	0.00	53.00
Total % Increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	17.4%

Historical Rates: 382 - Woodcreek							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	400.00	400.00	400.00	400.00	400.00	400.00	500.00
Frontage Fee	100.00	100.00	100.00	100.00	100.00	100.00	102.00
Total	500.00	500.00	500.00	500.00	500.00	500.00	602.00
Total \$ Increase	0.00	0.00	0.00	0.00	0.00	0.00	102.00
Total % Increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.4%

Historical Rates: 383 - Sunnyside							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	100.00	100.00	100.00	100.00	100.00	100.00	125.00
Frontage Fee	50.00	50.00	50.00	50.00	50.00	50.00	51.00
Total	150.00	150.00	150.00	150.00	150.00	150.00	176.00
Total \$ Increase	0.00	0.00	0.00	0.00	0.00	0.00	26.00
Total % Increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	17.3%

Historical Rates: 384 - Jolly Roger							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	330.00	330.00	330.00	330.00	330.00	330.00	412.50
Frontage Fee	20.00	20.00	20.00	20.00	20.00	20.00	20.40
Total	350.00	350.00	350.00	350.00	350.00	350.00	432.90
Total \$ Increase	0.00	0.00	0.00	0.00	0.00	0.00	82.90
Total % Increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	23.7%

Historical Rates: 385 - Secret Cove							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	330.00	330.00	330.00	330.00	330.00	330.00	412.50
Frontage Fee	100.00	100.00	100.00	100.00	100.00	100.00	102.00
Total	430.00	430.00	430.00	430.00	430.00	430.00	514.50
Total \$ Increase	0.00	0.00	0.00	0.00	0.00	0.00	84.50
Total % Increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.7%

Historical Rates: 386 - Lee Bay							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	330.00	330.00	330.00	330.00	330.00	330.00	412.50
Frontage Fee	100.00	100.00	100.00	100.00	100.00	100.00	102.00
Total	430.00	430.00	430.00	430.00	430.00	430.00	514.50
Total \$ Increase	0.00	0.00	0.00	0.00	0.00	0.00	84.50
Total % Increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.7%

Historical Rates: 387 - Square Bay							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	330.00	330.00	330.00	330.00	330.00	330.00	412.50
Frontage Fee	100.00	100.00	100.00	100.00	100.00	100.00	102.00
Total	430.00	430.00	430.00	430.00	430.00	430.00	514.50
Total \$ Increase	0.00	0.00	0.00	0.00	0.00	0.00	84.50
Total % Increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.7%

Historical Rates: 388 - Langdale							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	450.00	450.00	450.00	450.00	450.00	450.00	562.50
Frontage Fee	100.00	100.00	100.00	100.00	100.00	100.00	102.00
Total	550.00	550.00	550.00	550.00	550.00	550.00	664.50
Total \$ Increase	0.00	0.00	0.00	0.00	0.00	0.00	114.50
Total % Increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.8%

Historical Rates: 389 - Canoe							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	125.00	125.00	125.00	175.00	175.00	175.00	218.75
Frontage Fee	100.00	100.00	100.00	150.00	150.00	150.00	153.00
Total	225.00	225.00	225.00	325.00	325.00	325.00	371.75
Total \$ Increase	0.00	0.00	0.00	100.00	0.00	0.00	46.75
Total % Increase	0.0%	0.0%	0.0%	44.4%	0.0%	0.0%	14.4%

Historical Rates: 390 - Merrill							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	456.00	456.00	456.00	545.00	545.00	545.00	681.25
Frontage Fee	200.00	200.00	200.00	260.00	260.00	260.00	265.20
Total	656.00	656.00	656.00	805.00	805.00	805.00	946.45
Total \$ Increase	0.00	0.00	0.00	149.00	0.00	0.00	141.45
Total % Increase	0.0%	0.0%	0.0%	22.7%	0.0%	0.0%	17.6%

Historical Rates: 391 - Curran							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	330.00	330.00	330.00	380.00	380.00	380.00	475.00
Frontage Fee	100.00	100.00	100.00	150.00	150.00	150.00	153.00
Total	430.00	430.00	430.00	530.00	530.00	530.00	628.00
Total \$ Increase	0.00	0.00	0.00	100.00	0.00	0.00	98.00
Total % Increase	0.0%	0.0%	0.0%	23.3%	0.0%	0.0%	18.5%

Historical Rates: 392 - Roberts Creek							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	375.00	375.00	450.00	450.00	450.00	450.00	562.50
Frontage Fee	100.00	200.00	200.00	200.00	200.00	200.00	204.00
Total	475.00	575.00	650.00	650.00	650.00	650.00	766.50
Total \$ Increase	0.00	100.00	75.00	0.00	0.00	0.00	116.50
Total % Increase	0.0%	21.1%	13.0%	0.0%	0.0%	0.0%	17.9%

Historical Rates: 393 - Lilly's Lake							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	450.00	450.00	450.00	450.00	450.00	450.00	562.50
Frontage Fee	200.00	200.00	200.00	200.00	200.00	200.00	204.00
Total	650.00	650.00	650.00	650.00	650.00	650.00	766.50
Total \$ Increase	0.00	0.00	0.00	0.00	0.00	0.00	116.50
Total % Increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	17.9%

Historical Rates: 394 - Painted Boat							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee	430.00	430.00	430.00	430.00	430.00	430.00	537.50
Frontage Fee	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	430.00	430.00	430.00	430.00	430.00	430.00	537.50
Total \$ Increase	0.00	0.00	0.00	0.00	0.00	0.00	107.50
Total % Increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%

Historical Rates: 395 - Sakinaw Ridge							
	2013	2014	2015	2016	2017	2018	Proposed 2019
User Fee						575.00	718.75
Frontage Fee						410.00	418.20
Total						985.00	1136.95
Total \$ Increase						985.00	151.95
Total % Increase						0.0%	15.4%

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – January 31, 2019

AUTHOR: Angie Legault, Senior Manager, Administration and Legislative Services

SUBJECT: DRAFT ASSOCIATION OF VANCOUVER ISLAND AND COASTAL COMMUNITIES (AVICC) RESOLUTIONS

RECOMMENDATION(S)

THAT the report titled Draft Association of Vancouver Island and Coastal Communities (AVICC) Resolutions be received;

AND THAT the resolutions be reviewed and if approved, forwarded to the January 31, 2019 Board meeting for adoption.

BACKGROUND

At the January 24, 2019 Infrastructure Services Committee meeting, staff were requested to prepare resolutions for possible submission to AVICC on:

1. Declaring a climate change emergency
2. Local government involvement in land use planning between provincial and indigenous governments
3. Logging in the rural-urban interface
4. Parking enforcement in rural areas.

Guidelines for drafting resolutions state that a resolution should answer three questions:

1. What is the problem?
2. What is causing the problem?
3. What is the best way to solve the problem?

The deadline for submission of resolutions for consideration at the AVICC Annual General Meeting is February 7, 2019. Resolutions must be adopted by the Board no later than the January 31 meeting in order to meet AVICC's submission deadline. Background information must also be submitted with the resolution. AVICC and Union of British Columbia Municipalities (UBCM) resolution guidelines encourage local governments to avoid 'repeat' resolutions.

DISCUSSION

Staff have drafted resolutions for consideration.

Climate Change Emergency

Staff were unable to locate any previous UBCM resolutions seeking to declare a climate emergency but note the City of Vancouver recently made a declaration with follow up work to be done on new ways to reduce greenhouse gas emissions and set new climate change targets.

The SCRД previously submitted UBCM resolution 2016 B58 in relation to the implementation of Climate Leadership Team recommendations as follows:

WHEREAS communities are vulnerable to the impacts of climate change and local governments are seeking ways to strengthen their resiliency;

AND WHEREAS the provincial government has committed to developing a Climate Leadership Plan that supports mutually beneficial climate actions:

THEREFORE BE IT RESOLVED that the provincial government be urged to implement all 32 policy action recommendations set out in the “Climate Leadership Team Recommendations to Government” report and work collaboratively with local governments in order to develop policies and programs to mitigate the impacts of climate change on BC communities.

The Ministry of Environment responded that the “Climate Leadership Team developed a thoughtful report that outlines the need to protect the natural environment, industry competitiveness, and family affordability. With the Climate Leadership Plan announcement on August 19, 2016, the Province has addressed 18 of the Climate Leadership Team’s 32 recommendations. The Ministry has already acted on several, and the plan includes more key areas where British Columbia can take action now to reduce greenhouse gas emissions. Government will continue to work on addressing further recommendations through the Pan Canadian Framework and other processes. We will work with local governments to expand on the progress already made under our Climate Action Charter and seek further participation of First Nations in new opportunities.”

If the Committee wishes to pursue further action, a draft resolution has been prepared as follows:

WHEREAS the impacts of climate change in the form of extreme weather events, wildfires and drought are occurring at an accelerated rate and with growing frequency throughout BC and are creating major financial, social and environmental costs which are largely being borne by local governments and the residents they serve;

AND WHEREAS there is an urgency for action but a lack of resources and coordination to support local governments in their ability to adapt to and mitigate the ongoing effects of climate change, especially with respect to infrastructure upgrades, repairs and maintenance, and emergency preparedness measures:

THEREFORE BE IT RESOLVED THAT the provincial government be urged to declare a province-wide Climate Emergency in order to emphasize the critical imperative for immediate action and to assist with province-wide collaboration and coordination of resources that will support local governments and communities in their ability to adapt and manage ongoing change.

Intergovernmental Collaboration on Land Use Planning

Staff were unable to locate previous AVICC or UBCM resolutions on this subject. A resolution have been prepared for the Committee's consideration.

WHEREAS the inclusion of local governments in joint indigenous - provincial land use planning processes would offer an opportunity for intergovernmental collaboration and open communication that supports relationship-building and government-to-government reconciliation efforts with First Nations;

AND WHEREAS local governments who are responsible for undertaking planning activities and providing services within defined geographic boundaries wish to engage with First Nations partners to address common interests and community needs:

THEREFORE BE IT RESOLVED THAT the provincial government be urged to include local governments in land use planning discussions with First Nations to ensure continuity of government-to-government engagement and support collaborative and complementary approaches to land use planning that recognize community interests.

Logging in the Urban Interface

Staff have reviewed the UBCM resolution database and note resolution 2010 B91 as follows:

WHEREAS rural communities, particularly in the 13 resort communities struggle to balance reduction of wildfire hazard, ecosystem health, tourism and social-recreational values in the forests surrounding their municipalities;

AND WHEREAS the expectation of long-term timber revenue from wildland-urban interface is in conflict with other compelling values and the 2 kilometre buffer zone is insufficient for many local governments:

THEREFORE BE IT RESOLVED that the Ministry of Forests and Range update its policies to: (a) establish community interface forests as unique buffer zones, with local governments empowered to define the 'zone'; (b) place stumpage revenue from the sale of crown timber off crown land in the 'zone' in trust for the community to manage the community interface forest; (c) amend existing policies to ensure that the primary management goal within the wildland-urban interface should be the reduction of wildfire hazard and promotion of ecosystem health and resilience; and (d) work with local governments to fund and implement a comprehensive management program based on current sound science research that protects the economic, environmental and social assets of community interface forests.

The Ministry of Natural Resource Operations responded that: “Helping protect communities from the threat of interface wildfires remains a government priority. Since 2004, the Province has provided more than \$37 million to local governments, through the UBCM, to help pay for interface fire preparation. As of August 31, 2010, 197 local governments and First Nations communities have either completed or are in the process of completing community wildfire protection plans. We know these plans work. Community wildfire protection plans are community driven, and balance the need for wildfire protection with local environmental, economic and recreational values. That said, the ministry is always open to ideas for improving community wildfire protection. Emphasis is being placed on developing new commercial opportunities such as bio-energy which will help utilize waste fibre in the interface zone which may not be suitable for traditional wood products making treatments even more economically viable. We fully support the concept presented in the resolution that local governments should review and amend their existing policies and practices to reduce wildfire hazards in interface zones.”

As the provincial response was focused on wildfires, the Committee may wish to proceed with a new resolution. Staff have prepared the following for consideration:

WHEREAS urban-rural fringe areas are transition zones where industrial land uses such as logging or other resource extraction, may conflict with local values or impact private water sources or contribute to property damage related to storm water management and erosion;

AND WHEREAS local government and private property owners have limited ability to influence resource extraction decisions;

THEREFORE BE IT RESOLVED THAT the provincial government establish buffer zones adjacent to residential properties that reduce conflict and ensure that property owners are protected from the adverse effects of resource extraction.

Parking Enforcement in Rural Areas

In 2014, the SCRD submitted the following resolution (B102) that was endorsed by both AVICC and UBCM:

WHEREAS the RCMP are responsible for enforcing parking regulations in rural areas;

AND WHEREAS the process required to ticket and/or tow parking offenders is time consuming and takes policing resources away from other priorities:

THEREFORE BE IT RESOLVED that regional districts be granted the authority to enforce parking regulations within their boundaries.

The Ministry of Transportation and Infrastructure responded that: “Currently the *Motor Vehicle Act* provides municipalities with the authority to enforce parking regulations within their boundaries. The same authority is not provided to regional districts. Research is required to understand the basis for the difference and determine whether there were any specific reasons for excluding the regional districts when the original legislation was enacted. Based upon the

research, further consultation and policy analysis may be required before considering the change.”

Staff are not aware of any further action on this matter.

Regional Districts are not the road authority, but as the local government with a direct connection to the community, complaints are commonly received about vehicles parked illegally and impacting the safe movement of pedestrians, traffic and emergency vehicles in areas like accesses to docks and boat launches, roads near waterfront parks, or for busy public or private events where parking is limited.

Staff caution that should the authority to enforce parking be granted, additional staffing resources may be required. Careful consideration should be given to balancing service requests with the financial responsibility for items currently within provincial jurisdiction. Staff have prepared a resolution to re-affirm the request for authority; including an alternative to advocate for additional provincial resources for enforcement (e.g. RCMP funding). A further option could be to work with the RCMP through the Policing Committee to prioritize parking enforcement; particularly during the summer months when complaints are more frequent.

WHEREAS the RCMP are responsible for enforcing parking regulations in rural areas which takes policing resources away from other priorities;

AND WHEREAS the provincial response to UBCM Resolution 2014-B102 requesting that regional districts be granted the authority to enforce parking regulations within their boundaries indicated that further research was required prior to undertaking any policy change:

THEREFORE BE IT RESOLVED THAT that the Ministry of Transportation and Infrastructure and the Ministry of Public Safety and Solicitor General jointly review parking enforcement in the rural areas to either provide regional districts with the authority to enforce parking regulations within their boundaries or to adequately resource rural detachments to ensure that community safety issues related to illegal parking are addressed.

STRATEGIC PLAN AND RELATED POLICIES

Submission of resolutions to AVICC is in alignment with SCRD's value of Collaboration and also supports SCRD's mission to provide leadership and quality services to our community through effective and responsive government.

CONCLUSION

Draft AVICC resolutions have been prepared for consideration. If the resolutions are approved, staff recommend forwarding them to the January 31, 2019 Board meeting for approval in order to meet AVICC's February 7 deadline.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X-J. Loveys	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee - January 31, 2019

AUTHOR: Angie Legault, Senior Manager, Administration and Legislative Services

SUBJECT: PROVINCIAL NOMINEE REGIONAL PILOT PROGRAM

RECOMMENDATION(S)

THAT the report titled Provincial Nominee Regional Pilot Program be received;

AND THAT the Committee provide direction on the execution of the application for the SCRD to participate in the Pilot Program for immigrant entrepreneurs.

BACKGROUND

The Sunshine Coast Regional Economic Development Organization (SCREDO) is coordinating the enrollment of the Sunshine Coast in the new Provincial Nominee Regional Pilot Program (BC PNP) for immigrant investors. SCREDO has completed the application form on behalf of the Sunshine Coast Regional District (SCRD) but enrollment guidelines require the SCRD to consent to the nomination.

DISCUSSION

SCREDO has selected nine subsectors for investment and distributed them between the applications for the District of Sechelt, Town of Gibsons and the SCRD. The "Priority Economic Development Subsectors" identified in the application for the SCRD are wood product manufacturing, nursing and residential care facilities and amusement, gambling and recreation industries (tourism, resorts, zip line, canopy tours, etc.).

Organizational and Intergovernmental Implications

By signing the application (see Attachment 1), the SCRD is committing to participate in the BC PNP orientation/training session, prepare information for and meet with prospective foreign entrepreneurs, submit referral forms for foreign entrepreneurs selected, and establish or use existing networks to provide assistance/information for foreign entrepreneurs.

STRATEGIC PLAN AND RELATED POLICIES

This report supports the SCRD values of collaboration and transparency.

CONCLUSION

SCREDO is coordinating the enrollment of the Sunshine Coast in the new Provincial Nominee Regional Pilot Program for immigrant entrepreneurs and has requested SCRD endorsement of the application form.

If the Board wishes to proceed with the application, a motion authorizing the delegated signing authorities to execute the agreement would be required.

Attachment 1: Community Enrollment Form

Attachment 2: BC Provincial Nominee Program (BC PNP) Entrepreneur Immigration (EI)
Regional Pilot Overview

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



Ministry of
Jobs, Trade
and Technology

COMMUNITY ENROLMENT FORM

Reset Form

Send your completed form & attachments to:
PNPConcierge@gov.bc.ca

Important Information

The BC Provincial Nominee Program (BC PNP) Entrepreneur Immigration - Regional Pilot enables communities to have an active role in the attraction and retention of foreign entrepreneurs to support local economic development.

- This form is to be completed and signed by a community's Authorized Signing Officer (i.e. an individual who has the authority to act on behalf of the community, such as Mayor, Chief Administrative Officer, Regional District Chair, etc.)
- If you represent multiple communities, you must submit a separate Community Enrolment Form for each community.
- For full details, including entrepreneur eligibility criteria and a description of the full process, please see the Regional Pilot information on our website, WelcomeBC.ca/PNP.

Questions?

Email us: PNPConcierge@gov.bc.ca. BC PNP program staff can provide tailored immigration information.

A. COMMUNITY INFORMATION

LEGAL NAME:

Sunshine Coast Regional District

MAILING ADDRESS:

1975 Field Road

CITY/TOWN:

Sechelt,

POSTAL CODE:

V0N 3A1

WEBSITE:

<http://www.scrd.ca/>

B. COMMUNITY ELIGIBILITY

- To be eligible, the enrolling community must:
 - have a population of less than 75,000 people (as of December 2017); and,
 - be at least 30 kilometers away from any community that has a population of 75,000 or more.

Does your community have a population of less than 75,000 people?

Yes ☒

No ☐

Is your community at least 30km away from any community that has a population of 75,000 or more?

Yes ☒

No ☐

C. PRIORITY ECONOMIC DEVELOPMENT INDUSTRY SUBSECTORS IN YOUR COMMUNITY

- Foreign entrepreneurs who intend to establish themselves in your community must submit applications to the BC PNP that propose a business start-up in an industry consistent with the economic development priorities of your community.
- Industry subsectors are classified using the North American Industry Classification System (NAICS).

Identify up to three industry subsectors that will contribute to your community's economic development priorities. The subsectors you select will be confirmed after the orientation/training session.

1. 321 Wood product manufacturing
2. 623 Nursing and residential care facilities
3. 713 Amusement, gambling and recreation industries

F. AUTHORIZED SIGNING OFFICER DECLARATION

By submitting this Community Enrolment Form, your community is expected to:

- | | |
|--|--|
| • Participate in BC PNP orientation/training sessions | I understand <input checked="" type="checkbox"/> |
| • Prepare information for, and meet with, prospective foreign entrepreneurs interested in establishing new businesses in your community | I understand <input checked="" type="checkbox"/> |
| • Submit referral forms for foreign entrepreneurs your community has selected. Submitting a referral for a foreign entrepreneur does not guarantee invitation to apply | I understand <input checked="" type="checkbox"/> |
| • Establish or use existing networks in your community that provide assistance/information for foreign entrepreneurs. This may include: <ul style="list-style-type: none">○ Business supports (facilitating connections to local chamber of commerce, other entrepreneurs, etc.)○ Family settlement needs (introductions to settlement organizations, community groups, etc.) | I understand <input checked="" type="checkbox"/> |

The BC PNP has sole discretion and responsibility to assess a BC PNP application.	I understand <input checked="" type="checkbox"/>
---	--

I cannot have any vested interest in or other conflict of interest in any proposed businesses referred to the BC PNP.	I understand <input checked="" type="checkbox"/>
---	--

My immediate family members cannot have any vested interest, or other real or perceived conflict of interest, in any proposed businesses referred to the BC PNP.	I understand <input checked="" type="checkbox"/>
--	--

I represent and declare that I am authorized to act on the community's behalf in submitting this enrolment form.	I understand <input checked="" type="checkbox"/>
--	--

NAME OF AUTHORIZED SIGNING OFFICER:	JOB TITLE:
PHONE NUMBER:	EMAIL:
SIGNATURE:	DATE:

BRITISH
COLUMBIA

WelcomeBC

ENTREPRENEUR IMMIGRATION - REGIONAL PILOT

The BC Provincial Nominee Program (BC PNP) Entrepreneur Immigration (EI) Regional Pilot supports regional communities to attract entrepreneurs with a desire to start businesses, create jobs and settle in regional centres, and contribute to their local economy.

Topics on this page

Why a Regional Pilot?

What does the EI Regional Pilot look like?

Community eligibility

Applicant criteria

Pilot timeline

More information

Why a Regional Pilot?

Many regional communities across B.C. are facing a number of challenges related to their changing human capital needs. Although across B.C. the fertility rates are below replacement levels and the population is aging, regions are facing the additional challenge that young people are leaving for larger centers to find opportunities. This pilot is designed to support shared prosperity across the province.

The EI Regional Pilot is a partnership between communities and the province, focused on attracting motivated entrepreneurs from around the world to establish new businesses in regional communities to meet the community's specific needs. These new businesses will create jobs in priority sectors creating exciting new opportunities that keep people in the community.

As each community has the best knowledge of their local business environment, they are perfectly situated to identify the business opportunities and settlement support services that are available to the newly arrived entrepreneurs, therefore giving them a good start in their journey to building successful businesses and grow the local economy.

The EI Regional Pilot is designed to attract and support entrepreneurs with a desire to start a new business and settle in regional communities. Thus, the personal net worth and investment criteria have been reduced. This is reflective of the lower costs to start a business and settle in communities with less dense populations and the intent of capturing a new, more inclusive market segment not currently targeted by the Entrepreneur Immigration category of the program.

In addition, the requirements for community support ensure that immigrant entrepreneurs can flourish and succeed in the communities where they reside and establish their businesses.

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What does the EI Regional Pilot look like?

Key features of the EI Regional Pilot:

- **Active community role** – participating communities will have a key role in the process. They will be actively involved in attracting the foreign entrepreneur for their community. Working with their local partners, they will also use their community network to support the settlement of the foreign entrepreneur in the community.
- **BC PNP referrals** - participating communities can refer foreign entrepreneurs to the BC PNP. The foreign entrepreneur must have visited the community and their proposed business is aligned with the economic priorities and provides significant economic benefit to the community.
- **Community concierge** – participating communities can contact the program to access the services of a dedicated community concierge who can support communities with their immigration needs.
- **Invitations & prioritization** – foreign entrepreneurs who are referred by a participating community can register in a separate pool for the pilot. Registrations are scored and if invited, applications are prioritized. Invitations are issued at least monthly.

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Community eligibility

To be eligible for the EI Regional Pilot, communities must have a population of fewer than 75,000, be located beyond 30 km of a municipality of more than 75,000, and demonstrate their capacity to support foreign entrepreneurs through an established network of settlement and business support agencies.

This initiative is intended to maximize the economic benefits of immigration to B.C. to support shared prosperity across the province.

Immigration and pilot-specific training will be offered to community representatives and must be completed before confirming the enrollment. Communities will then be in a position to host exploratory visits and issue referrals for potential applicants.

For a list of enrolled communities, please see the [EI Regional Pilot - community profiles](#) page.

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Applicant criteria

The criteria targets entrepreneurs with a desire to start a business and settle in regional communities (populations of fewer than 75,000):

- exploratory community visit
- minimum of \$100,000 in eligible business investments
- minimum personal net worth of \$300,000
- minimum of 51% ownership
- minimum of 1 new job created

As part of the exploratory visit, the foreign entrepreneur will present their business idea to the community's designated contact person. The contact person will prepare a referral form for submission as part of the applicant's BC PNP registration.

The Regional Pilot is intended for entrepreneurs who are starting a new business. Entrepreneurs wishing to purchase existing businesses are able to register/apply under the Entrepreneur Immigration category of the program.

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Pilot timeline

The pilot will be delivered for an initial two year period, and will be carefully monitored to assess the community's capacity and its impact, ensuring continued integrity both for the BC PNP and communities.

In early 2019, enrolment registration will open. Please check back for further details.

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More information

For more information about the Entrepreneur Immigration - Regional Pilot, please contact us:

Entrepreneurs: En.Imm@gov.bc.ca

Communities: PNPConcierge@gov.bc.ca

Refer to our [BC PNP Entrepreneur Immigration Pocket Guide \(PDF, 1MB\)](#) for high-level information about our program criteria.

For a list of enrolled communities, please see the [EI Regional Pilot - community profiles](#) page.

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SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – January 31, 2019

AUTHOR: Sara Zacharias, Manager, Financial Services

SUBJECT: PARCEL TAX ROLL REVIEW PANEL

RECOMMENDATION

THAT the report titled Parcel Tax Roll Review Panel be received;

AND THAT:

- 3 members of the Board be appointed to the Parcel Tax Roll Review Panel;
- The Parcel Tax Roll Review Panel sitting be scheduled for February 21, 2019 at 9:00 a.m. in the SCRD Field Road Office Board Room; and
- The Chief Financial Officer be appointed Collector for the SCRD;

AND FURTHER THAT this recommendation be referred to the January 31, 2019 Regular Board Meeting for adoption.

BACKGROUND

The purpose of the Parcel Tax Roll review is to ensure that the billing information is correct for the 2019 parcel tax, and to authenticate the Parcel Tax Roll.

As authorized under the Pender Harbour Pool Parcel Tax Roll Bylaw No. 612, Community Recreation Facilities Parcel Tax Roll Bylaw No. 577, and the Water Rates Bylaw No. 422, including Regional Water, South Pender Harbour Water and North Pender Harbour Water Service Areas, parcel taxes will be assessed on all eligible parcels listed on the Parcel Tax Roll.

DISCUSSION

The *Community Charter* requires that a Parcel Tax Roll Review Panel (PTRRP) process be held to hear any matters referred to in *Community Charter Section 205 (1) [complaints to the parcel tax roll review panel]* and to authenticate the parcel tax roll.

Complaints to the review panel are to be in writing and are to make corrections only with respect to the following:

- Ø there is an error or omission respecting a name or address on the parcel tax roll;
- Ø there is an error or omission respecting the inclusion of a parcel;
- Ø there is an error or omission respecting taxable area or the taxable frontage of a parcel;
- Ø an exemption has been improperly allowed or disallowed.

The Parcel Tax Roll will be made available to the public for inspection commencing Monday, February 4, 2019, with notice that corrections will be accepted up to Monday, February 18, 2019. Information regarding requests for correction will be provided to the Parcel Tax Roll Review Panel on Thursday, February 21, 2019.

Normally 3 members of the Board are appointed to the Review Panel.

STRATEGIC PLAN AND RELATED POLICIES

The Parcel Tax Roll Review is in accordance with the *Community Charter* legislation as a statutory requirement.

CONCLUSION

A Property Tax Roll Review Panel must meet annually to address complaints and authenticate the assessment roll.

Staff recommend 3 members of the Board be appointed to the Parcel Tax Roll Review Panel which will meet on Thursday, February 21, 2019 at 9:00 a.m. in the SCRD Field Road Office Board Room, and to appoint the Chief Financial Officer as Collector for the SCRD.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – January 31, 2019
AUTHOR: Angie Legault, Senior Manager, Administration and Legislative Services
Tina Perreault, General Manager, Corporate Services and Chief Financial Officer
Gerry Parker, Senior Manager, Human Resources
SUBJECT: **CORPORATE AND ADMINISTRATIVE SERVICES – SEMI ANNUAL REPORT FOR 2018**

RECOMMENDATION(S)

THAT the report titled Corporate and Administrative Services – Semi Annual Report for 2018 be received for information.

BACKGROUND

The purpose of this report is to provide an update on activity in the Corporate and Administrative Services (CAS) Divisions for the last half of 2018 (July to December).

Corporate Services - Administration [110], Bylaw Compliance [200], Dog Control [290]

PROJECTS

- a. Electronic Document and Records Management System (EDRMS) software – work related to training new staff, advanced training for existing staff, refinement of the folder structure, staff support on creation of folders and location for filing documents, and setting permissions is ongoing. An advanced user workshop was held. A contract was awarded in response to a request for proposals for implementation of a major software version release. Work is expected to commence in mid-January.
- b. Microfiche scanning project – microfiche for year three of this three year project will be shipped in January. Quality control and filing of returned images from year two is continuing.
- c. Communications Projects – Implementation of Stage 4 Outdoor Water Use Restrictions, Launch of Rainwater Harvesting Program, Development of Media Relations Policy for Fire Departments, Dakota Ridge marketing plan, Dog licensing communications plan, supporting Privacy Impact Assessment and implementation plan for posting audio recordings of Board and Standing Committees online.
- d. Alternative Approval Process – Phase 3 Water Metering – management of AAP and certification of results.
- e. Local Government Election – coordination for the 2018 election including cost sharing agreements with School District No. 46 and Islands Trust, managing nomination process and candidate information requests, providing a candidate information session, recruiting and training election officials, securing halls and materials, etc.
- f. Preparation for Inaugural Board meeting and orientation sessions.
- g. Development of the 2019 meeting schedule.

OPERATIONS

Statistics

Inactive Record Centre Retrievals

	Q1	Q2	Q3	Q4	Total
2018	234	155	105	105	580
2017	146	84	76	72	378
2016	133	159	110	237	639
2015	142	75	94	69	380
2014	99	99	114	164	476
2013	138	122	142	213	615

Records Management Help Desk requests

	Q1	Q2	Q3	Q4	Total
2018	331	265	182	115	893
2017	260	255	200	215	930
2016	398	337	227	296	1258
2015	226	763	419	352	1760
2014	180	170	167	175	692

2015 Q2 = EDRMS Go Live

Twitter account maintenance

"Followers"	Q1	Q2	Q3	Q4
2018	1397	1432	1470	1475
2017	1245	1293	1324	1351
2016	1051	1108	1169	1204
2015	752	est. 811	972	1003
2014	510	573	637	685
2013	349	395	432	475

Facebook account maintenance

"Likes"	Q1	Q2	Q3	Q4
2018	1,506	1611	1784	1844
2017	1142	1237	1350	1480
2016	737	875	949	1038
2015	180	227	650	695
2014	-	-	-	103

Coast Currents e-newsletter.

"Subscribers"	Q1	Q2	Q3	Q4
2018	339	354	348	367
2017	260	281	297	322
2016	227	246	263	270
2015	163	180	191	207

News Releases

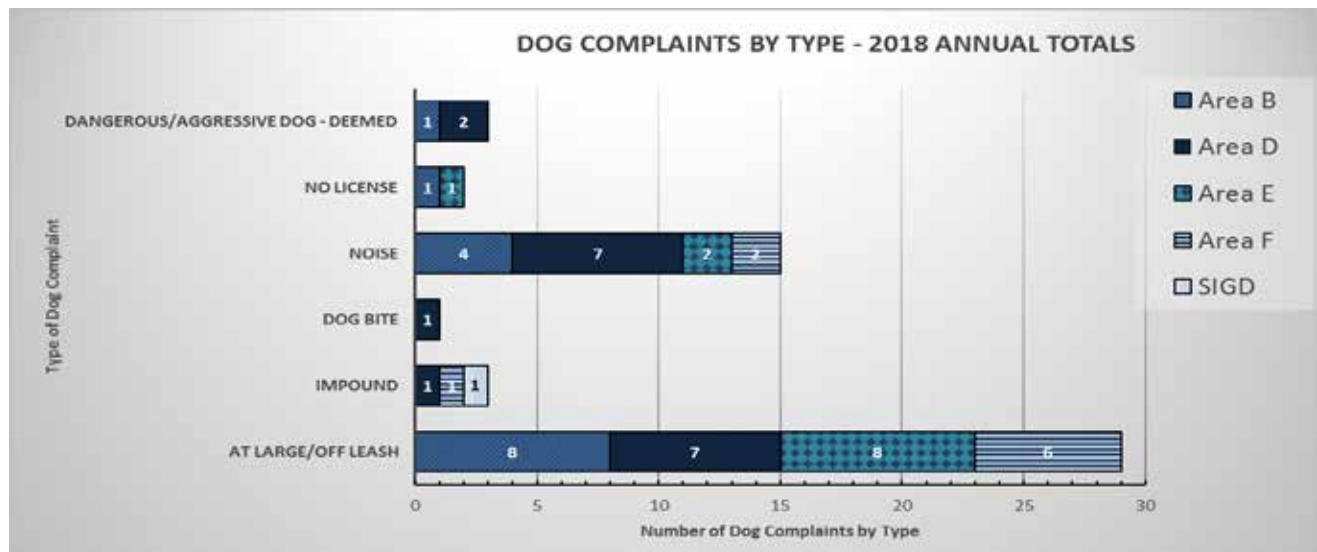
	Q1	Q2	Q3	Q4	Total
2018	2	6	5	4	17
2017	8	4	5	3	20
2016	8	11	8	2	29
2015	6	3	10	10	29

FOI Requests

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total Rec'd
	Rec'd	Comp'd	Rec'd	Comp'd	Rec'd	Comp'd	Rec'd	Comp'd	
2018	10	9	0	1	13	11	4	6	27
2017	9	6	10	8	6	11	9	6	32
2016	11	9	7	7	6	6	5	5	29
2015	7	6	4	3	7	6	7	8	25
2014	4	3	8	9	8	6	4	6	24
2013	0	1	6	5	7	7	7	7	20

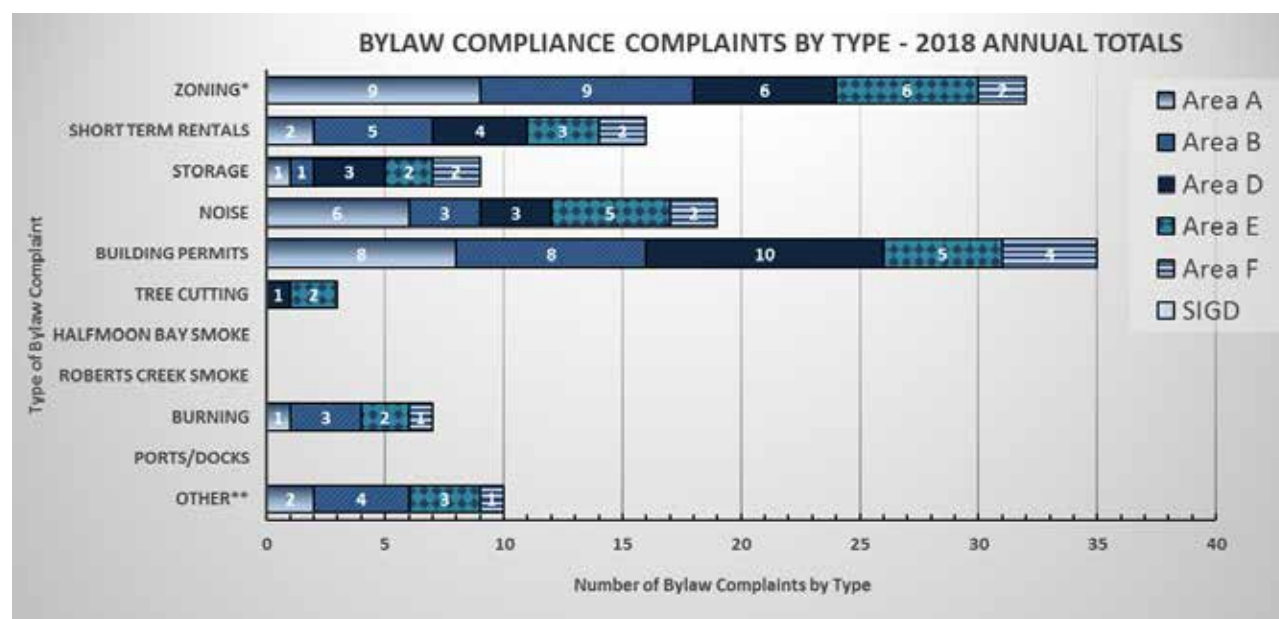
Dog Control

New Dog Control Complaints by Area					
Area	Q1	Q2	Q3	Q4	Total
B	5	3	4	2	14
D	5	5	6	2	18
E	6	1	3	1	11
F	2	1	3	3	9
SIGD	0	0	0	1	1
Total	18	10	16	9	53



Bylaw Compliance

New Bylaw Compliance Files by Area					
Area	Q1	Q2	Q3	Q4	Total
A	7	5	8	6	26
B	10	11	5	5	31
D	4	8	9	5	26
E	7	8	10	4	29
F	1	2	10	1	14
SIGD	0	0	0	0	0
Total	29	34	42	21	126



* Zoning includes permitted use, unauthorized dwelling and signage complaints.

** Other includes issues such as those for other authorities, overnight camping/parking in parks.

Other (Education and Training)

- a. The Deputy Corporate Officer attended the annual Corporate Officer's Forum. Sessions included Conflict Resolution, Contracts and Agreements, Legal Updates, Relationship Building, Developing Work plans, etc.

Corporate Services - Human Resources [115]**PROJECTS**

- a. SCRD Staff Communication Survey – Focus Group session occurred followed by a Leadership Forum session on the results. The results were summarized into leadership commitments to follow through on specific action steps.
- b. Joint Health and Safety Committee (JHS) – JHS Committee annual reviews conducted in December, 2018 with preliminary results being sent for review. Overall, results were primarily good to very good.

- c. NAOSH Week. SCRD received award in November, 2018 for Best Overall – Regional Government for its North American Occupational Safety and Health Week event held in May, 2018.

OPERATIONS

Statistics

First Aid and WorkSafeBC Reports. HR reviews and ensures appropriate follow-up occurs with Joint Health and Safety Committees for all reported staff injuries, time loss, and/or medical attention resulting in creation of a First Aid report or WSBC documentation.

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total Rec'd	Total Rec'd
	First Aid	WSBC	First Aid	WSBC	First Aid	WSBC	First Aid	WSBC	First Aid	WSBC
2018	6	4	8	11	4	8	8	8	22	31
2017	8	8	3	8	6	5	10	6	27	27
2016	8	1	11	4	6	4	14	6	39	15

Job Postings and Applications – HR posts jobs, receives applications, reviews, shortlists, supports interviews, check references and process job offers.

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total	Total
	Posts	Applicants.	Posts	Appl	Posts	Appl	Posts	Appl	Posts	Appl
2018	15	79	20	265	18	223	14	166	67	634
2017	16	105	15	81	19	97	29	233	79	516
2016	10	96	14	271	27	226	14	235	65	828

Training and Development (BEST - Building Essential Skills for Tomorrow). Numerous sessions held throughout the year that include conflict resolution, project management, public participation, and safety training.

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total	Total
	Sessions	Attendees	Sess.	Att.	Sess.	Att.	Sess.	Att.	Sess.	Att.
2018	2	14	9	40	3	42	1	20	15	116
2017	0	0	8	108	2	28	9	131	19	267
2016	4	55	5	79	3	49	5	59	17	242

Corporate Services - Asset Management, Corporate Finance, Finance Operations, Purchasing and Risk Management-[111,112,113,116]; Field Road Administration Building-[114]; IT, GIS and Civic Addressing-[117,506, 510]; SCRHD Administration-[118], Rural Grant-in-Aid-[121-129], Member Municipal Debt-[140]; PH Health Clinic-[410], Economic Development-[531-535], Library Services-[625,626, 627 and 640], Museums-[648]

PROJECTS

- a. 2018 Annual Requisition – Funds were requisitioned in April 2018 for Ad Valorem and February 2018 for Parcel Tax. Funds were received from the Town of Gibsons, District of Sechelt, Sechelt Indian Government District and Province of BC by August 1, 2018.
- b. 2018 Audit – BDO LLP – Interim audit was completed in November 2018. The year-end audit is scheduled for March 2019 with the Financial Statements to be presented at the April CAS.
- c. 2019-2023 Financial Planning Process - Pre-Budget sessions took place on November 30 and December 1, 2018, including community partners and stakeholders.
- d. New Board Orientation- Local government financial overviews prepared and presented to newly elected officials in Q4.
- e. Canadian Award for Financial Reporting (CAnFR) – 2017 CAnFR award was applied for in June 2018 and awarded in December 2018. The CAnFR recognizes excellence in governmental accounting and financial reporting and represents a significant accomplishment by a municipal government and its management.
- f. Corporate Software.
 - Implemented recoverable work order processes in Business World that allow more timely and accurate recovery of billable hours and materials. Currently, this is being used by Fleet to recover costs maintaining BC Transit buses and SCRHD vehicles; ultimately, will be used for recoveries throughout the organization.
 - Delivered enhanced Purchase Order format and related processes.
 - Formed system governance team and assumed execution of staff permission requests for Recreation software system, Activenet.
- g. Asset Management:
 - Wastewater - Preliminary operational plan completed with ongoing work into 2019:
 - i. All systems have been inspected for basic condition and asbuilt update (ensuring correct design information being used);
 - ii. Manholes and mains have been field checked and updated in CityWorks database;
 - iii. Treatment plants are being checked and updated in CityWorks database;
 - iv. Sanitary Sewer Cleaning and Inspection Project-CCTV program conducted for the system.
 - v. A financial model for operating and capital replacement is in development;
 - vi. A condition assessment program for manholes and mains is in development; and,
 - vii. New preliminary rate review prepared for Q1 2019.

- User rate and parcel tax reviews conducted for Regional Water Service,
 - Community Recreation Capital Plan reviewed and updated for presentation to Board Q1 2019
 - Ports asbuilts and load ratings - project scoped, tendered in Q4 - results to be reviewed in Q1 2019.
 - Ranger Station Building Condition Assessment
 - Corporate Space Planning Project - Final scope developed and RFP submitted in Q4 2018
 - Asset Management support on several projects including-Community Recreation-Sunshine Coast Arena-Chiller Project and Wastewater lawn care maintenance RFP.
- h. IT Asset Management - refreshed laptops and tablets for the new Board, for special purpose and ruggedized laptops, and increased the loaner pool of laptops/tablets to four. Replaced storage area network at our backup site to improve business continuity risks.
- i. Library Services
- Gibsons and District Public Library
 - i. Regular Building Maintenance items complete.
 - Sechelt Public Library - Staff to staff meetings to work on drafting updated five-year funding agreement and Memorandum of Understanding.

OPERATIONS

Finance Statistics

of Invoices and Payments Issued

Year	January to June		July to December		Totals	
	Accounts Receivable Invoices	Accounts Payable Payments	Accounts Receivable Invoices	Accounts Payable Payments	Accounts Receivable Invoices	Accounts Payable Payments
2018	802	2,918	2,003	2,436	2,805	5,354
2017	944	2,385	885	2,832	1,829	5,217
2016	674	2,873	669	2,860	1,343	5,733
2015	617	2,738	677	2,834	1,294	5,572
2014	708	2,881	652	2,857	1,360	5,738

of Purchase Orders Issued

	January to June	July to December	Total
	Processed	Processed	
2018	314	349	663
2017	559	334	893
2016	484	247	731
2015	523	314	837
2014	374	322	696

of RFP's Tendered and Awarded

	January to June		July to December		Total Awarded
	Tendered	Awarded	Tendered	Awarded	
2018	16	9	27	17	26
2017	19	18	19	20	38
2016	12	6	17	12	18
2015	9	9	11	10	19
2014	9	8	9	8	16

Utility Billing Statistics

of Active mySCRD Users

	mySCRD Users	All Other UB Customers	Total
2018	3,215	10,545	13,760
2017	2,602	11,071	13,673
2016	1,729	11,655	13,384

of Active mySCRD Users receiving paper vs electronic invoices

	Paper Invoices	E-bill Invoices	Total
2018	1,997	1,218	3,215
2017	1,589	1,013	2,602
2016	1,024	705	1,729

of Payments Received for Each Payment Method

	mySCRD	Online banking	In Person	Total
2018	2,456	8,581	5,792	16,829
2017	2,422	9,786	7,078	19,286
2016	2,093	8,632	7,586	18,311

\$ Value of Utility Accounts with Balances Outstanding December 31

Jurisdiction	2017	2018	Change
570	87,843	87,523	-0.36%
746	185,037	200,367	8.28%
Total	272,880	287,890	5.50%

Information Technology (IT) Statistics

of Addresses Assigned

	January to June	July to December	Total
2018	205	183	388
2017	185	182	367
2016	236	172	408
2015	111	177	288
2014	231 (including 104 unit numbers for the Watermark)	151	382

of Public Enquiries regarding Property Information and Mapping Section (PIMS)

	January to June	July to December	Total
2018	296	201	497
2017	387	317	704
2016	402	344	746
2015	224	187	411
2014	155	139	294

of IT Help Request Tickets

	January to June	July to December	Total
2018	1454	2190	3644
2017	1715	1829	3544
2016	2706		2706
2015	2660		2660
2014	3011		3011

Other (Education and Training)

- b. General Manager Corporate Services / Chief Financial Officer - Attended webinars on Procurement updates, Organics Infrastructure Program, and Public Sector Accounting Changes September to November 2018; Construction Forum: Real Life Experience, virtual attendance in October 2018; Completed 3 month University level course on HR Management.
- c. Manager, IT and GIS Administrator – attended the annual conference of the Municipal Information Systems Association, in Kelowna in September 2018.
- d. Manager, Financial Services – attended a Change Management and a Strategic Planning course in Vancouver in December 2018.
- e. GIS Services Staff – attended ESRI and Latitude Geographics technical training courses in November and December, 2018.
- f. Manager, Purchasing and Risk Management - Attended a Construction Forum: Real Life Experience, in Vancouver in October 2018; Attended webinars on Procurement and Risk Management October and November 2018.
- g. Asset Management Coordinator - Attended Asset Management BC Conference in Vancouver in September 2018 and Local Government Asset Management user session (Coastal Communities) in October 2018.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X-J. Loveys	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee Meeting – January 31, 2019

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

SUBJECT: 2019 RURAL AREAS' GRANT-IN-AID TIMELINES AND PROCEDURES

RECOMMENDATION(S)

THAT the report titled 2019 Rural Areas' Grant-in-Aid Timelines and Procedures be received for information.

BACKGROUND

The funding of Rural Areas' Grant-in-Aid is provided by the Sunshine Coast Regional District's (SCRD) five (5) unincorporated Electoral Areas being Egmont/Pender Harbour (Area A), Halfmoon Bay (Area B), Roberts Creek (Area D), Elphinstone (Area E), and West Howe Sound and Islands (Area F). The Electoral Areas provide Grant-in-Aid funding in order to assist non-profit societies / organizations and registered charitable societies / organizations that provide community, tourism or regional benefit and enrichment, enhancing the quality of life for residents. Not all societies or organizations meeting the basic criteria will automatically receive a grant, funding is not guaranteed from year to year to encourage organizations to work toward financial independence.

The Rural Areas' Grant-in-Aid Process has typically started in mid-February as approved by the Sunshine Coast Regional District (SCRD) Board and is based on the Board Policy 5-1850 Grants to Organizations – Rural Areas' Grant-in-Aid (Attachment A). Therefore, as the 2019 Rural Areas' Grant-in-Aid advertisement is to be issued starting mid-February, staff would like to review and confirm timelines, especially for deadline of applications.

DISCUSSION

The Rural Areas' Grant-in-Aid process is as follows:

1. Each year, as part of the budget process, the Electoral Area Directors establish a maximum amount for Rural Areas' Grant-in-Aid funding for the following year's budget. The Functions are [121-129]. (See section below regarding "Financial Implications - Discretionary Approval Process and Surplus / Deficits".)
2. In mid-February of each year, on the SCRD website and through local media, as appropriate, the program is advertised, inviting the submission of applications on or before April 1 of each year.
3. On the deadline date, staff will compile all applications and verifying complete information is included and confirming eligibility requirements and criteria.

4. Staff will redact personal information for individuals and photocopy all applications to provide the Electoral Area Directors along with an alphabetized summary of applicants with requested amounts. The Electoral Area Directors will also receive a full set of applications electronically.
5. Electoral Area Directors will each conduct a preliminary review of all applications to determine those that will be awarded a grant from their area and the desired contribution amount. Each Electoral Area Director may have a community consultative process to assist them in their deliberations. Once the individual review is completed, the Electoral Area Directors will meet as a group to review and discuss their decisions. When the award decisions are final, they will be brought forward to a standing committee (including municipal Directors, who also have granting processes which align with the Electoral Area decisions) for a recommendation directing staff to prepare cheques as well as award and denial letters for distribution to the applicants.
6. Due to the volume of applications, individual presentations to the Board are discouraged and will be considered only in exceptional circumstances.
7. Payments are made to successful applicants by August 1 of each year.
8. Once grant monies have been expended, the successful applicants must notify the SCRD in writing, providing an evaluation of the use of the funds on the Reporting Out form supplied with the application or via letter to the SCRD Board. Future applications from recipients not fulfilling this requirement may be rejected.

The recommended deadline to have Rural Areas' Grant-in-Aid applications received at the Field Road office is Monday, April 1, 2019.

Copies of all applications will be scanned and printed to attach to the Special In-Camera Corporate and Administrative Services (CAS) Committee meeting agenda for May 2, 2019. Along with the application copies, staff will also provide the Directors with a Rural Areas' Grant-in-Aid historical report as well as current Rural Areas' Grant-in-Aid budget status report and schedule showing what the funding allocations were for 2018.

Financial Implications - Discretionary Approval Process and Surplus / Deficits

Both Rural Areas' Grant-in-Aid [121-129] and Economic Development [531-535] functions have "Discretionary" amounts used for Electoral Area Directors to provide grants to non-profit societies and organizations that operate or provide a community or regional benefit or ongoing efforts to encourage business and growth on the Sunshine Coast. These grants are available through either the budget process or application intake. Within each function there are several line items – granting is available through an approved discretionary line item under Community Benefit Grants (see below):

Function	Account	Account Name	Budget
121	5000	Support Services	\$2,577.00
121	5100	Salaries and Wages	\$575.00
121	5130	Benefits	\$170.00
121	5140	WCB Premiums	\$16.00
121	5200	Community Benefit Grants	\$36,053.00
121	5211	Advertising and Promotion	\$100
121	6100	Prior Year Surplus	\$(6,296.00)

Community Benefit Grants

Amount	Purpose
\$600	1/5 of \$3,000 Bursary Fund (121, 122, 127, 128, 129 contribute)
\$19,000	Discretionary 104/18 <u>Recommendation No. 17</u> <i>Rural Areas' Grant-In-Aid [121-129] – 2018 Summary</i> THAT, for Area A Egmont / Pender Harbour [121], the 2017 surplus of \$6,296 and a reduction in discretionary funding of \$1,000 to \$19,000 be used to offset taxation and the budget for Area A Grant-in-Aid [121] be moved to adoption in the 2018 Budget as amended;
\$8,000	Pender Harbour Community School Society – Community Recreation Program
\$8,453	Youth Outreach Worker
\$36,053.00	TOTAL

The Electoral Areas determine whether this discretionary figure is optimal for the coming budget year by increasing by taxation, decreasing to offset taxation, or simply leaving status quo in preparation for final budget adoption in March 2019.

Another factor of this discretionary line is any surplus or deficit from the previous year which will either be added to the current year or reduce the discretionary. A summary of any surpluses / deficits and current discretionary status is attached (Attachment B).

Communications Strategy

Advertisement will be placed in the local newspapers by mid-February deadlines.

STRATEGIC PLAN AND RELATED POLICIES

The granting processes offered by the SCRD ensures financial sustainability and continued facilitation of Community Development.

CONCLUSION

Staff would like direction and recommends the following timeline with respect to the 2019 Rural Areas' Grant-in-Aid process:

- April 1, 2019 – Rural Areas' Grant-in-Aid intake for applications deadline.
- No later than April 12, 2019 Electoral Area Directors will receive the Special In-Camera CAS Committee meeting agenda to review;
- May 2, 2019 – Special In-Camera CAS Committee meeting 9:30 a.m. to 12:00 p.m.;
- May 16, 2019 – recommendations placed on May 23, 2019 CAS Committee Agenda;
- May 23, 2019 – discussion of recommendations, if applicable, and referred to the Board meeting for adoption.

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

Attachment A – 5-1850 Board Policy – Grants-to Organizations – Rural Areas' Grant-in-Aid
Attachment B – Rural Areas' Grant-in-Aid Status

Sunshine Coast Regional District

BOARD POLICY MANUAL

Section:	Finance	5
Subsection:	Grants to Organizations	1850
Title:	Rural Areas' Grant-in-Aid	1

1. POLICY

- 1.1 The funding of Rural Areas' Grant-in-Aid is provided by the Sunshine Coast Regional District's (SCRD) five (5) unincorporated Electoral Areas being Egmont/Pender Harbour (Area A), Halfmoon Bay (Area B), Roberts Creek (Area D), Elphinstone (Area E), and West Howe Sound and Islands (Area F). The Electoral Areas provide Grant-in-Aid funding in order to assist non-profit societies / organizations and registered charitable societies / organizations that provide community, tourism or regional benefit and enrichment, enhancing the quality of life for residents. Not all societies or organizations meeting the basic criteria will automatically receive a grant, funding is not guaranteed from year to year to encourage organizations to work toward financial independence.
- 1.2 The proposed project, program, service or special event should fill a need in the community with no overlap to identifiable or competing projects, programs, services or special events.
- 1.3 Rural Areas' Grant-in-Aid is not intended to replace any financial responsibilities of senior levels of government or other government agencies or affiliates.
- 1.4 Grants will not be awarded to societies for use as scholarships, bursaries, or subsidies, with the exception of the School District 46 (SD46), under the direct approval of the SCRD.
- 1.5 Grants may be awarded to SD46 if the grant provides a direct benefit to a project that has significant benefit to the community.
- 1.6 Grant allocation to SD46 for bursary funding for each of the four secondary schools is to be approved each year within the SCRD budget process. Unclaimed bursary funding provided to SD46 will be reported to the SCRD on an annual basis. If amounts remain unclaimed after 2 years, funds will be returned to the SCRD to be re-allocated as the SCRD Board sees fit.
- 1.7 No single Rural Areas' Grant-In-Aid will exceed the amount of \$5,000 (five thousand dollars). Requests for \$500 (five hundred dollars) or less will be accepted from non-registered organizations / societies / groups demonstrating a community need and / or whose objectives are charitable in nature. If a request is for more than \$500 (five hundred dollars) the organization / society must be registered, or through a partner registered society / organization.
- 1.8 In the event that the Rural Areas' Grant-in-Aid funding results in a surplus to the applicant's needs or is no longer required for the project, program, service or special event for which it was intended or described in the application, the SCRD will be notified immediately and any remaining funding must be returned to the SCRD forthwith.

- 1.9 Recipients must acknowledge the SCRD as a sponsor in any program publications or marketing. Though the project, program, service or special event may not be represented as a project, program, service or special event of the SCRD nor may the society / organization hold itself out as an agent of the SCRD in anyway.
- 1.10 Rural Areas' Grant-in-Aid will not be approved for:
- Capital costs for equipment or improvements to owned properties;
 - Fire Suppression and Life or Emergency Safety Equipment;
 - Annual Expenses;
 - Remuneration (wages, salaries, other fees);
 - Personal benefit, individuals, industrial, commercial, business undertakings (proprietor, member or stakeholder), educational institutions hospitals / healthcare;
 - Religious organizations serving primarily their membership and / or their direct religious purpose;
 - Ethnocultural organizations serving primarily their membership and / or their own ethnic promotion;
 - Annual fundraising campaigns;
 - Endowment funds;
 - Debt retirement, interest payments or reserves;
 - Cost of developing a proposal or undertaking a facility study;
 - Non-profit societies operating at a regional, Provincial or Federal level and conducting fundraising by means of tag days, mail-outs or door-to-door campaigns.
- 1.11 Organizations funded ongoing through taxation or those that receive a fee for service from the SCRD are not eligible for grant funding under this policy, unless the application is for a program other than the funded service.
- 1.12 The SCRD is subject to Provincial Freedom of Information and Privacy and Protection Act and cannot guarantee the information provided can or will be held in confidence.
- 1.13 All applications should detail how they contribute to the general interests and advantage of the Rural Areas. Those applications that have a measurable benefit to communities outside of the Rural Areas are required to apply to the appropriate municipal grants-of-assistance programs and provide confirmation of that application or provide details of other forms of assistance provided by the municipality or municipalities. Not doing so may result in an application being returned or denied.
- 1.14 Applicants are generally required to provide a local component of funding, either through fundraising, donation, work-in-kind, contribution from local municipalities or corporate support.
- 1.15 It should be noted that the Rural Areas' Grant-in-Aid process is very competitive and applicants should submit the best and most complete application possible.
- 1.16 On or before April 1st of each year, the SCRD will accept applications for Rural Areas' Grant-in-Aid funding. Applications arriving after the announced application deadline will be accepted in exceptional circumstances only. Applications will only be received from non-profit societies and organizations.
- 1.17 If an applicant's project, program, service or special event is time sensitive where:
- a. funding is required prior to the application deadline date (on or before April 1st) and / or the August 1st payment date; or

- b. funding for a project that was not realized by the announced application deadline date and / or the August 1st payment date;

the applicant may submit an application to the SCRD to be brought forward to a standing committee for review. The applicant must use the Rural Areas' Grant-in-Aid application form and comply with the requirement and criteria of this Policy and provide justification for late application.

1.18 Rural Areas' Grant-in-Aid preference will be given to the following:

- a. requests for one time only start up costs for new projects, programs, services or special events;
- b. requests that show a society's / organization's initiative to work toward financial independence;
- c. requests from societies / organizations showing a significant benefit to the SCRD or specific Electoral Areas - Egmont/Pender Harbour (Area A), Halfmoon Bay (Area B), Roberts Creek (Area D), Elphinstone (Area E), and West Howe Sound and Islands (Area F) and that:
 - have a demonstrated financial need;
 - promote volunteer participation and citizen involvement;
 - use new approaches and techniques in the solution of community needs; whose project, program, service or special event is accessible to a large portion of the community's residents;
 - exercise co-ordination, co-operation and collaboration with other groups to prevent duplication of projects, programs, services or special events;
- d. requests for operating costs only from those societies / organizations without the ability to become self-supporting; and
- e. requests from societies / organizations that have a demonstrated track record of community service.

1.19 The application form (Appendix A) must be used and accompanied by the required additional documentation listed below:

- a. latest financial statement (*Balance Sheet and Revenue and Expense Statement*)
- b. detailed project, program, service or special event budget (*including all funding sources for same*)
- c. summary budget for current year (*including anticipated grants*)
- d. annual report (*if available*).

1.20 Incomplete applications will not be accepted and will be returned to the applicant. All complete applications meeting the specified criteria will be subject to review.

1.21 Applicants are required to explain how their project will benefit either the "Local" or "Regional" Community.

1.22 Applicants are required to indicate if they are submitting the application on behalf of another organization and that organization is also a non-profit organization.

- 1.23 Applicants must have a working set of rules, regulations and a bank account in the society's / organization's name.
- 1.24 Applicants will be notified in writing as to whether or not their request has been successful and, if successful, the amount they will receive. No funding will be available until after the adoption of the Final Budget. Unless other arrangements have been approved by the Board, applicants will receive their funding after August 1st.
- 1.25 The society / organization will complete and submit the Reporting Out form no later than January 31 of the year immediately following the year for which the Rural Areas' Grant-in-Aid was provided.

2. REASON FOR POLICY

- 2.1 To provide a process to enable the Electoral Area Directors to make fair and equitable recommendations to the SCRD Board on behalf of their respective areas in the granting of funds to the community.
- 2.2 The goal of this policy is to establish open and transparent guidelines for the evaluation and distribution of Rural Areas' Grant-in-Aid, respecting the limited financial resources available for this purpose.
- 2.3 The SCRD Board has an obligation to all of its citizenry to protect the SCRD from exposure to liability that could arise as a result of its funding relationships.

3. AUTHORITY TO ACT

- 3.1 *Local Government Act*, Section 176
- 3.2 The SCRD Board has both statutory and budgetary limitations on Rural Areas' Grant-in-Aid and wish to ensure that these funds are disbursed as fairly and equitably as possible to deserving applications with due regard to the degree of benefit that will result to the residents of the Sunshine Coast communities. Therefore the SCRD Board has full discretion whether grants are allocated and for what amounts and all decisions are final.

4. PROCEDURE

- 4.1 Each year, as part of the budget process, the SCRD Board will establish a maximum amount for Rural Areas' Grant-in-Aid funding for the following year's budget.
- 4.2 In mid-February of each year, on the SCRD website and through local media, as appropriate, the SCRD will advertise for the five (5) Electoral Areas collectively inviting the submission of applications on or before April 1st (see policy sections 1.16 and 1.17)
- 4.3 After April 1st, staff will complete and attach the "office use only" summary report to each of the applications received, confirming eligibility requirements and criteria. Staff will redact personal information for individuals and photocopy all applications to provide the Electoral Area Directors along with an alphabetized summary of applicants with requested amounts. The Electoral Area Directors will also receive a full set of applications electronically.

- 4.4 Electoral Area Directors will each conduct a preliminary review of all applications to determine those that will be awarded a grant from their area and the desired contribution amount. Each Electoral Area Director may have a community consultative process to assist them in their deliberations. Once the individual review is completed, the Electoral Area Directors will meet as a group to review and discuss their decisions. When the award decisions are final, they will be brought forward to a standing committee for a recommendation directing staff to prepare cheques as well as award and denial letters for distribution to the applicants.
- 4.5 Due to the volume of applications, individual presentations to the Board are discouraged and will be considered only in exceptional circumstances.
- 4.6 Once grant monies have been expended, the successful applicants must notify the SCRD in writing, providing an evaluation of the use of the funds on the Reporting Out form supplied with the application or via letter to the SCRD Board. Future applications from recipients not fulfilling this requirement may be rejected.

Approval Date:	June 14, 2001	Resolution No.	336/01
Amendment Date:	March 13, 2003	Resolution No.	124/03
Amendment Date:	July 8, 2004	Resolution No.	428/04 Rec. #14
Amendment Date:	April 27, 2006	Resolution No.	358/06 Rec. #8
Amendment Date:	June 8, 2006	Resolution No.	471/06 Rec. #12
Amendment Date:	October 12, 2006	Resolution No.	652/06 Rec. #8
Amendment Date:	April 12, 2007	Resolution No.	231/07 Rec. #10
Amendment Date:	December 13, 2007	Resolution No.	597/07 Rec. #15
Amendment Date:	October 16, 2008	Resolution No.	468/08 Rec. #2
Amendment Date:	November 13, 2008	Resolution No.	512/08 Rec. #19
Amendment Date:	November 12, 2009	Resolution No.	455/09 Rec. #22
Amendment Date:	June 10, 2010	Resolution No.	263/10 Rec. #8
Amendment Date:	November 28, 2013	Resolution No.	500/13 Rec #9
Amendment Date:	October 8, 2015	Resolution No.	385/15 Rec #6
Amendment Date	October 11, 2018	Resolution No.	293/18 Rec #9

Rural Areas' Grant-in-Aid Status

	121 (A)	122 (B)	123 (E&F)	125 (COM)	126 (GGCP)	127 (D)	128 (E)	129 (F)
Discretionary	\$ 19,000	\$ 15,000	\$ 4,000	\$ -	\$ 10,000	\$ 24,000	\$ 9,000	\$ 14,000
Operating	\$ 3,438	\$ 2,712	\$ 1,465	\$ 1,468	\$ 2,435	\$ 3,162	\$ 2,113	\$ 2,399
Youth Outreach (Decision Pending)	\$ 8,453	\$ 8,067	\$ -	\$ -	\$ -	\$ 7,722	\$ 7,348	\$ 7,122
Bursary	\$ 600	\$ 600	\$ -	\$ -	\$ -	\$ 600	\$ 600	\$ 600
Howe Sound Marine Reference Guide (3 years starting 2018) (Decision Pending)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
HMB Comm School Restorative Justice	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
HMB Comm School Tween Night (Decision Pending)	\$ -	\$ 2,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PH Community School	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2019 TOTAL DISCRETIONARY TO DATE	\$ 39,491	\$ 29,079	\$ 5,465	\$ 11,468	\$ 12,435	\$ 35,484	\$ 19,061	\$ 25,121

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

SUBTOTAL: 2018 Surplus / Deficit	\$ 4,220.68	\$ 9,237.56	\$ 361.40	\$ 306.56	\$ 2,511.30	\$ 1,870.31	\$ 7,079.06	\$ 48.25
TOTAL: 2018 Surplus / Deficit	\$ 4,220.68	\$ 9,237.56	\$ 361.40	\$ 306.56	\$ 2,511.30	\$ 1,870.31	\$ 7,079.06	\$ 48.25

Reduce 2019 Taxation								
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SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – January 31, 2019

AUTHOR: Brad Wing, Financial Analyst

SUBJECT: LONG TERM DEBT AS AT DECEMBER 31, 2018

RECOMMENDATION(S)

THAT the report titled Long Term Debt as at December 31, 2018 be received for information.

BACKGROUND

The purpose of this semi-annual report is to provide the Committee with current information regarding the Sunshine Coast Regional District's (SCRD) long term debt obligations and any market updates which may impact debt for the SCRD.

DISCUSSION

A summary of the SCRD's long term debt obligations as at December 31, 2018 is provided in Attachment A.

Specifics of new debt issues, budgeted unissued debt and expiring debt affecting the 2019 Financial Plan are detailed below along with information on member municipality debt and historical debt levels.

New Debt Issued

On December 20, 2018, an equipment financing loan agreement was entered into to provide funding for a South Pender Harbour Water Service vehicle replacement per Board resolution 060/18 No. 15. The principal amount of the loan is \$30,000. Proceeds were advanced on December 27, 2018 and are scheduled to be repaid over a term of 60 months.

Also on December 20, 2018, an equipment financing loan agreement was entered into to provide funding for Information Technology Hardware per Board resolution 399/18 No. 10. The principal amount of the loan is \$70,000. Proceeds were advanced on December 27, 2018 and are scheduled to be repaid over a term of 36 months.

Budgeted Unissued Debt

The 2018-2022 Financial Plan included funding from borrowing proceeds for six capital projects and one equipment purchase which have been approved for carry forward to 2019. In addition, the base budget includes \$70,000 in borrowing for information technology hardware replacement.

Budgeted unissued debt currently approved for inclusion in the 2019-2023 Financial Plan totals \$6,123,800 as detailed in the table on the following page.

The timing for issuance of new borrowing is estimated based on individual project timelines and is subject to final authorization through either a Security Issuing Bylaw or Board resolution if not already in place.

Summary of Budgeted Unissued Debt				
Project	Budgeted Proceeds	Proposed Term	Estimated Issuance	Authorization
Chapman Lake Supply Expansion	5,000,000	30 Years	Fall 2019	Loan Authorization Bylaw No. 704
Square Bay Waste Water Plant	280,000	20 Years	Spring 2019	Loan Authorization Bylaw No. 707
Grantham Hall Rehabilitation	100,000	5 Years	Q3 2019	Resolution required
Merrill Crescent Septic Field Replacement	11,050	5 Years	Q2 2019	Resolution required
Canoe Road Septic Field Replacement	12,750	5 Years	Q2 2019	Resolution required
Vaucroft Capital Works	450,000	5 Years	End of 2019	Resolution required
Regional Water Vehicle Replacements	200,000	5 Years	Q1 2019	060/18 No. 20
Information Technology Hardware (2019)	70,000	3 Years	End of 2019	Resolution required

Expiring Debt

Two equipment financing loans for [650] Community Parks were fully repaid in July and September 2018 respectively. The combined annual debt servicing cost for these loans of \$7,175 was reduced to \$4,644 in the 2018 Financial Plan based on timing of the final payouts.

An equipment financing loan for [625] Pender Harbour Pool was fully repaid in October 2018. The annual debt servicing cost for this loan of \$3,786 was reduced to \$3,175 in the 2018 Financial Plan based on timing of the final payout.

An equipment financing loan for [117] Information Technology was fully repaid in December 2018. There was no reduction to the annual debt servicing cost (\$31,176) for this loan in the 2018 Financial Plan based on timing of the final payout.

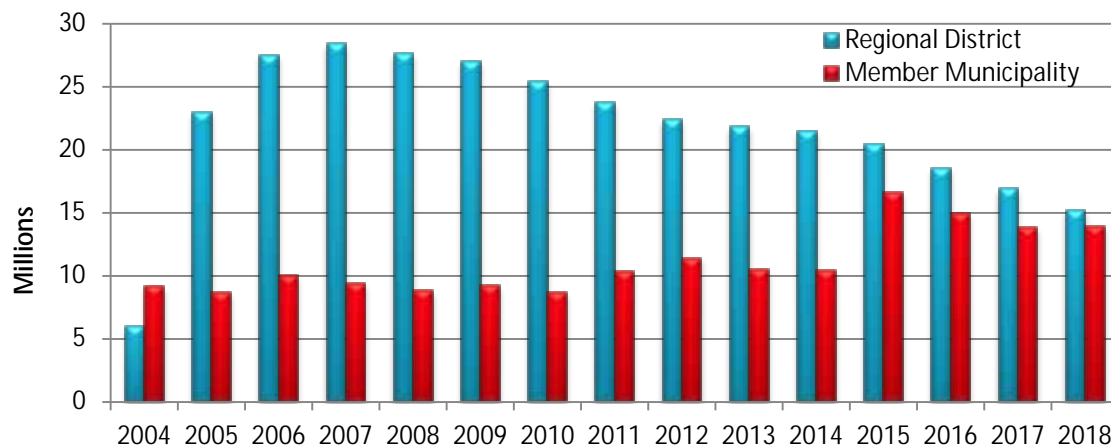
There are four equipment financing loans set to expire in 2019. The annual debt servicing cost for these loans of \$43,481 have been reduced to \$37,094 in the 2019 Financial Plan based on timing of the final payouts.

Member Municipality Debt

Municipal financing under loan authorization bylaws (other than temporary borrowing) must be undertaken by the applicable Regional District. As at December 31, 2018, the outstanding principal balance of debt recoverable from Member Municipalities by the SCRD was as follows:

Sechelt	\$ 6,436,863
Gibsons	7,525,007
Total	\$ 13,961,870

Historical Debt Balances



Financial Implications

All debt servicing costs are included in the Financial Plan and are updated annually to reflect actual repayment schedules and interest rates. Funding for expiring debt is automatically removed from the Financial Plan as a loan expires. Debt servicing costs for budgeted unissued borrowings are estimated based on current interest rates and are included in the Financial Plan no sooner than when the borrowing is expected to occur.

STRATEGIC PLAN AND RELATED POLICIES

The information provided in this report is consistent with the SCRD's Debt Management Policy.

CONCLUSION

Equipment financing loans for the South Pender Harbour Water Service Vehicle Replacement and 2018 Information Technology Hardware were issued in December 2018. The principal balance of these loans was \$30,000 and \$70,000 respectively.

Budgeted unissued debt funding for capital projects and equipment purchases totals \$6,123,800. This debt will be issued in accordance with project timelines and funding requirements, subject to any required authorizations.

Four equipment financing loans for were fully repaid in the six month period ending December 31, 2018. There are four additional equipment financing loans scheduled to expire in 2019.

Member municipality debt totaled \$13,961,870 as at December 31.

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

Sunshine Coast Regional District

Attachment A

Schedule of Long Term Debt

As at December 31, 2018

Purpose	Interest Rate	Annual Servicing Costs	Principal Balance Remaining	Maturity	Rate Reset / Early Payout
Borrowing Under Loan Authorization Bylaw					
Parks Master Plan	2.25%	88,480	398,759	2022	N/A
Community Recreation Facilities Construction	4.77%	1,461,424	7,592,299	2025	N/A
Chapman Water Treatment Plant	1.80%	175,018	1,402,373	2025	2020
Field Road Administration Building	4.88%	243,191	1,462,442	2026	N/A
Community Recreation Facilities	4.88%	167,664	1,008,253	2026	N/A
Fleet Maintenance Building Expansion	4.88%	33,530	201,631	2026	N/A
Egmont & District Fire Department Equipment	4.88%	8,238	49,541	2026	N/A
Pender Harbour Pool	4.90%	71,445	557,679	2029	2019
South Pender Water Treatment Plant	3.00%	82,479	1,112,221	2034	2024
North Pender Harbour Water UV & Metering	3.00%	30,200	340,000	2035	N/A
South Pender Harbour Water Metering	3.00%	45,300	510,000	2035	N/A
		\$ 2,406,969	\$ 14,635,197		
Equipment Financing					
Dakota Ridge - Ski-Doo	2.72%	2,395	219	2019	Open
Community Parks - Vehicle (2014)	2.72%	6,592	6,116	2019	Open
Information Technology Hardware (2016)	2.72%	23,837	24,080	2019	Open
Community Parks - Equipment (Tractor)	2.72%	10,657	6,202	2019	Open
Information Technology - Storage Area Network	2.72%	26,707	37,652	2020	Open
Community Parks - Vehicle (2015)	2.72%	8,921	15,798	2020	Open
Regional Water - Vehicle (2016)	2.72%	14,341	42,672	2021	Open
Information Technology Hardware (2018)	2.72%	24,326	70,000	2021	Open
Gibsons Fire Ladder Truck	2.72%	71,210	275,831	2022	Open
Building Maintenance - Vehicle	2.72%	24,104	34,445	2022	Open
Community Parks - Vehicle	2.72%	8,587	37,972	2023	Open
SPHWS - Vehicle	2.72%	6,424	30,000	2023	Open
		\$ 228,101	\$ 580,986		
Budgeted/Authorized Unissued Borrowing					
Chapman Lake Supply Expansion	TBD	246,857	5,000,000		
Square Bay Waste Water Plant	TBD	20,220	280,000		
Grantham Hall Rehabilitation	TBD	21,413	100,000		
Merrill Crescent Septic Field Replacement	TBD	2,366	11,050		
Canoe Road Septic Field Replacement	TBD	2,730	12,750		
Vaucroft Capital Works	TBD	96,360	450,000		
Regional Water Vehicle Replacements	TBD	42,827	200,000		
Information Technology Hardware	TBD	14,989	70,000		
		\$ 447,764	\$ 6,123,800		
SCRD Long Term Debt Totals					
		\$ 3,082,834	\$ 21,339,983		

Debt Servicing Ratio*

8.77%

*annual debt servicing cost/recurring revenue

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – January 31, 2019

AUTHOR: Brad Wing, Financial Analyst

SUBJECT: REVENUE ANTICIPATION BORROWING COST-BENEFIT ANALYSIS

RECOMMENDATION(S)

THAT the report titled Revenue Anticipation Borrowing Cost-Benefit Analysis be received for information.

BACKGROUND

Under section 404 of the *Local Government Act* (Revenue anticipation borrowing), a Board may, by bylaw, provide for the borrowing of money that may be necessary to meet its current lawful expenditures before its revenue, from all sources, to pay for those expenditures has been received. Money borrowed for this purpose must be repaid when the anticipated revenue with respect to which the borrowing was authorized is received.

The 2019 Revenue Anticipation Borrowing Bylaw was adopted at the regular Board meeting on December 13, 2018 authorizing borrowing of up to \$8,000,000 to fund operating expenditures until tax requisition funds intended to pay for those expenditures are received on August 1, 2019.

Prior to adoption of the Bylaw, the Board passed the following resolution:

350/18 *THAT staff provide a cost benefit analysis of revenue anticipation borrowing as opposed to using Regional District investments and reserves in early 2019.*

DISCUSSION

In practice, reserve funds are used in conjunction with revenue anticipation borrowing as a means of managing cash flow; however, legislative requirements governing the use and accounting of monies held in reserve nullify any material financial benefit that may be gained by using reserves in place of revenue anticipation borrowing.

Legislation

For Regional Districts, use of money in reserve funds is governed by Section 189 of the Community Charter and Section 377 of the Local Government Act.

The legislation stipulates that money in a reserve fund, and interest earned on it, must be used only for the purpose for which the fund was established. Furthermore, for Regional Districts, all accounting and other matters relating to a reserve fund must be kept separate for each service.

Under certain circumstances, money in one reserve fund may be used for the purposes of another reserve fund or be transferred to another reserve fund; however, these provisions are not applicable to revenue anticipation borrowing.

In effect, the legislation defines the accounting treatment for reserve funds but does not restrict the use of monies dedicated as reserves to meet short term cash flow requirements.

The key point is that any interest which would have been earned had the funds been fully invested, must be credited to the reserve fund.

Accounting Treatment

Investment of monies in reserve funds are guided by anticipated cash flow and funding requirements with a goal of maximizing returns while maintaining adequate liquidity.

The difference between the amount held in reserve and the amount actively invested is defined as the unsubscribed balance. The unsubscribed balance can be further defined as reserve funds used to meet short term cash flow requirements which is consistent with the use of revenue anticipation borrowing.

To conform to the legislation on use of money in reserve funds, specifically with respect to maintaining separate accounting for each service, the unsubscribed balance is accounted for as internal borrowing with interest charged at a rate equivalent to the short term borrowing rate. Interest from actual investments and internal borrowing are then credited to the individual reserve funds based on the monthly closing balance in each fund.

Impact on Revenue Anticipation Borrowing

As mentioned, the use of reserve funds to meet short term cash flow requirements is consistent with the use of revenue anticipation borrowing. In other words, both are used as a means of managing cash flow to meet current obligations and are interrelated.

If revenue anticipation borrowing is reduced, investments will need to be redeemed and the unsubscribed balance will increase. Conversely, if revenue anticipation borrowing is increased, cash available to invest will increase and the unsubscribed balance will decrease.

Irrespective of the mix, the interest rate applied to external and internal borrowing is the same.

Financial Implications

The short term borrowing rate applicable to revenue anticipation borrowing is used as the benchmark for allocating interest on the unsubscribed balance of reserve funds. As such, from the borrowing perspective, there is no financial benefit to using reserves over revenue anticipation.

Current interest rates for fixed 1 year investments are approximately 0.2% higher than the benchmark short term borrowing rate while interest rates for short term liquid investments are approximately 0.2% less than the benchmark.

From the investment perspective, there is a benefit to utilizing revenue anticipation borrowing in that it decreases the amount of liquidity required in the investment portfolio. This allows for a

greater proportion of investment dollars to be placed in longer term investments at interest rates which are higher than the short term borrowing rate.

Cost Benefit Analysis

Simply put, utilizing a greater proportion of reserve monies in place of revenue anticipation borrowing requires more liquidity in the investment portfolio which in turn, reduces net investment returns.

Assuming a difference of 0.4% between rates for short term liquid investments and 1 year fixed term investments, the difference in investment earnings that would be generated equates to \$4,000 annually or \$333 per month for every \$1,000,000 invested as detailed in the table below:

Principal Investment	\$1,000,000
Interest Rate Difference	0.4%
Annual Interest Differential (\$1M x 0.4%)	\$4,000
Monthly Interest Differential (\$4,000/12)	\$333

STRATEGIC PLAN AND RELATED POLICIES

Cash flow management and maximization of investment returns is consistent with the strategic priority of ensuring fiscal sustainability.

CONCLUSION

Reserve funds are used in conjunction with revenue anticipation borrowing as a means of managing cash flow.

Legislative requirements governing the use and accounting of monies held in reserve nullify any material financial benefit that may be gained by using reserves in place of revenue anticipation borrowing.

The current practice of utilizing a mix of both revenue anticipation borrowing and reserves monies to meet short term cash flow requirements allows for greater flexibility in managing investments and maximizing the overall financial return to the Regional District.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – January 31, 2019

AUTHOR: Valerie Cropp – Manager, Purchasing and Risk Management

SUBJECT: **CONTRACTS BETWEEN \$50,000 AND \$100,000 FROM NOVEMBER 1 TO DECEMBER 31, 2018**

RECOMMENDATION

THAT the report titled Contracts between \$50,000 and \$100,000 – from November 1 to December 31, 2018 be received for information.

BACKGROUND

The Sunshine Coast Regional District's (SCRD) existing Delegation Bylaw No. 710, 2017 directs staff to provide the Committee with a quarterly report of all new contracts entered into that fall between \$50,000 and \$100,000.

This report includes vendor, purpose, function, amount and the authoritative budget.

DISCUSSION

118 contracts/purchase orders were issued during the time period November 1, 2018 to December 31, 2018 with zero valued between \$50,000 and \$100,000.

STRATEGIC PLAN AND RELATED POLICIES

The disclosure of Contract Award aligns with the Board's Purchasing Policy, Delegation Bylaw and legislative requirements.

CONCLUSION

SCRD Delegation Bylaw No. 710, 2017 identifies that a report be provided quarterly to Committee on all new contracts.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – January 31, 2019

AUTHOR: Sara Zacharias, Manager, Financial Services

SUBJECT: DIRECTOR CONSTITUENCY AND TRAVEL EXPENSES
FOR PERIOD ENDING DECEMBER 31, 2018

RECOMMENDATION

THAT the report titled Director Constituency and Travel Expenses for Period Ending December 31, 2018 be received for information.

BACKGROUND

The 2018 Financial Plan for line items Legislative Services Constituency Expenses and UBCM/AVICC Constituency Expenses provide a budget of \$19,800 (\$2,500 allowance per Director from [110] and \$1,000 for Electoral Area Directors from [130]) for the expense of running an elected official office. Based on historical use, the amount budgeted is less than the amount available under the policy. Travel Expenses within Legislative Services and UBCM/AVICC – Electoral Area Services provide an allowance of \$36,144 for mileage, meals, hotel and other various charges associated with travelling on Sunshine Coast Regional District (SCRD) business.

DISCUSSION

The total amount posted to Constituency Expenses for the period ending December 31, 2018 is \$9,117 leaving a surplus balance of \$10,683. The total amount posted to Legislative and UBCM/AVICC Travel Expenses is \$34,003 leaving a surplus balance of \$2,102. Figures are based on expense reports submitted up to January 11, 2019 for the period ended December 31, 2018 and a breakdown by Director is provided below.

Detail	Constituency Expense	Travel Expense (Excluding GST)	Travel Expense (Alternate)
Director Area A	\$2,354	\$10,647	\$-
Director Area B	\$812	\$6,621	\$-
Director Area D	\$2,473	\$3,146	\$-
Director Area E	\$645	\$2,655	\$-
Director Area F	\$2,384	\$6,648	\$-
Director DOS (2)	\$-	\$2,455	\$-
Director TOG	\$449	\$1,627	\$39
Director SIGD	\$-	\$204	\$-
Totals	\$9,117	\$34,003	\$39
Budget	\$19,800	\$36,144	
Surplus (Deficit)	\$10,683	\$2,102	*
* Alternate included with Director travel totals.			

STRATEGIC PLAN AND RELATED POLICIES

The disclosure of Director Constituency and Travel Expenses aligns with the Financial Sustainability Policy.

CONCLUSION

The 2018 Financial Plan for Constituency Expenses and Travel Expenses provides a total budget of \$55,944. For the period ending December 31, 2018, the total amount posted to Constituency and Electoral Expenses is \$43,159 leaving a surplus balance of \$12,785.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – January 31, 2019

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

SUBJECT: SUNSHINE COAST TOURISM AND THE MUNICIPAL AND REGIONAL DISTRICT TAX

RECOMMENDATION(S)

THAT the report titled Sunshine Coast Tourism and the Municipal and Regional District Tax be received for information.

BACKGROUND

Sunshine Coast Tourism (SCT) has received financial support from the Sunshine Coast Regional District (SCRD) for several years, most recently this funding has been approved from Rural Areas' Economic Development [531-535] apportioned by assessed value.

In 2011, the SCRD Board passed a motion to work with tourism groups regarding the potential use of a 2% Hotel Tax to fund economic and tourism development strategies.

The Municipal and Regional District Tax (MRDT) was introduced in 1987 to provide funding for local tourism marketing, programs and projects. The tax is intended to help grow BC revenues, visitation and jobs, and amplify BC's tourism marketing efforts in an increasingly competitive marketplace.

In 2012, SCT proposed a 2012-2013 Priority as follows with a project completion date of October 1, 2012:

“Continue to develop a strong, unified organizational structure and maintain efforts to strengthen the partnership-based approach to supporting the growth and development of tourism through:

- a) Completing the 2% MRDT application process***
- b) Adjusting the structure of the SCT Board to ensure representation from all key partners, including the 2% accommodation properties (assuming a successful application)***
- c) Working with Tourism Powell River to define complementary roles and responsibilities***
- d) Establishing a regional vision, goals and objectives for tourism that reflect a renewed regional perspective on developing tourism.”***

In response to the proposal from SCT and request for endorsement of the SCRD, the following resolutions were adopted in 2012 and 2015.

165/12 **Recommendation No. 2** *Sunshine Coast Tourism Society*

THAT the Sunshine Coast Tourism Society be provided with a letter of support for an application for 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.

Recommendation No. 3 *Sunshine Coast Tourism Society*

THAT SCRD Economic Development staff meet with Sunshine Coast Tourism Society to discuss the 2% Municipal and Regional District Tax and provide a report to the May Corporate and Administrative Services Committee meeting.

Excerpt
234/12

Recommendation No. 2 *Proposed 2% Hotel Tax*

AND THAT staff request that Sunshine Coast Tourism provide an annual statement indicating where the funds from the 2% hotel tax are expended and a list of the projects completed.

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.

At a 2016 SCRD Committee meeting the Board received correspondence from SCT that they were successful in the 2% Municipal and Regional District Tax Program and would report outcomes to the SCRD Board each year.

DISCUSSION

SCT has become increasingly successful in achieving funding through the MRDT program, and therefore the SCRD Board requested information regarding SCRD's contribution through Economic Development.

The following resolutions were passed from Committees for various reasons up to and including the most recent at the November 2018 SCRD Special Corporate and Administrative Services (CAS) Committee (pre-budget):

006/17 **Recommendation No. 11** *Sunshine Coast Tourism – 2017 Budget Request*

THAT the following documents from Sunshine Coast Tourism regarding 2017 Budget Request be received:

- Correspondence dated November 16, 2016;
- Overview of Programs and Goals for 2017;
- 2017 Budget with 2016 Budget vs. Actuals;

AND THAT Sunshine Coast Tourism be requested to resubmit a budget request to 2017 Round 1 Budget with any possible amendments pending the Chamber's discussions with the Sunshine Coast Regional Economic Development Organization (SCREDO) and include more information regarding the other sources of revenues and the matched funding opportunities;

AND FURTHER THAT staff investigate the tourism funding from the Municipal and Regional District Tax (MRDT) and requirements for ongoing funding commitments from local government.

110/17 **Recommendation No. 30** *Sunshine Coast Tourism*

THAT staff provide information to a future committee meeting regarding the options and obligations the Sunshine Coast Regional District (SCRD) may have to consider when reviewing ongoing funding requests from Sunshine Coast Tourism as they are supported by the Municipal Regional District Tax (MRDT).

350/17 **Recommendation No. 13** *Sunshine Coast Tourism and Municipal and Regional District Tax (MRDT)*

THAT the report titled Sunshine Coast Tourism and Municipal and Regional District Tax (MRDT) be received for information;

AND THAT Sunshine Coast Tourism be requested to present the results of their 2017 expenses, income coming from the Municipal and Regional District Tax funds, 2018 projected budget and strategic plans for marketing the Sunshine Coast to the SCRD Round 1 Budget process.

341/18 **Recommendation No. 19** *Sunshine Coast Tourism – Municipal and Regional District Tax Program*

The Corporate and Administrative Services Committee recommended that staff report to Round 1 Budget with the history of Sunshine Coast Tourism and the Municipal and Regional District Tax Program.

In the Provincial Budget 2018, the Ministry of Finance, the Ministry of Tourism, Arts and Culture and Destination BC announced that the eligible uses of MRDT revenues would be expanded to

include affordable housing initiatives to help address local housing needs. This is detailed in the Municipal and Regional District Tax Program Requirements – Summer 2018 (Attachment A). SCT has not detailed how they intend to incorporate this expansion of the MRDT into programs or how this will change the revenues received by SCT.

Financial Implications

Staff have requested the 2017 and 2018 End of Year Reports and also a budget vs. actuals breakdown, supplemental to the SCT request at Special CAS pre-budget, to provide the SCRD Board the historical, current and future outlook of SCT (this information will be on the Round 1 Budget agenda in February 2019).

Timeline for next steps or estimated completion date

The timing of this information is to allow for the Board to review prior to Round 1 Budget meeting scheduled for February 5, 2019 (Special CAS R1).

STRATEGIC PLAN AND RELATED POLICIES

Currently the Strategic Plan is under development for 2019 to 2023. The Financial Sustainability policy forms a basis to the budget process, allowing for transparency and collaboration with our Partners and Stakeholders and the Sunshine Coast communities.

CONCLUSION

SCT has received financial support from the SCRD for several years, most recently this funding has been approved from Rural Areas' Economic Development [531-535] apportioned by assessed value. At Pre-Budget in December 2018 the Board requested a brief history of the SCT and the MRDT, this report is for information.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – J. Loveys	Other	

Attachment A – Municipal and Regional District Tax Program Requirements for Summer 2018



Municipal and Regional District Tax Program Requirements

Summer 2018

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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 and Regional 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.*

In *Budget 2018*, the government announced that the eligible uses of MRDT revenues would be expanded to include affordable housing initiatives. At the same time it was announced that online accommodation platforms located outside of BC would be enabled to register to collect provincial sales tax and MRDT on purchases of accommodation through their platform.

In keeping with these announcements, the MRDT Program Requirements have been updated to reflect the changes. In particular, the revised Program Requirements include the following clarifications:

1. MRDT revenues from online accommodation platforms can be used for affordable housing initiatives;
2. General MRDT revenues cannot be used for affordable housing initiatives unless the designated recipient can demonstrate support of tourism stakeholders and accommodation providers; and
3. The requirement to demonstrate accommodation provider support will remain unchanged. Individual hosts that only list on online accommodation platforms will not need to be consulted.

Please see the revised details in Sections 7 and 8 and Appendix 1.8 and 2.4.

Moving forward, the Province will provide existing designated recipients with information on two types of MRDT revenue: revenues from multi-jurisdictional online accommodation platforms (OAP), which are based outside of BC but operate within the designated accommodation area; and revenues from general accommodation providers (general MRDT revenues), such as hotels, motels, etc. This is to support designated recipients’ affordable housing spending (refer to Section 8 for details).

2. Enabling Legislation

Section 123 of the *Provincial Sales Tax Act* (refer to 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. Affordable housing was added as a permissible use of funds in *Budget 2018*.

The MRDT program is jointly administered by the Ministry of Finance, the Ministry Tourism, Arts and Culture, 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; and
- Fiscal prudence and accountability.

Affordable housing was added as a permissible use of funds in *Budget 2018* to help address local housing needs. Designated recipients have the flexibility to define, identify, and fund affordable housing initiatives that they deem appropriate to meet local needs. Affordable housing funding must be consistent with fiscal prudence and accountability, and will be subject to additional reporting requirements. Further detail, including stakeholder consultation and support requirements, can be found in Section 8.

4. Eligible Use of Funds

The *Designated Accommodation Area Tax Regulation* (refer to 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, initiatives respecting affordable housing, 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 must be supported by both local governments and tourism industry stakeholders. MRDT for affordable housing is intended to provide flexibility to communities to address their local housing needs.

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 (other than affordable housing) 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. A business case must be provided, including budget, for each capital project and all capital projects must be completed within the current Five-Year Strategic Business Plan time period. 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). Refer to Section 8 for information required for affordable housing initiatives.

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 purposes.

5. Eligible Applicants

5.1 Designated Recipients

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

- Municipalities;
- Regional districts; and
- 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.

Funds equal to the tax collected in the designated accommodation area minus an administration fee are forwarded to the designated recipient on a monthly basis. OAP revenues will be forwarded to the designated recipient on a quarterly 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 11: 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, applications for rate changes, and applications that include affordable housing must be submitted at least **nine** months in advance of the desired effective date of the tax.

Renewal applications at the two percent rate 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. The applicant must provide detailed 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 and provide an opportunity for input. Examples of consultation activities could include presentations at town hall meetings, annual general meetings and information sessions, etc. Letters of support from individual tourism industry businesses or organizations can also be provided.

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.

- 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. The designated recipient is not required to identify and consult individual hosts who list on an online accommodation platform or those accommodation providers who offer less than 4 units of accommodation (see below). 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).
- 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 applicant is required to make its Five-year Strategic Business Plan available to accommodation providers. The applicant is also required to indicate on the Accommodation Sector in Support of MRDT Form if they wish to use general MRDT revenues for affordable housing.

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.

Online accommodation platforms located outside of BC have been enabled to register to collect tax on purchases of accommodation through their platforms. These are online marketplaces that facilitate transactions for renting short-term accommodations (many of which operate across jurisdictions) and typically list basement suites, individual rooms, or other forms of accommodation (such as trailers or motor homes). Their hosts may not regularly offer accommodation, may not be readily identifiable and accessible, and their accommodation units may not be on record with the Province.

This will not affect the way that applicants have consulted accommodation providers in the past. Applicants are not required to identify and consult individual hosts who only list on registered online accommodation platforms. Designated recipients are only required to consult those accommodation providers who are registered under the *Provincial Sales Tax Act* and who physically provide taxable accommodation; whose owners/property managers are readily identifiable; and whose addresses and total number of accommodation units are on record with the Province; and who offer 4 or more units of accommodation. This includes hotels and motels, bed and breakfasts, and vacation rental reservation systems that list properties with verifiable property managers.

For clarification, the Province is able to provide the names and addresses of registrants to assist applicants in identifying which accommodation providers to consult.

- 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).
- Affordable Housing Requirements and Documentation, if applicable (see Section 8).

8. Application Requirements for Affordable Housing

8.1 Parameters for Spending on Affordable Housing

Designated recipients have the flexibility to define, identify, and fund affordable housing initiatives that they deem appropriate to meet local needs. Designated recipients may use MRDT revenues for the following purposes for spending on affordable housing initiatives:

- Acquiring, constructing, maintaining or renovating housing or shelter;
- Acquiring or improving land used for, or intended to be used for, housing or shelter;
- Supporting the acquisition, construction, maintenance, renovation or retention of housing or shelter or the acquisition or improvement of land intended to be used for housing or shelter;
- Supporting housing, rental or shelter programs; or
- Paying expenses related to the administration or disposal of housing, shelter or land acquired with money paid out of MRDT revenues.

Documentation and plans for affordable housing (Appendix 1.8 and 2.4) will be forwarded to the Ministry of Municipal Affairs and Housing (MAH) for assessment. Destination BC will remain the initial point of contact for discussions on applications. An updated Appendix 1.6 (Disclosure of Information Authorization Form) is also required for the first time that a designated recipient wishes to use MRDT for affordable housing, regardless of the revenue source.

8.2 Using Revenues from Online Accommodation Platforms (OAP) on Affordable Housing

Designated recipients are able to use OAP revenues on affordable housing initiatives without submitting a new five-year strategic business plan or application package. If a designated recipient chooses to only spend this amount on affordable housing, the following information

on affordable housing will be required prior to implementation and due on November 30 of each year to outline spending in the upcoming year (see Appendix 1.8 and 2.4):

- Project name and address;
- Project rationale and details (what is the need, issue, or demand);
- MRDT contribution;
- Housing provider/Project owner;
- Funding partners (if applicable);
- Funding partners' contribution (if applicable);
- Estimated completion date;
- Estimated number of housing units (number of housing units acquired, completed, maintained, or renovated); and
- Evidence of support on using MRDT revenues for affordable housing from applicable local government(s) (only if the designated recipient is not a municipality).

Designated recipients that have committed to using OAP revenues for purposes other than affordable housing in their tactical plan cannot redirect those revenues to affordable housing midway through the year; they must wait until the submission of the next tactical plan.

8.3 Using General MRDT Revenues on Affordable Housing

For designated recipients that wish to use general MRDT revenues (meaning revenues beyond OAP revenues), they can submit a new application at any time during the five-year tax lifecycle, but the package must include all of the documentation required for a renewal or rate increase application outlined in Section 7, including:

- A completed application form;
- A Five-Year Strategic Business Plan with first year tactical details;
- Evidence that the funds from the tax are incremental to existing sources of tourism funds;
- Evidence of authority and request to impose the tax;
- Evidence of consultation with tourism industry stakeholders;
- An Accommodation Directory Form;
- An Accommodation Sector in Support of MRDT Form (which demonstrates support from 51 per cent of accommodation providers representing 51 per cent of accommodation units);
- Confirmation that Destination British Columbia has been consulted;
- Third Party Authorization Form (if applicable);
- Disclosure of Information Authorization Form;
- A signed Tourism Events Program Sponsorship Undertaking (if applicable); and
- An Affordable Housing MRDT Plan (Appendix 1.8).

Designated recipients not subject to the renewal application requirements that would like to use MRDT revenues on affordable housing initiatives must submit a complete application as outlined above.

9. 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.

10. 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).

11. 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).

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 or

who wish to spend on affordable housing initiatives 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 May 31 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 May 31 of each year.**

Annual Affordable Housing MRDT Report (if applicable):

Designated recipients that spend MRDT revenues on affordable housing, regardless of whether from OAP revenues or from general MRDT revenues, must submit an **Annual Affordable Housing MRDT Report by May 31 of each year** (see Appendix 2.4).

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.** If plans are available earlier, please submit as they become available.

Affordable Housing MRDT Plan:

Designated recipients must provide the following information (see Appendix 1.8):

- Project name and address;
- Project rationale and details (what is the need, issue, or demand);
- MRDT contribution;
- Housing provider/Project owner;
- Funding partners (if applicable);
- Funding partners' contribution (if applicable);
- Estimated completion date;
- Estimated number of housing units (how many rooms or beds that would be available for

individual dwelling); and

- Evidence of consultation on using MRDT revenues for affordable housing from applicable local government(s) (only if the designated recipient is not a municipality).

Designated recipients that wish to use general MRDT revenues for affordable housing must provide the above information in their Five-Year Strategic Business Plan, One Year Tactical Plan, and must demonstrate strong local stakeholder support as part of a full application.

Designated recipients that wish to use OAP revenues for affordable housing do not need to provide a Five-Year Strategic Business Plan or One Year Tactical Plan; however, Appendix 1.8 is required and must be submitted prior to implementation of affordable housing initiatives.

The Affordable Housing MRDT Plan (Appendix 1.8) is required for:

- Renewal/new MRDT applications that include affordable housing **regardless of the revenue source**;
- A full application package submitted midway through a five-year tax term if designated recipients wish to use general MRDT revenues on affordable housing; and
- If designated recipients wish to use any OAP revenues on affordable housing in the next year, **due November 30** prior to implementation.

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 of each year**.

12. 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 be considered with renewal applications, for example, a proposal to use revenue from the tax for capital projects

Plans to only use OAP revenues for affordable housing are not required to submit a new application; however, information on affordable housing is required as outlined in Section 11.

Requests to use general MRDT revenues for affordable housing will be considered only once a designated recipient or applicant submits a new application (at any time during the five year tax lifecycle). The package must include all documentation required for a renewal or rate increase application outlined in Sections 7 and 8.

Designated recipients that have committed to using OAP revenues for purposes other than affordable housing in their tactical plan cannot redirect those revenues to affordable housing midway through the year; they must wait until the submission of the next tactical plan.

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.

13. 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.

14. Further Information

Applicants can request further **information about the MRDT program** by contacting Destination British Columbia by email at 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

Please complete all MRDT application requirements and send to 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>
<input type="checkbox"/>	<i>Affordable Housing Plan (Appendix 1.8, where applicable)</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 30th) 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 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).

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. Affordable housing was added as a permissible use of funds in Budget 2018.*
- *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	
Vision and Mission	<ul style="list-style-type: none"> <i>The Vision is future focused, something to be pursued, a destination, inspirational, and verifiable.</i> <i>The Mission is present focused, reason for being, a roadmap, concrete, and measurable.</i>
Strategic Context	<ul style="list-style-type: none"> <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"> <i>What are the current economic and tourism conditions?</i> <i>What challenges and opportunities exist?</i> <i>Key learnings.</i>
Overall Goals, Objectives and Targets	<ul style="list-style-type: none"> <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> <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> <i>Targets should be identified for all Objectives for the five year period.</i>
Strategies - Key Actions	<ul style="list-style-type: none"> <i>Strategies describe the broad direction the community will take to achieve the stated goals and objectives.</i> <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> <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"> <i>Examples of promotional strategies are social media, media</i>

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

Affordable Housing (if applicable)	<ul style="list-style-type: none">• <i>Please provide an overview of what your affordable housing plans seek to achieve over the five-year period (what are the intent and end state).</i>• <i>Specific details are to be included in Appendix 1.8.</i>
---	--

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. Please note that Destination BC may share relevant tactical information with applicable Destination BC program areas to facilitate increased collaboration and alignment.

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 (for example: print, radio, television, out-of-home, paper direct mail, email marketing, search engine marketing, paid social media, display, and native advertising)
- Website - Hosting, Development, Maintenance
- Social Media Management Platforms and Tools (i.e. Hootsuite)
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations (for example: story idea creation, media and influencer FAM hosting/support, attendance at media marketplaces, etc.)
- Travel Trade (for example: trade and FAM hosting/support, etc.)
- Consumer-focused asset development (for example: curation or production of written content, photography, videography)
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: market readiness, digital readiness, industry conferences, packaging and tourism-related industry workshops, etc.)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research, Evaluation and Analytics
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: staff wage and benefits, visitor services via social media, digital tools, including mobile apps, kiosks, beacons, etc, roving/mobile visitor services, ambassador programs, FAMs)
- Other.

Meetings, Conventions, Events and Sport:

- Examples could include conferences, events, sales, sport, grant programs, etc.

Affordable Housing, which may include:

- Details on affordable housing projects (project description and rationale, authorizing documents, budget and applicable funding partners)
- Please complete and attach Appendix 1.8.

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.

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.**

Major Category: *(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)*

Activity Title: *Please provide the title of activity.*

Tactics:

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.

Implementation Plan:

For each activity, an implementation plan should include the following information:

Short Description:

Quantifiable Objectives:

Rationale:

Action Steps:

Potential Partnerships:

Resources:

Sources of Funding:

Timeframe: *(when will the tactic begin and end or is it ongoing?)*

Budget:

Performance Measures:

- Please review the tactics listed above and identify expected outcomes and outputs for each.
- Report out annually on the performance measures (refer to Appendix 2.2).
- The performance measures must align with the four MRDT Program Principles:
 - 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.
- Consider the following definitions when preparing the output and outcome measures:
 - 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.
 - Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.
- Examples only:

Output Measures:

- Types of marketing activities
- Number of event campaigns and results
- Description of social media activities and outcomes
- Number of media placements
- Number of conventions and meeting sales
- Webpage visits
- Visitor inquiries/calls

Outcome Measures:

- Visitor volume
- Visitor nights & visitor spending
- Visitor revenues
- Average length of stay
- Accommodation revenues
- Number of new tourism businesses

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		
MRDT from online accommodation platforms		
MRDT Subtotal		
Local government contribution		
Stakeholder contributions (i.e. membership dues)		
Co-op funds received (e.g. DBC Coop; DMO-led projects)		
Grants – Federal		
Grants – Provincial		
Grants/Fee for Service - Municipal		
Retail Sales		
Interest		
Other		
Total Revenues		
Expenses		Budget \$
Marketing		
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		
Consumer-focused asset development (imagery, video, written content)		
Other (please describe)		
Subtotal		
Destination & Product Experience Management		
Destination & Product Experience Management Staff – wage and benefits		
Industry development and training		
Product experience enhancement and training		
Research, evaluation, analytics		
Other (please describe)		
Subtotal		
Visitor Services		
Visitor services activities		
Other (please describe)		
Subtotal		
Meetings, Conventions, Events and Sport		
Meetings, conferences, conventions, sales, events, sport, and grant programs, etc.		
Subtotal		
Administration		
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>	
Affordable Housing		
	General MRDT revenues	
	Revenues from online accommodation platforms	
	<i>Subtotal</i>	
Other		
	All other wages and benefits not included above	
	Other activities not included above (please describe)	
	<i>Subtotal</i>	
	Total Expenses:	
Balance or Carry Forward		

Projected Spend by Market (*broad estimate*)

Add more rows as needed.

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC		
Alberta		
Ontario		
Other Canada (<i>please specify</i>)		
Washington State		
California		
Other USA (<i>please specify</i>)		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International (<i>Please specify</i>)		
Total		

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. Applicants are not required to list individual hosts who only list on an online accommodation platform or those accommodation providers who offer less than 4 units of accommodation.

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%): _____

Applicants, please check the following, if applicable:

Does the designated recipient plan on using general MRDT revenues (meaning revenues beyond Online Accommodation Platform revenues) for affordable housing initiatives and are these activities included as part of the Five-Year Business Plan and One-Year Tactical Plan (including Appendix 1.8)?

☐ YES ☐ NO

The Municipal and Regional District Tax (MRDT) is being proposed or is up for renewal in your municipality/region. The MRDT 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**. Affordable housing initiatives are also included as a permissible use of revenues. Accommodation providers may request a copy of the Five-Year Strategic Business Plan from the applicant. The MRDT 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.

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.

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.

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 Municipal Affairs and Housing (Appendix 1.8 and 2.4 only, as applicable), Ministry of Tourism, Arts and Culture, 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 Tourism, Arts and Culture 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.

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 Tourism, Arts and Culture 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 administration and implementation of 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 is an internationally renowned destination with an excellent reputation for maximizing its world-class infrastructure to deliver remarkable experiences for travellers. As a result, BC's tourism sector is a key economic driver, helping to create jobs and keep the province's economy diverse, strong and growing.

Understanding that tourism is one of the world's most competitive industries, the Province launched the **Tourism Events Program (TEP)** to support the delivery of events that have a high tourism value: events that will increase the volume of visitors to British Columbia, and/or increase global recognition for the province.

The TEP is an application-based program, with two application intakes per year with corresponding event windows (March 1 to April 30 and September 1 to October 31).

TEP funding is open to all organizations and communities across British Columbia.

TEP provides incremental funding to eligible events to support their marketing or promotional activities in order to increase and broaden the impact of the event.

Applications must demonstrate how eligible events:

- Raise awareness nationally and internationally of British Columbia's tourism brands;
- Motivate Canadians and people from around the world to experience British Columbia's natural beauty, diverse activities and world-class infrastructure; and
- Offer the greatest incremental tourism and economic impact to the host community and the surrounding region.

For more information, please visit the TEP webpage at: <http://www.destinationbc.ca/BC-Tourism-Industry/Municipal-and-Regional-District-Tax-Program/Tourism-Events-Program.aspx>

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:	Net Distributable 3% MRDT Collections
Less:	Sum of all Sponsorship Payments in a month [i.e., Net Distributable 3% MRDT Collections multiplied by 2/30]
Equals:	Total Payment to Designated Recipient in a month

Appendix 1.8 Affordable Housing MRDT Plan

The following table **must** be completed if the designated recipient wishes to use MRDT revenues on affordable housing initiatives, regardless of whether revenues are solely from online accommodation platforms or from general MRDT revenues.

Project Name and Address
Project Goals, Rationale and Details
<ul style="list-style-type: none"> • How does this project respond to affordable housing needs in your community? • What is the need, issue, or demand? • What kind of project are you spending on (such as acquiring or constructing buildings, providing funding to an existing housing project or towards a rental or social housing program, or entering into a partnership agreement)? • What documentation do you have authorizing the project to proceed (such as a contribution agreement or contract, or permits or schematics)? Submit the documents with your report. • How will you measure success on the housing project?
MRDT Contribution
<ul style="list-style-type: none"> • Also indicate if the contribution is from OAP or general MRDT revenues.
Housing Provider/Project Owners/Project Lead

Funding Partner(s)
Contribution from Funding Partner(s)
Estimated Completion Date
Estimated Number of Housing Units Completed
<ul style="list-style-type: none"> The number of housing units (such as rooms available for individual dwelling) acquired, completed, maintained, or renovated.
Evidence of Consultation with Local Governments for Affordable Housing (if applicable)
<ul style="list-style-type: none"> If the designated recipient is not a municipality, provide evidence of consultation (such as support letters) from the applicable local government(s) in your area in regards to using MRDT revenues for affordable housing. If your affordable housing spending has already been approved through the submission of a Five-Year Strategic Plan, this section is not required.

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 May 31 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	Total Marketing Budget by Market	% of Total \$ by Market
BC		
Alberta		
Ontario		
Other Canada (<i>please specify</i>)		
Washington State		
California		
Other USA (<i>please specify</i>)		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International (<i>Please specify</i>)		
Total		

Section 1: MRDT Budget Variance Report

Designated recipients **must** complete the table as provided below. Refer to Appendix 2.3 for further expense line item descriptions.

Revenues		Current Year		
		Budget \$	Actual \$	Variance
	Carry forward from previous calendar year			
	MRDT			
	MRDT, online accommodation platforms			
	Local government contribution			
	Stakeholder contributions (i.e. membership fees)			
	Co-op funds received (e.g. DBC coop, DMO-led projects)			
	Grants - Federal			
	Grants - Provincial			
	Grants/Fee for Service - Municipal			
	Retail Sales			
	Interest			
	Other			
	Total Revenues			
Expenses		Budget \$	Actual \$	Variance
	Marketing			
	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			
	Consumer-focused asset development (imagery, video, written content)			
	Other			
	<i>Subtotal</i>			
	Destination & Product Experience Management			
	Destination and product experience management staff – wage and benefits			
	Industry development and training			
	Product experience enhancement and training			
	Research, evaluation, analytics,			
	Other			
	<i>Subtotal</i>			
	Visitor Services			
	Visitor Services activities			
	Other (please describe)			
	<i>Subtotal</i>			

Expenses		Budget \$	Actual \$	Variance
Meetings, Conventions, Events and Sport				
Meetings, conventions, conferences, sales, events, sport, grant programs etc.				
<i>Subtotal</i>				
Administration				
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>				
Affordable Housing				
General MRDT revenues				
Revenues from online accommodation platforms				
<i>Subtotal</i>				
Other				
All other wages and benefits not included above				
Other activities not included above (please describe)				
<i>Subtotal</i>				
Total Expenses				
Balance or Carry Forward				

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 May 31 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
MRDT Revenue	<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>
MRDT activities, tactics, investment efforts and outcomes (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> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <u>OUTPUT MEASURES</u> <ul style="list-style-type: none"> • Types of marketing activities • Number of event campaigns and results • Description of social media activities and outcomes • Number of media placements • Number of conventions and meeting sales • Webpage visits • Visitor inquiries/calls. </div> <div style="width: 45%;"> <u>OUTCOME MEASURES</u> <ul style="list-style-type: none"> • Visitor volume • Visitor nights and visitor spending • Visitor revenues • Average length of stay • Accommodation revenues • Number of new tourism businesses. </div> </div>
Key Learnings	<i>Please provide an assessment of effectiveness of tactics, describe what worked, what didn't and lessons learned.</i>

2. Effective local-level stakeholder support and inter-community collaboration 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.	
Mandatory Metric	Designated Recipient Response
Extent of Local-level Stakeholder Engagement	<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"> • <i>Outreach communications (such as newsletters, marketing plans and annual reports)</i> • <i>Conferences, engagement sessions, or annual general meetings.</i>
Stakeholder Satisfaction	<p><i>Only for designated recipients collecting 3% tax:</i></p> <p><i>The designated recipient must conduct an annual stakeholder survey to:</i></p> <ul style="list-style-type: none"> • <i>Assess the level of awareness of tourism marketing activities in the community (region)</i> • <i>Assess the level of satisfaction with the use of MRDT funds.</i> <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"> • <i>accommodation providers;</i> • <i>attractions, sightseeing, activities and other primary tourism businesses;</i> • <i>restaurants, retail and other tourism related businesses;</i> • <i>Regional and local tourism associations;</i> • <i>Product Sector organizations;</i> • <i>Parks and recreation;</i> • <i>Visitor Centres; and</i> • <i>Other government agencies and organizations that have programs and services that relate to tourism.</i> <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>
Community Collaboration	<p><i>Only for designated recipients collecting 3% tax:</i></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
Community Collaboration	<p><i>Examples of collaborative activities include:</i></p> <ul style="list-style-type: none"> • Meetings and discussions with other designated recipients or Destination Marketing Organizations in other designated accommodation areas • Meetings and discussions with other tourism industry stakeholders on shared interests and goals • Integrated planning • Sharing of resources on content and asset development • Aligned product development <p><i>Cooperative and or partnered marketing campaigns/initiatives</i></p>
3. Marketing Efforts Are Coordinated and complementary to provincial marketing strategies and tactics: 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.	
Mandatory Metric	Designated Recipient Response
Provincial Alignment	<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"> • Refer to Destination British Columbia's strategic plan and regional plans • Liaise/consult with regional and/or provincial staff during strategic/tactical plan development • Provincial or regional staff attendance at community AGM, planning sessions or marketing showcases • Attendance at provincial marketing and/or planning sessions • Attendance at regional marketing and/or planning sessions • Attendance at regional annual conferences/marketing presentations.
Coordinated with Destination British Columbia on Travel Media and Travel Trade Activities	<p><i>Only for designated recipients collecting 3% tax:</i> <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>

4. Fiscal prudence and accountability

All designated recipients must be accountable, transparent, and make fiscally prudent investments in community tourism marketing.

Mandatory Metric	Designated Recipient Response
Effective Financial Management	<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>
Streamlined Administrative Costs	<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>
Leveraging of Other Marketing Funds	<p><i>The designated recipient must provide details (in this space) regarding what steps they undertook to leverage funding over the year.</i></p> <p><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></p>

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 30th 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.

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
Strategic Direction	<ul style="list-style-type: none"> 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.
Key Learnings and Conclusions	<ul style="list-style-type: none"> Key learnings and conclusions from a situation analysis or annual review that will inform your One-Year Tactical Plan. Provide an update on progress to date for current year activities.
Overall Goals, and Objectives	<ul style="list-style-type: none"> Overall Goals, Objectives and Targets, if different from the Five-year Strategic Business Plan.
Strategies	<ul style="list-style-type: none"> 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. Identify your key content themes for the year (i.e. wilderness, touring, ski, etc.)
Target Markets	<ul style="list-style-type: none"> 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. The desired length of stay that your community is seeking from the target markets, from day visits or overnight getaways to longer vacations.

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. Please note that Destination BC may share relevant tactical information with applicable Destination BC program areas to facilitate increased collaboration and alignment.

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 (for example: print, radio, television, out-of-home, paper direct mail, email marketing, search engine marketing, paid social media, display, and native advertising)
- Website - Hosting, Development, Maintenance
- Social Media Management Platforms and Tools (i.e. Hootsuite)
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations (for example: story idea creation, media and influencer FAM hosting/support, attendance at media marketplaces, etc.)
- Travel Trade (for example: trade FAM hosting/support, etc.)
- Consumer-focused asset development (for example: curation or production of written content, photography, videography, etc.)
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: market readiness, digital readiness, industry conferences, packaging and other tourism-related Industry Workshops)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research, Evaluation, and Analytics
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: staff wage and benefits, visitor services via social media, digital tools, including mobile apps, kiosks, beacons, etc., , roving/mobile visitor services, ambassador programs, , FAMs)
- Other.

Meetings, Conventions, Events and Sport:

- Examples could include conferences, events, sales, sport, grant programs, etc.

Affordable Housing, which may include:

- Details on affordable housing projects (project description and rationale, authorizing documents, budget and applicable funding partners).
- Please complete and attach Appendix 1.8.

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.

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.**

Major Category: <i>(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)</i>
Activity Title: <i>Please provide the title of activity.</i>
Tactics: <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>
Implementation Plan: <i>For each activity, an implementation plan should include the following information:</i> Short Description: Quantifiable Objectives: Rationale: Action Steps: Potential Partnerships: Resources: Sources of Funding: Timeframe: (when will the tactic begin and end or is it ongoing?) Budget:

Performance Measures:

- *Please review the tactics listed above and identify expected outcomes and outputs for each.*
- *Report out annually on the performance measures (refer to Appendix 2.2).*
- *The performance measures must align with the four MRDT Program Principles:*
 - *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.*
- *Consider the following definitions when preparing the output and outcome measures:*
 - *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.*
 - *Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.*

- *Examples only:*

Output Measures:

- *Types of marketing activities*
- *Number of event campaigns and results*
- *Description of social media activities and outcomes*
- *Number of media placements*
- *Number of conventions and meeting sales*
- *Webpage visits*
- *Visitor inquiries/calls*

Outcome Measures:

- *Visitor volume*
- *Visitor nights & visitor spending*
- *Visitor revenues*
- *Average length of stay*
- *Accommodation revenues*
- *Number of new tourism businesses*

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		
MRDT from online accommodation platforms		
MRDT Subtotal		
Local government contribution		
Stakeholder contributions (i.e. membership dues)		
Co-op funds received (e.g. DBC Coop; DMO-led projects)		
Grants – Federal		
Grants – Provincial		
Grants/Fee for Service - Municipal		
Retail Sales		
Interest		
Other		
Total Revenues		
Expenses		Budget \$
Marketing		
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		
Consumer-focused asset development (imagery, video, written content)		
Other (please describe)		
Subtotal		
Destination & Product Experience Management		
Destination & Product Experience Management Staff – wage and benefits		
Industry development and training		
Product experience enhancement and training		
Research, evaluation and analytics		
Other (please describe)		
Subtotal		
Visitor Services		
Visitor Services activities		
Other (please describe)		
Subtotal		
Meetings Conventions, Events & Sport		
Meetings, conventions, conferences, events, sport, grant programs, etc.		
Subtotal		
Administration		
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>	
	Affordable Housing	
	General MRDT revenues	
	Revenues from online accommodation platforms	
	<i>Subtotal</i>	
	Other	
	All other wages and benefits not included above	
	Other activities not included above (please describe)	
	<i>Subtotal</i>	
	Total Expenses:	
Balance or Carry Forward		

Projected Spend by Market (*broad estimate*)

Add more rows as needed.

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC		
Alberta		
Ontario		
Other Canada (<i>please specify</i>)		
Washington State		
California		
Other USA (<i>please specify</i>)		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International (<i>Please specify</i>)		
Total		

The following table must be completed if the designated recipient wishes to use MRDT revenues on affordable housing initiatives, regardless of whether revenues are solely from online accommodation platforms or from general MRDT revenues. If you have submitted a previous report through your annual reporting requirements, only provide details on changes in the categories below. This report must be submitted by May 31 of every year.

Project Name and Address
Project Rationale and Details
<ul style="list-style-type: none"> Have there been any changes to the project? What progress/milestones have been made on the measurements of success outlined in your Affordable Housing MRDT Plan?
MRDT Contribution
<ul style="list-style-type: none"> Has your MRDT contribution changed since your last report?
Housing Provider/Project Owners/Project Lead
Funding Partner(s)

Contribution from Funding Partner(s)**Estimated Completion Date**

- Has the estimated completion date changed? If so, provide some reasons.

Number of Housing Units Completed

- The number of housing units (such as rooms available for individual dwelling) acquired, completed, maintained, or renovated.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – January 31, 2019

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

SUBJECT: SECHELT PUBLIC LIBRARY – BRIEF FUNDING HISTORY

RECOMMENDATION(S)

THAT the report titled Sechelt Public Library – Brief Funding History be received for information.

BACKGROUND

The Sechelt Public Library (SPL) was created as a centennial project for Sechelt in 1967 and was constructed on a plot of land on Trail Avenue. In 1973 the then Village of Sechelt purchased land next to the library to expand the library's facilities and the Sunshine Coast Regional District (SCRD) contributed \$3,000 to libraries on the coast. In 1981 the Library officially incorporated the Sechelt Public Library Association (SPLA). In 1983 the Village of Sechelt granted funds to expand the existing library facilities. In 1992 District of Sechelt Council voted in favour of building a joint municipal government and Library facility and a 1993 referendum to borrow the funds required was passed and the Sechelt Public Library was opened in 1996. SPLA paid rent to the District of Sechelt up to the year 2013 wherein the joint funders discussed options to this expense to assist the SPLA.

Over the years, in a combination of funding from electoral areas, the SCRD has provided funding to the Sechelt Public Library. Roberts Creek Library Service through Bylaw No. 1043.1, 2002 provided funding to the Roberts Creek Reading Centre as well as both the SPLA and the Gibsons and District Public Library Association. A portion of Electoral Area A – Egmont / Pender Harbour provides funding to SPLA for library service and outreach service for the Pender Harbour Reading Room which has recently been established by Bylaw 1086, 2017 as Electoral Area A – Egmont / Pender Harbour Library Service.

Throughout 2004 numerous discussions related to forming a regional library service and funding (including the issue of rents payable to the District of Sechelt) were actively taking place. In October 2004 Bylaw 1046.1 was proposed with the purpose as follows:

“A bylaw to amend *Halfmoon Bay Library Service Establishment Bylaw No. 1046, 2002* to increase the maximum annual amount that may be requisitioned, to add the District of Sechelt and the Sechelt Indian Government District as participating areas, to clarify that the purpose of the service is to provide regional library funding for the Sechelt Public Library and to provide for opting out of the service.”

This proposed bylaw was resolved to be sent to Electoral Area A Director, the Sechelt Indian Government District (SIGD) and the District of Sechelt Councils for comment, though it never received 1st reading. Instead SIGD, Electoral Area A, District of Sechelt and Electoral Area B entered into a two year agreement to fund the SPL.

In 2008 SIGD was sent a request by the SCRD Board to consider an increase to their funding portion as it had remained unchanged over 4 years. In 2012 SPLA provided a report on Sechelt Public Library and Sechelt Indian Band Activities which was forwarded to SIGD to request an increase to the funding proportion.

In 2009 Halfmoon Bay Area B increased the contribution to the SPLA contingent on the library continuing Monday openings without affecting the regular Tuesday to Saturday hours. Also in this year, a request was made to the District of Sechelt to provide the actual cost of having SPLA occupy space in the building, a Special Corporate and Administrative Services Committee meeting on January 31, 2013 was scheduled to consider the options surrounding the rent.

In 2013 the required rent payable to the District of Sechelt was removed and in late 2013 the SPLA reported to the SCRD Board with a work plan for the \$24,949, formally allocated for rent. Though the SPLA benefitted from not budgeting for rent it was presented to the SCRD Board by the Library Board and staff that the parity to the per capita rates for comparable libraries was low. The SCRD consequently approved an additional \$16,741 toward the SPLA operations for the rent. Library Summaries showing historical funding for years 2013-2018 are attached.

In August of 2013 staff, contacted the Libraries and Literacy Branch to determine the per capita for the local and comparable libraries. A further request was made to determine how population areas for Electoral Area A and SIGD have been determined, response as follows:

“As for how we determine populations for service areas, we rely on information from several sources to calculate populations for each area, including population data from the Canadian Census and estimation data from BC Stats during non-census years. Boundaries for service areas are determined by service agreements with local governments. In areas where only a portion of an electoral area is served (such as Sunshine Coast Electoral Area A), BC Stats supplies us with population estimates for both the served and unserved portions, based on the boundaries supplied to Libraries and Literacy by local government.

In the case of Sunshine Coast Electoral Area A, only a portion of the EA is considered as “served”: Egmont and Pender Harbour are considered as “served” communities, while the remainder population in the Area is considered unserved. In the case of the Sechelt Indian Government District, only the portion within the SCRD is accounted for here; a smaller portion of the SIGD is accounted for in the Powell River RD. In the case of Electoral Area D, for the 2013 calendar year the population of this service area was divided equally between Sechelt and Gibsons Public libraries, based on correspondence from the regional district and libraries. Previously, this electoral area had been divided into three parts, with one third deemed to be “unserved”.

For more information on how population figures were determined, see Clause 22 in the Library Act below:

How population is determined

- 22** (1) For the purposes of sections 23 and 24, the minister is to determine the population of an area by compiling the population figures for the most recent year for which figures are available for that area.

(2) In determining population the minister may take into account any changes in the boundaries of an area and may use

- (a) information or estimates provided by the Minister of Finance,
- (b) information in the most recently available Census of Canada, and
- (c) other information the minister considers relevant.

To move the SPLA closer to per capita parity and provide consistency and security in funding, and also agreed services to be offered by the SPLA, the SCRD, District of Sechelt and SIGD entered into a Funding and Service Agreement dated January 8, 2014, which provided funding to the SPLA to 2018. In a letter to the SCRD dated April 22, 2014 from the new Chief Librarian, SPLA acknowledged the ongoing support from the Regional District and the opportunity to continue to offer library services to the community creating new programs and outreach opportunities.

In January 2018 the SPLA sent a letter to the SCRD, SIGD and District of Sechelt advising that they would be reducing their hours of operation by 3 hours per week to 51 hours per week which still corresponded with the 42 hours in the Agreement. SPLA advised that this reduction would not reduce staff hours as it would be used for meetings and library work. Attached to this letter was a "Five Year Funding Agreement Analysis Between Local Government Funders and the Sechelt Library".

During the 2017 budget process with the final year of the Funding and Service Agreement approaching the SPLA approached the SCRD Board to consider negotiations for a new agreement and the topic of per capita parity was again raised as an issue. In March of 2017 the SCRD Board Chair corresponded to the Library Board Chair to confirm a meeting to discuss renegotiation after SCRD Budget adoption. In July 2017 a meeting was held with the Library Board and Staff, the SCRD staff, District of Sechelt staff and SIGD staff, the negotiations did not lead to a new draft agreement. In October 2018 all parties met again with the new Librarian and Library Board to discuss negotiations.

DISCUSSION

SPLA has submitted a proposal for a new Funding and Service Agreement with their 2019 Budget request to the December 2018 SCRD Pre-Budget Corporate and Administrative Services meeting. This information was received and forwarded to the 2019 Round 1 Budget meeting on February 5, 2019 per the following resolutions:

341/18 **Recommendation No. 21** *Sechelt Public Library Funding and Service Agreement Options*

THAT the report titled Sechelt Public Library Funding and Service Agreement Options be received;

AND THAT staff be authorized to meet with the Sechelt Public Library, District of Sechelt and Sechelt Indian Government District to discuss options;

AND THAT a draft Funding and Service Agreement be brought to a future committee for consideration;

AND FURTHER THAT the SCRD continue to provide its funding share to the Library as set out in the payment terms of the prior agreement and based on the 2018 allocations, until such time as the future agreement can be reached.

Recommendation No. 22

Sechelt Public Library

THAT staff report to a future committee regarding the historical context of the Sechelt Public Library funding and service.

Recommendation No. 23

Sechelt Public Library

THAT the correspondence from the Sechelt Public Library Board Chair dated November 19 and November 23, 2018 regarding Sechelt Public Library Funding and Service Agreement be received.

STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

Over the years, SPLA has approached the District of Sechelt, SIGD and SCRD with its requests for funding, until 2014 when the SPLA, SCRD, District of Sechelt and SIGD negotiated a 5 year Funding and Service Agreement in an effort to provide consistent service and funding and move the SPLA closer to comparable libraries in terms of per capita funding from local government.

This Agreement expired in 2018 and though negotiations have occurred a new agreement has not been drafted. SPLA has submitted a proposal for a new Funding and Service Agreement with their 2019 Budget request.

This report is provided to the Board to give a history and context regarding the SPLA Funding and Service Agreement dated January 8, 2014 and to the 2019 budget submission from SPLA.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X-J. Loveys	Other	

Attachments:

1. Sechelt Public Library Funding and Service Agreement: 2014-18 Memorandum of Understanding
2. Summary of Library Funding 2013-2018

FUNDING AND SERVICE AGREEMENT

SECHELT PUBLIC LIBRARY

This Memorandum of Understanding dated for reference the 8th day of **January, 2014**.

BETWEEN:

SUNSHINE COAST REGIONAL DISTRICT

As Represented by:

Area A- Egmont/Pender Harbour;

Area B- Halfmoon Bay; and

Area D- Roberts Creek

1975 Field Road

Sechelt, BC

V0N 3A1

(the "Regional District")

AND:

THE SECHELT INDIAN GOVERNMENT DISTRICT

Box 740

Sechelt, BC

V0N 3A0

(the "SIGD")

AND:

THE DISTRICT OF SECHELT

Box 129

Sechelt, BC

V0N 3A0

(the "District")

(referred to collectively as the "Funders")

AND:

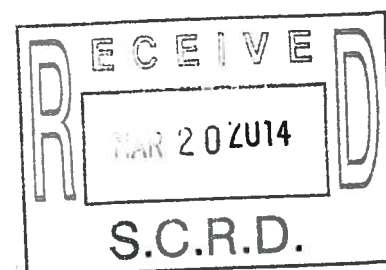
SECHELT PUBLIC LIBRARY

Box 2104

Sechelt, BC

V0N 3A0

(the "Library")



WHEREAS:

- A. The Regional District and the District have the authority under Section 176(1)(c) of the *Local Government Act* "to provide assistance for the purposes of benefitting the community or any aspect of the community" and under Section 21(a) of the *Community Charter* "to provide assistance to a business in accordance with the agreement".
- B. In addition, the Regional District and District have established library services for Halfmoon Bay and Roberts Creek under Section 796 of the *Local Government Act* "a regional district may operate any service the Board considers necessary or desirable for all or part of the regional district".
- C. SIGD has the authority under the *Sechelt Indian Band Self-Government Act* and the *Sechelt Indian Government District Enabling Act* to provide assistance for the purposes of benefitting the community.
- D. The Funders wish to enter into a five year Funding and Service Agreement (the "Service Agreement") with the Library for the purpose of providing library services as noted in Schedule A.
- E. The authority under legislation to grant assistance includes the ability to provide a grant-in-aid and the Funders wish to provide certainty up to and including the year 2018 under this Service Agreement.
- F. The Library is an Association, formed by the Province of British Columbia, under the "Library Act", and has the authority to enter into this Service Agreement, and has authority to enter into this agreement under Section 2(1).

NOW THEREFORE, in consideration of the mutual promises set out herein, the parties agree as follows:

1.0 Funding Commitment

- 1.1 The Funders' objective for funding the Library, will be to move toward parity for local government support per capita as shown in the *Ministry of Education British Columbia Public Libraries Statistics as updated from time to time*.

- 1.2 The Funders shall provide assistance to the Library, within the 'terms' set out in Section 4.0, in the years 2014 to 2018 inclusive. In 2013 the Funders' assistance will be in the amount of \$504,558 which includes \$34,927 one time funding. In years 2014 to 2018, the Funders' assistance will increase per annum based on the 2013 base amount of \$469,631 as shown below, and payable as per related agreement:

	Base Amount	2013	2014	2015	2016	2017	2018
Area A	\$ 22,338	\$ 25,103	\$ 23,679	\$ 25,099	\$ 26,605	\$ 28,202	\$ 29,894
Area B	\$ 90,695	\$ 105,664	\$ 96,136	\$ 101,905	\$ 108,019	\$ 114,500	\$ 121,370
Area D	\$ 51,886	\$ 58,439	\$ 54,999	\$ 58,299	\$ 61,797	\$ 65,505	\$ 69,435
SIGD	\$ 8,395	\$ 10,095	\$ 8,899	\$ 9,433	\$ 9,999	\$ 10,599	\$ 11,234
DOS	\$ 296,317	\$ 305,257	\$ 314,096	\$ 332,942	\$ 352,918	\$ 374,093	\$ 396,539
Total	\$ 469,631	\$ 504,558	\$ 497,809	\$ 527,677	\$ 559,338	\$ 592,898	\$ 628,472

- 1.3 The Funders will pay the amounts outlined in Section 1.2 over four payments, each at the beginning of each quarter as follows; 30% for each of the first two quarters and 20% for each of the last two quarters.
- 1.4 The Funders will meet with the Library in October of each year at a Library Planning Meeting (the "Meeting").

2.0 The Library Agrees

- 2.1 The Library shall provide the library services set out in Schedule A to all residents within the jurisdictional boundaries of the Funders. Unless specifically indicated otherwise, such services shall be provided free of charge. The Library acknowledges and agrees that the funds provided pursuant to this Service Agreement shall only be used for the purpose of operating the library.
- 2.2 The Library shall not assign any services, as outlined in Schedule A, during the term of the agreement, unless mutually agreed upon by the Funders. All Parties acknowledge this will be a modification of the agreement, and executed per Section 4.0.
- 2.3 The Library shall provide a preliminary report on the current year's operating results and the coming years budget to the Funders at the "Meeting", and final operating results report by February 21st of each year detailing how the funds were used for the previous year as set out in Schedule A.

- 2.4 The Library, should there be a surplus of funds (10% or less of operating expenses), will provide details to the Funders of how the surplus will be used, as outlined in Schedule A.
- 2.5 If there is a reduction of Library Services, due to unforeseen events, which causes a significant surplus (10% or more of operating expenses), the funders reserve the right to reduce or reallocate funding by an agreed to amount for the following year. If a reduction is made, Funders agree to share in the reduction on the same percentage allocation as per funding allocation outlined in Section 1.2 of this Service Agreement.
- 2.6 Requests for "additional" capital or one-time special operating projects outside of the funding provided per Section 1.2 will be dealt with at the Meeting. All "additional" funding requests from the Library to the Funders will be presented with an individual business case analysis, to be reviewed at the Meeting. In the event of a surplus, consideration of funding for capital or one-time special operating projects, must first come from surplus funds.
- 2.7 The Library shall indemnify and hold harmless the Funders, and its directors, councillors, officers, employees, successors and assigns, against and from any and all actions, causes of actions, claims, suits, costs and expenses of any kind arising from any property damage, or personal or bodily injury, arising from or connected with the provision of the Library Services, and for any breach of this Service Agreement by, or from any act or omission of the Library or its invitees, licensees, employees, agents, contractors, officers or any other person for whom the Library is liable, provided that claims, damages, losses, costs and expenses arising out of the independent negligent acts of the Funders shall be exempt from the indemnification provisions of this Service Agreement.
- 2.8 No provision or purpose of this Service Agreement shall be construed to create a partnership or joint venture relationship, or an employer-employee, landlord-tenant or principal agent relationship between the Funders and the Library.
- 2.9 Under the terms of the Library Lease Agreement and pertaining to the Landlord / Tenant relationship, Sections 2.7 and 2.8 would not apply to the District.

3.0 Counterparts

- 3.1 This Service Agreement may be executed in any number of original counterparts, with the same effect as if all the Funders had signed the same document, and will become effective when one or more counterparts have been signed by all the Funders and delivered to each of the Funders. All counterparts shall be construed together and evidence only one agreement, which, notwithstanding the dates of execution of any counterparts, shall be deemed to be dated the reference date set out above, and only one of which need to be produced to any purpose.

4.0 Terms

- 4.1 This Service Agreement may be renewed, modified or terminated only with the express written consent of each party.
- 4.2 The Funders may, by mutual consent, review and modify the funding assistance allocation, within the total outlined in Section 1.2, before September 30th in any year.
- 4.3 The Parties shall agree to meet six months prior (July 2018) to the expiration of the current Service Agreement to negotiate renewal of a future funding agreement.
- 4.4 Any one of the Funders or the Library, by giving written notice to the other parties before September 30th in any year, may terminate or modify their participation in this Service Agreement, effective December 31st of that year.
- 4.5 In the event any party provides notice of termination or a modification from the Service Agreement, all Funders will agree to meet within 30 days to discuss the reasons for the termination or modification, the impact it will have on funding and the library service, and the terms of this Service Agreement.
- 4.6 If any of the Funders withdraws from this Service Agreement, and in the event that "additional" capital or one-time special operating projects funding has been approved over more than one year, regardless of withdrawal all parties commit to their share of the "additional" capital or one-time special operating projects funding.

5.0 Dispute Resolution

5.1 Mediation

Where there is an unresolved dispute arising out of this Service Agreement, then, within 7 days of written notice from one party to the other, or such time as agreed to by both parties, the parties will participate in good faith in order to resolve and settle the dispute. In the event that the parties are unable to resolve the dispute within 14 days of the first written notice, or such other time period agreed to by both parties, each party will agree to use a mutually agreed upon independent mediation practitioner versed in the resolution of commercial disputes. Each party will bear their own costs of the mediation process.

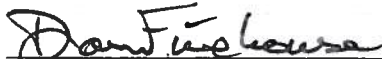
5.2 Arbitration


The parties may, by mutual agreement, participate in resolving all unresolved disputes arising out of or in connection with this Service Agreement, or in respect of any legal relationship associated therewith, or derived or entered into, by arbitration. Arbitrator shall be mutually agreed upon by the participants. Matters not settled through the process in Section 5.1 within 45 days notice of the dispute may go to arbitration unless the parties agree to extend the 45 day period. Each party will bear its own costs of the arbitration regardless of the arbitrator's decision. The Arbitrator's decision will be final and binding on all parties.

Signatures

This Sechelt Library Funding and Service Agreement has been executed on behalf of the Local Government by the Mayor, Chair or Chief, and the duly authorized Corporate Officers pursuant to a resolution of Council in the case of a municipality or by a Board, with Area A, B, and D represented, in the case of a Regional District, and on behalf of the Sechelt Public Library by the Chair and the Chief Librarian.

SECHELT PUBLIC LIBRARY:

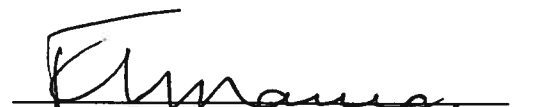

Chair


Chief Librarian

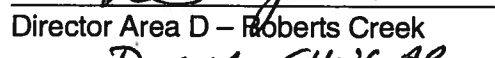
SUNSHINE COAST REGIONAL
DISTRICT:


Chair


Corporate Officer

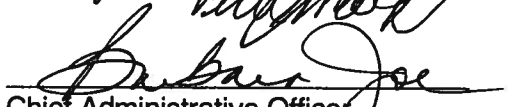

Director Area A – Egmont/Pender Harbour
FRANK MAURO


Director Area B – Halfmoon Bay
GARY NORTH

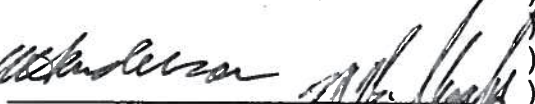

Director Area D – Roberts Creek
DONNA SHUGAR

SECHELT INDIAN GOVERNMENT
DISTRICT:


Chief


Chief Administrative Officer

DISTRICT OF SECHELT:


Mayor


Corporate Officer

SCHEDULE 'A'

Description of Library Services

1. Open to the Public library service at forty two (42) hours of service per week and approximately 2100 hours of service per year. The funders recognise in the event that funding is unavailable at the levels outlined in this agreement, that the Library reserves the right to reduce hours of service to fit the approved funding level. The Library agrees to consult with the funders in setting the level of service.
2. Access to continuously updated collection of physical and digital items: books, audio-books, magazines, newspapers, and DVDs. Acquisitions with patron driven collection development.
3. Unlimited interlibrary loan. No limits per person or weekly, monthly, yearly limits. No non-pick up fees. Access to provincial and interprovincial resources. Access to the physical collections of member libraries of InterLINK.
4. Business services, fax, copy, scanning. Small business and employment-seeking support.
5. Visually handicapped services: large print, audiobook on CD, ebook with enlarged font, e-audiobook with staff assistance when needed.
6. BC one card convenience. BC one card enables patrons to drop off materials at any library in the province.
7. Reference desk, reader's advisory, internet help, government information. Government liaison, federal, provincial and local government information dissemination and support for information gathering surveys.
8. Access to public computers and wi-fi with technical and customer service support. Providing training to the public on internet use and downloading digital resources.
9. Supporting the community through informal learning opportunities, information, recreation, and social interaction. Offering adult, young adult, and children's programmes such as Summer Reading Program (Provincial) for children and young adults and the CAP YI (Federal) for assisting the public with adapting to the digital environment.

10. Outreach services to children. Supporting the larger community through promotion of literacy and providing opportunities for parents and children to learn through reading. Provision of children's reading materials, audio-visual, language learning, and early literacy kits.
11. Reaching out to under-served populations within the Community:
 - a. First Nations services: weekly visits by children's librarian with new library material to support literacy development, maintain current and complete collection of local First Nations material, support any groups such as First Nations study groups, and liaison with First Nations education department. Providing space, organization and access to Sechelt Indian Band collections.
 - b. Pender Harbour Reading Room services: courier service, internet connection provision, support through donation of materials and providing administrative expertise when requested. Increasing digital resources to create more convenience for patrons and to overcome geographical barriers.
12. Marketing of library services and events using traditional media and social software. Promotion of community information and services. Maintenance of library webpage.
13. Collaboration with libraries, schools, colleges, universities, literacy groups and other non-profits in the Region and the Province. Membership in many professional library groups.
14. Supporting fundraising activities through Friends of the Library and the Sechelt Public Library Foundation.
15. Maintenance of safe, clean, and organized facilities for public use.

Library Reporting

1. The following reports for a given year will be available for distribution to the Funders by May 15th of the following year:
 - a. Statement of Financial Information along with engagement report
 - b. Annual Grants Report
 - c. Annual Survey Report
 - d. Strategic Plan
 - e. Annual Library Report
 - f. Statement of Surplus and Intended Uses.

2013 Summary of Library Funding

Gibsons & District Public Library 2013 Approved Funding					Sechelt Public Library 2013 Approved Funding Allocation						Reading Rooms 2013 Funding		
	Grant	Admin	SCRD Maint	Total	2013 Grant Request	2013 Special Project Request	Previous Rent Added to Operating Grant-Less Special Project Request	Subtotal	Admin	Total SAPL	Grant	Admin	Total
Area A					22,338	836	1,929	25,103	1,442	26,545	500		500
Area B					90,695	4,527	10,442	105,664	5,971	111,635			
Area D	52,613	3,107	2,349	58,090	51,886	2,182	4,371	58,439	3,834	62,273	11,162	202	11,364
Area E	89,903	5,307	4,012	99,222	-			-		-			
Area F	231,810	13,685	10,344	255,839	-			-		-			
TOG	143,863	8,493	6,420	158,776	-			-		-			
SIGD					8,395	514	1,186	10,095		10,095			
DOS					296,317	8,940		305,257		305,258			
								-		-			
	518,188	30,593	23,125	571,906	469,631	17,000	17,927	504,558	11,247	515,806	11,662	202	11,864
-					164,919	7,546	16,741	189,206					
					RD Portion	RD Portion	RD Portion	RD Portion					
2012 Grant	507,751				484,068		24,287	166,243					
% change	2.06%				-2.98%			13.81%					

2014 Library Grants

	Gibsons & District Public Library 2014 Approved Funding						Sechelt Public Library 2014 Funding Allocation per MOU				Reading Rooms 2014 Funding		
	Grant	2014 Special Project Request	Total Grant Funding Received	Admin	SCRD Maint	Total	2014 MOU	Subtotal	Admin	Total SAPL	Grant	Admin	Total
Area A							23,679	23,679	1,605	25,284	500		500
Area B							96,136	96,136	6,147	102,283			
Area D	53,905	1,094	54,999	1,865	2,236	59,099	54,999	54,999	1,865	56,864	12,000	396	12,396
Area E	94,726	1,923	96,649	5,938	3,928	106,647	-	-		-			
Area F	217,417	4,414	221,830	13,629	9,017	244,844	-	-		-			
TOG	161,016	3,269	164,285	10,093	6,678	181,290	-	-		-			
SIGD							8,899	8,899		8,899			
DOS							314,096	314,096		314,097			
								-		-			
	527,064	10,700	537,764	31,524	21,858	591,880	497,809	497,809	9,617	507,427	12,500	396	12,896
537,030							174,814	174,814					
							RD Portion	RD Portion					
2013 Grant	518,188						484,068	166,243					
% change	1.71%						2.84%	5.16%					
*For R3, amended RC Library admin support contributions based on final admin support allocations													

2015 Library Funding Summary

	Gibsons & District Public Library 2015 Approved Funding				Sechelt Public Library 2015 Funding Allocation per MOU			Reading Rooms 2015 Approved Funding		
	Grant	Admin	SCRD Maint	Total	2014 MOU	Admin	Total	Grant	Admin	Total
Area A					25,099	1,419	26,518	500		500
Area B					101,905	5,763	107,668			
Area D	47,827	2,976	6,468	57,271	58,299	3,302	61,601	12,600	714	13,314
Area E	98,993	6,160	13,388	118,541	-		-			
Area F	231,534	14,408	31,314	277,256	-		-			
TOG	174,962	10,888	23,663	209,512	-		-			
SIGD					9,433		9,433			
DOS					332,942		332,942			
							-			
	553,315	34,432	74,833	662,580	527,678	10,484	538,162	13,100	714	13,814
-					195,787					
					RD Portion					
2014 Grant	527,064				497,809					
% change	4.98%				6.00%					

2016 Library Funding Summary

	Gibsons & District Public Library 2016 Proposed Funding							Sechelt Public Library 2016 Funding Allocation per MOU			Reading Rooms 2016 Base Budget Funding		
	Grant	Admin	SCRD Maint	2015 Deficit	2016 One Time Grant	2016 Capital Debt Servicing	Total	2016 MOU	Admin	Total	Grant	Admin	Total
Area A								26,605	1,881	28,486	500	35	535
Area B								108,019	7,115	115,134			
Area D	46,595	3,495	6,578	603	-	-	57,271	61,797	4,112	65,909	12,600	838	13,438
Area E	105,766	7,933	14,932	1,368	5,264	2,188	137,451	-		-			
Area F	235,395	17,656	33,233	3,044	11,716	4,870	305,913	-		-			
TOG	181,208	13,591	25,583	2,343	9,019	3,749	235,493	-		-			
SIGD								9,999		9,999			
DOS								352,918		352,918			
										-			
	568,964	42,675	80,326	7,357	26,000	10,806	736,128	559,338	13,107	572,445	13,100	874	13,974
								209,528					
								RD Portion					
2015 Grant	553,315							527,667					
% change	2.83%							6.00%					

2017 Library Funding Summary

					Gibsons & District Public Library 2017 Approved Funding					Sechelt Public Library 2017 Funding Allocation per MOU			Reading Rooms 2017 Base Budget Funding															
					Grant	Admin	SCRD Maint	Capital Debt Servicing	Total	2016 MOU	Admin	Total	Grant	Admin	Total													
Area A					Taxation	65505	65,505	8.71%	51,412	4,352	9,742	-	65,505	28,202	2,050	30,252	1,200	87	1,287									
Area B														114,500	8,644	123,144	12,600	922	13,522									
Area D														65,505	4,791	70,296												
Area E														154985	20.26%	150,436				20.00%	116,710	9,995	22,373	4,549	153,626	-	-	-
Area F														298385	45.04%	288,273				38.32%	223,645	19,152	42,872	10,112	295,782	-	-	-
TOG														255868	34.70%	248,077				32.98%	192,461	16,482	36,894	7,791	253,628	-	-	-
SIGD																						10,599		10,599				
DOS																						374,093		374,093				
																								-				
					100%	583,636	49,980	111,881	22,452	768,541	592,899	15,486	608,385	13,800	1,009	14,809												
										(592)	223,693																	
										RD Portion																		
2016 Grant					568,964					559,338																		
% change					2.58%					6.00%																		

2018 Budget Library Funding Summary

	Gibsons & District Public Library 2018 Proposed Funding				Sechelt Public Library 2018 Funding Allocation per MOU			Reading Rooms 2018 Base Budget Funding		
	Grant	Admin	SCRD Maint	Total	2018 MOU	Admin	Total	Grant	Admin	Total
Area A					29,894	1,759	31,653	2,000	117.70	2,118
Area B					121,370	7,332	128,702			
Area D	54,439	4,572	10,424	69,435	69,435	4,188	73,623	13,500	814	14,314
Area E	121,135	10,173	23,194	154,502	-		-			
Area F	217,050	18,229	41,559	276,838	-		-			
TOG	202,685	17,022	38,809	258,516	-		-			
SIGD					11,234		11,234			
DOS					396,539		396,539			
							-			
	595,309	49,996	113,986	759,291	628,472	13,279	641,751	15,500	932	16,432
-					233,978					
					RD Portion					
2017 Grant	583,636				592,899					
% change	2.00%				6.00%					

Subject: FW: Message from the Legislative Assembly of British Columbia

From: Lori Pratt
Sent: Tuesday, December 18, 2018 10:45 AM
To: Tracey Hincks <Tracey.Hincks@scrd.ca>; Janette Loveys <Janette.Loveys@scrd.ca>
Subject: FW: Message from the Legislative Assembly of British Columbia

This should go to a CAS meeting for feedback, please.

Thank you.

Lori Pratt
 Chair & Director Area B (Halfmoon Bay)

Sunshine Coast Regional District
 1975 Field Road, Sechelt, BC V0N 3A1

Phone: 604-740-2370

Follow us on Twitter at [sunshinecoastrd](https://twitter.com/sunshinecoastrd)
 Like us on [Facebook](https://www.facebook.com/sunshinecoastrd)
 Visit us: www.scrd.ca

From: info@civicinfo.bc.ca [<mailto:info@civicinfo.bc.ca>]
Sent: December 18, 2018 10:34 AM
To: info@civicinfo.bc.ca
Subject: Message from the Legislative Assembly of British Columbia

This message is being sent by CivicInfo BC to all BC Local Governments on behalf of the Legislative Assembly of British Columbia.

Subject: Call for Written Submissions - Select Standing Committee on Crown Corporations
Intended Recipient(s): Mayors/Chairs/Chief Administrative Officers
Attachments: None. See message below.

MESSAGE:

Dear Mayor and Council / Chair and Board,

On November 27, 2018, the Legislative Assembly of British Columbia authorized the all-party Select Standing Committee on Crown Corporations to conduct an inquiry into transportation network services (ride hailing services).

The Committee's Terms of Reference specifies that the Committee may only consider input on four areas of regulation. As part of its work, the Committee would like to invite you to provide a written submission focused on any or all of the following four topics:

- What criteria should be considered when establishing boundaries?
- How should regulations balance the supply of service with consumer demand, including the application of the Passenger Transportation Board's current public convenience and necessity regime as it pertains to transportation network services?
- What criteria should be considered when establishing price and fare regimes that balance affordability with reasonable business rates of return for service providers?
- What class of drivers' licence should be required for ride-hailing drivers to ensure a robust safety regime without creating an undue barrier for drivers?

Should you wish to participate, would you kindly provide a written submission in pdf or word format to CrownCorporationsCommittee@leg.bc.ca by **Friday, February 1, 2019**. Written submissions may be 500 words in length, with an additional 1000 words to answer each of the questions above for a maximum of 4500 words.

Submissions to parliamentary committees are considered public documents and may be published on the Committee's website or made available to interested parties upon request following the release of the Committee's report.

Further information on the work of the Committee, including a list of Members and the Committee's Terms of Reference, is available online at: <https://www.leg.bc.ca/cmt/cc>

If you have any questions about the work of the Committee, please contact the Parliamentary Committees Office at 250-356-2933 or CrownCorporationsCommittee@leg.bc.ca.

On behalf of the Committee, thank you for your consideration of this invitation. We look forward to your participation.

Sincerely,

Bowinn Ma, MLA (North Vancouver-Lonsdale), Chair
Stephanie Cadieux, MLA (Surrey South), Deputy Chair

cc: Susan Sourial, Clerk to the Committee

Select Standing Committee on Crown Corporations
c/o Parliamentary Committees Office
Room 224, Parliament Buildings, Victoria, BC V8V 1X4

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CivicInfo BC makes no representations or warranties whatsoever, either expressed or implied, with respect to the accuracy, reliability or suitability for any purpose, of the information contained or referenced in this message.



To: Lori Pratt, SCRD Chair info@scrd.ca
From: Sunshine Coast Seniors Planning Table seniorsprograms@resourcecentre.ca
Date: January 4, 2019

SCRD Liaison to the Seniors Planning Table

Dear Chair Pratt

In this, a New Year, we extend our best wishes to you and all the newly elected SCRD Directors for an exciting and fulfilling year ahead.

We are writing on behalf of the Sunshine Coast Seniors Planning Table with a request for the SCRD to appoint a liaison to the Seniors Planning Table. The Town of Gibsons has already done so and we are awaiting a response from the District of Sechelt.

Ideally, this person would be appointed in time for them to attend our first meeting of the year on Friday January 25, 2019 (see invitation below). This meeting will include a review of the accomplishments of the Table to date as well as a look forward to what we might accomplish in the future.

If you would like further information please contact one of us.

Respectfully,
Gloria Lifton

glorialifton@dccnet.com

Co-chairs - Sunshine Coast Seniors Planning Table

Shari Myhill-Jones

myhilljones@gmail.com

Invitation to the Seniors Planning Table Meeting

January 25, 2019

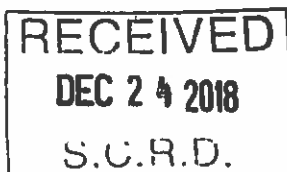
12:15 to 4:00

Bethel Baptist Church Hall

5717 Mermaid St. Sechelt
Corner of Trail and Mermaid St.

12:15 Come and meet with your colleagues and friends get caught up on what is happening with seniors services over lunch (provided)
1:00 Updates
2:00 - 4:00 Review, Discovery and Planning

Please RSVP if you are coming for lunch to Michelle Bruecker:
seniorsprograms@resourcecentre.ca



MASTER FILE COPY

December 13, 2018

Re: Request for Funding for Seniors Planning Table for the Budget Year 2019/2020

Dear Mayors, Chief, Directors and Municipal Councillors of the Sunshine Coast,

As you may know the Sunshine Coast Resource Centre's Seniors Planning Table Program has been in operation now for four years. In the Fall of 2014 over 30 seniors' service providers, organizations and community seniors advocates came together for two half day meetings to discuss the need for a Seniors Planning Table and then to develop a Vision, a Mission and a Values Statement for the Table. In the last four years we have had many successes.

In our first year we received a \$20,000 grant from the Sunshine Coast Community Foundation. We were up and running fairly quickly, hiring a program coordinator with exceptional provincial and federal experience in the field of seniors. Two priorities were agreed to by the members of the Table - the first being Communication and Collaboration among members and the second Safety for Older Adults. A Senior Service Mapping Session took place to assess and improve the connections and communication among the many services and organizations working with seniors on the coast and to establish five Action Groups in the following areas: Elder Abuse, Dementia Care, Safety in the Home, Appropriate Seniors Housing, and Public Relations. We also hosted the BC Seniors Advocate Isobel Mackenzie at a meeting at the Sechelt Seniors Center where she released her report on Seniors Housing in BC. Over 140 people attended.

In our second year the District of Sechelt contracted with the Resource Centre's Seniors Planning Table to do an Age Friendly Report that highlighted what the community was passionate about regarding creating an age friendly place to live. The process was very successful because we engaged the community at a grassroots level in many ways, including eight focus groups in the various regions of the coast and a community-wide questionnaire. The information gathered was then turned into recommendations which were directed to the appropriate agency or organization.

In our third year, with no funding, the Volunteer Steering Committee decided to focus on recommendations in the Age Friendly Report. Four Table meetings were held focusing on these areas:

1. Home Support/Care
2. District of Sechelt Bylaw Changes and Communication with Hospice and the Division of Family Practice
3. Pender Harbour Health Center and P.H. Seniors Initiatives
4. Affordable Housing

Other recommendations appropriate to the Seniors Planning Table were also followed up on.

In this, our fourth year, we received funding from the District of Sechelt of \$20,000 and are now beginning to gather information on these three areas of the Age Friendly Report recommendations:

1. Isolation
2. Intergenerational opportunities
3. The value of each individual

Our next step will be to hold a Seniors Planning Table Meeting in January where we will explore what we are currently doing to address these three recommendations.

Following this meeting, we will scan other similar small and somewhat isolated communities in BC to research what they have done for seniors in their community in these three thematic areas and what their outcomes have been in terms of success and challenges. This work will be completed by the end of June 2019.

Our plan for the year July 2019 to 2020 is to utilize a community engagement process in the various areas on the Sunshine Coast to discuss what we have learned from our research with other small communities that are working to decrease isolation and enhance intergenerational communication and the value of each individual. Through this process, we hope to hear, in depth, from groups of seniors what their needs are in these areas. We can then assess which of the various programs from other communities would work in ours. When these consultations are complete, a few of the programs identified as appropriate to address these issues will be piloted on the coast and results will be assessed.

We will also continue with the three to four Seniors Planning Table Meetings that we hold each year.

To do this work, we are requesting funding in the amount of \$50,000.00 in total from the SCRD, District of Sechelt, Sechelt Indian Government District and Town of Gibsons to be able to continue to pay a Coordinator and to complete the 2019-2020 community engagement project outlined above. A completed report will be provided to all local governments.

If you require further information about this request, please do not hesitate to contact us.

Respectfully,

The block contains two handwritten signatures. The first signature, on the left, is 'Anne Titcomb' written in a cursive script. The second signature, on the right, is 'Gloria Lifton' also written in a cursive script.

Anne Titcomb, Chair - Sunshine Coast Resource Centre Society
Gloria Lifton, Co-Chair - Seniors Planning Table

cc. Chair, SCRD - Lori Pratt (Area B)
shíshálh Nation Chief - Warren Paull
Mayor of Sechelt - Darnelda Siegers
Mayor of Gibsons - Bill Beamish
SCRD Area Directors –
Leonard Lee (Area A), Donna McMahon (Area E), Andreas Tize
(Area D), Mark Hiltz (Area F)
Sechelt Councillors –
Janice Kuester, Thomas Lamb, Matt McLean, Brenda Rowe,
Eric Scott, Alton Toth
SIGD Councillors –
Keith Julius, Alvina Paul, Cory August, Selina August
Gibsons Councillors –
Annmarie de Andrade, David Croal, Aleria Ladwig, Stafford Lumley
CAO, SCRD – Janette Loveys
CAO, District of Sechelt – Andrew Yeates
CAO, Sechelt Indian Government District – Linda Simon
CAO, Town of Gibsons – Emanuel Machado

Subject: FW: Request for support letter

From: Operations: Sunshine Coast Botanical Garden <operations@coastbotanicalgarden.org>

Sent: Sunday, January 13, 2019 12:25:20 PM

To: Lori Pratt

Subject: Request for support letter

Dear Chair Pratt,

The Sunshine Coast Botanical Garden Society is submitting a grant application under the Canada-British Columbia Investing in Canada Infrastructure Program (Community, Culture and Recreation Stream) and I'm writing in hopes that you will provide a letter of support for our application.

You may be aware the Society embarked on an ambitious Master Planning exercise back in 2016 by engaging the landscape architecture firm of Lees + Associates. As a result of this, we now have a Master Plan that will guide the development of the Garden for the next decade and beyond.

We have identified the "entrance experience" to the Garden as being the priority for the first phase of this development. This phase will, among other things, involve a complete reconfiguration of the existing street entrance, parking lot, and pedestrian entry to the Garden. We feel this will create a strong sense of arrival for visitors and improve the visibility of the Garden.

The Investing in Canada Infrastructure Program is outcome based, with the required outcomes listed as "Improved access to Community, Culture and Recreation infrastructure" and "Increased quality of Community, Culture and Recreation infrastructure." We are confident that this project satisfies both outcomes.

Your letter of support for this application would be much appreciated. As the application deadline is quickly approaching, I will need your endorsement by **Friday, January 18th**.

Thank you for considering my request. I would be pleased to answer any questions you may have or provide further information as required. I look forward to hearing back from you.

Mary Blockberger
Manager, SC Botanical Garden
(604)740-3969
www.coastbotanicalgarden.org

This email was scanned by Bitdefender

From: Karen Biddlecombe
Sent: January 24, 2019 8:45 PM
To: info@scrd.ca;
Subject: JAN 31/19 MEETING: SCRD - DRY ARENA RENTAL

I am writing this letter on behalf of the SCQG – Sunshine Coast Quilters Guild with respect to the delay in allocating and confirming Rental facility with the SCRD – Dry Arena Rental for May 9-11, 2019.

Our application for rental facilities with a preference of Gibson's Arena was made last Sept, 2018 for our bi-annual Quilt Show. As of this date we have NOT been able to secure final location and confirmation that our Show will be able to move forward at any particular location due to the delay in the Board considering allocation of year round Ice at a minimum of 1 Arena and whether that Arena is in Sechelt or Gibsons.

As any organization knows in order to hold and host an event planning is required. It is unacceptable that we have not been able to have the location secured. While we understand that a group has come forward requesting year round ice at one of the arenas the delay in the decision making is proving to be a major hardship for us. We need to know where we are going to be holding our Show and we need this information now. Securing Vendors/obtaining licences to hold our raffle/advertising costs/signage are all on hold until we know the location.

We understand a cost analysis will be presented at the Jan 31/19 meeting for the feasibility study as requested. The SCQG respectfully request that a decision is made regardless so that we can start our planning and execution for our Show. AND that if a decision cannot be made at the Jan 31/19 meeting – requesting additional information, etc. that the dry rink schedule moves forward for the 2 rinks as per previous years so that all the dry rink parties are able to move forward in their scheduling requirements. This includes the special interest groups – I.e. the Guild and the Show. And that the Board continues with its due diligence fact finding throughout 2019 around FT ice rink and that the decision that is made is reflective in the 2020 year.

We truly needed 8 months planning time for our Event hence the application sent last Sept. We are now down to just 3 months to plan and executive a Show that is a major part of our Non-Profit organization. The Guild and the Guild Quilt Show brings not only economical value to the Coast but Social value also. We are a large group bringing Comfort to those in need on the Coast and use the Show to advertise and spread the word of our wonderful works. We require a facility the size of the SCRD Arena and respectfully request that a speedy decision is made now. The delay is creating a massive hardship to our Group.

Thank you for taking the time to review our concerns and needs, I can be reached at [REDACTED] or at [REDACTED]

Karen Biddlecombe
2019 Quilt Show Chair
Past President Sunshine Coast Quilters Guild

Sent from [Mail](#) for Windows 10

Subject: FW: Sunshine Coast Roller Girls - Attention: Please copy to all Directors.

From: SunshineCoast RollerGirls [<mailto:scrg.ca@gmail.com>]

Sent: Thursday, January 24, 2019 10:04 PM

To: SCRD General Inquiries <info@scrd.ca>; Tom Poulton <Tom.Poulton@scrd.ca>

Subject: Sunshine Coast Roller Girls - Attention: Please copy to all Directors.

Attention: Please copy to all Directors.

Hello SCRD,

Please see attached our letter that we would like read out at the January 31st meeting. I understand that today is our last chance to send in our letter! The letter concerns our league's interests and dependency on dry floor availability.

We will have 2 members present at the January 31st meeting as well, Sonja Sayer and Kathy Worsford.

Please let us know if you have any questions.

Thank you,
Elke Starck

Dear Sunshine Coast Regional District,

The Sunshine Coast Roller Girls has been a non-profit society since 2010. We were created by a group of women interested in pursuing the sport of Flat Track Roller Derby and encouraging healthy living and fitness for women of all ages. Currently, our league consists of 25 women and men ages 16 and up, but at our largest we had over 40 members. In addition to our members, our community also includes dozens of volunteers, referees and non-skating officials. Our sport appeals to people who may not be interested in traditional team sports. We hope to continue to grow and add teams for junior players, men and women.

Currently, we use the arenas twice a week for practices when the ice is out, as well as for 2-4 games every summer. Our games are open to the public and are an attraction to members of our community who enjoy alternative sports, or are curious about roller derby. Teams from other communities in BC and as far as Saskatchewan come to play us in these games, which contributes to the local tourism industry. We are active members in the community and participate in numerous community events, such as the Sea Cavalcade Parade, Canada Day parade, and Earth Day in Roberts Creek. We choose a community partner each year to fundraise; last year, we raised approximately \$300 for Rain City Housing.

When the ice is in the arenas, we use West Sechelt's Holy Family Catholic Church's hall for our practices. This space is adequate for training new skaters the basics, but we require more space to work on our endurance and meet minimum skills required for insurance purposes. We cannot complete these minimum skills in our winter practice space, and there is no other venue on the Sunshine Coast that will rent to us for our practices - the schools do not allow roller skating in their gyms. If we cannot ensure that our players meet minimum skills for insurance, we are unable to host our games and scrimmages, or send our players to other communities for away games.

The Church is also not adequate to host scrimmages or games, since we need a minimum of amount of space for the track, officials and audience to host. We would also like to expand our events to host an annual tournament and regular training camps, to which we would invite neighboring leagues from the mainland. A typical roller derby tournament has about 10-14 teams participating, and will run over a weekend.

Moving forward, we would request a regular, predictable schedule for when the ice comes out of the arenas so we can plan our training and games accordingly. We begin planning our season in the fall, and most other teams prefer to schedule games from April-July. When the ice coming out isn't predictable due to late ice removals, it makes it impossible for us to schedule games and ensure our players will meet the minimum requirements to play. When we are not able to practice and make sure all our players meet minimum requirements, we are forced to cancel games or play with a smaller group of players. Playing with fewer players who haven't had enough time to practice causes injuries. This past season, we had two major concussions and one leg injury requiring surgery.

Ideally, we would like to have both arenas available for our dry floor practices April-September. Our members live all over the Coast, and holding two weekly practices in both Sechelt and Gibsons has worked well for all our members to meet attendance requirements. Should the SCRD decide that ice should remain in one arena for 10-12 months of the year, that would impact our ability to hold our regular practices, plan games, and trainings with other leagues, and meet our minimum insurance requirements. Should our access to the arenas be compromised by increased ice time, our needs could only be met with the addition of a new dry-floor facility big enough for us to hold our practices and bouts with a painted track, room for spectators and the ability to have liquor licenses. The minimum space requirement for a roller derby game is 8000 square feet, not including room for spectators, bathroom facilities, and storage. We realize the SCRD is likely not in a position to create a new facility at this time, and even if they were, it would be years before it would be available to us.

Should the SCRD's report on the cost-benefit analysis show that keeping ice in one arena year-round is the best option, we would request that our practice schedule be kept consistent with our usual practice schedule, and that one arena remain ice-free April-September at minimum. We humbly request that the arena's ice schedule be decided well in advance so we are able to plan our season.

Thank you for your consideration,

The Sunshine Coast Roller Girls



Government Finance Officers Association
203 North LaSalle Street, Suite 2700
Chicago, Illinois 60601-1210
312.977.9700 fax: 312.977.4806

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MASTER FILE COPY

November 29, 2018



Mr. Bruce Milne
Chair
Sunshine Coast Regional District
1975 Field Road
Sechelt, British Columbia V0N 3A1

Dear Chairman Milne:

We are pleased to notify you that your annual financial report for the fiscal year ended December 31, 2017, qualifies for a Canadian Award for Financial Reporting (CAnFR). The Canadian Award for Financial Reporting recognizes excellence in governmental accounting and financial reporting and represents a significant accomplishment by a municipal government and its management.

When a Canadian Award for Financial Reporting is awarded to a government, a Canadian Award for Financial Reporting Achievement is also presented to the individual(s) or department designated by the government as primarily responsible for its having earned the CAnFR. Accordingly, an Award for Financial Reporting Achievement for the **Corporate Services Department** is enclosed.

We hope that you will arrange for a formal presentation of both the CAnFR and the Canadian Award for Financial Reporting Achievement, and that appropriate publicity will be given to this notable achievement. To assist you in this regard, a sample news release is enclosed.

We hope that your example will encourage other government officials in their efforts to achieve and maintain excellence in their own financial reporting.

Sincerely,

Michele Mark Levine
Director, Technical Services Center

Enclosures



Government Finance Officers Association
of the United States and Canada

presents this

**CANADIAN AWARD FOR
FINANCIAL REPORTING ACHIEVEMENT**

to

**CORPORATE SERVICES DEPARTMENT
SUNSHINE COAST REGIONAL DISTRICT, BRITISH COLUMBIA**

The Canadian Award for Financial Reporting Achievement is presented by Government Finance Officers Association to those individuals who have been instrumental in their government unit's achieving a Canadian Award for Financial Reporting. A CAnFR is presented to those government units whose annual financial reports are judged to adhere to program standards.

Executive Director

Christopher P. Morrell

Date

NOVEMBER 29, 2018