



## **CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE**

**Thursday, February 27, 2020  
SCRD Boardroom, 1975 Field Road, Sechelt, B.C.**

### **AGENDA**

---

**CALL TO ORDER      9:30 a.m.**

#### **AGENDA**

1. Adoption of Agenda

#### **PRESENTATIONS AND DELEGATIONS**

#### **REPORTS**

2. Corporate Officer  
Youth Appointments to Advisory Committees  
**(Voting – All Directors)**  
Annex A  
Pages 1-21
3. General Manager, Planning and Community Development  
Poverty Reduction Strategy for the Sunshine Coast Grant  
Application (District of Sechelt)  
**(Voting – All Directors)**  
Annex B  
pp. 22-32
4. General Manager, Planning and Community Development  
Sunshine Coast Regional District Arenas – Variable Ice Cost and  
2020 Spring Ice  
**(Voting – B, D, E, F, Sechelt, Gibsons, SIGD)**  
Annex C  
pp. 33-107
5. Manager, Protective Services  
Community Emergency Preparedness Fund – Application for  
Three Grants  
**(Voting – All Directors)**  
Annex D  
pp. 108-110
6. General Manager, Planning and Community Development  
Update on shishálh Nation Naming Referral and Highway Signs  
VERBAL

#### **COMMUNICATIONS**

#### **NEW BUSINESS**

**IN CAMERA**

That the public be excluded from attendance at the meeting in accordance with Section 90 (1) (k) of the *Community Charter* – “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**

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Corporate and Administrative Services Committee – February 27, 2020

**AUTHOR:** Sherry Reid, Corporate Officer

**SUBJECT:** **YOUTH APPOINTMENTS TO SUNSHINE COAST REGIONAL DISTRICT (SCRD) CITIZEN ADVISORY COMMITTEES**

---

### RECOMMENDATIONS

**THAT the report titled Youth Appointments to Sunshine Coast Regional District (SCRD) Citizen Advisory Committees be received;**

**AND THAT the Terms of Reference for all current SCRD citizen advisory committees be amended to include membership criteria to provide an option to appoint up to two youth members between the ages of 15 and 18 as eligible voting members for each advisory committee;**

**AND THAT the option to appoint youth members to SCRD citizen advisory committees become a standard membership requirement to be incorporated into the Terms of Reference for future citizen advisory committees;**

**AND FURTHER THAT staff continue to collaborate with School District No. 46 to develop an outreach process to recruit, encourage, and facilitate youth involvement in SCRD citizen advisory committees on an ongoing basis, including an implementation plan to address potential barriers to youth participation.**

---

### BACKGROUND

The following resolution was adopted at the November 14, 2019 Regular Board meeting:

Youth Engagement **It was moved and seconded**

288/19 **THAT a report addressing options for appointing youth members to SCRD advisory committees be provided to a future Committee meeting;**

**AND THAT the SCRD Board contact SD46 to make a delegation request with the District Student Leadership Team to offer a presentation and obtain feedback on how they would like to become involved with local government on the Sunshine Coast.**

### DISCUSSION

The purpose of this report is to provide options to facilitate youth involvement on SCRD citizen advisory committees. Members of SCRD citizen advisory committees serve in a volunteer capacity.

Encouraging active citizenship amongst youth is critical for local governments today for many reasons, including: to inspire leadership and representative governments reflective of the diversity of communities; to increase participation in democratic processes such as elections and citizen involvement in decision-making; and, to increase interest in pursuing a career with local government to address the need for succession planning due to an aging and fast-retiring workforce (a 2011 report published by the Federation of Canadian Municipalities estimated that local governments could expect approximately 30-50% of their workforce to retire by 2021).

The Union of BC Municipalities (UBCM) and the Federation of Canadian Municipalities (FCM) have both identified a need for locally elected leaders and public sector administrators to address the challenges of engaging and recruiting young Canadians as potential municipal leaders and workers. In its 2014 publication, *The Municipal Youth Engagement Handbook*, the FCM notes:

*Municipal leaders need to engage their youth constituency through more outlets and in ways that are more accessible and interactive than ever before. Currently, young Canadians do not perceive their interests to be represented by the democratic institutions they have at their disposal. This is clear from the declining youth voter turnout that communities across Canada have experienced at all levels of government. Many young Canadians simply do not envision themselves working for institutions in which they perceive do not represent their interests. Municipal leaders have the tools, resources, and the responsibility to challenge this perception.*

#### Definition of Youth

As a first step in moving forward with youth engagement, it is helpful to define what is considered 'youth' so as to ensure outreach strategies are age-appropriate and reach the intended target audience. Canadian definitions for youth vary significantly amongst federal, provincial and local agencies and are typically defined by age ranging from 15 to 30 years of age. For the purposes of SCRD advisory committee participation, it is understood that the focus of youth engagement will be on Sunshine Coast students at the secondary level in school.

As such staff have recommended youth be defined as residents between the ages of 15 and 18. Amendments to the membership criteria in the advisory committees' Terms of Reference have been provided in Attachment A of this report to reflect this definition of youth.

#### Level of Youth Engagement

It is also important to contemplate the role and level of youth involvement to ensure engagement is authentic, meaningful, and understood - both by participating youth as well as by the SCRD. Meaningful participation provides youth both a voice and an active role in the advisory committee decision-making process. While voting privileges for elected local government bodies may preclude minors from participating as full voting members, no such legislative restriction exists for volunteer advisory committees of governing bodies. It is recommended that youth be appointed to advisory committees as full participating members with voting privileges rather than in a non-voting liaison role. This supports equitable influence amongst all volunteer members of the advisory committee and not only incorporates a youth voice into the conversation, but also provides youth participants a legitimate active role in choosing, or not choosing, to support recommendations that are being brought forward for consideration by the SCRD Board.

Further, a commonly cited best practice for youth engagement suggests that genuine engagement is demonstrated when youth comprise at least 25% of the voting total of members on a decision-

making or advisory body. Being the lone youth voice amongst a groups of adults may be challenging at times. As well, the social benefits of volunteering with other young people may provide an added motivating factor for some youth. Overall, participating alongside other youth strengthens the youth voice amongst the group, provides social and peer support, and may better incentivize participation as a result.

The advisory committees' Terms of Reference in Attachment A have been revised to reflect that youth be appointed as full participating members with voting privileges, and to also provide for appointments of up to two youth members per advisory committee on an annual basis aligned with the school year.

### Next Steps

Amending the advisory committees' Terms of Reference is a necessary first step in facilitating youth involvement at the Regional District. More work will need to follow to succeed with actual youth engagement on advisory committees. It is recommended that staff continue to collaborate with School District No. 46 to work towards this goal. Processes for outreach to encourage, and facilitate youth involvement in SCRD citizen advisory committees will need to be developed along with an implementation plan that addresses potential barriers to participation such as challenges with transportation and scheduled meeting times.

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

Youth engagement aligns with goals in the SCRD's strategic focus area for Communications and Engagement to proactively engage with our residents, partners and staff in order to share information and obtain their input on issues and decisions that affect them.

### **CONCLUSION**

This report provides options for appointing youth members to SCRD citizen advisory committees. The recommended amendments to the advisory committees' Terms of Reference have been provided in Attachment A of this report for the Committee's consideration, including: a definition for youth aged 15 – 18 years; the appointment of up to two voting youth members per advisory committee; and, the incorporation of a standard membership requirement for youth into all SCRD advisory committee terms of reference. Continued collaboration with School District No. 46 is also recommended in order to fully implement and develop a process for outreach that will facilitate meaningful youth participation in SCRD advisory committees on an ongoing basis.

Attachment A: SCRD Advisory Committee Terms of Reference

- Agriculture Advisory Committee (AAC)
- Natural Resources Advisory Committee (NRAC)
- Ports Monitors (POMO)
- Solid Waste Plan Monitoring Advisory Committee (PMAC)

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

# Attachment A

## TERMS OF REFERENCE

### AGRICULTURAL ADVISORY COMMITTEE

#### **1. Purpose**

- 1.1 The purpose of the Agricultural Advisory Committee (AAC) is to advise the Sunshine Coast Regional District (SCRD) Board on agricultural issues on the Sunshine Coast including:
- a. Applications initiated under the *Agricultural Land Commission Act* (ALCA);
  - b. Applications to amend official community plans and applicable bylaws;
  - c. Assisting with comprehensive reviews, development, or implementation of
    - i. bylaws;
    - ii. official community plans;
    - iii. agricultural area plans;
    - iv. park and recreational plans; and
    - v. transportation plans;
  - d. Development proposals with potential significant impacts on agriculture;
  - e. Water supply and demand management issues; and
  - f. Effectiveness of noxious insect and weed control regulations and programs.

#### **2. Duties**

- 2.1 The AAC will provide recommendations on:
- a. raising awareness of agriculture;
  - b. enhancing an understanding of agriculture's role in the local and Sunshine Coast economy;
  - c. addressing demand for Non-Farm Use or Exclusion of the agricultural land base;
  - d. examining legislation and amendments to legislation to identify improvements to support agriculture;
  - e. advising on opportunities for irrigation works, specifically the safe use of non-potable water;
  - f. examining the impacts of park and recreation proposals on agriculture; and

- g. examining the impact of transportation and utility corridors on agriculture.
- 2.2 In review of the ALCA applications and bylaw amendments, the AAC shall advise on:
- a. the effect of the proposal on the agricultural potential of the subject property;
  - b. the effect of the proposal on adjacent Agricultural Land Reserve (ALR) properties and surrounding agricultural production;
  - c. the effect of the proposal on water resources and transportation issues;
  - d. a rating of the priority or impact of the application on the maintenance of the ALR;
  - e. where appropriate, possible alternatives to the proposal; and
  - f. the identification of issues relating to the protection of the ALR lands specific to the application, including the use of appropriate buffering techniques aimed at enhancing land use compatibility.
- 2.2 The AAC exists at the pleasure of the SCRD Board and may be reconstituted as required.

### 3. Membership

- 3.1 The AAC shall consist of up to ten (10) members appointed by the SCRD Board plus up to two (2) additional Youth Members between the ages of 15 and 18 appointed by the SCRD Board in collaboration with School District No. 46.
- 3.2 Membership shall include diverse representation from each Electoral Area and Municipality.
- 3.3 Members shall have knowledge, interest, and/or experience in
- a. agriculture;
  - b. agri-tourism;
  - c. soils;
  - d. processing and distribution; and/or
  - e. water management.
- 3.4 Members shall be appointed for a term of two (2) years.
- 3.43.5 Youth members shall be appointed for a term that aligns with the current school year term (from September to June).
- 3.6 Members who are appointed part way through a two-year term will be appointed for the remainder of the two-year term.

3.53.7 Youth members who are appointed part way through a school year will be appointed for the remainder of the school year.

- 3.8 Regional District staff may be assigned to serve in a technical and leadership capacity. The role of the staff may include:
- a. establishing the agenda;
  - b. providing information and professional advice;
  - c. facilitating and/or co-chairing meetings;
  - d. writing reports and recommendations to the SCRD Board thereby serving as one of the communication channels to and from the SCRD Board; and
  - e. bringing such matters to the AAC's attention as are appropriate for it to consider in support of SCRD Board direction;
- 3.9 A Director may be appointed to serve in a liaison capacity and shall be a non-voting member. An Alternate Director may be appointed to attend meetings during the absence of the Director. The role of the Director may include:
- a. bringing such matters to the AAC's attention as are appropriate for it to consider in support of SCRD Board direction; and
  - b. serving as one of the communication channels to and from the SCRD Board.
- 3.10 The Chair and Vice Chair shall be elected from the AAC membership at the first meeting of each year. The Chair and Vice-Chair shall be entitled to vote.
- 3.11 Members who are absent for four consecutive regularly scheduled meetings will be deemed to have resigned their position unless the absence is because of illness or injury or is with the leave of the SCRD Board.

#### **4. Operations**

- 4.1 The AAC meets on the fourth (4<sup>th</sup>) Tuesday of the month at 3:30 pm at the SCRD Office at 1975 Field Road, Sechelt, BC.
- 4.2 At all meetings, four (4) members shall constitute a quorum.
- 4.3 AAC meetings will be canceled if there are no referrals for an Agenda or if quorum is not met.
- 4.4 All AAC meetings must be open to the public except where the AAC resolves to close a portion of it pursuant to Section 90 of the *Community Charter*.



4.5 The authority of the AAC is limited as follows:

- a. The AAC does not have the authority to bind the SCRD in any way, nor engage or otherwise contact third parties, consultants, organizations or authorities in a manner which may appear to be officially representing the SCRD.
- b. The AAC may communicate with external organizations and agencies to collect information and make inquiries.
- c. Where the AAC wishes to express opinions or make recommendations to external organizations and agencies, it must first obtain authorization from the SCRD Board.

4.6 AAC members are encouraged to:

- a. attend and participate in meetings of the AAC
- b. share experiences and ideas while maintaining an open mind to others' perspectives
- c. be able to dedicate approximately five (5) hours per month to the work of the AAC

4.7 In carrying out its mandate, the AAC will work towards conducting operations in a way that:

- a. improves the economic, environmental and social well-being for present and future generations;
- b. encourages and fosters community involvement;
- c. enhances the friendly, caring character of the community;
- d. maintains an open, accountable and effective operation;
- e. preserves and enhances the unique mix of natural ecosystems and green spaces in the SCRD;
- f. is consistent with the goals and objectives of the SCRD's strategic plan; and
- g. recognizes advisory committees are one of many channels that the SCRD Board may utilize to obtain opinions and advice when making decisions.

4.8 The SCRD will provide a recording secretary whose duties will include:

- a. organizing the meeting room, supplies and equipment
- b. distributing agendas to the AAC members in advance of the meeting
- c. preparing minutes of all meetings using SCRD standard practices

- d. forwarding the minutes to the AAC Chair for review prior to submitting to the SCRD Planning and Development Division within five (5) business days of the meeting.
- 4.9 Unless otherwise provided for, meetings shall be conducted in accordance with the Committee Procedures set out in the SCRD Board Procedures Bylaw.
- 4.10 AAC members are subject to the Conflict of Interest legislation outlined in Section 100 – 109 of the *Community Charter*. The terms “Council” and “Committee” shall be interchangeable for the purpose of interpretation of these sections.
- 4.11 AAC members must respect and maintain the confidentiality of the issues brought before them.
- 4.12 AAC members serve without remuneration but may be eligible to have reasonable expenses reimbursed in accordance with the SCRD Policy on Committee Volunteer Meeting Expenses.

## 5. Reference Documents

- 5.1 SCRD Procedures Bylaw No. 717
- 5.2 *Community Charter*, Section 100 – 109 – Conflict of Interest
- 5.3 *Community Charter*, Section 90 – Open/Closed Meetings
- 5.4 Board Policy 7-2830-1 Committee Volunteer Meeting Expenses

Approval Date:	February 23, 2017	Resolution No.	080/17
Amendment Date:	October 12, 2017	Resolution No.	291/17
Amendment Date:		Resolution No.	

## **TERMS OF REFERENCE**

### **NATURAL RESOURCES ADVISORY COMMITTEE**

#### **1. Purpose**

- 1.1 The purpose of the Natural Resources Advisory Committee (NRAC) is to advise the Sunshine Coast Regional District (SCRD) Board on resource issues and developments that may have an impact on the Sunshine Coast Regional District.

#### **2. Duties**

- 2.1 NRAC will review and provide recommendations to the SCRD Board on resource issues which may include:
- a. development proposals with potential significant impact on resource use;
  - b. environmental impact of resource activities on air, land, watersheds, lakes and the ocean or other impacts;
  - c. zoning Bylaw and Official Community Plan amendments;
  - d. timber harvesting operations and forestry plans;
  - e. existing or proposed government regulations affecting natural resources on the Sunshine Coast;
  - f. plans or proposals submitted to the SCRD by referral agencies;
  - g. economic significance of resource use decisions;
  - h. natural resource implications of outdoor recreation issues; and
  - i. other resource issues for the Sunshine Coast.
- 2.2 In review of the resource issues and bylaw amendments, NRAC shall advise on:
- a. policy implications of existing or proposed resource use or legislation;
  - b. industry or socio-economic trends which may affect resource use, employment or the environment.
- 2.3 NRAC members may be invited to participate in working groups that may be established by the SCRD Board to consider specific resource issues or development proposals.
- 2.4 An NRAC member may be requested to be in attendance at any Planning and Community Development Committee meeting at which NRAC recommendations are being considered in order to provide additional information as required.
- 2.5 NRAC exists at the pleasure of the SCRD Board and may be reconstituted as required.

### 3. Membership

- 3.1 NRAC shall consist of up to ~~42~~ten (10) members appointed by the SCRD Board plus up to two (2) additional Youth Members between the ages of 15 and 18 appointed by the SCRD Board in collaboration with School District No. 46.
- 3.2 Individuals shall have an interest and/or expertise in one or more of the following:
- a. natural resources issues;
  - b. community development;
  - c. watershed issues;
  - d. outdoor recreation;
  - e. biodiversity;
  - f. tourism;
  - g. economic development.
- 3.3 An effort will be made to ensure that a wide range of interests, expertise and diverse representation from each Electoral Area and Municipality are represented on the Committee.
- 3.4 Members shall be appointed for a term of two (2) years.
- 3.5 Youth members shall be appointed for term that aligns with the current school year term (from September to June).
- 3.6 Members who are appointed part way through a two-year term will be appointed for the remainder of the two-year term
- 3.7 Youth members who are appointed part way through a school year will be appointed for the remainder of the school year.
- 3.8 The following observers with an interest or expertise in natural resources issues may be invited to attend and participate in discussions:
- a. *shíshálh* and *Skwxwú7mesh* First Nations;
  - b. District of Sechelt;
  - c. Town of Gibsons;
  - d. senior government departments;
  - e. organizations, such as industry representatives and not-for-profits; and
  - f. others as identified.

- 3.9 Regional District staff may be assigned to serve in a technical and leadership capacity. The role of the staff may include:
- a. establishing the agenda;
  - b. providing information and professional advice;
  - c. facilitating and/or co-chairing meetings;
  - d. writing reports and recommendations to the SCRD Board thereby serving as one of the communication channels to and from the SCRD Board; and
  - e. bringing such matters to NRAC's attention as are appropriate for it to consider in support of SCRD Board direction.
- 3.10 A Director may be appointed annually to serve in a liaison capacity and shall be a non-voting member. An alternate for the Director may be appointed to attend meetings during the absence of the Director. The role of the Director may include:
- a. bringing such matters to NRAC's attention as are appropriate for it to consider in support of SCRD Board direction; and
  - b. serving as one of the communication channels to and from the SCRD Board.
- 3.11 The Chair and Vice Chair shall be elected from the NRAC membership at the first meeting of each year. The Chair and Vice Chair shall be entitled to vote.
- 3.12 Members who are absent for four consecutive regularly scheduled meetings will be deemed to have resigned their position unless the absence is because of illness or injury or is with the leave of the SCRD Board.

#### **4. Operations**

- 4.1 NRAC will meet every month, starting in January, at 7pm on the 3<sup>rd</sup> Wednesday of the month.
- 4.2 At all meetings, four members shall constitute a quorum.
- 4.3 NRAC meetings will be canceled if there are no referrals for an Agenda or if quorum is not met.
- 4.4 All Committee meetings must be open to the public except where the committee resolves to close a portion of it pursuant to Section 90 of the *Community Charter*.
- 4.5 SCRD staff, in consultation with the Committee Chair, may call for a meeting outside of that schedule in order to meet pressing timelines.
- 4.6 The authority of NRAC is limited as follows:
- a. NRAC does not have the authority to bind the SCRD in any way, nor engage or otherwise contact third parties, consultants, organizations or authorities in a manner which may appear to be officially representing the SCRD.

- b. NRAC may communicate with external organizations and agencies to collect information and make inquiries.
  - c. Where NRAC wishes to express opinions or make recommendations to external organizations and agencies, it must first obtain authorization from the SCRD Board.
- 4.7 Committee members are encouraged to:
  - a. attend and participate in meetings of NRAC;
  - b. share experiences and ideas while maintaining an open mind to others' perspectives;
  - c. be able to dedicate approximately five hours per meeting to the work of the Committee.
- 4.8 In carrying out its mandate, the Committee will work towards conducting operations in a way that:
  - a. improves the economic, environmental and social well-being for present and future generations;
  - b. encourages and fosters community involvement;
  - c. enhances the friendly, caring character of the community;
  - d. maintains an open, accountable and effective operation;
  - e. preserves and balances the unique mix of natural ecosystems and green spaces in the SCRD;
  - f. is consistent with the goals and objectives of the SCRD's strategic plan; and
  - g. recognizes advisory committees are one of many channels that the Regional Board may utilize to obtain opinions and advice when making decisions.
- 4.9 The SCRD will provide a recording secretary whose duties will include:
  - a. organizing meeting room, supplies and equipment;
  - b. distributing meeting agendas to NRAC members in advance of the meeting;
  - c. preparing minutes of all meetings using SCRD standard practices;
  - d. forwarding the minutes to the NRAC Chair for review prior to submitting to the SCRD Planning and Development Division within five (5) business days of the meeting.
- 4.10 Unless otherwise provided for, meetings shall be conducted in accordance with the Committee Procedures set out in the SCRD Board Procedures Bylaw.

- 4.11 NRAC members are subject to the Conflict of Interest legislation outlined in Section 100 – 109 of the Community Charter. The terms “Council” and “Committee” shall be interchangeable for the purpose of interpretation of these sections.
- 4.12 NRAC members must respect and maintain the confidentiality of the issues brought before them. NRAC members serve without remuneration but may be eligible to have reasonable expenses reimbursed in accordance with the SCR D Policy on Committee Volunteer Meeting Expenses.

## 5. Reference Documents

- 5.1 SCR D Procedures Bylaw No. 717
- 5.2 *Community Charter*, Section 100 – 109 – Conflict of Interest
- 5.3 *Community Charter*, Section 90 – Open/Closed Meetings
- 5.4 Board Policy 7-2830-1 Committee Volunteer Meeting Expenses

Approval Date:	April 27, 2017	Resolution No.	151/17
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	

## TERMS OF REFERENCE

### **SOLID WASTE MANAGEMENT PLAN MONITORING ADVISORY COMMITTEE (PMAC)**

#### **1. Purpose**

- 1.1 The purpose of the “Solid Waste Management Plan Monitoring Advisory Committee (PMAC)” is to advise the Sunshine Coast Regional District (SCRD) on matters involving monitoring the implementation of the Sunshine Coast Solid Waste Management Plan (SWMP), and evaluate its effectiveness as per the Ministry of Environment’s (MoE) 2016 “*A Guide to Solid Waste Management Planning, Part C.3.1*”

#### **2. Duties**

- 2.1 The PMAC will:
- a. Advise on the implementation of the SWMP.
  - b. Evaluate the effectiveness of the SWMP.
- 2.2 To advise and evaluate the SWMP, the PMAC will:
- a. Review all information related to the implementation of the plan such as: key plan actions and implementation progress, diversion rates and waste statistics, staff reports regarding plan priorities and components.
  - b. Review plan implementation with a regional perspective.
  - c. Review annual report on the effectiveness of the SWMP.
  - d. Make recommendations to the SCRD Board regarding plan implementation and how to increase effectiveness via the Infrastructure Services Committee.
  - e. Complete PMAC member action items identified in the meeting minutes prior to the next PMAC meeting or other designated timeline.
- 2.3 The PMAC will be dissolved upon the initiation of a SWMP update process.

#### **3. Membership**

- 3.1 The PMAC is comprised of not less than 6 and not more than 12 members, with the following representation:
- a. Public and/or geographical representation from Areas A, B, D, E, F, the Sechelt Indian Government District, the District of Sechelt and the Town of Gibsons. ~~—up to 8 members.~~
  - b. Youth Members between the ages of 15 and 18 appointed by the SCR D Board in collaboration with School District No. 46 – up to 2 members
  - ~~b.c.~~ Commercial, Organizational and Technical representation – up to 4 members.
  - d. Members shall be appointed for a term of two (2) years.
  - e. Youth members shall be appointed for a term that aligns with the current school year term (from September to June).



- 3.2 The PMAC will include one elected representative from the SCRD Board as a non-voting member to provide direct liaison between the PMAC and the SCRD Board.
- 3.3 The MoE's Environmental Protection Officer (or designate) will be a permanent member of the PMAC and will attend meetings as possible.
- 3.4 The PMAC will include a Regional District staff to serve in a liaison capacity. The staff liaison to PMAC is the Manager, Solid Waste Programs or designate. When applicable, the Solid Waste Programs Coordinator and the Manager, Solid Waste Operations will participate. The role of the staff liaison is to:
  - a. Providing information and professional advice;
  - b. Facilitating and/or co-chairing meetings;
  - c. Assisting the secretary in preparing agendas and minutes;
  - d. Assisting the secretary in writing reports and recommendations to the Board as requested by PMAC;
  - e. Bringing such matters to the PMAC's attention as are appropriate for it to consider in support of Regional District Board direction;
  - f. Sending updates and correspondence to PMAC members including Infrastructure Services Committee agenda packages.
  - g. Make available to PMAC members available tracking information, staff reports and other information, which may include:
    - i. Landfill material tracking and diversion information
    - ii. SWMP progress-to-date information
    - iii. Other reports, documents and links to relevant resources as required
  - h. Serving as one of the communication channels to and from the Board;
  - i. Providing advice to the Board that is at variance to a committee recommendation; and
  - j. Facilitate the recruitment of new members.
- 3.5 The SCRD Board is responsible for appointing new members.
- 3.6 The Chair and Vice Chair is a voluntary position that will be elected on an annual basis by PMAC members.
- 3.7 The PMAC Chair has the following additional responsibilities:
  - a. Review and provide input into the agenda.
  - b. Chair PMAC meetings.
  - c. Review final meeting minutes before distribution.
  - d. Encourage completion of PMAC member action items and facilitate correspondence between meetings.
- 3.8 All members are expected to:
  - a. Engage in a respectful and constructive manner in all PMAC activities.
  - b. Engage on the full scope of the SWMP.
  - c. Attend at a minimum two thirds of the meetings held in a calendar year.

#### 4. Operations

- 4.1 A majority of the voting members of the committee, as listed in section 3 will constitute a quorum.
- 4.2 The PMAC will meet on a regular basis, not more than monthly, and at least three times per year at the SCRD Office located at 1975 Field Road, Sechelt.
- 4.3 All PMAC meetings must be open to the public except where the PMAC resolves to close a portion of it pursuant to Section 90 of the *Community Charter*.
- 4.4 The authority of the PMAC is limited as follows:
  - a. The PMAC does not have the authority to bind the SCRD in any way, nor engage or otherwise contact third parties, consultants, organizations or authorities in a manner which may appear to be officially representing the SCRD.
  - b. The PMAC may communicate with external organizations and agencies to collect information and make inquiries.
  - c. Where the PMAC wishes to express opinions or make recommendations to external organizations and agencies, it must first obtain authorization from the SCRD Board.
- 4.5 PMAC members are encouraged to:
  - a. Attend and participate in meetings of the PMAC.
  - b. Share experiences and ideas while maintaining an open mind to others' perspectives.
  - c. Speak to the SCRD staff liaison(s) first regarding SWMP information, issues or recommendations.
- 4.6 Members who are absent for four consecutive regularly scheduled meetings will be deemed to have resigned their position unless the absence is because of illness or injury or is with the leave of the SCRD Board.
- 4.7 In carrying out its mandate, the PMAC will work towards conducting operations in a way that:
  - a. Improves the economic, environmental and social well-being for present and future generations;
  - b. Encourages and fosters community involvement;
  - c. Enhances the friendly, caring character of the community;
  - d. Maintains an open, accountable and effective operation;
  - e. Preserves and enhances the unique mix of natural ecosystems and green spaces in the SCRD;
  - f. Is consistent with the goals and objectives of the SCRD's strategic plan; and
  - g. Recognizes advisory committees are one of many channels that the regional board may utilize to obtain opinions and advice when making decisions.

- 4.8 The SCRD will provide a recording secretary whose duties will include:
- Preparing meeting agendas and distributing them to the PMAC members and MoE liaison in advance of the meeting.
  - Preparing minutes of all meetings using SCRD standard practices.
  - Forwarding the minutes to the PMAC Chair for review prior to submitting to the appropriate Standing Committee.
  - Forwarding the approved minutes to the Infrastructure Services Committee for further consideration and approval.
  - Forwarding the approved minutes to the PMAC members and MoE liaison.
- 4.9 Unless otherwise provided for, meetings will be conducted in accordance with the rules of procedure set out in the Board Procedure Bylaw.
- 4.10 Committee members are subject to the Conflict of Interest legislation outlined in Section 100-109 of the *Community Charter*. The terms “Council” and “Committee” shall be interchangeable for the purpose of interpretation of these sections.
- 4.11 Committee members must respect and maintain confidentiality of the issues brought before them.
- 4.12 PMAC members serve without remuneration but may be eligible to have reasonable expenses reimbursed in accordance with the SCRD Policy on Committee Volunteer Meeting Expenses.
- 4.11 No votes will be held to determine the PMAC’s position on issues. The PMAC is to operate on a consensus basis. Where consensus exists, it will be noted; and where it does not exist, the diversity of opinion will be communicated through meeting minutes and staff reports to the SCRD Board.
- 4.12 By written request, the PMAC may agree to receive delegations. Interested parties are encouraged to attend meetings as observers; but will refrain from sitting at the table and participating in the proceedings.
- 4.13 Ultimately, the decisions regarding implementation of the SWMP lie with the SCRD Board.

## 5. Reference Documents

- 5.1 *A Guide to Solid Waste Management Planning*, Part C.3.1
- 5.2 SCRD Procedures Bylaw No. 717
- 5.3 *Community Charter*, Section 100 – 109 – Conflict of Interest
- 5.4 Board Policy 7-2830-1 Committee Volunteer Meeting Expenses

Approval Date:	April 25, 2019	Resolution No.	127/19 rec. No. 9
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	

## TERMS OF REFERENCE

### **Sunshine Coast Regional District Ports Monitors (POMO) Committee**

#### **1. Purpose**

- 1.1 The purpose of the Sunshine Coast Regional District Ports Monitors (POMO) Committee is to:
- a. Provide the SCRD with input on operations issues related to ports;
  - b. Provide input to long term ports planning;
  - c. Act as on-the-ground eyes and ears for the SCRD;
  - d. Communicate information ports related information to and from community stakeholders.

#### **2. Duties**

- 2.1 POMO will:
- a. Meet bi-annually to review and provide feedback on information provided by staff, committee members and other stakeholders;
  - b. Communicate ports related information to and from community stakeholders.
  - c. Participate in educational workshops regarding the ports function.
- 2.2 The Committee exists at the pleasure of the SCRD Board and may be continued, dissolved, or altered based on a review of its effectiveness after each two-year period.

#### **3. Membership**

- 3.1 POMO is comprised of the following members:
- a. Nine representatives – including one each from Gambier Harbour, West Bay, Eastbourne, Keats Landing, Halkett Bay, Port Graves, Vaucroft, Halfmoon Bay and Hopkins Landing. Experience with ports facilities and effective communication and community connection skills are preferred;
  - b. Up to two (2) Youth Members between the ages of 15 and 18 appointed by the SCRD Board in collaboration with School District No. 46.
  - a-c. Members shall be appointed for a term of two years.
  - d. Youth members shall be appointed for a term that aligns with the current school year term (from September to June).

- 3.2 Regional District staff will be assigned to serve in a technical and leadership capacity. The role of staff may include:
- a. establishing the agenda;
  - b. providing information and professional advice;
  - c. facilitating and/or co-chairing meetings;
  - d. writing reports and recommendations to the Board;
  - e. bringing such matters to the committee's attention as are appropriate for it to consider in support of Regional District Board direction;
  - f. serving as one of the communication channels to and from the Board; and
  - g. providing advice to the Board that may be at variance to a committee recommendation.
- 3.3 The Chair and Vice Chair shall be elected by the Committee at the first meeting of each year. The Chair shall be entitled to vote;
- 3.4 A Director may be appointed to serve in a liaison capacity and shall be a non-voting member. An alternate Director may be appointed to attend meetings during the absence of the Director. The role of the Director may include:
- a. bringing such matters to POMO's attention as are appropriate for it to consider in support of Regional District Board direction;
  - b. serving as one of the communication channels to and from the Regional District Board.

#### **4. Operations**

- 4.1 POMO will meet on a bi-annual basis;
- 4.2 A majority of the voting members of the committee, as listed in section three will constitute a quorum.
- 4.3 All Committee meetings must be open to the public except where the committee resolves to close a portion of it pursuant to Section 90 of the *Community Charter*.
- 4.4 The authority of the Committee is limited as follows:
- a. POMO does not have the authority to bind the SCRD in any way, nor engage or otherwise contact third parties, consultants, organizations or authorities in a manner which may appear to be officially representing the SCRD.
  - b. POMO may communicate with external organizations and agencies to collect information and make inquiries.

- c. Where POMO wishes to express opinions or make recommendations to external organizations and agencies, it must first obtain authorization from the SCRD Board.
- 4.5 Committee members are encouraged to:
  - a. attend and participate in meetings of the Committee
  - b. share experiences and ideas while maintaining an open mind to others' perspectives
  - c. report back to the Regional District staff
  - d. be able to dedicate approximately 5 hours per month to the work of the Committee
- 4.6 Members who are absent for two consecutive regularly scheduled meetings will be deemed to have resigned their position unless the absence is because of illness or injury or is with the leave of the SCRD Board.
- 4.7 In carrying out its mandate, the Committee will work towards conducting operations in a way that:
  - a. improves the economic, environmental and social well-being for present and future generations;
  - b. encourages and fosters community involvement;
  - c. enhances the friendly, caring character of the community;
  - d. maintains an open, accountable and effective operation;
  - e. preserves and enhances the unique mix of natural ecosystems and green spaces in the SCRD;
  - f. is consistent with the goals and objectives of the SCRD's strategic plan; and
  - g. recognizes advisory committees are one of many channels that the Regional Board may utilize to obtain opinions and advice when making decisions.
- 4.8 The SCRD will provide a recording secretary whose duties will include:
  - a. distributing agendas to the Committee members in advance of the meeting
  - b. preparing minutes of all meetings using SCRD standard practices
  - c. forwarding the minutes to the Committee Chair for review prior to submitting to the Planning and Community Development Committee
  - d. forwarding the approved minutes to the Planning and Community Development Committee for further consideration and approval.
- 4.9 Unless otherwise provided for, meetings shall be conducted in accordance with the rules of procedure set out in the SCRD Procedures Bylaw No. 474.

- 4.10 Committee members are subject to the Conflict of Interest legislation outlined in Section 100 – 109 of the *Community Charter*. The terms “Council” and “Committee” shall be interchangeable for the purpose of interpretation of these sections.
- 4.11 Committee members must respect and maintain the confidentiality of the issues brought before them.
- 4.12 Committee members serve without remuneration but may be eligible to have reasonable expenses reimbursed in accordance with the SCRD Policy on Committee Volunteer Meeting Expenses.

## 5. Reference Documents

- 5.1 SCRD Procedures Bylaw No. 717
- 5.2 *Community Charter*, Section 100 – 109 – Conflict of Interest
- 5.3 *Community Charter*, Section 90 – Open/Closed Meetings
- 5.4 Board Policy 7-2830-1 Committee Volunteer Meeting Expenses

Approval Date:	February 23, 2017	Resolution No.	080/17 Rec. #9
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Corporate and Administrative Services Committee – February 27, 2020

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

**SUBJECT:** **POVERTY REDUCTION STRATEGY FOR THE SUNSHINE COAST GRANT APPLICATION (DISTRICT OF SECHELT)**

---

### RECOMMENDATION(S)

**THAT the report titled Poverty Reduction Strategy for the Sunshine Coast Grant Application (District of Sechelt) be received;**

**AND THAT Sunshine Coast Regional District (SCRD) supports the District of Sechelt's grant application to the 2020 Poverty Reduction Planning and Action Program;**

**AND THAT the SCRD contribute in-kind services to the Poverty Reduction Strategy for the Sunshine Coast project;**

**AND THAT the 2020 Poverty Reduction Planning and Action Program grant application submitted by District of Sechelt is a collaborative application for the Sunshine Coast, and the SCRD is a partner (in-kind services) in the project, and fully supports and gives permission to the District of Sechelt to apply for, receive and manage the Poverty Reduction Planning and Action Program grant funding on behalf of the partnership;**

**AND FURTHER THAT this recommendation be forwarded to the Regular Board meeting of February 27, 2020.**

---

### BACKGROUND

The District of Sechelt has expressed an intention to take the lead on developing a Poverty Reduction Strategy for the Sunshine Coast. (Attachment A) The District would like to make a regional application for the 2020 Poverty Reduction Planning and Action Program grant from the Union of BC Municipalities (UBCM).

Qualifying project for this program must focus on one or more of the six priority action areas identified in the provincial poverty reduction strategy: Housing; Families, Children and Youth; Education and Training; Employment; Income Supports; Social Supports. There are 2 program streams: Stream 1 is planning and assessments (where Sechelt's project would fit), Stream 2 supports actions aligned with a Poverty Reduction Strategy or Official Community Plan.

Additional program info is available at <https://www.ubcm.ca/EN/main/funding/lgps/poverty-reduction.html>.



The District of Sechelt is inviting other Coast local governments to contribute to the project and be partners in the application. The District has requested a resolution of support from the SCRD Board as a partner for the District's application, before the February 28, 2020 program application deadline.

Coordinated information is being provided by the District to the Councils of Town of Gibsons and shíshálh Nation.

## **DISCUSSION**

### *Organizational and Intergovernmental Implications*

This project is an opportunity for intergovernmental collaboration, with partners acting within their areas of jurisdiction / mandate.

Although poverty reduction is a regional concern, SCRD does not have a function related to poverty reduction or social services, and hence does not have legislative authority to administer a grant.

SCRD does not operate services in the six provincial focus areas, although our services (land use planning, recreation) can influence these areas.

Staff have identified a number of ways that the Regional District can take a supporting partner role, for the benefit of the project, the community and SCRD.

These opportunities are limited to in-kind support in these areas only:

- Participation in a project steering committee through a staff liaison or by receiving information/coordination (subject to staff capacity)
- Providing meeting space for project work, if requested
- Data sharing (such as GIS)

A regional partnership approach allows the District of Sechelt to apply for a larger grant of up to \$150,000 (individual applicants are limited to \$25,000 for Stream 1).

Planning for poverty reduction would support many of SCRD's strategic goals and aligns with the vision set in Official Community Plans. Accessibility and inclusion factor into many service-level plans such as the Parks and Recreation Master Plan.

Staff are supportive of a regional approach, recognizing that there are many people living in poverty in rural areas, and that most services and supports are concentrated in municipalities.

### *Financial Implications*

There are no direct financial implications to SCRD's participation in this grant/project; SCRD is not being requested to provide a financial contribution.

*Timeline for next steps or estimated completion date*

The request is time sensitive and requires an SCRD Board resolution be submitted to the District prior to the application deadline of February 28, 2020.

Following adoption of the SCRD Board resolution, it will be forwarded to District of Sechelt staff and to UBCM.

*Communications Strategy*

Staff will provide updates to the Board through departmental quarterly reports.

**STRATEGIC PLAN AND RELATED POLICIES**

Work undertaken through this grant supports regional collaboration and partnership.

**CONCLUSION**

The District of Sechelt will be applying for a Poverty Reduction Planning and Action Program grant from UBCM and has requested an expression of partnership support from the SCRD Board.

The project will generate information valuable to local governments and the community.

SCRD staff have identified appropriate, in-kind ways for the Regional District to support the project as a partner.

Staff recommend that a resolution of support be provided to District of Sechelt in advance of the grant deadline of February 28, 2020.

**ATTACHMENTS**

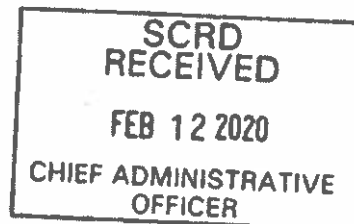
Attachment A – District of Sechelt Letter regarding Poverty Reduction Strategy for the Sunshine Coast and grant application, February 11, 2020

Reviewed by:			
Manager		Finance	
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	



February 11, 2020

District of Sechelt  
PO Box 129  
Sechelt, BC  
V0N 3A0



To: Board of Directors of the Sunshine Coast Regional District

RE: Poverty Reduction Strategy Grant Application

The District of Sechelt would like to take the lead on applying for a grant to come up with a Poverty Reduction Strategy for the Sunshine Coast. We would like to apply for the regional application for the 2020 Poverty Reduction Planning & Action Program Grant from the Union of BC Municipalities. We wish to extend our invitation to be partners to the Town of Gibsons, the shíshálh Nation and the Sunshine Coast Regional District to help create a plan to reduce the poverty rate of the Sunshine Coast. To be partners in the application you would need to supply a motion from Council indicating support for the District of Sechelt to apply for, receive, and manage the grant funding on your behalf. We are open to having a small staff committee to move the project forward.

**Resolutions from partnering applicants must include the following language:**

*Each partnering local government must submit a Council or board resolution indicating support for the primary applicant to apply for, receive, and manage the grant funding on their behalf.*

The District of Sechelt will manage the completion of the application form, create a detailed project budget and manage the grant funding should we be successful.

This request is time sensitive and requires a quick response, as the Council resolutions have to accompany the application due February 28, 2020. Please respond as soon as possible to ensure we get funding for our Coast.

Kind regards,

David Douglas, CPA, CGA

Director of Financial Services

**Subject:** FW: 2020 Poverty Reduction Planning & Action Programs Regional Grant Application  
**Date:** Wednesday, February 12, 2020 8:36:56 AM  
**Attachments:** [image001.png](#)  
[Poverty Reduction Strategy - SCRD.pdf](#)

---

The District of Sechelt would like to take the lead on applying for a grant to come up with a Poverty Reduction Strategy for the Sunshine Coast. We would like to apply for the regional application for the 2020 Poverty Reduction Planning & Action Program Grant from the Union of BC Municipalities. We wish to extend our invitation to be partners to the Town of Gibsons, the shíshálh Nation and the Sunshine Coast Regional District to help create a plan to reduce the poverty rate of the Sunshine Coast.

The District of Sechelt will manage the completion of the application form, create a detailed project budget and manage the grant funding should we be successful.

This request is time sensitive and requires a quick response, as the Council resolutions have to accompany the application due February 28, 2020. Please respond as soon as possible to ensure we get funding for our Coast.

Please see additional information regarding the 2020 Poverty Reduction Planning & Action Programs Regional Grant Application below:

<https://www.ubcm.ca/assets/Funding~Programs/LGPS/PovRed/poverty-reduction-planning-action-program-guide.pdf>

<https://www.ubcm.ca/EN/main/funding/lgps/poverty-reduction.html>

**David Douglas, Director of Financial Services**

Direct 604-740-8454 | Cell 604-740-6750

PO Box 129 | 2<sup>nd</sup> Floor, 5797 Cowrie St. | Sechelt, BC | V0N 3A0



This e-mail communication is CONFIDENTIAL AND LEGALLY PRIVILEGED. If you are not the intended recipient, please notify me at the telephone number shown above or by return e-mail and delete this communication and attachment(s), and any copy, immediately. Thank you. Disclaimer added by District of Sechelt IT Department.

# Poverty Reduction Planning & Action Program

## 2020 Program & Application Guide

### 1. Introduction

In March 2019, the Province of BC released their poverty reduction strategy: *TogetherBC: British Columbia's Poverty Reduction Strategy*. Mandated through the *Poverty Reduction Strategy Act*, the strategy set targets to reduce the overall poverty rate in British Columbia by at least 25%, and the child poverty rate by at least 50%, by 2024. *TogetherBC* is based on four principles: affordability, opportunity, reconciliation, and social inclusion. These principles guided the priority action areas that form the core of the strategy.

With investments from across government, *TogetherBC* reflects government's commitment to reduce poverty and make life more affordable for British Columbians. It includes policy initiatives and investments designed to lift people up, break the cycle of poverty, and build a better BC for everyone.

Local governments have long-advocated for a provincial poverty reduction strategy and are crucial partners in this work. They are at the front-line of seeing the impacts of poverty in their communities and play a central role in developing local solutions with community partners and other levels of government.

#### Poverty Reduction Planning & Action program

The intent of the Poverty Reduction Planning & Action program is to support local governments in reducing poverty at the local level and to support the Province's poverty reduction strategy. The Province has provided \$5 million over three years and the program is administered by the Union of BC Municipalities (UBCM).

### 2. Eligible Applicants

All local governments (municipalities and regional districts) in BC are eligible to apply.

Eligible applicants can submit one application per intake, including regional applications or participation as a partnering applicant in a regional application.

### 3. Eligible Projects

To qualify for funding, applications must demonstrate the extent to which proposed activities will reduce poverty at the local level.

To qualify for funding, projects must:

- Focus on one or more of the six priority action areas identified in *TogetherBC*:
  - Housing
  - Education and training
  - Income supports
  - Families, children and youth
  - Employment
  - Social supports
- Be a new project (retroactive funding is not available);
- Be capable of completion by the applicant within one year from the date of grant approval;

- Involve key sectors of the community including community-based poverty reduction organizations, people with lived experience of poverty, businesses, local First Nations and/or Indigenous organizations.

Within the six priority areas, eligible projects may also address one or more of the other key priorities identified in *TogetherBC*: mental health and addictions, food security, transportation, and/or access to health care.

### **Regional Projects**

Funding requests from two or more eligible applicants for regional projects may be submitted as a single application for eligible, collaborative projects. In this case, the maximum funding available would be based on the number of eligible applicants included in the application. It is expected that regional projects will demonstrate cost-efficiencies in the total grant request.

The primary applicant submitting the application for a regional project is required to submit a resolution as outlined in Section 6 of this guide. Each partnering applicant is required to submit a resolution that clearly states their approval for the primary applicant to apply for, receive, and manage the grant funding on their behalf.

The total funding request for regional projects cannot exceed \$150,000.

## **4. Eligible & Ineligible Costs & Activities**

### **Eligible Costs & Activities**

Eligible costs are direct costs that are approved by the Evaluation Committee, properly and reasonably incurred, and paid by the applicant to carry out eligible activities. Eligible costs can only be incurred from the date of application submission until the final report is submitted.

### **Stream 1: Poverty Reduction Plans and Assessments**

The intent of this funding stream is to support communities to develop or update assessments or plans in order to reduce poverty at the local level. The funding maximum under Stream 1 is \$25,000 for a single applicant and \$150,000 for regional applications.

Under Stream 1, eligible activities must be cost-effective and include:

- Development of a local Poverty Reduction plan or assessment that addresses one or more of the six priority action areas as identified in *TogetherBC*;
- Engagement of people living in poverty or with a lived experience of poverty in planning activities;
- Adding a poverty reduction lens including specific activities and outcomes to support people living in poverty, to existing plans or policies, such as:
  - Official Community Plans or community or neighbourhood plans;
  - Zoning and other policies;
  - Development permit requirements;
  - Emergency response, evacuation, and/or emergency support services plans;
  - Food security and food systems planning;
  - Community planning processes related to social determinants of health (e.g. affordable housing, homelessness, etc.).

## **Stream 2: Poverty Reduction Action**

The intent of this funding stream is to support communities to undertake local projects in order to reduce poverty at the local level. The funding maximum under Stream 2 is \$50,000 for a single applicant and \$150,000 for regional applications.

In order to be eligible for Stream 2 funding, eligible applicants are required to have completed a Poverty Reduction plan or assessment, or demonstrate that their Official Community Plan, or an equivalent plan, is inclusive of poverty reduction principles.

Under Stream 2, eligible activities must be cost-effective and may include:

- Pilot projects to evaluate the impact of providing supports such as reduced-fare transit, recreation passes, or other service opportunities for low-income residents;
- Supporting financial security through tax-filing programs;
- Awareness campaigns to reduce stigma around poverty and promote social inclusion;
- Social enterprise initiatives that provide supported employment opportunities for people with multiple barriers to employment;
- Local food security initiatives including food-waste diversion projects and community kitchens that support training and social inclusion, as well as access to food;
- Pilot projects to assist key populations living with low income as identified in *TogetherBC*.

Stream 2 of the 2020 Poverty Reduction Planning & Action program is not intended to be a capital funding program. However, minor capital expenditures for eligible activities that have a clear and definable benefit to people living in poverty, that are clearly linked to activities identified in the application, and that are intended to reduce poverty at the local level will be considered for funding under Stream 2.

Capital costs cannot exceed 25% of the total requested Stream 2 grant (i.e. an application for a \$50,000 grant cannot include more than \$12,500 in capital costs).

### **Eligible Activities Applicable to Both Funding Streams**

The following expenditures are also eligible, provided they relate directly to the eligible activities identified above:

- Honoraria for community members that are direct participants in funded activities and who are living in poverty;
- Consultant costs;
- Incremental staff and administration costs;
- Public information costs.

### **Ineligible Costs & Activities**

Any activity that is not outlined above or is not directly connected to activities approved in the application by the Evaluation Committee is not eligible for grant funding. This includes:

- Development of feasibility studies, business cases, architectural, engineering, or other design drawings for the construction or renovation of facilities providing services to people living in poverty;
- Infrastructure projects or new construction;
- Regular salaries of applicant staff or partners;

- Routine or ongoing operating costs (e.g. heating and lighting; security; telephone; internet);
- Purchase of software, software licences, or service subscriptions;
- Existing programs with established, designated funding from other partners;
- Fundraising.

## 5. Grant Maximum

The 2020 Poverty Reduction Planning & Action program provides two streams of funding. Projects funded under Stream 1 may receive up to 100% of the cost of eligible activities to a maximum of \$25,000. Projects funded under Stream 2 may receive up to 100% of the cost of eligible activities to a maximum of \$50,000. Regional projects under either Stream 1 or Stream 2 may receive up to 100% of the cost of eligible activities to a maximum of \$150,000.

In order to ensure transparency and accountability in the expenditure of public funds, all other grant contributions for eligible portions of the project must be declared and, depending on the total value, may decrease the value of the grant.

## 6. Application Requirements & Process

### Application Deadline

The application deadline is February 28, 2020.

Applicants will be advised of the status of their application within 60 days of the application deadline.

### Required Application Contents

- Completed Application Form;
- Detailed project budget;
- Council or Board resolution, indicating support for the current proposed activities and willingness to provide overall grant management;
- For regional projects only: Each partnering local government must submit a Council or Board resolution indicating support for the primary applicant to apply for, receive, and manage the grant funding on their behalf;

**Resolutions from partnering applicants must include the language above.**

- Optional: Up to three letters of support as evidence of partnership or collaboration with community-based poverty reduction organizations, people with lived experience of poverty, businesses, local First Nations and/or Indigenous organizations.

### Submission of Applications

Applications should be submitted as Word or PDF files. If you choose to submit your application by e-mail, hard copies do not need to follow.

All applications should be submitted to:

Local Government Program Services, Union of BC Municipalities

E-mail: [lgps@ubcm.ca](mailto:lgps@ubcm.ca)

Mail: 525 Government Street, Victoria, BC, V8V 0A8

All application materials will be shared with the Province of BC



## **Review of Applications**

UBCM will perform a preliminary review of applications to ensure the required application elements have been submitted and to ensure that eligibility criteria have been met. Only complete application packages will be reviewed.

Following this, all eligible applications will be reviewed and scored by the Evaluation Committee. Scoring considerations and criteria include the following:

- Alignment with the intent and objectives of the Poverty Reduction Planning & Action program;
- Anticipated outcomes;
- Demonstration of direct participation of people living in poverty or with a lived experience of poverty in the proposed activities;
- Partnerships and demonstrated community support, including community-based poverty reduction organizations, people with lived experience of poverty, businesses, local First Nations and/or Indigenous organizations;
- Cost-effectiveness of the project, including in-kind or cash contributions to the project from the eligible applicant, community partners, or other grant funding.

Point values and weighting have been established within each of these scoring criteria. Only those applications that meet a minimum threshold point value will be considered for funding.

The Evaluation Committee will consider the population and provincial, regional, and urban/rural distribution of proposed projects. Funding decisions will be made on a provincial priority basis.

## **7. Grant Management & Applicant Responsibilities**

Please note that grants are awarded to eligible applicants only and, as such, the applicant is responsible for completion of the project as approved and for meeting reporting requirements.

Applicants are also responsible for proper fiscal management, including maintaining acceptable accounting records for the project. UBCM reserves the right to audit these records.

### **Notice of Funding Decision**

All applicants will receive written notice of funding decisions. Approved applicants will receive an Approval Agreement, which will include the terms and conditions of any grant that is awarded, and that is required to be signed and returned to UBCM.

Grants under the Poverty Reduction Planning & Action program will be awarded in two payments: 50% at the approval of the project and when the signed Approval Agreement has been returned to UBCM, and 50% when the project is complete and the final reporting requirements have been met.

Please note that in cases where revisions are required to an application, or an application has been approved in principle only, the applicant has 30 days from the date of the written notice of the status of the application to complete the application requirements. Applications that are not completed within 30 days may be closed.

### **Progress Payments**

In exceptional circumstances, to request a progress payment, approved applicants are required to submit:

- Written rationale for receiving a progress payment;
- Description of activities completed to date; and
- Description of funds expended to date.

## Changes to Approved Projects

Approved grants are specific to the project as identified in the application, and grant funds are not transferable to other projects. Approval from the Evaluation Committee will be required for any significant variation from the approved project.

To propose changes to an approved project, approved applicants are required to submit:

- Revised application package, including updated, signed application form, and an updated Council or Board resolution; and
- Written rationale for proposed changes to activities and/or expenditures.

The revised application package will then be reviewed by the Evaluation Committee.

Applicants are responsible for any costs above the approved grant unless a revised application is submitted and approved prior to work being undertaken.

## Extensions to Project End Date

All approved activities are required to be completed within one year of approval and all extensions beyond this date must be requested in writing and be approved by UBCM. Extensions will not exceed one year.

## 8. Final Report Requirements & Process

Applicants are required to submit an electronic copy of the complete final report, including the following:

- Completed Final Report Form;
- Financial summary;
- For Stream 1 only: electronic copy of the completed plan or assessment;
- Optional: photos of the project, media clippings, and/or any reports or documents developed or amended with grant funding.

## Submission of Final Reports

All final reports should be submitted to:

Local Government Program Services, Union of BC Municipalities

E-mail: [lgps@ubcm.ca](mailto:lgps@ubcm.ca)

Mail: 525 Government Street, Victoria, BC, V8V 0A8

All final reports will be shared with the Province of BC

## 9. Additional Information

For enquiries about the application process or general enquiries about the program, please contact:

Union of BC Municipalities  
525 Government Street  
Victoria, BC, V8V 0A8

E-mail: [lgps@ubcm.ca](mailto:lgps@ubcm.ca)

Phone: (250) 952-9177

For more information on BC's Poverty Reduction Strategy, please refer to [TogetherBC](#).

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Corporate and Administrative Services Committee – February 27, 2020

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

**SUBJECT:** SUNSHINE COAST REGIONAL DISTRICT ARENAS – VARIABLE ICE COST AND 2020 SPRING ICE

---

### RECOMMENDATION(S)

**THAT the report titled Sunshine Coast Regional District Arenas – Variable Ice Cost and 2020 Spring Ice be received.**

---

### BACKGROUND

At the Planning and Community Development Committee meeting of February 13, 2020, the following recommendation was made:

**Recommendation No. 2**      *Review of Recreation Facility Operations Costs*

THAT staff report to a future Committee meeting regarding variable recreation facility operating costs associated with providing arena ice;

AND THAT the SCRD provide ice in Sunshine Coast Arena in May 2020.

At the Regular Board meeting of February 28, 2019, the following resolution was adopted (in part):

062/19      **Recommendation No. 9**      *Arena Floor Surface Scheduling (in part)*

...AND THAT the current administrative procedure that ice be provided only when variable costs are equal to or less than revenue generated from user group bookings be continued and affirmed;...

AND THAT for May 2020 and beyond, ice be offered at SCA;

AND THAT August ice be offered at the Gibsons and Area Community Centre starting in 2019 and going forward;

AND THAT staff undertake process improvement around arena floor scheduling with all user groups;

AND FURTHER THAT staff report back through the October 2019, Q3 variance on any financial implications related to extending the ice schedule.

Although the February 13, 2020 Planning and Community Development Committee recommendations have not yet been considered by the Board, staff are providing a timely response to the request for information.

## **DISCUSSION**

### What are variable costs associated with providing ice?

Staff reports prepared in January and February 2019 (Attachment A and B) provided details about arena allocation and costs. These meetings were attended by a number of arena user groups.

Section C (Operating) of the January 31, 2019 staff report details the specific incremental materials, services, utilities and staffing associated with having ice installed at SCRD arenas.

Section D (Capital Impacts) of the same report details the capital replacement cost implications associated with ice plant operation.

The Financial Implications section of the report presents the weekly incremental cost of \$7,435.

This figure has not changed for 2020. Staff do not have information about where a weekly figure of \$9,000, referenced by the February 13 delegation, originated from.

### Why have variable costs increased over time?

Several factors contribute to changes in variable costs:

1. Increases to multiple categories of operating expenses – e.g. staffing, utilities
2. Increases to capital replacement costs associated with costs of construction, age of facilities/costs of new technology – e.g. update to industry standard plate and frame chiller
3. Increasing regulatory requirements associated with ammonia-refrigerated ice plants that require new equipment (alarms, sensors), new processes (inspections), and new staffing (requirement for overnight standby shift for a plant operator).
4. While SCRD's methodology for calculating variable costs has remained similar over time, the Regional District's ability to quantify and plan for capital replacement has improved, adding greater resolution to capital replacement plans for all recreation facilities. Staff provide updates to Board on capital funding annually. This work is aligned with SCRD's Asset Management Strategy.

## **FINANCIAL IMPLICATIONS**

In 2019, the variable cost recovery gap for ice in April at Sunshine Coast Arena was \$4,794. This was based on revenue of \$24,946 against variable costs of \$29,740. These figures recognize all bookings include those that were finalized in March and even into April 2019.

The Q3 variance report for Community Recreation Facilities provided in October 2019 did not provide a specific report back on April ice revenues/costs.

For 2020, the variable, cost recovery gap, based on booking requests received to date (solicitations made to user groups in November and December 2019 and January 2020) are:

Month	Costs <sup>1</sup>	Rental Revenue	Surplus/(Deficit)	% Recovery
April (March 30 – April 26)	\$29,740	\$24,931 <sup>2</sup>	(\$4,809)	84%
May (April 27 – May 30)	\$36,112	\$21,136	(\$14,976)	59%

<sup>1</sup>Costs are based on the number of days in the period, which are aligned to weekends to support user groups' programming and event requests and have ice-out take place on weekdays when space demand is lower.

<sup>2</sup>Assumes Hitmen tournament proceeds (approximately \$5,000 of ice booking)

Staff will support user groups with scheduling and booking requests to try to reduce or eliminate these gaps.

There is a risk that an operating budget deficit will be created if variable costs are not recovered. Routine variance reporting will provide the Board with updates through the year.

#### *Implementation Considerations*

Staff are prepared to deliver ice following Board direction. Facility Services will monitor the performance of the building during warmer weather.

Recreation will work with dry floor users who have made spring booking requests to try to rebook or reschedule programs and events to GACC or to SD46 schools, where possible.

### **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**

This report provides information on how variable ice costs are derived and factors driving change to the weekly variable cost over time.

Staff are prepared to deliver arena facilities following Board direction.

Reviewed by:			
Manager	X	CFO/Finance	X-T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley		

### **ATTACHMENTS**

Attachment A: Staff Report – Cost-Benefit for Year Round Ice, January 31, 2019

Attachment B: Staff Report - Arena Floor Surface Scheduling, February 21, 2019

## 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"> <li>- At the conclusion of a five-year period, review the operations of the two arenas before determining the future of the Sechelt Arena.</li> <li>- 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.</li> <li>- 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.</li> </ul>	<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**

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

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

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 - * <i>will commit for April if at SCA</i>	1.25	\$195.24	\$244.05
Panthers	1.25	\$195.24	\$244.05
Adult League	4.5	\$195.24	\$878.58
Brew Crew - * <i>will commit for April if at GACC</i>	1.75	\$195.24	\$341.67
Pigs	1.25	\$195.24	\$244.05
<b>Adult - Total per week</b>	<b>10 hours</b>		<b>\$1854.78</b>
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
<b>Youth - Total per week</b>	<b>46.75 hours</b>		<b>\$4139.34</b>
<b>Grand Total</b>	<b>56.75 hours</b>		<b>\$5994.12</b>
Hitmen Tournament April 26th to 28, 2019 (hours based on 2018)	<b>28.5 hours</b> (one time event – not weekly)	\$171.43	<b>\$4885.76</b>

**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)
<b>Adult - Total per week</b>	<b>0 hours</b>	\$195.24	<b>0</b>
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
<b>Youth - Total per week</b>	<b>35.50</b>		<b>\$3132.24</b>
<b>Grand Total</b>	<b>35.50</b>		<b>\$3132.24</b>



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 (CO<sub>2</sub>e)

Monthly	Average with Ice		Average Without ice		Difference	
	kWhe	CO <sub>2</sub> e	kWhe	CO <sub>2</sub> e	kWhe	CO <sub>2</sub> e
<b>GACC</b>	151,843	9,513	53,574	3,259	98,269	6,254
<b>SCA</b>	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 3,000m<sup>3</sup> 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

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

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.

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

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 1<sup>st</sup> to August 31<sup>st</sup>”

**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 1<sup>st</sup> to August 31<sup>st</sup>
- 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

Statement of Intent.....	3
Code of Conduct for all SCRD Recreation Facilities.....	3
Role of the SCRD.....	3
General Conditions .....	4
Application Requirements.....	4
Priority of Existing Users / Consideration of New Use.....	4
Priority of Leagues ( <i>Relates to Ice - Adult groups</i> ).....	4
Conditions Regarding Use.....	5
Facility Requests .....	5
Pre-Emptying Use .....	5
Cancellation of Use by the User .....	5
No Shows/Absenteeism.....	5
Insurance Requirements.....	5
User Fees/Rates.....	6
Accounts .....	6
Deposit / Damage Deposit.....	6
Communication .....	6
Allocation Process.....	7
Annual Allocation Timeline / Process.....	7
Appropriate Uses / Priorities in Allocation .....	7
Allocation Priority for Ice/Dry Floor (A) and (B).....	8
Allocation Priority Halls and Indoor spaces (C).....	9
Allocation Priority Fields (D).....	9
Section A - Ice Facilities .....	10
Seasons of Use .....	10
Time line for ice allocation process.....	10
Hours Determining Prime Time vs Non-Prime .....	12
Ice Cleans .....	12
Safety .....	12
Courtesy .....	12
Scheduling .....	12
New in 2014/15 season for youth groups .....	12
Ice Clean Rational.....	12
Men's and Women's Adult Hockey either League or Individual.....	12
Youth Groups – Minor Hockey/Skate Club/Speed Skate .....	12
High Impact .....	13
Medium Impact.....	13
Low Impact.....	13
Low Demand Ice .....	13
Use of early morning ice time .....	13
Use of late night ice time (adult groups).....	13
Payment Schedule for Ice Facilities.....	13
Section B - Dry floor .....	14
Payment Schedule Dry Floor.....	14
Section C - Halls/ Indoor Spaces.....	15
Section D - Fields.....	16
Definitions .....	17

## 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 3<sup>rd</sup> 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

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

## **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

#### 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

- 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

(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

- 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

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 2<sup>nd</sup> 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.



- 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.

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

#### **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

#### 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.

**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 to January Staff Report

### *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 to January Staff Report

### *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
<b>2016-2017</b>	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
<b>2017-2018</b>	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
<b>2018-2019</b>	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:** Infrastructure Services Committee – February 21, 2019

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

**SUBJECT:** ARENA FLOOR SURFACE SCHEDULING

---

### **RECOMMENDATION(S)**

**THAT the report titled Arena Floor Surface Scheduling be received;**

**AND THAT the current administrative procedure that ice be provided only when variable costs are equal to or less than revenue generated from user group bookings be continued and affirmed;**

**AND THAT for the ice period of March 18 – April 30 2019, ice be provided at SCA;**

**AND THAT for May 2019, ice not be offered on the basis of impact on capital projects, financial implications and on the balance of social impacts;**

**AND THAT for May 2020 and beyond, ice be offered at SCA;**

**AND THAT August ice be offered at GACC;**

**AND THAT a decision on June ice in future years be deferred;**

**AND THAT staff undertake process improvement around arena floor scheduling with all user groups;**

**AND FURTHER THAT staff report back to the October 2019, Q3 variance on any financial implications related to extending the ice schedule.**

---

### **BACKGROUND**

At the Regular Board meeting of January 31, 2019, the following resolution was adopted:

016/19      *Arena Floor Surface Scheduling*

THAT the decision to extend the arena ice season be deferred pending a staff report to a February Committee meeting with an analysis of the feasibility, financial implications and schedule;

AND THAT ice be maintained in one facility until April 30, 2019 as per current policy.

The purpose of this report is to provide information in addition to and following from the Staff Report provided to the Corporate and Administrative Services Committee on January 31, 2019

(Attachment A), the ensuing Committee discussion and correspondence received from user groups.

The report considers both spring 2019, which requires decision, and options for the 2019-2020 ice season.

## **DISCUSSION**

### *Executive Summary*

The Board directed staff to provide analysis of feasibility, financial implications and schedule for an extended ice season.

The specific requests from Sunshine Coast Skating Club and Sunshine Coast Minor Hockey for 2019 and future years have been clarified. The extension requested would represent a 20% increase in ice days delivered compared to the historical average.

Capital projects and refrigeration capacity influence the timing and location of when ice can be offered. The decision of when ice is provided dictates where it is provided. The decision of when and where ice is provided has impacts on special events, SCRD programs and the activities of recreation user groups.

For 2019 April ice is recommended to be at SCA and May ice is not recommended as it constrains the chiller replacement project. In future years, May ice may be offered at SCA, noting some risk around ice loss. A decision on offering June ice is recommended to be deferred. August ice must be at GACC.

The approach described above considers a balance of positive and negative impacts to user groups. Negative impacts can be mitigated through pre-planning, leveraging the Joint Use Agreement and the development of new programming.

Based on bookings currently requested, May 2019 variable costs for ice have not been covered. August bookings have not been gathered at the current time. Staff expect the variable cost gap will be closed as groups plan events and grow/develop programs. Continuing and affirming SCRD's procedure of only providing ice when variable costs are met will minimize financial implications. Staff will monitor impacts and report during Q3 variance.

To improve planning, ensure transparency, and mitigate negative consequences of change, it is recommended that staff continue on the current path and work with user groups on process improvement, aligned with the 2011 Indoor Space Allocation Policy. These improvements, to be refined with input from user groups, could involve all users together in a single allocation meeting with a 12-month planning horizon.

*Specific Requests Regarding Ice Scheduling*

The January 31, 2019 report provided analysis, following Board direction, on maintaining year-round ice in one facility. The report noted that user group requests had not specifically been for year-round ice.

Subsequent to the January 31 Committee meeting and with respect to the ice season extension:

- The Sunshine Coast Skating Club affirmed (email dated February 4, Attachment B) one of the specific asks noted in delegation materials provided previously: “The SCSC is requesting an extended ice season that would leave ice in one arena from March until the end of June. Ice would then be reinstalled in one arena at the beginning of August. We are requesting that this change commence in March 2019.” In the same letter, the Sunshine Coast Skating Club states: “Despite figure skating being a year round sport, the SCSC are aware that we cannot afford the variable costs for year round ice ourselves and so the request of ice until the end of June was to mitigate skaters missing out on their education and other activities due to having to travel to train. With the SCMHA not requiring ice in June 2019, the SCSC would like to confirm our request of ice remaining in the Sechelt Arena from the third week of September until the end of May and for ice to be reinstalled at GACC at the beginning of August until March.”
- Sunshine Coast Minor Hockey Association has confirmed the requested ice seasons as “Sechelt Ice Arena: Ice Allocation- Third Week of September until the End of May; Gibsons Ice Arena: Ice Allocation- Beginning of August until Mid March” (email dated February 4, Attachment C)

These clarifications enable focusing of analysis on the impacts of the specific dates at specific facilities. The request subjected to further analysis in this report is therefore:

- SCA Ice Dates: September 21 – May 31 (254 days)
- GACC Ice Dates: August 1 – March 15 (228 days)
- Total Ice Days Delivered: 482

Extended ice seasons in both facilities as requested require a 20% increase in ice days as compared the historical average.

The month of June in years beyond 2019 is given additional consideration.

The change from possible year-round ice, or ice ending June 30 impacts technical, logistical and operational factors that were profiled in the January 31 report. Analysis is provided below.

*Technical Constraints*

Capital Projects

A one-time capital project consideration in 2019 is the planned replacement of the chiller and compressor at SCA. The project is required for compliance with Technical Safety BC orders. SCRD's contracted refrigeration engineer states that at least 12-week plant shutdown is required for the work. Allowing sufficient time for plant commissioning, inspection and plant start up to make ice for the third week of September (usual schedule) required construction completion by September 6, 2019. A 12-week window prior to September 6 begins on June 14.

Considering that equipment lead time is also estimated at about 12 weeks from pre-order (anticipated to be made prior to end of February), the only progress that could occur on this project in April would be demolition. Construction could potentially start as early as the first week of May.

Construction has not yet been tendered (pending final design). The more restrictive the construction window is made the fewer vendors are likely to bid, the less competitive the bids may be, and the higher the risk that project delays impact the project completion date and fall ice installation.

Consequently, staff do not recommend that ice be installed in SCA past April 30, 2019.

Providing spring ice at SCA in 2019, even in April, is a constraint on this significant capital project.

Refrigeration Capacity

GACC has a 50% greater refrigeration capacity than SCA, with more sophisticated controls and a more efficient building envelope. 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. GACC is more suitable for warm weather plant operation.

Based on local average monthly temperatures (Figure 1 below), staff do not have concerns about operating SCA's ice plant in April.

A hot May would challenge plant operations (see comments below about summer months). Any mechanical breakdown or hydro outages would immediately impact users and pose a significant risk of losing ice (during cool weather ice can be sustained for several hours without electricity if needed). These risks create concerns about fulfilling rental commitments and meeting user expectations.

June, July and August ice should be delivered at GACC. In 2001 or 2002, as part of filming for the Beachcombers movie, ice was installed in August at SCA. Staff recall that plant operations were challenged and ice quality was poor. Condensation puddled onto bleachers from steel beams, floors in the cold area were never dry, the plywood walls were saturated with water, boards and glass were always wet and glass could not be seen through. Ice had to be dry scraped to remove lumps to achieve a safe surface. Dehumidification improvements completed since 2002 may reduce condensation issues, but do not resolve refrigeration capacity limits.

**Temperature (°C)** [Get more temperature related statistics »](#)

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Average high	6.3	7.5	9.3	12.1	15.8	18.5	21	21.1	17.8	12.8	8.8	6.6
Average low	2.9	3.5	4.5	6.5	9.6	12.3	14.5	14.8	12.1	8.6	5.3	3.3
Average	4.6	5.5	6.9	9.3	12.7	15.4	17.8	18	15	10.7	7.1	5
Record daily high	13.2	14.3	15.6	20.7	28.4	29.9	29.4	32.2	26.6	21.1	15.6	13.3
Date	Jan 30 1989	Feb 27 1986	Mar 11 1965	Apr 27 1987	May 29 1983	Jun 01 1978	Jul 12 1961	Aug 04 1961	Sep 03 1988	Oct 01 1975	Nov 11 1991	Dec 14 1962
Record daily low	-7.2	-10.1	-3.3	-1.1	3.3	5.6	9	8.9	3.9	-0.4	-7.3	-11.7
Date	Jan 29 1969	Feb 13 1990	Mar 03 1976	Apr 03 1975	May 01 1970	Jun 01 1966	Jul 01 1979	Aug 18 1973	Sep 27 1972	Oct 31 1984	Nov 27 1985	Dec 28 1968

Figure 1: Sechelt Average Monthly Climate Data

Regional climate change projections suggest warmer summers, more hot days and hotter extreme hot days will be the new normal for the Sunshine Coast. The chiller replacement project at SCA takes these projections into account.

#### *Effect of Technical Constraints on Arena Floor Schedule*

For spring 2019, taking into consideration the chiller replacement project and refrigeration capacity, staff recommend that if ice is to be provided beyond April 30, that the spring ice location be GACC. If spring ice is only provided until April 30, either facility is technically acceptable.

For future years, ice into May could be tested at SCA with acknowledgement of risks associated with warm weather ice in a facility with limited refrigeration capacity and insulation.

August ice, if provided, should only be installed at GACC.

In summary, these factors suggest that an ice schedule as requested for spring/summer 2019 is technically feasible in years without significant capital projects impacting plant operation:

- SCA Ice Dates: September 21 – May 31 (254 days)
- GACC Ice Dates: August 1 – March 15 (228 days)
- Total Ice Days Delivered: 482

However, if June ice is provided, it should be at GACC, which yields a schedule of:

- SCA Ice Dates: September 21 – March 15 (177 days)
- GACC Ice Dates: August 1 – June 30 (335 days)
- Total Ice Days Delivered: 482 + 30 = 512

The decision of when ice is provided dictates where it is provided.

Technical constraints and advice should be considered in the context of community needs and desires, detailed in sections below. The decision of where ice is provided has impacts on special events, SCRDP programs and the activities of recreation user groups.

*Policy Context - Summary*

A comprehensive review of policy was included in the January 31 staff report.

Allocation policy and procedure clauses that have specific application to the consideration of both spring 2019 ice and future year ice season extensions are:

Indoor Space Allocation Policy (Board Policy, adopted March 2011)

- 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.

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

- 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 matter.”
- 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.”

Staff suggest that the requirement that variable costs be addressed is helpful to achieving the goals of cost-effective operation and reflecting “local needs, registration factors, utilization and participation patterns.” Recent comments received from user groups, including the Sunshine Coast Skating Club as presented earlier in this report reflect this understanding as well. Practically, this guideline enables annual scheduling and service budgeting to proceed without the need for annual changes to subsidization rates.

**Recommendation #1: Staff recommend that the current administrative procedure that ice be provided only when variable costs are equal to or less than revenue generated from user group bookings be continued and affirmed.**

*User Group Impacts*

Taking into consideration the chiller project, refrigeration capacity and the possibility of Board-direction to extend spring ice beyond April 30, staff provided a draft schedule to user groups on January 31 based on April ice at GACC. The analysis below includes feedback received.

Spring 2019

March 17 to April 30 (dry floor available May 7 +/-), based on booking requests received	
Category	Impacts
Special Events	<p>Open Door Career Fair (April 5): Relocated to multipurpose rooms at GACC if dry floor not available.</p> <p>Hitmen Hockey Tournament (April 26-28): Will not proceed if ice is at GACC due to inability to secure parking lot overnight (so cars can be left if participants/spectators require a safe ride home) and organizer travel distance to venue. Staff note this event has historically been held at SCA and was previously held in March.</p>
SCRD Programs	Can be configured to operate in the available facility.
Dry floor rentals	<p>Lacrosse would prefer dry floor at GACC as it works better for travelling teams.</p> <p>Roller Girls and Pickleball comfortable with draft schedule. Pickleball has previously stated a preference for SCA due to participant catchment.</p>
Ice rentals	<p>Minor Hockey: prefers spring ice be at SCA</p> <p>Skating Club: no specific response regarding location, have expressed support for Hitmen tournament (and ice) being at SCA.</p> <p>Co-ed: no interest in April ice if it is in GACC</p> <p>Senior and adult leagues: various responses, generally acceptable to have ice at GACC</p>

Based on user impacts and feedback received, it is anticipated that proceeding with spring 2019 ice (March 18-April 30) at GACC instead of SCA is not in the overall best interests of users and the communities they serve, and does not reflect local needs. While each location has its strengths and weaknesses, providing ice (or a dry floor) in either location does not have the effect of unduly inhibiting use of any groups. Past arena floor scheduling practice which provided spring dry floor at GACC is a key factor for 2019, as short planning timelines for special events could be complicated by a change in venue.

The organizer's stated intention not to proceed with the Hitmen tournament if ice is at GACC and reduction in co-ed hockey bookings would leave an approximately \$4,000 variable operating cost gap in April. Any foregone dry floor revenue would be on top of this amount.

If ice is provided at SCA, variable costs for ice are anticipated to be covered through rental revenue.



**Recommendation #2: For the ice period of March 18 – April 30 2019, staff recommend ice be provided at SCA.**

May 1 to 30 (dry floor available June 10 +/-), based on booking requests received	
Category	Impacts
Special Events	<p>Quilt Show (May 9-11): Very strong preference for GACC, due to size, location and accessibility.</p> <p>Home &amp; Garden Show (June 7-8): Seeking confirmation of location as soon as possible, stated requirement for GACC (Attachment D). Staff note May ice should conclude 10 days prior to first dry floor rental day (i.e. May 26)</p> <p>Boxing (June 1, tentatively): Prefers GACC</p>
SCRD Programs	Can be configured to operate in the available facility.
Dry floor rentals	<p>Lacrosse would prefer dry floor at GACC as it works better for travelling teams.</p> <p>Roller Girls and Pickleball comfortable with draft schedule. Pickleball has previously stated a preference for SCA due to participant catchment.</p>
Ice rentals	<p>Minor Hockey: prefers spring ice be at SCA</p> <p>Skating Club: no specific response regarding location, have expressed support for Hitmen tournament (and ice) being at SCA.</p> <p>Co-ed: no May bookings requested</p> <p>Senior and adult leagues: no May bookings requested</p>

For 2019, based on the chiller replacement project timelines, staff recommend that the SCA plant not be in operation in May.

Based on user feedback and requested bookings, for 2019:

- Providing ice at SCA in May would be a significant constraint on timely completion of the chiller replacement. Late ice installation in September could result.
- Providing ice at GACC in May would have a significant impact on dry floor special events.
- Providing ice at SCA in May would have a significant impact on Pickleball and, as discussed in the January 31 staff report, a moderate impact on lacrosse and roller girls.
- Ice bookings as currently requested would address only about 40% of variable costs (see table on page 11 of January 31 staff report), resulting in an operating gap of approximately \$18,400. This may be reduced slightly if ice concludes approximately May 26.

**Recommendation #3 a): For May 2019, staff do not recommend ice be offered on the basis of impact on capital projects, financial implications and on the balance of social impacts.**

**Recommendation #3 b): For May 2020 and beyond, staff recommend that May ice be offered at SCA.**

For June 2019, as noted earlier in this report, the Sunshine Coast Skating Club's request for June ice has been retracted for 2019. For June of future years, the major special event is the Chatelech and Elphinstone Dry Grad events (held jointly on two evenings, typically at GACC); the location would need to be confirmed pending ice location.

Beyond Spring 2019

August 1-30 (last day of dry floor July 25 +/-)	
Category	Impacts
Special Events	No significant impacts. Camps or events that attract off-coast participants may be better placed at GACC.
SCRD Programs	Can be configured to operate in the available facility.
Dry floor rentals	No significant impacts.
Ice rentals	Minor Hockey: has requested GACC  Skating Club: has requested GACC  Co-ed, Senior and adult leagues typically do not rent during the full month of August but may participate around the last week of August

**Recommendation #4: If August ice is offered, it must be at GACC due to technical constraints.**

Looking forward, for spring of 2020 and years beyond it is technically feasible to deliver spring ice at SCA until the end of May, with some increased risk of ice loss due to mechanical breakdown as compared to GACC.

On balance, SCA for spring ice appears to have more benefits and fewer negative impacts for users. Dry floor program bookings could be configured to fit in one facility with minor impacts to time provided and moderate impacts to consistency of schedule (due to interplay between special events and recreation rentals). Using lead time and pre-planning staff and user groups can work together to mitigate negative impacts through, for example, joint use agreement bookings, new programming at GACC, etc.

Process changes to enable this type of planning are recommended later in this report.

June is a challenging month for arena floor scheduling:

- Refrigeration capacity directs that June ice be provided at GACC.
- Continuing ice from end of regular season through June at GACC has significant negative impacts for special events (Quilt Show, Home and Garden Show) some dry floor groups (lacrosse) and is not preferred by ice users.
- Based on ice user dialogue feedback and May requests, June rental bookings are not anticipated to address variable operating costs, though this could change over time as groups build their programs.
- Peer communities such as Powell River and Squamish do not provide ice in June.

Changes to scheduling processes, expanded partnerships with new facilities, potential development of new venues by SCRD or others, and collaborative work with user groups to “see the possibilities” of new arena floor schedules all bear on spring planning, especially for June.

**Recommendation #5: Staff recommend that a decision on future-year June ice be deferred.**

#### **FINANCIAL IMPLICATIONS**

As detailed in the January 31 staff report the current (2019) incremental cost of maintaining year round ice is estimated at \$7,185 per week, which includes staffing, operating expenses and capital replacement costs.

Based on booking requests received, variable operating costs, current fees and charges (which could be reviewed), variable cost gaps are shown below.

Month	Ice Location	Anticipated Variable Cost Gap
March 18- April 30	SCA	\$0
	GACC	\$7,000
May	Either	\$18,400*
June	GACC	\$18,400* or more
August	GACC	Not researched, currently*

\*Likely to shrink over time as groups build programs, have advertising lead time, etc.

The cost of forgone revenue is also a financial consideration. Staff are not able to provide an estimate for this, as user groups and special event organizers have been understandably reticent to confirm acceptance of their less-preferred venue (or to cancel) pending a decision on scheduling.

By continuing the administrative procedure of only providing ice when variable costs are covered by rentals, the financial implications of an extended ice season can be reduced or eliminated.

Since at this time it is unknown of the financial implications related to the change in facility scheduling to extending ice, Staff are not recommending making any changes to the 2019-2023 Financial Plan at this time. Staff will report back to the October 2019 Quarter (Q3) variance on any financial implications.

*Organizational Implications*

To support expanded ice operation additional staff time will 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.

As noted in the January 31 staff report, ice operation has a greater demand for energy (especially electricity) and water and produces more emissions. Late July ice installation in Gibsons could be conducted with water from outside of the Chapman community water system at additional time and cost using temporary storage and pumps and trucked water, if desired. Once ice is installed plant operation and ice cleaning is relatively low-demand for water (as is now also the case at Sunshine Coast Arena).

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.

*Implementation Considerations*

The following considerations were identified in the January 31 staff report about year-round ice, and remain valid:

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.

Taken together with the analysis presented in this report, these points lead staff to recommend process changes. These changes could include:

1. Conduct an annual review of variable operating costs.
2. Conduct an annual scan of major capital projects that could impact arena floor scheduling.
3. Collaborate with all event organizers and user groups (together) on a single allocation meeting (tentatively contemplated for late summer) that presents variable cost analysis, capital project information, and has a planning horizon of 12 months in order to provide time for program planning. Pending Board direction, ice requests would be considered for the months of August through May. A preview of the following year (months 12-24) could also occur.
4. Confirm a deadline for payment of booking contracts (e.g. fall), and confirm if variable costs are addressed early, so that facility schedules in the following spring can be confirmed.

The above examples of process improvements could be refined with input from users and synchronized with corporate processes such as capital plan updates, annual budgeting, review of fees and charges, etc.

These process improvements are aligned with the overall goals of the Parks and Recreation Master Plan and the Board-approved Indoor Space Allocation Policy (2011), which includes a Schedule A timeline that follows the process described above. The subsequently-developed 2015 administrative procedure “Recreation and Parks Allocation Policy” is not Board-endorsed and may only serve to complicate and fragment effective allocation planning. Accordingly Board direction to pursue process improvement as described may not be specifically required, nonetheless, for clarity:

**Recommendation #6: Staff recommend that process improvement around arena floor scheduling be undertaken with all user groups.**

If policy changes are identified as being required, staff will provide further recommendations to a future Committee.

## **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 and based on analysis recommends:

1. The current administrative procedure that ice be provided only when variable costs are equal to or less than revenue generated from user group bookings be continued.
2. For the ice period of March 18 – April 30 2019, ice be provided at SCA.
3. A) For May 2019, ice not be offered on the basis of impact on capital projects, financial implications and on the balance of social impacts.  
B) For May 2020 and beyond, staff recommend that May ice be offered at SCA.
4. August ice be offered at GACC.
5. A decision on future-year June ice be deferred.
6. Staff undertake process improvement around arena floor scheduling with all user groups.

Reviewed by:			
Manager	X - K. Preston X - K. Robinson	CFO/Finance	X-T. Perreault
GM		Legislative	
CAO	X – J. Loveys	Arena/Sports Coordinator	X- T. Poulton

## **ATTACHMENTS**

A: Staff Report – “Year Round Ice Cost Benefit Analysis”, January 31, 2019

B. Letter from Andrea Watson, Sunshine Coast Skating Club re: Clarification on Extended Ice Season (February 4, 2019)

C. Letter from Kate Turner, Sunshine Coast Minor Hockey Association / Sunshine Coast Skating Club re: Arena Allocation Decision (February 4, 2019)

D. Letter from Bill Stockwell, Coast Community Builders Association President re: Sunshine Coast Home and Garden Show (February 7, 2019)

Attachment "Year Round Ice Cost" Report and its attachments included above

## Ian Hall

---

**From:** Andrea Watson [REDACTED]  
**Sent:** Monday, February 04, 2019 7:48 PM  
**To:** Board Chair; Ian Hall; Janette Loveys  
**Cc:** Kate Turner; lesleigh farr  
**Subject:** Clarification on Extended Ice Season  
**Attachments:** SCRD Delegation Notes.doc

**Follow Up Flag:** Flag for follow up  
**Flag Status:** Flagged

Good evening SCRD Board of Directors and Staff,

I am writing to clarify and apologize for any confusion my delegation may have caused.

In my delegation presentation at the bottom of page 2 underlined (I have attached a copy to this email for easy reference) The Sunshine Coast Skating Club, requested an extended ice season, which would have ice remain in one arena from March until the end of June and then have ice reinstalled at the beginning of August.

Despite figure skating being a year round sport, the SCSC are aware that we cannot afford the variable costs for year round ice ourselves and so the request of ice until the end of June was to mitigate skaters missing out on their education and other activities due to having to travel to train.

With the SCMHA not requiring ice in June 2019, the SCSC would like to confirm our request of ice remaining in the Sechelt Arena from the third week of September until the end of May and for ice to be reinstalled at GACC at the beginning of August until March.

This is the same schedule that SCMHA is also requesting. SCSC and SCMHA are committed to working together to give our combined 500 youth the opportunities necessary for growth and development.

We are supporting Minor Hockey's request of ice remaining in the Sechelt arena so that Hitman 7- A-side hockey tournament can go ahead with this tournament, which greatly assists youth organizations reach their variable costs.

Our hope is that we can rely on having a predictable schedule and continue working with the SCRD in a positive collaborative way. With predictability, both organizations can continue to strengthen and grow and ideally continue to extend our ice season on the SSC.

Thank you very much for taking this request into consideration. Your time and deliberation is greatly appreciated

Sincerely,  
Andrea Watson.



### SCSC Delegation Handout

Andrea Watson (President of the Sunshine Coast Skating Club) appearing as delegate.

The Sunshine Coast Skating Club is a non-profit organization that has been instructing skating on the Sunshine Coast for over 30 years.

The SCSC offers 6 different programs- CanSkate (learn to Skate); Junior Academy (transition program between CanSkate and StarSkate); StarSkate (Learn to Train); Competitive Skate, and Adult Skate. We provide programs to members from age 3 to 50 plus.

The SCSC gives back to this community in many ways. We fundraise tirelessly to keep fees affordable, we provide free community events such as "Try it Free", "Bring A Friend", Halloween Skate, and Christmas Skate. We provide donations to the Food Bank and last year we sponsored a local family in need for Christmas.

The SCSC also provides the community with a Cultural component with shows such as Elvis Stojko and our upcoming Patrick Chan show. We have had International and Olympic Skaters such as Beres Clements and Larkyn Austman.

Over the years, we have worked tenaciously to increase our Membership. We have doubled our membership over the past 5 years to where we were 10 years ago when we had year- round ice. Ice sports are thriving on the Sunshine Coast. We have first class coaches, a functioning board, and a dedicated and talented group of Skaters who with community support (in the form of year-round ice) can go on to be Provincial/International medalists.

I wanted to bring to everyone's attention that Representatives from the SCSC have been appearing before the SCRD Board of Directors for the past 10 years asking for year -round ice to be re-instated.

Why is this necessary? Figure Skating is an early specialization Sport. This means that certain skills need to be acquired prior to maturation. Figure Skating is also a year-round sport. The SCSC is governed by legislative bodies such as Skate Canada, The Coaching Association of Canada, who sets out the Long-Term Athlete Development Model, and our Provincial Body BC Section Rules and Regulations to name but a few.

We have 2 paid Professional Coaches who have employment contracts. We are extremely fortunate to have two high level coaches on the SSC who have the qualifications to teach up to Olympic Level. At the time our coaches agreed to relocate here and teach at this Club we had year- round ice.

Since 2008, ice has been taken out of both arenas at approximately the same time. In Gibsons, it is typically the second weekend in March and Sechelt by the end of March/beginning of April.



Because of both sheets of ice being lost at the same time we are not able to follow the LTAD model and are not following guidelines set by Skate Canada of 46-52 weeks of training each year.

We are doing our youth a great dis-service by not affording them the same opportunities for training and progression as other communities. Every community in B.C has access to year-round ice except for the Sunshine Coast. When skaters reach the competitive level (which takes approximately 5 years from when they first begin to skate, so they have shown their dedication and intent at this point) they are not able to keep up with the youth who have year-round ice as they are training only half the time. Muscle memory is lost after only 2 weeks so when skaters are without ice for months they find themselves having to re-learn what they spent the previous year learning.

The only option available to our youth is to travel to communities with ice. This places a huge hardship on these young skaters and a great financial hardship on their families. Youth are missing school from April-June as they are spending over 8 hours travelling for 2 hours of ice. Skaters missed 108 hours of instruction in May and June of this year. They are also missing family time and the chance to participate in other extra curricular activities. They don't have the chance to be part of the school track team or volleyball and basketball team.

Increased ice is of huge benefit to the community. We are supporting our youth's participation in healthy activities. Athletes are learning leadership, motivation, resiliency, communication, growth, tenacity, commitment, and determination. All these attributes will serve them well as functioning members of society and will add to the enrichment of our community.

Year-Round Ice brings financial benefits to the community. Revenue from ice sports in 2017 was approximately \$960,000 as opposed to dry floor revenue of approximately \$44,000. Increasing ice allows us to keep our money on the SSC as opposed to travelling to other communities to purchase ice. It would allow us to hold summer camps and development camps and increase tourism on the SSC which benefits our restaurants, retail stores and so on.

The SCSC is requesting an extended ice season that would leave ice in one arena from March until the end of June. Ice would then be reinstalled in one arena at the beginning of August. We are requesting that this change commence in March 2019. We would like this to be the regular schedule moving forward. Having a regular predictable schedule will allow the volunteers and coaches to focus on scheduling, coaching, and the day to day running of the organization.

Having the current policy around ice allocation followed also provides certainty and predictability to our Coaches and Board of Directors.

Within the SCRD Recreation and Parks Allocation Policy of 2015, Allocation Priority is outlined in the following order-Special Events, SCRD Public Programs, Youth Groups, Adult Leagues, Independent Users, schools, and Commercial Events.

Other pieces of the Policy that is relevant here and not being followed is quoted below and can also be found on page 10 of the afore mentioned policy.

- "The SCRD strives to attain gender equity in facility allocation and use". Figure Skating being a predominantly female and year-round sport
- "Arenas are operated on demand of facility user groups". It has been communicated verbally and through email that spring/year-round ice is required by ice user groups
- "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". Ice user groups were

successful in working collaboratively and gaining and paying for extended ice in August 2017 and April 2018.

- The time line for the ice allocation process is outlined on page 10 and is also not followed.

We are requesting that our youth who go to competitions and represent the SSC are in turn supported by their community and are provided with equal opportunity for training, development, and advancement. Supporting our children means they are not forced to make a choice between missing school and training. They can benefit from being on school teams and participate in the school spirit.

What is crucial for you to understand is that our Skaters require a minimum of 10 months of ice to succeed. They should not have to miss school to train. Community support is vital in allowing them to participate in their everyday life of school and other activities while working towards their goals and dreams. We are investing in our youth. We have no other option when ice is taken out of both arenas at the same time. By taking 2 ice surfaces out to provide dry floor user groups with 2 additional options leaving our youth with no other option is not acceptable.

Providing one arena with ice still leaves dry floor users with one facility. The ice users do not have a preference to which arena would keep ice. As mentioned before, the extended ice season also benefits the community as it allows an increase in tourism by providing camps through the Spring and Summer.

Thank you for your interest in my request for extended ice. It is my hope that my time today increased your understanding of why Spring and Summer ice is so important to the Club, the individual skater, and the community at large. I would also like to acknowledge the work that has been done already with the SCRD partnering with SD46 to provide other options to the dry floor users as well as the water efficiency upgrade to the Sunshine Coast Arena cutting water to operate the plant by approximately 85%. It is my hope that these changes are a step in the right direction. I would like to extend an invitation to contact me by phone [REDACTED] or email [REDACTED] should you have any questions about any information I have shared today.

**Ian Hall**

---

**From:** Kate Turner [REDACTED]  
**Sent:** Monday, February 04, 2019 5:24 PM  
**To:** Ian Hall  
**Cc:** Tom Poulton; Janette Loveys; Board Chair; Stu Frizzell; andrea watson; lesleigh farr; nicole hagedorn; Atom  
**Subject:** Arena Allocation Decision

**Follow Up Flag:** Flag for follow up  
**Flag Status:** Flagged

Hi Ian,

Thank you for taking the time today to help clarify a few questions I had regarding an email that went out following the Thursday SCRD Board meeting. I can appreciate that we are all working together to come up with a viable, positive solution that will suit the needs of the multiple user groups. I wanted to confirm with you in writing, so there will be no further confusion on this matter, the schedule that Youth Ice Sports is requesting.

We would like to see the allocation of ice at the Sechelt Ice Arena until the end of May 2019 and then ice re-established at the Gibsons Ice Arena the beginning of August 2019. Moving forward we would greatly appreciate a secure ice schedule with similar dates:

**Sechelt Ice Arena: Ice Allocation- Third Week of September until the End of May**  
**Gibsons Ice Arena: Ice Allocation- Beginning of August until Mid March**

I apologize for any confusion that may have arisen from requests- it is our hope that the near future would allow for growth of those dates- progressing to year round ice between the two facilities. We do understand that facility growth would be a big part of this progression- ie: An exclusive dry-floor facility in our community.

The Hitmen 7 A-Side Hockey Tournament would like to support Youth Ice Sports to the best of our ability by ensuring the variable cost is met for the month of April (especially this season). This will not be possible if the Sechelt Ice is removed this March. If enough notice is given next season, I would be happy to schedule the tournament at an earlier date, this year it is out of the question due to previous commitments and schedules. However, I believe that until an exclusive Dry-Floor Facility is in place, it is in everyone's best interest to keep the ice at Sechelt and remove the ice in Gibsons to allow for dry-floor allocation. I hope these other users have also expressed their best interests.

The chiller replacement at the Sechelt Ice Arena is an important upgrade to the facility and we understand the importance of this upgrade. I recall from last season the upgrades at the Gibsons Ice Arena were very time consuming in preparation and some parts took months to arrive. I anticipate a similar outcome with the chiller replacement and am hopeful that this time will allow for the Sechelt Ice to remain in place whilst these preparations are in progress.

I can appreciate that several factors are considered and I am hopeful that together we can overcome any obstacles that may arise from maintaining the ice at the Sechelt Ice Arena (Sunshine Coast Arena).

Together we are helping to build a better community for everyone.

Thank you for your time and consideration.

Cheers,

*Kate Turner*

Sunshine Coast Minor Hockey Association Registrar  
[scmharegistrar@yahoo.ca](mailto:scmharegistrar@yahoo.ca)

Sunshine Coast Skating Club Registrar  
[registrar@sunshinecoastskatingclub.ca](mailto:registrar@sunshinecoastskatingclub.ca)

Hitmen 7 A-Side Tournament Coordinator  
[hitmen7aside@gmail.com](mailto:hitmen7aside@gmail.com)

---

This email was scanned by Bitdefender

SCRD  
RECEIVED

FEB 07 2019

CHIEF ADMINISTRATIVE  
OFFICER

Dear Mr. Ian Hall,

It is my understanding that the SCR D has plans in place for an extended ice season at the Gibsons Ice Arena this Spring. As President of the Sunshine Coast Home and Garden Show I was disappointed to receive information that we would be losing the Gibsons Dry Floor for our Event Venue with no consultation from the SCR D. When asked, our input was for the ice to remain at the Sechelt Ice Arena and be removed from GACC.

The Sunshine Coast Home and Garden Show has been a successful Dry-Floor User of GACC for 10 years now. The event attracts approximately 2,500 - 3,000 people throughout the weekend.

The Sechelt Ice Arena is unsuitable for our event due to power requirements and parking, amongst many other items such as location & accessibility by highway traffic.

As an avid supporter for Ice Sports in our community I commend the work from Sunshine Coast Minor Hockey Association and The Sunshine Coast Skating Club in their pursuit for an extended ice season. I also am aware that the Hitmen 7 A-Side Hockey Tournament will not run out of the Gibsons Ice Arena, another community loss if ice is removed from the Sechelt Ice arena.

I hope you will reconsider the decision to remove the ice from the Sechelt Ice Arena and proceed with the removal of ice at GACC as in years past.

Thank you for your time and consideration.

Bill Stockwell  
CCBA (Coast Community Builders Association), President  
Central Coast Concrete, Owner

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Corporate and Administrative Services Committee – February 27, 2020

**AUTHOR:** Matt Treit, Manager, Protective Services

**SUBJECT:** COMMUNITY EMERGENCY PREPAREDNESS FUND – APPLICATIONS FOR THREE GRANTS

---

### RECOMMENDATION(S)

**THAT the report titled Community Emergency Preparedness Fund – Applications for Three Grants be received;**

**(\*Three separate recommendations required)**

**AND THAT an application to the 2020 Community Emergency Preparedness Fund - Emergency Support Services funding stream for the purchase of laptops, computers and printers, and training for Emergency Support Service Members in the amount of \$19,290 be approved,**

**AND THAT an application to the 2020 Community Emergency Preparedness Fund – Emergency Operations Centre and Training funding stream for radio equipment and training for the Emergency Communications Team, and for a public emergency communications system in the amount of \$24,635 be approved,**

**AND THAT an application to the 2020 Community Emergency Preparedness Fund – Evacuation Route Planning funding stream for the development of an evacuation plan focused on water evacuation in the amount of \$25,000 be approved,**

**AND FURTHER THAT these recommendation be forwarded to the February 27, 2020 Regular Board meeting.**

---

### BACKGROUND

The Community Emergency Preparedness Fund (CEPF) is a suite of funding streams intended to enhance the resiliency of local governments, First Nations and communities in responding to emergencies. Funding is provided by the Province of BC and is administered by the Union of British Columbia Municipalities.

Funding streams of a maximum amount of \$25,000 each are currently available for each of the following areas: Emergency Support Services; Emergency Operations Centres and Training; and Evacuation Route Planning.

## **DISCUSSION**

Applications to the CEPF have been drafted seeking funding to enhance the SCRD Emergency Program. The grant applications have been developed as follows:

Emergency Support Services – This application is for \$19,290 for the purchase of laptop computers and printers as well as to fund training for the ESS members in general and the ESS Director and Deputy Director in particular. This application was due February 14, 2020 and thus has already been submitted. This application was submitted with the expectation that a Board resolution will follow.

Emergency Operations Centre and Training – This application is for \$24,635 (\$14,635 for radio equipment and training for the Emergency Communications Team, and \$10,000 for a public emergency communications system). It should be noted that \$10,000 for the emergency communication system has also been included in the 2020 budget as it is important that this system be established regardless of whether or not this grant application is successful. This application is due March 13, 2020.

Evacuation Route Planning – This application is for \$25,000 for the development of an evacuation plan focused on water evacuation, as well as funding an exercise to test the Evacuation Plan. This application is due April 17, 2020.

### *Organizational and Intergovernmental Implications*

All three grants will help to improve services within the Emergency Program which will benefit all government jurisdictions on the Sunshine Coast.

### *Financial Implications*

In each of the three cases, the grant will cover 100% of the eligible costs associated with that grant. Once any decisions related to the grant are received, a subsequent report will come to the Board for amendment to the Financial Plan.

The \$10,000 for the Public Emergency Communications System is already included in the 2020 budget and funded through taxation. If the grant application is successful the funds will be returned to the service.

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

The application deadline for the Emergency Support Services grant is February 14, 2020 with the results expected by May 14, 2020.

The application deadline for the Emergency Operations and Training grant is March 13, 2020 with the results expected by June 13, 2020.

The application deadline for the Evacuation Route Planning grant is April 17, 2020 with the results expected by July 17, 2020.

## **STRATEGIC PLAN AND RELATED POLICIES**

This grant application is consistent with the SCRD Financial Sustainability Plan, seeking alternative funding for SCRD projects.

## **CONCLUSION**

Three SCRD applications to the CEPF have been drafted seeking funding to enhance the SCRD's Emergency Program. Each of the applications will require an individual Board resolution to accompany each application.

Reviewed by:			
Manager	X - M. Treit	Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	