



**Central Cariboo/City of Williams Lake  
SPECIAL JOINT COMMITTEE AGENDA**



**CARIBOO REGIONAL DISTRICT BOARDROOM  
SUITE D - 180 NORTH THIRD AVENUE, WILLIAMS LAKE, BC**

**November 13, 2013  
6:00 PM**

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Page

**Call to Order**

Reminders: *Ask if any Committee members have any other commitments that will require them to leave the meeting prior to adjournment. Please turn off all cell phones.*

**A. Receipt and Adoption of Minutes & Agenda**

1. Adoption of Agenda

**B. Items for Consideration and Information**

- |         |  |
|---------|--|
| 3 - 29  | <ol style="list-style-type: none"><li>1. <i>(Voting - Electoral Areas D, E, F and Council)</i><br/><b>Ratification required by: CRD</b><br/>Agenda Item Summary of Darron Campbell, Manager of Community Services, Cariboo Regional District<br/>--Central Cariboo Recreation &amp; Leisure Services 2014 Business, Financial &amp; Capital Plans</li></ol>                            |
| 31 - 80 | <ol style="list-style-type: none"><li>2. <i>(Voting - Electoral Areas D, E, F and Council)</i><br/><b>Ratification for receipt required by: CRD</b><br/>Report of Darron Campbell, Manager of Community Services, Cariboo Regional District<br/>--Pool Renovation &amp; Upgrade Project - Finance Committee Initial Report &amp; Updated Pool Referendum Communications Plan</li></ol> |
| 81 - 86 | <ol style="list-style-type: none"><li>3. <i>(Voting - Electoral Areas D, E, F and Council)</i><br/><b>Ratification required by: CRD &amp; City</b><br/>Report of Geoff Paynton, Director of Community Services, City of Williams Lake<br/>--Cariboo Mountain Bike Consortium Proposal re Funding Model &amp; Sub-Committee for Consortium Initiative with City and CRD</li></ol>       |

C. **Adjournment**

1. Adjournment



## AGENDA ITEM SUMMARY

File: 7010-01  
Date: 16 Oct  
2013

TO: Central Cariboo/City of Williams Lake Joint Committee

AND TO: Janis Bell, Chief Administrative Officer

FROM: Darron Campbell, Manager of Community Services

DATE OF MEETING: 23 Oct 2013

SHORT SUMMARY: Central Cariboo Recreation and Leisure Services 2014 Business, Financial and Capital Plans

VOTING: Committee works by modified consensus

MEMORANDUM: The attached 2014 business goals and financial plan for Central Cariboo Recreation and Leisure Services (CCRLS) were developed as part of the annual function management and planning process. These documents are presented to the Central Cariboo Joint Committee for information and endorsement prior to final submission to the Regional District Board.

Also attached is the Cariboo Memorial Complex five-year capital plan and 2014 projected revenues and expenditures summary.

Major components of the business plan are detailed below:

### Pool Upgrade and Renovation

Proposed in the 2014 plan is \$20,000 to support the public engagement and referendum costs for the pool upgrade and renovation project.

A pool finance committee has been struck to determine all sources of funding available for the project including borrowing, grants, reserves and fundraising. The recommendation of the pool finance committee is to borrow up to \$10 million for the project and use other sources to cover the remaining \$1.3 million. If grants and fundraising are successful in producing more than the minimum amount required, any surplus will go towards reducing the project debt.

Funding of \$60,000 was utilized in 2012 for the completion of a Pool Feasibility Study by PERC and Bruce Carscadden Architecture. The conclusion of the study recommends a combination of pool infrastructure replacement and renovations amounting to \$11.3 million. The final report and the recommendations therein were endorsed by the joint committee in June 2013.

### Support for Recreation Facilities other than the Memorial Complex

A new goal proposed in the business plan is to increase support for volunteer groups currently managing public outdoor recreation facilities, such as the Esler Sports Complex and trail systems.

There has been significant taxpayer capital investment into development of various public recreation assets, which are currently operated by a declining volunteer base. These volunteer groups do not have the time or skills necessary to continue to properly maintain the assets or implement major capital projects as well as plan adequately for future growth. Without direct support, the value of these assets, including trail systems, soccer and ball fields will continue to diminish.

The funding to support a new, dedicated staff person is included in the financial plan and would be added to the recreation services management agreement with the City of Williams Lake. This position would be tasked with providing the increased support and be the liaison for volunteer groups managing these public recreation assets.

The immediate priority sub-regional facility assets have been identified as:

1. Esler Sports Complex
2. Mountain Bike Trail System
3. River Valley Trail and sub-regional trail connections
4. Bike Park and Skate Park
5. Rural area trails (development and formalization)

However, as issues at these key assets are addressed, other areas and projects may also become priorities as identified by the joint committee and the Regional District Board through the business plan process.

### Capital Works at the Memorial Complex and Esler Sports Complex

Included in the financial plan for 2014 are \$540,000 worth of capital works at the Memorial Complex; the major project is a replacement of the roof on the arenas. Also included is funding to resolve the audio/visual equipment issues in the Gibraltar room and improve the accessibility of the complex with automatic door openers.

As in previous years, focus for capital projects at the Complex continues to be on items which will reduce utility and maintenance costs or are critical for ongoing operation of the facility. The capital plan for 2014 is consistent with direction from the joint committee to defer all major capital investment of a non-critical nature at the Sam Ketcham Pool to allow for a planning process that identifies options for facility renovation or replacement.

To support capital projects at the Esler Sports Complex from the Williams Lake soccer associations, the Williams Lake Minor Softball League and the Williams Lake Slo-pitch League, \$15,000 is also included in the capital budget.

Community Works Funding – In 2013, the Regional District retained Prism Engineering through a combination of Community Works Funding and a grant from BC Hydro to implement an energy efficiency upgrade of 13 facilities including the Memorial Complex. The project scope to reduce energy consumption was coordinated by Prism for the Complex amounting to \$203,000 and including retrofit updates for lighting fixtures and mechanical equipment. Installation of a DDC control system for the ice plant and upgrade of hot water tanks were also completed under this program for a further investment of \$47,000.

Since 2009, the Regional District has invested \$720,000 from its regional allocation for the Community Works Fund in energy efficiency upgrades to the Complex.

Esler Sports Complex Maintenance and Community Projects – funding is once again identified throughout the five-year financial plan of up to \$50,000 to support field maintenance at the Esler Sports Complex. Three-year Field Maintenance Agreements were entered into with the user groups at Esler in 2013. This funding is used to reimburse the Williams Lake soccer associations, the Williams Lake Minor Softball League and the Williams Lake Slo-pitch League for actual costs incurred for field maintenance. The intent of the support was to improve the safety of and protect the substantial capital investment in the playing fields, as well as allow the groups to focus their own volunteers and financial resources on other areas, such as managing their buildings on site and increasing player registration for their respective leagues.

The community projects funding in 2014 is proposed to be \$40,000, which includes \$20,000 for a contribution towards the installation of signage for the mountain bike trail network and development of trail infrastructure east towards 150 Mile as well as support for an outdoor rink in Wildwood (\$15,000 carried forward from 2013) and trail works with the community group in 150 Mile (\$5,000) as noted in the business plan goals.

A Fee-for-Service contribution amounting to \$12,500 for the Scout Island Nature Centre was included in the budget in 2012 and remains in place through the five year plan.

**ATTACHMENT:**

1. CCRLS Business Plan
2. CCRLS Financial Plan
3. CMRC Capital Plan
4. CMRC Projected Revenue and Expenditures

**POLICY  
IMPLICATIONS:**

None. Direction regarding these plans from the joint committee will be included in the final version that is presented to the Regional District Board finance committee.

**FINANCIAL  
IMPLICATIONS:**

Under the proposed financial plan, the 2014 requisition is increased by 21% amounting to \$449,603 from the 2013 requisition to build

capital reserves for the replacement of the main pool tank either as part of the major upgrade and renovation or as a stand-alone project. This requisition level is maintained throughout the five-year financial plan. Until otherwise directed by the pool project referendum, a replacement of the main tank is shown in the budget in 2016 using \$1.25 million in short-term financing to complete.

These increases are required both for inflationary increases in operating costs for the function and to support a \$625,000 contribution in 2014/15 to capital reserves in expectation of a major repair projects, including replacement of the main tank, arena roof and parking lot repairs at the Recreation Complex.

It should be noted that there may be revenue sources of funding available for these projects other than planned contributions to capital reserves, namely internal short term borrowing opportunities within the Regional District financial structure. Upon endorsement by the joint committee, the financial plan as presented will be brought forward to the Regional District Board; however once the plan is viewed as part of the full corporate-wide budget plan, amendments to the proposed requisition increase may occur.

The majority of operational costs to the function were fixed in 2013 for a five-year term with the execution of the Facility Management Agreement with the City of Williams Lake. The compensation paid to the City for operational costs increases at 1.75 percent per year over the term; starting at \$1,462,134 in 2014 to \$1,567,202 in 2018. All revenue generated at the Recreation Complex is retained by the City under the terms of the management agreement.

The five-year capital plan for the function includes an average annual investment of about \$500,000. This includes capital spending at the Cariboo Memorial Recreation Complex and the Esler Sports Complex. This relatively high figure reflects the aging mechanical equipment and structural components at the Memorial Complex. Ongoing requisition increases or significant external grant funding will be necessary to continue to implement the proposed capital plan.

The service had capital reserve funds of approximately \$833,282 at the end of 2012 with a transfer of \$175,000 to reserves planned for 2013, \$125,000 in 2014 and \$500,000 in 2015.

As of December 31, 2011 the service had an outstanding debt of \$716,053 scheduled to be fully repaid in 2016. The debt is a result of the Recreation Complex renovations completed in 2007.

*Reviewed and concur: Scott Reid, Chief Financial Officer*

**CAO COMMENTS:**

As noted in the financial comments, the recommendation is to increase taxation by 21% or approximately \$450,000 in 2014. While it is appreciated that the pool will need to be addressed, the Regional District Board may, as part of its overall financial plan at the Finance Committee meeting, wish to consider first allowing the referendum

process to play out. The increase is, for all intents and purposes, based on establishing a backup plan to a failed referendum but will result in a significant tax increase to, not only the Central Cariboo Recreation budget, but the overall Regional District tax requisition as well. It will not be possible to characterize these increases as a "new service" which is generally how the Regional District breaks down the difference between an "electorate based" mandate and an "internal corporate based" increase. While the justification for such an increase may well exist, the Board will have to consider these implications as part of its overall financial planning process and may or may not wish to endorse the Committee recommendation at that time. For the Committee's information, my recommendation to the Board will be to refer whatever recommendation is forthcoming from the Committee to the Finance/Budget Committee for consideration in the context of the full financial plan.

*Reviewed and concur:*

**OPTIONS:** 1) Endorse recommendation; 2) Receipt and other direction regarding the plans; 3) Receipt only; 4) Defer.

**RECOMMENDATION:** That the agenda item summary from Darron Campbell, Manager of Community Services, dated October 16, 2013, regarding the 2014 Business and Financial plans for the Central Cariboo Recreation and Leisure Services function and the Cariboo Memorial Recreation Complex capital plan, be received. Further, that the plans be endorsed.



## 2014 Business Plan Central Cariboo Recreation and Leisure Services (1553)

*Darron Campbell, Manager of Community Services*

*Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.*

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### Department/Function Services

The Central Cariboo Recreation and Leisure Services function was established in 2007 by Bylaw No. 4226, which merged the functions for Central Cariboo Recreation (Bylaw No. 3894 – 2004) and Central Cariboo Leisure Services (Bylaw No. 3951 – 2004). To complete major renovations to the Cariboo Memorial Recreation Complex in 2006, a bylaw provided authority to borrow \$1.6 million to match a federal/provincial infrastructure grant. This debt is scheduled to be fully repaid in 2016.

The new Recreation and Leisure Services function has a mandate derived directly from the predecessor bylaws, which is to provide the following services:

- (i) swimming pool complex;
- (ii) twin ice arena facility;
- (iii) recreation and cultural programming;
- (iv) trail development and maintenance;
- (v) sports fields, facility development and maintenance.

The facility management and recreation programming components of the service are provided under contract by the City of Williams Lake. A five-year Facility Management Agreement (2013-2018) was entered into in September 2013.

Services are generally provided from the recreation complex in Williams Lake, which includes the twin arenas, Sam Ketcham Pool and the Gibraltar Room multi-purpose space. The function also includes the Esler Sports Complex, which includes slo-pitch, soccer and minor fastball fields under use and occupancy agreements with local associations. These groups also receive field maintenance funding on an annual basis to complement the work of volunteers and their own financial resources. Various other community projects, such as neighborhood outdoor rinks, trails or bike parks are also supported on a project by project basis.

An annual contribution agreement is also in place with the Scout Island Nature Centre to support operation of its extensive trail networks.

Participants in the service include portions of Electoral Areas “D”, “E”, and “F” and the City of Williams Lake. Requisition is by way of a tax rate applied to the assessed value of land and improvements utilizing hospital district assessment. The requisition limit is the greater of \$2,559,480 or a rate of \$2.0577/1,000.

The Directors for Electoral Areas “D”, “E”, and “F” and the City of Williams Lake are responsible for the governance of this service, which is provided through the Central Cariboo/City of Williams Lake Joint Committee with advisory support from volunteers on the Central Cariboo Recreation Advisory Committee. The Central Cariboo Joint Committee (CCJC) holds an open, public meeting once per month.

## **Business Plan Goals, Rationale & Strategies**

### **2014 Goals**

- 1. Goal:** Continue the planning process for a major upgrade and renovation of the Sam Ketcham Pool including undertaking a borrowing referendum.

**Rationale:** A feasibility study completed in 2012 under guidance of a Pool Task Force recommended a preferred option, which included construction of additional leisure swim area and rebuilding the existing main tank. A project finance committee was formed and recommended that a referendum in XXX be undertaken to seek authority to borrow up to \$10 million for the project. A major pool leak in July 2011 and other ongoing large capital projects at the Recreation Complex have raised the issue of facility lifespan and the value of continuing to complete expensive repairs.

**Strategy:** Funding has been identified in 2014 for continuing this process. Public consultation on the referendum and project financing strategies will be the focus for 2014. The 2014 tax requisition has been increased by \$450,000 to build capital reserves for the replacement of the main tank either as part of the major upgrade and renovation or as a stand-alone project in 2016.
- 2. Goal:** Increase support for volunteer groups currently managing public outdoor recreation facilities, such as the Esler Sports Complex and trail systems.

**Rationale:** Significant taxpayer capital investment has gone into development of various recreation assets, which are currently operated by a declining volunteer base. These volunteers groups do not have the time or skills necessary to continue to properly maintain the assets as well as plan adequately for future growth. Without direct support, the value of these assets, including trail systems and soccer and ball fields will continue to diminish.

**Strategy:** A new dedicated staff person will be included in the recreation services management agreement with the City of Williams Lake and tasked with providing the increased support and be the liaison for volunteer groups managing these public recreation assets.

3. **Goal:** Repair and rebuild the arena roof.  
**Rationale:** The existing roof has exceeded its effective lifespan creating a maintenance liability and risk of an extended facility shut down.  
**Strategy:** Funding has been identified in the 2014 capital plan for this item. Implementation will be initiated and managed by the facility manager. The significant cost of this work will require an increase in tax requisition. Community Works Funds will be identified for the insulation upgrade portion of this work in recognition of the gain in energy efficiency.
4. **Goal:** Increase accessibility to the Recreation Complex by upgrading doors and other entry points and focus fitness equipment purchases on providing approachable, introductory training opportunities.  
**Rationale:** Several doors at the complex require automatic door openers to improve access for persons with low mobility. The limited fitness centre at the complex has a broad range clientele and is most appropriately focused on multi-use, flexible exercise equipment that encourages use by all levels of customers, including persons of low-mobility and families.  
**Strategy:** Funding for equipment purchase and improvements has been identified in the 2014 capital plan for this item. Implementation will be initiated and managed by the facility manager.
5. **Goal:** Undertake a customer satisfaction survey and install visitor counters at the Recreation Complex.  
**Rationale:** Feedback directly from customers and user groups about facility operations is important to determine areas necessary for improvement. Automatic visitor counters at all entry points will help determine actual use numbers for the facility.  
**Strategy:** A survey will be undertaken by the facility manager on an annual or bi-annual basis so that trends in customer comments can be identified. The results will be reported as part of the Business Plan development process.
6. **Goal:** Modify the audio-visual equipment in the Gibraltar Room.  
**Rationale:** The existing equipment has been complicated and problematic since its installation in 2007 and is now mostly inoperable. Renters of the space often expect functional audio-visual services included in the rental package; however, providing reliable, up to date equipment that does not require advance technical expertise has been a challenge. The modifications will simplify the system and will provide a very basic level of service which will be appropriate for most users, and manageable within existing staff expertise. These modifications will also easily allow for users requiring a higher level of equipment and service (concerts, film club, theatre productions) to bring their own equipment, and expertise, and be able supplement it with the basic system provided.  
**Strategy:** Funding has been identified in the 2014 capital plan for this item. Implementation will be initiated and managed by the facility manager.
7. **Goal:** Contribute to the establishment of mountain bike trail access signage for the Westsyde and Southsyde networks.

**Rationale:** Adequate trail signage is critical to direct visitors and residents to the various trail networks that have been authorized by the province to be managed and maintained by the Williams Lake Cycling Club. The networks were identified as a key priority of both the Parks, Trails and Outdoor Recreation Master Plan (PTORMP) and the Trails Feasibility Study completed in 2010/2011. The multi-use trail would serve as a recreation opportunity, transportation corridor, and tourism attraction.

**Strategy:** Trail signage projects will be managed by the cycling club in consultation with staff at the Regional District, City of Williams Lake and Ministry of Forests, Lands and Natural Resource Operations. Capital funding to contribute to the work is included in the Community Projects budget of the CCRLS financial plan. The club will supply significant in-kind resources to complete the work.

8. **Goal:** Support the planning and development of a mountain bike trail to connect areas east of Williams Lake to the Fox Mountain network.  
**Rationale:** A trail that connects fringe areas, such as Sugar Cane and 150 Mile House, has been identified as a priority both by local residents and in the PTORMP. A trail route to achieve the first phase of this plan has been approved by the province.
9. **Goal:** Support outdoor rink improvements in Wildwood and trail development in 150 Mile House.  
**Rationale:** An outdoor rink in Wildwood has been in progress by the community association for several years and would provide an opportunity for neighborhood recreation. The 150 Mile Trails, Greenbelt and Heritage Society has a management agreement in place with the province for a large area in the community and plans to improve trail connections throughout.  
**Strategy:** Implementation of the improvements would be funded through the Community Projects budget of the CCRLS function and managed directly by the community groups in consultation with Regional District staff.
10. **Goal:** Continue to improve efficiency and transparency of operations at the Memorial Complex by changing the process for tracking accounts.  
**Rationale:** Currently, much of the functional details for operating the Complex are amalgamated into broad account categories, which makes it difficult to identify specific trends or expense patterns. By improving the tracking process, opportunities to change internal processes and increase efficiencies can be more readily identified.  
**Strategy:** Changes will be developed by the facility manager during the 2014 budget year.
11. **Goal:** Establish a succession plan for aquatic staff.  
**Rationale:** Many lifeguards and swim instructors leave the Recreation Complex after one or two years of service to pursue postsecondary studies. Recruitment is a constant challenge.  
**Strategy:** Establishing a Junior Lifeguard program would create a clear path to becoming a certified lifeguard or safety instructor and increase the pool of skilled

individuals potentially available. As part of the program, junior lifeguards would also assist with special events and programs, which draw in their peers and families.

- 12. Goal:** Package and promote annual fitness passes in monthly installments.  
**Rationale:** The Recreation Complex will be bundling fitness passes with weigh-ins, lectures and additional fitness opportunities. The full concept is to offer patrons sustainable, affordable programs and options for healthy living and unlimited access to the facility as their schedules permit.  
**Strategy:** The facility manager will be promoting the monthly installment purchase opportunity using available advertising strategies.

### 2015 Goals

- 1. Goal:** Paint the exterior of the Cariboo Memorial Recreation Complex.  
**Rationale:** The existing paint has exceeded its effective lifespan and has become a maintenance liability. Repainting will improve the visual aesthetics of the facility.  
**Strategy:** Funding has been identified in the 2015 capital plan for this item. Implementation will be initiated and managed by the facility manager.
- 2. Goal:** Replace the refrigeration compressors at the Cariboo Memorial Recreation Complex.  
**Rationale:** The existing equipment is not energy efficient and is close to exceeding its effective lifespan becoming a maintenance liability.  
**Strategy:** Funding has been identified in the 2015 capital plan for this item. Implementation will be initiated and managed by the facility manager. Community Works Funds will be identified for this work in recognition of the energy efficiency upgrade for the equipment.

### 2016 Goals

- 1. Goal:** Replace the six-lane main pool tank.  
**Rationale:** The tank is over 30 years old and has experienced several major leaks in recent years. Repairs to the tank and expansion joints as well as the mechanical and electrical systems continue to become increasingly expensive and less effective. A full rebuild will extend the operating life of the tank by as much as 50 years.  
**Strategy:** The significant cost of this work will require a transfer from capital reserves and short-term borrowing. A detailed design will be required prior to project tendering and construction will require the pool to be shut down for at least 8-10 months.
- 2. Goal:** Redesign and resurface the parking lot  
**Rationale:** The parking lot has been in poor condition for many years and the work was deferred in 2011 pending decisions around a major pool repair or replacement.

**Strategy:** Funding has been identified in the 2015 capital budget for this item. Implementation will be initiated and managed by the facility operator.

## 2017 Goals

- 1. Goal:** Construct a new access road into the Esler Sports Complex.  
**Rationale:** Use of the sports complex continues to grow and additional improvements and capital investment will further increase traffic to and from the site in the coming years; however, the current access is a winding, narrow residential route along upper Hodgson Road and is not adequate. Creating a safer, shorter access route directly off Highway 20 was a key component of a development plan completed in 2007.  
**Strategy:** The project is subject to securing grant funding. Applications will be submitted as opportunities arise. The significant cost of this work will require a transfer from capital reserves.

## Overall Financial Impact

The 2014 requisition is increased by 21% amounting to \$449,603 from the 2013 requisition to build capital reserves for the replacement of the main pool tank either as part of the major upgrade and renovation or as a stand-alone project. This requisition level is maintained throughout the five-year financial plan. Until otherwise directed by the pool project referendum, a replacement of the main tank is shown in the budget in 2016 using \$1.25 million in short-term financing to complete.

The 2013 requisition was increased by 5% from the 2012 requisition.

These increases are required both for inflationary increases in operating costs for the function and to support a \$625,000 contribution in 2014/15 to capital reserves in expectation of a major repair projects, including replacement of the main tank and roof and parking lot repairs at the Recreation Complex.

The majority of operational costs to the function were fixed in 2013 for a five-year term with the execution of the Facility Management Agreement with the City of Williams Lake. The compensation paid to the City for operational costs increases at 1.75 percent per year over the term; starting at \$1,462,134 in 2014 to \$1,567,202 in 2018. All revenue generated at the Recreation Complex is retained by the City under the terms of the management agreement.

The five-year capital plan for the function includes an average annual investment of about \$500,000. This includes capital spending at the Cariboo Memorial Recreation Complex and the Esler Sports Complex. This relatively high figure reflects the aging mechanical equipment and structural components at the Memorial Complex. Ongoing requisition increases or significant external grant funding will be necessary to continue to implement the proposed capital plan.

The service had capital reserve funds of approximately \$833,282 at the end of 2012 with a transfer of \$175,000 to reserves planned for 2013, \$125,000 in 2014 and \$500,000 in 2015.

As of December 31, 2011 the service had an outstanding debt of \$716,053 scheduled to be fully repaid in 2016. The debt is a result of the Recreation Complex renovations completed in 2007.

### **Significant Issues & Trends**

A major leak in July 2011 and other ongoing large capital projects at the Sam Ketcham Pool have raised the issue of facility lifespan and the value of continuing to complete expensive repairs. A Feasibility Study completed in 2012 by Professional Environmental Recreation Consultants (PERC), under guidance of a Pool Task Force appointed by the CCJC, identified a range of improvement options for the existing pool and recommended a preferred option, which included construction of additional leisure swim area, more fitness centre space on a second floor and rebuilding the existing main tank.

Following endorsement-in-principle of the PERC report by the CCJC and the Regional District Board, the next steps recommended to continue the project include:

1. Appointment of a Financing Committee to explore all possible non-tax sources of capital funding to implement the Preferred Option with the expectation that the committee report back within four months. This committee submitted its recommendations to the CCJC in November including that a referendum in **XXX** be undertaken to seek authority to borrow up to \$10 million for the project.
2. The CCJC will receive the Finance Committee report and confirm general public support with its conclusions. Then to proceed, the CCJC must endorse a referendum to borrow funds required to augment the non-tax sources of revenue to finance the project. The referendum would include a thorough public awareness campaign that would ensure all residents that vote in the referendum understand all the implications of their positive or negative vote.
3. If the referendum is successful, and all other funding sources are confirmed, a detailed design and construction process to implement the Preferred Option would begin.
4. If the referendum fails, short term financing and available capital reserves within the CCRLS function would be utilized to complete the renovations necessary to rebuild the six-lane lap pool and retain other components of a functioning pool, and plans for enhancing the aquatic opportunities at the Memorial Complex would be set aside for the foreseeable future.

In addition to the Sam Ketcham Pool study process, other parts of the Memorial Complex continue to receive renovations and improvements; however, the aging structure, utility

services and equipment in the facility continue to be a challenge. Increased operating and maintenance costs are to be expected and significant capital investment will be necessary to maintain the Complex in future years.

The continued delivery of an effective and coordinated sub-regional recreation and leisure service is expected to remain a high priority for the public and elected officials. The benefits of developing a recreation service that takes advantage of the Cariboo Memorial Recreation Complex as an information hub and a centre for activity programming is evident. Integrating public recreation properties, both from the greater Williams Lake area and those within the city itself, makes sense to improve the management, public investment and overall enjoyment of these community assets.

To this end, a new dedicated staff person will be included in the recreation services management agreement with the City of Williams Lake and tasked with providing the increased support and be the liaison for volunteer groups managing these public recreation assets.

Another strategic priority for the CCRLS function is to continue to provide support for mountain bike trail infrastructure that is appropriate for this popular recreational activity. Mountain biking in the Cariboo provides a considerable benefit to many communities. For local residents, studies consistently indicate that trails provide a venue to participate in an active and healthy lifestyle and increase the desirability of living in the area. In recent surveys conducted in the Cariboo region, mountain bike infrastructure was a prominent priority amongst respondents, who ranked mountain bike trails in the top five activities they participate in. Ongoing investments in the central Cariboo trail networks will support continued recreational opportunities as well as ongoing efforts to diversify the regional economy into this fast-growing sector.

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter, and has committed to continuing work towards carbon neutrality in respect of corporate operations.

## **Measuring Previous Years Performance**

### **2013 Goals**

- Goal:** Continue the planning process for renovation or replacement of the Sam Ketcham Pool, which builds on the 2012 options and feasibility report.
- Completed. Recommendations from the Williams Lake and District Pool Feasibility Study by PERC and Bruce Carscadden Architects was endorsed by the Central Cariboo Joint Committee in June at which time a project finance committee was formed.
- Goal:** Review the Facility Management and Recreation Services Agreement with the City of Williams Lake.
- Completed. A new five-year agreement was signed with the city in September.

- Goal:** Repair and rebuild the arena roof.
- Not completed. A grant application for the work was denied. Goal is carried forward to 2014.
- Goal:** Construct a new access road into the Esler Sports Complex.
- Not completed. A grant application for the work was denied. Goal is deferred until grant funding becomes available.
- Goal:** Improve efficiency and transparency of operations at the Memorial Complex by changing the process for tracking accounts.
- Partially completed. Goal is carried forward.
- Goal:** Contribute to the establishment of mountain bike trailheads on the Fox Mountain and Westsyde trail networks and development of a signature trail in the valley.
- Completed. A new parking area is planned for Ross Road on Fox Mountain with construction to be complete by November.
- Goal:** Support outdoor rink improvements in Wildwood and an accessible, multi-use trail in Russet Bluff.
- Partially completed. A contribution agreement was entered into with the Russet Bluff Community Association for a wheelchair accessible wilderness trail. Outdoor rink improvements in Wildwood were not pursued by the local community group.
- Goal:** Increase accessibility to the Memorial Complex fitness centre and focus equipment purchases on providing approachable, introductory training opportunities.
- Completed. Several doors were upgraded with automatic openers and fitness equipment purchases reflected a focus on accessibility.
- Goal:** Purchase the service request module for the FAME capital assets management software.
- Completed. FAME modules were purchased under a shared licensing agreement with the Quesnel and District Arts and Recreation Centre.
- Goal:** Replace the brine header for Rink 2 at the Memorial Complex.
- Completed.
- Goal:** Replace two arena dehumidifiers in the Memorial Complex.
- Completed.

CARIBOO REGIONAL DISTRICT				CapFund								
<b>2014 BUDGET</b>				CapRsrv	528,438	\$ 828,438	\$ 1,003,438	\$ 1,128,438	\$ 1,628,438	\$ 378,438	\$ 378,438	\$ 378,438
	<b>1553 Central Cariboo Recreation</b>						<b>Projected</b>					
	<a href="#">Business Plan</a>			<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Provisional</b>	<b>Provisional</b>	<b>Provisional</b>	<b>Provisional</b>	<b>Provisional</b>
			<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Revenues</b>											
1100 1100	Specified Area SRVA#72 D, E &F	627,402	622,298	646,742	748,390	907,868	907,868	907,868	907,868	907,868	907,868	907,868
71,008,692	2010 Revised Hosp Assess (conv)											
79.60587993	2010 Residential Rate /\$100,000											
72,114,664	2011 Completed Hosp Assess (conv)		72,114,664	72,435,967	87,289,119	88,162,010	89,043,630	89,934,067	90,833,407	91,741,741		
\$ 86.29	2011 Residential Rate /\$100,000		86.96	89.28	85.74	102.98	101.96	100.95	99.95	98.96		
1100 1301	City of Williams Lake	1,342,251	1,347,354	1,377,966	1,361,487	1,651,612	1,651,611	1,651,612	1,651,612	1,651,612	1,651,612	1,651,612
151,293,103	2010 Revised Gen Assess (conv)											
-	2011 Completed Hosp Assess (conv)		156,101,877	154,334,094	158,798,075	160,386,056	161,989,916	163,609,815	165,245,914	166,898,373		
	<b>Total Requisition</b>	1,969,653	1,969,652	2,009,406	2,109,877	2,559,480	2,559,480	2,559,480	2,559,480	2,559,480	2,559,480	2,559,480
1400 1411	Other Recoveries	750	750	750	750	750	750	750	750	750	750	750
1500 1550	Interest Recovery		4,416	-	-	-	-	-	-	-	-	-
	Infrastructure Grant	382,000										
1500 1600	Sale of Assets											
1700 1759	Other Grants	58,000	186,640	70,000	47,000	75,000	87,000					
1700 1799	Anticipated Grant/ Borrowing								1,250,000			
1900 1911	Prior Year's Surplus	678,712	364,638	518,408	246,866	116,515	89,148	36,387	256,516	60,347		
1900 1912	Transfer from Capital Reserve	100,000							1,250,000			
1900 1913	Transfer from Capital Fund											
	<b>Total Revenue</b>	3,189,115	2,526,096	2,598,564	2,404,493	2,751,745	2,736,378	5,096,617	2,816,746	2,620,577		

15/10/2013

1553 - 2

CARIBOO REGIONAL DISTRICT		CapFund								
2014 BUDGET		CapRsrv	528,438	\$ 828,438	\$ 1,003,438	\$ 1,128,438	\$ 1,628,438	\$ 378,438	\$ 378,438	\$ 378,438
	<b>1553 Central Cariboo Recreation</b>				<b>Projected</b>					
	<a href="#">Business Plan</a>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Provisional</b>	<b>Provisional</b>	<b>Provisional</b>	<b>Provisional</b>	<b>Provisional</b>
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Expenditures</b>									
	<b>Personnel</b>									
2110 1101	Direct Salaries - Fulltime	12,072	12,352	13,500	13,905	14,322	14,752	15,194	15,650	16,120
2110 1301	Benefits - Fulltime	4,593	2,887	5,557	6,113	6,724	7,397	8,136	8,950	9,845
	<b>Total Personnel Costs</b>	16,665	15,238	19,057	20,018	21,046	22,148	23,331	24,600	25,965
	<b>General</b>									
2120 1120	Contract Services	-	76,578	72,500	62,500	62,500	62,500	62,500	62,500	62,500
2120 1120	Contracts - Community Projects	65,000	-	17,500	40,000	40,000	40,000	40,000	40,000	40,000
2120 2392	Consulting/Referedum					20,000				
2120 2395	Dues & Memberships									
2140 2373	Insurance	62,846	69,257	67,843	67,356	74,092	77,796	81,686	85,770	90,059
2140 2480	Equipment & Furniture									
	<b>Total General Operating</b>	127,846	145,835	157,843	169,856	196,592	180,296	184,186	188,270	192,559
	Increase Services for Other Facilities					80,000	80,000	80,000	80,000	80,000
2145 1131	Contract - City of Williams Lake	2,570,813	2,360,257	2,537,351	2,598,698	2,564,926	2,715,437	2,741,472	2,767,963	2,794,918
2145 1139	Municipal Recreation Revenue Offset	(1,079,343)	(1,061,895)	(1,107,076)	(1,147,419)	(1,102,792)	(1,227,716)	(1,227,716)	(1,227,716)	(1,227,716)
	<b>Net Municipal Contract</b>	1,491,470	1,298,362	1,430,275	1,451,279	1,542,134	1,567,721	1,593,756	1,620,247	1,647,202
	<b>Grand Total Operating</b>	1,635,981	1,459,435	1,607,175	1,641,153	1,759,772	1,770,166	1,801,273	1,833,117	1,865,725

CARIBOO REGIONAL DISTRICT		CapFund								
<b>2014 BUDGET</b>		CapRsrv	528,438	\$ 828,438	\$ 1,003,438	\$ 1,128,438	\$ 1,628,438	\$ 378,438	\$ 378,438	\$ 378,438
	<b>1553 Central Cariboo Recreation</b>				<b>Projected</b>					
	<a href="#">Business Plan</a>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Provisional</b>	<b>Provisional</b>	<b>Provisional</b>	<b>Provisional</b>	<b>Provisional</b>
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Capital</b>									
2150 6000	Equipment Improvements	1,030,000	288,232	250,000	262,000	570,000	222,000	2,575,000	630,000	435,000
	<b>Total Capital</b>	<b>1,030,000</b>	<b>288,232</b>	<b>250,000</b>	<b>262,000</b>	<b>570,000</b>	<b>222,000</b>	<b>2,575,000</b>	<b>630,000</b>	<b>435,000</b>
	<b>Fiscal Services</b>									
2250 7400	Transfer to Capital Reserve		50,000	300,000	175,000	125,000	500,000			
2811 8100	Interest Charges		2,195	2,000	2,000					
2811 8150	Lease									
	Lease Payout									
2811 8200	MFA Interest	72,800	74,560	74,560	74,560	74,560	74,560	99,780	62,500	62,500
2811 8300	MFA Principal	133,265	133,265	133,265	133,265	133,265	133,265	364,048	230,782	230,783
2900 9800	Budgeted Surplus	317,069	518,408	246,866	116,515	89,148	36,387	256,516	60,347	26,569
2900 9900	Prior Year's Deficit									
	<b>Total Fiscal Services</b>	<b>523,134</b>	<b>778,428</b>	<b>756,691</b>	<b>501,340</b>	<b>421,973</b>	<b>744,212</b>	<b>720,344</b>	<b>353,629</b>	<b>319,852</b>
	<b>Total Expenditures</b>	<b>3,189,115</b>	<b>2,526,095</b>	<b>2,613,866</b>	<b>2,404,493</b>	<b>2,751,745</b>	<b>2,736,378</b>	<b>5,096,617</b>	<b>2,816,746</b>	<b>2,620,577</b>

Cariboo Memorial Recreation Complex-Capital Plan.								
Project	Area	Strategic Priority	2013	2014	2015	2016	2017	2018
Pool Equipment	POOL	4	\$ 7,500.00	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Fitness Equipment	FITNESS	3	\$ 12,500.00	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Rink Slab Replacement Rink #2	ARENA	1					\$ 500,000	
Redesign and pave parking lot, lights, etc..	EXTERIOR	1				\$ 450,000		
Paint facility - exterior	EXTERIOR	4			\$ 35,000			
Replace (2) Refigeration Compressors	ARENA	1			\$ 80,000			
Rebuild Main Pool tank and all mechanical	POOL	1				\$ 2,000,000		
Upgrade PA and music system	ALL	4			\$ 30,000			
Replace Brine Pump for Rink #2	Arena	1			\$ 7,000			
Telephone system upgrade	ALL					\$ 30,000		
Roof glass replacement- Lobbies	ALL	2					\$ 45,000	
Arena roofs and/or other roofs	Arena/admin	1		\$ 475,000				
Gibraltar Room AV system redo	Gibraltar	4		\$ 50,000				
Accessible doors upgrade	All	3		\$ 10,000.00	\$ 10,000.00	\$ 10,000.00		
Elevator to rink #1 Mezzanine	Arena	3						\$ 100,000.00
Replace Storage Tanks in Compressor room	Arena	2				\$ 50,000.00		
Fitness Centre/pool deck stretching area	Pool	4			\$ 25,000.00			
Ice Plant motor control panel	Arena	1					\$ 50,000.00	
Air handling unit- Main lobby areas	All	1						\$ 100,000.00
Low-E ceiling rink #1	Arena	2						\$ 100,000.00
Low-E ceiling Rink #2	Arena	2						\$ 100,000.00
Class on line	ALL	4	\$ 10,000.00					
Brine header replacement- Rink #2	ARENA	1	\$ 65,000.00					
Domestic water heaters replace	ALL	2	\$ 15,000.00					
Rink Dehumidifiers	Arena	2	\$ 65,000.00					
Community Charette Process- Pool/Multicentre			\$ 25,000.00					
FAME module upgrades	All	4	\$ 20,000.00					
Ammonia Pipes during CWF chiller upgrade	Arena	1	\$ 19,100.00					
Steam room equipment upgrade	Pool	1	\$ 10,000.00					
<b>TOTAL CAPITAL FUNDS REQUIRED</b>			\$ 249,100.00	\$555,000.00	\$ 207,000.00	\$ 2,560,000.00	\$ 615,000.00	\$ 420,000.00
	Gas Tax CWF \$		\$ 15,000.00	\$ 75,000.00	\$ 87,000.00			
For 2014 and forward identify capital projects as strategic priorities								
1. Critical infrastructure upgrades								
2. Energy Efficiency upgrades								
3. Improvements to accessibility								
4. other service improvements								

RECREATION SERVICES REVENUE		2014 Budget
	POOL	\$ 417,085.81
	ARENA	\$ 394,032.08
	GILBRALTAR ROOM	\$ 26,500.00
	LEISURE SERVICES Programs	\$ 265,174.25
	<b>Total Revenue</b>	<b>\$ 1,102,792.13</b>
RECREATION SERVICES EXPENSES		
	LEISURE SERVICES Programs	\$ 368,300.17
	Complex Administration	\$ 470,563.73
	POOL	\$ 650,936.09
	Facility Maintenance- Arena and Pool	\$ 807,179.99
	ARENA	\$ 228,560.49
	GILBRALTAR ROOM	\$ 39,385.59
	<b>Total Expenditure</b>	<b>\$ 2,564,926.07</b>
	<b>Total Operating costs</b>	<b>-\$ 1,462,133.93</b>

2014 CRD Contribution \$ 1,462,134.00

Net \$ 0.07



## Central Cariboo Recreation

### Five Year Financial Plan - "Yes" to Pool Referendum

\$ 2,109,877 Tax requisition for 2013  
annual increase

	5.0%	36.1%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Capital Reserves</b>										
Opening	\$ 1,003,438	\$ 753,438	\$ 1,653,438	\$ 253,438	\$ 253,438	\$ 353,438	\$ 628,438	\$ 928,438	\$ 1,128,438	\$ 1,378,438
Transfer from Operations	-	900,000	-	-	100,000	275,000	300,000	200,000	250,000	275,000
Transfer to Operations	(250,000)	-	(1,400,000)	-	-	-	-	-	-	-
Closing	\$ 753,438	\$ 1,653,438	\$ 253,438	\$ 253,438	\$ 353,438	\$ 628,438	\$ 928,438	\$ 1,128,438	\$ 1,378,438	\$ 1,653,438
<b>Existing Long Term Debt</b>										
Open Outstanding Principle	\$ 547,430	\$ 372,062	\$ 189,679	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Principle Repayment	(133,265)	(133,265)	(133,266)	-	-	-	-	-	-	-
Actuarial Addition	(42,103)	(49,118)	(56,413)	-	-	-	-	-	-	-
Close Outstanding Principle	\$ 372,062	\$ 189,679	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>New Long Term Debt</b>										
Open Outstanding Principle	\$ -	\$ -	\$ 10,000,000	\$ 9,664,183	\$ 9,314,932	\$ 8,951,712	\$ 8,573,963	\$ 8,181,104	\$ 7,772,531	\$ 7,347,614
Principle Repayment	-	-	(335,818)	(335,818)	(335,818)	(335,818)	(335,818)	(335,818)	(335,818)	(335,818)
Actuarial Addition	-	-	-	(13,433)	(27,403)	(41,932)	(57,041)	(72,756)	(89,099)	(106,095)
Close Outstanding Principle	\$ -	\$ -	\$ 9,664,183	\$ 9,314,932	\$ 8,951,712	\$ 8,573,963	\$ 8,181,104	\$ 7,772,531	\$ 7,347,614	\$ 6,905,702
<b>Short Term Debt</b>										
Open Outstanding Principle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Principle Repayment	-	-	-	-	-	-	-	-	-	-
Close Outstanding Principle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

## Central Cariboo Recreation

### Five Year Financial Plan - "Yes" to Pool Referendum

	annual increase									
	5.0%	36.1%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
\$ 2,109,877 Tax requisition for 2013										
<b>Revenue</b>										
Prior Year Operating Surplus	\$ 116,515	\$ 120,039	\$ 108,169	\$ 31,962	\$ 10,969	\$ 115,111	\$ 105,038	\$ 96,236	\$ 114,205	\$ 109,450
Tax Requisition	2,215,371	3,015,371	3,075,678	3,137,192	3,199,936	3,263,934	3,329,213	3,395,797	3,463,713	3,532,988
Grants	75,000	87,000	-	-	-	-	-	-	-	-
Transfers from Capital Reserves	250,000	-	1,400,000	-	-	-	-	-	-	-
Proceeds Long Term Debt	-	-	-	-	-	-	-	-	-	-
Proceeds from Short Term Debt	-	-	10,000,000	-	-	-	-	-	-	-
Other Revenues	750	750	750	750	750	750	750	750	750	750
	<b>\$ 2,657,636</b>	<b>\$ 3,223,160</b>	<b>\$ 14,584,597</b>	<b>\$ 3,169,904</b>	<b>\$ 3,211,654</b>	<b>\$ 3,379,796</b>	<b>\$ 3,435,001</b>	<b>\$ 3,492,784</b>	<b>\$ 3,578,668</b>	<b>\$ 3,643,188</b>
<b>Operating Expenditures</b>										
Contract - City of WL (Net of Rev)	\$ 1,462,134	\$ 1,487,721	\$ 1,513,756	\$ 1,540,247	\$ 1,567,202	\$ 1,598,546	\$ 1,630,517	\$ 1,663,127	\$ 1,696,390	\$ 1,730,318
Salary, Wages & Benefits	21,046	22,148	23,331	24,600	25,965	26,484	27,014	27,554	28,105	28,667
Contract Services - Other	102,500	102,500	102,500	102,500	102,500	104,550	106,641	108,774	110,949	113,168
Insurance	74,092	77,796	81,686	85,770	90,059	92,761	95,543	98,410	101,362	104,403
Other (incl referendum and new staff position)	100,000	80,000	80,000	80,000	80,000	81,600	83,232	84,897	86,595	88,326
Exist LT Debt Principle	133,265	133,265	133,266	-	-	-	-	-	-	-
Exist LT Debt Interest	74,560	74,560	37,280	-	-	-	-	-	-	-
New LT Debt Principle	-	-	335,818	335,818	335,818	335,818	335,818	335,818	335,818	335,818
New LT Debt Interest	-	-	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
New ST Debt Principle	-	-	-	-	-	-	-	-	-	-
New ST Debt Interest	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserves	-	900,000	-	-	100,000	275,000	300,000	200,000	250,000	275,000
	<b>\$ 1,967,597</b>	<b>\$ 2,877,991</b>	<b>\$ 2,667,636</b>	<b>\$ 2,528,935</b>	<b>\$ 2,661,543</b>	<b>\$ 2,874,758</b>	<b>\$ 2,938,764</b>	<b>\$ 2,878,579</b>	<b>\$ 2,969,218</b>	<b>\$ 3,035,700</b>

**Central Cariboo Recreation**

**Five Year Financial Plan - "Yes" to Pool Referendum**

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
\$ 2,109,877 Tax requisition for 2013										
annual increase	5.0%	36.1%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
<b>Capital Expenditures</b>										
New Pool	-		11,300,000							
rebuild lap pool tile, joints and pool mechanical										
rink #2 slab				500,000						
Arena roof (\$75,000CWF insulation)	475,000									
parking lot			450,000							
low-e ceilings					200,000					
rink 1 elevator					100,000					
lobby air handling					100,000					
compressors (CWF)		80,000								
Gib rm A/V	50,000									
compressor storage tanks			50,000							
ice plant control				50,000						
roof glass all				45,000						
paint exterior CMRC		35,000								
P/A system		30,000								
telephones		30,000								
P/A system			30,000							
pool/fitness	20,000	20,000	20,000							
pool deck fitness area		20,000	20,000							
fitness/pool				20,000	20,000					
Esler	15,000	15,000	15,000	15,000	15,000					
accessible doors	10,000									
brine pump rink2		7,000								
<b>Capital Expenditures</b>	<b>570,000</b>	<b>237,000</b>	<b>11,885,000</b>	<b>630,000</b>	<b>435,000</b>	<b>400,000</b>	<b>400,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Budgeted Surplus</b>	<b>\$ 120,039</b>	<b>\$ 108,169</b>	<b>\$ 31,962</b>	<b>\$ 10,969</b>	<b>\$ 115,111</b>	<b>\$ 105,038</b>	<b>\$ 96,236</b>	<b>\$ 114,205</b>	<b>\$ 109,450</b>	<b>\$ 107,488</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,657,636</b>	<b>\$ 3,223,160</b>	<b>\$ 14,584,597</b>	<b>\$ 3,169,904</b>	<b>\$ 3,211,654</b>	<b>\$ 3,379,796</b>	<b>\$ 3,435,001</b>	<b>\$ 3,492,784</b>	<b>\$ 3,578,668</b>	<b>\$ 3,643,188</b>
Check SB Nil =>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



## Central Cariboo Recreation

### Five Year Financial Plan - "No" to Pool Referendum

	5.0%					4.0%	2.0%				
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
\$ 2,109,877	=< Tax requisition for 2013 annual increase =>										
<b>Capital Reserves</b>											
Opening	\$ 1,003,438	\$ 753,438	\$ 953,438	\$ 628,438	\$ 303,438	\$ 253,438	\$ 253,438	\$ 278,438	\$ 428,438	\$ 778,438	
Transfer from Operations	-	200,000	125,000	175,000	150,000	-	25,000	150,000	350,000	375,000	
Transfer to Operations	(250,000)	-	(450,000)	(500,000)	(200,000)	-	-	-	-	-	
Closing	\$ 753,438	\$ 953,438	\$ 628,438	\$ 303,438	\$ 253,438	\$ 253,438	\$ 278,438	\$ 428,438	\$ 778,438	\$ 1,153,438	
<b>Existing Long Term Debt</b>											
Open Outstanding Principle	\$ 547,430	\$ 372,062	\$ 189,679	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Principle Repayment	(133,265)	(133,265)	(133,266)	-	-	-	-	-	-	-	
Actuarial Addition	(42,103)	(49,118)	(56,413)	-	-	-	-	-	-	-	
Close Outstanding Principle	\$ 372,062	\$ 189,679	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>New Long Term Debt</b>											
Open Outstanding Principle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Principle Repayment	-	-	-	-	-	-	-	-	-	-	
Actuarial Addition	-	-	-	-	-	-	-	-	-	-	
Close Outstanding Principle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Short Term Debt</b>											
Open Outstanding Principle	\$ -	\$ -	\$ 2,000,000	\$ 1,800,000	\$ 1,400,000	\$ 1,000,000	\$ 600,000	\$ 200,000	\$ -	\$ -	
Principle Repayment	-	-	(200,000)	(400,000)	(400,000)	(400,000)	(400,000)	(200,000)	-	-	
Close Outstanding Principle	\$ -	\$ -	\$ 1,800,000	\$ 1,400,000	\$ 1,000,000	\$ 600,000	\$ 200,000	\$ -	\$ -	\$ -	

**Central Cariboo Recreation**

**Five Year Financial Plan - "No" to Pool Referendum**

	\$ 2,109,877      <= Tax requisition for 2013 annual increase =>									
	5.0%	5.0%	5.0%	5.0%	4.0%	2.0%	2.0%	2.0%	2.0%	2.0%
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Revenue</b>										
Prior Year Operating Surplus	\$ 116,515	\$ 120,039	\$ 118,938	\$ 97,066	\$ 96,267	\$ 92,443	\$ 95,747	\$ 96,454	\$ 93,096	\$ 107,455
Tax Requisition	2,215,371	2,326,139	2,442,446	2,564,569	2,667,151	2,720,494	2,774,904	2,830,402	2,887,010	2,944,751
Grants	75,000	87,000	-	-	-	-	-	-	-	-
Transfers from Capital Reserves	250,000	-	450,000	500,000	200,000	-	-	-	-	-
Proceeds Long Term Debt	-	-	-	-	-	-	-	-	-	-
Proceeds from Short Term Debt	-	-	2,000,000	-	-	-	-	-	-	-
Other Revenues	750	750	750	750	750	750	750	750	750	750
	<b>\$ 2,657,636</b>	<b>\$ 2,533,928</b>	<b>\$ 5,012,134</b>	<b>\$ 3,162,385</b>	<b>\$ 2,964,169</b>	<b>\$ 2,813,688</b>	<b>\$ 2,871,401</b>	<b>\$ 2,927,607</b>	<b>\$ 2,980,856</b>	<b>\$ 3,052,956</b>
<b>Operating Expenditures</b>										
Contract - City of WL (Net of Rev)	\$ 1,462,134	\$ 1,487,721	\$ 1,513,756	\$ 1,540,247	\$ 1,567,202	\$ 1,598,546	\$ 1,630,517	\$ 1,663,127	\$ 1,696,390	\$ 1,730,318
Salary, Wages & Benefits	21,046	22,148	23,331	24,600	25,965	26,484	27,014	27,554	28,105	28,667
Contract Services - Other	102,500	102,500	102,500	102,500	102,500	104,550	106,641	108,774	110,949	113,168
Insurance	74,092	77,796	81,686	85,770	90,059	92,761	95,543	98,410	101,362	104,403
Other (incl referendum and new staff position)	100,000	80,000	80,000	80,000	80,000	81,600	83,232	84,897	86,595	88,326
Exist LT Debt Principle	133,265	133,265	133,266	-	-	-	-	-	-	-
Exist LT Debt Interest	74,560	74,560	37,280	-	-	-	-	-	-	-
New LT Debt Principle	-	-	-	-	-	-	-	-	-	-
New LT Debt Interest	-	-	-	-	-	-	-	-	-	-
New ST Debt Principle	-	-	200,000	400,000	400,000	400,000	400,000	200,000	-	-
New ST Debt Interest	-	-	33,250	28,000	21,000	14,000	7,000	1,750	-	-
Transfer to Capital Reserves	-	200,000	125,000	175,000	150,000	-	25,000	150,000	350,000	375,000
	<b>\$ 1,967,597</b>	<b>\$ 2,177,991</b>	<b>\$ 2,330,068</b>	<b>\$ 2,436,117</b>	<b>\$ 2,436,725</b>	<b>\$ 2,317,941</b>	<b>\$ 2,374,947</b>	<b>\$ 2,334,511</b>	<b>\$ 2,373,401</b>	<b>\$ 2,439,882</b>

**Central Cariboo Recreation**

**Five Year Financial Plan - "No" to Pool Referendum**

	\$ 2,109,877    <= Tax requisition for 2013 annual increase =>										
	5.0%	5.0%	5.0%	5.0%	4.0%	2.0%	2.0%	2.0%	2.0%	2.0%	
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Capital Expenditures</b>											
New Pool	-										
rebuild lap pool tile, joints and pool mechanical			2,000,000								
rink #2 slab				500,000							
Arena roof (\$75,000CWF insulation)	475,000										
parking lot			450,000								
low-e ceilings					200,000						
rink 1 elevator					100,000						
lobby air handling					100,000						
compressors (CWF)		80,000									
Gib rm A/V	50,000										
compressor storage tanks			50,000								
ice plant control				50,000							
roof glass all				45,000							
paint exterior CMRC		35,000									
P/A system		30,000									
telephones		30,000									
P/A system			30,000								
pool/fitness	20,000	20,000	20,000								
pool deck fitness area		20,000	20,000								
fitness/pool				20,000	20,000						
Esler	15,000	15,000	15,000	15,000	15,000						
accessible doors	10,000										
brine pump rink2		7,000									
<b>Capital Expenditures</b>	<b>570,000</b>	<b>237,000</b>	<b>2,585,000</b>	<b>630,000</b>	<b>435,000</b>	<b>400,000</b>	<b>400,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	
<b>Budgeted Surplus</b>	<b>\$ 120,039</b>	<b>\$ 118,938</b>	<b>\$ 97,066</b>	<b>\$ 96,267</b>	<b>\$ 92,443</b>	<b>\$ 95,747</b>	<b>\$ 96,454</b>	<b>\$ 93,096</b>	<b>\$ 107,455</b>	<b>\$ 113,074</b>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,657,636</b>	<b>\$ 2,533,928</b>	<b>\$ 5,012,134</b>	<b>\$ 3,162,385</b>	<b>\$ 2,964,169</b>	<b>\$ 2,813,688</b>	<b>\$ 2,871,401</b>	<b>\$ 2,927,607</b>	<b>\$ 2,980,856</b>	<b>\$ 3,052,956</b>	
Check SB Nil =>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	





**AGENDA ITEM**  
**SUMMARY**

File: 7010-01  
Date: 12 Sep  
2013

TO: Central Cariboo/City of Williams Lake Joint Committee

AND TO: Janis Bell, Chief Administrative Officer

FROM: Darron Campbell, Manager of Community Services

DATE OF MEETING: 25 Sep 2013

SHORT SUMMARY: Pool Renovation and Upgrade Project - Finance Committee Initial Report

VOTING: Committee works by modified consensus

MEMORANDUM: At its meeting on July 10, 2013, the Central Cariboo Joint Committee (CCJC) struck the pool renovation finance committee based on the recommendations of the Williams Lake and District Pool Feasibility Study by PERC and Bruce Carscadden Architects, which was endorsed at the same meeting.

This initial report will update the CCJC on the information, discussion and recommendations of the project finance committee to this point.

The committee met August 12 and September 6 and reviewed and discussed the background information which is attached to this report. The next meeting is planned for Thursday, Oct 10.

As a result of these meetings, the committee brings forward the following recommendations for consideration of the CCJC:

1. That the capital borrowing required for the \$11.3 million project be set at \$10 million for a 20-year term. A debt of this amount will directly result in an increase to the Central Cariboo Recreation and Leisure Services (CCRLS) budget of about \$37/\$100,000 of assessed residential value. When operating costs are also considered the total increase in tax rate is about \$40/\$100,000. This figure will be key information for the ongoing public communication process regarding the project. The remaining \$1.3 million would have to be made up from grants, fundraising and reserves. Any funds raised beyond the required project budget will go towards reducing debt or rebuilding capital reserves.

2. That the CCRLS financial plan for 2014 and forward, be increased to the maximum requisition possible under the current establishment bylaw. The committee felt this was an important opportunity to build

capital reserves in preparation for the required main tank replacement at a cost of \$2 million as noted in the feasibility study. This tank replacement is also included in the \$11.3 million cost of the full upgrade and renovation; however it will be required regardless of the success of the referendum due to the deteriorating condition of the tank.

3. That the CCJC consider the timing of the proposed referendum to authorize the borrowing required for the project. Within the attached background documents is an information sheet outlining some pros and cons of the options discussed by the committee including referendum dates in June or November 2014.

The committee also discussed some preliminary communications plans for the project financing information and this topic will be the focus of the next meeting on October 10.

In arriving at the conclusion to recommend borrowing \$10 million for the project, the committee also considered potentially available grants and realistic local fundraising strategies and targets. These topics will also be included in some additional discussion at the next meeting.

ATTACHMENT: Pool Finance Committee Agendas and Background Materials

POLICY IMPLICATIONS: None. The CCJC has requested regular updates from the finance committee as a standing item for agendas.

FINANCIAL IMPLICATIONS: If the referendum is successful and \$10 million is borrowed to support the pool project, annual payments including principle and interest amounting to \$835,871 will be included in the CCRLS financial plan.

Increasing the CCRLS 2014 financial plan to its maximum requisition possible would change the annual amount collected from taxation in 2014 from \$2,215,370 to \$2,559,480, which is an increase of \$344,110.

Upon support for the direction recommended, details of the financial implications will be presented as part of the annual business goal and financial planning process to the CCJC in October.

*Reviewed and concur: Scott Reid, Chief Financial Officer*

CAO COMMENTS: The mandate of the pool finance committee was to consider options for financing a new pool including the borrowing amount required from other sources such as grants, etc. Staff fully support the proposal to proceed to referendum to obtain assent to borrow sufficient funds to replace the pool. It is also recognized that if the referendum fails, an alternative plan to repair the existing pool tank will be required.

The second recommendation to increase taxation by \$344,110 for 2014 could achieve a number of things, including:

- 1) significant progress on raising the additional \$1.3 million that is not anticipated to be borrowed;
- 2) reducing the borrowing required if additional funds are forthcoming through grants or other sources; or
- 3) providing funding for repair of the existing tank if the referendum to replace the pool fails.

The proposed taxation increase for 2014 would mean an increase of 1.6% of the total CRD requisition for all functions. This would effectively negate the ability for any other function to increase taxation if the Board wishes to stay within a reasonable requisition increase level that is near CPI levels. CPI adjustments made in January 2013 to reflect the total inflation for 2012 were 1.6%. It is anticipated that 2013 levels will be near or even below that number.

Generally, when we have substantial increases to a function such as that proposed, we do not include it in our overall "inflationary" requisition but rather cite it as a "new service" that has either been mandated by the provincial government or requested/approved by the public (ie referendum). There has not yet been a public process specifically related to the proposed 2014 requisition increase prior to referendum. There are also other options for funding the pool replacement if the referendum fails that have not yet been fully explored, including the fact that it is anticipated that there will be approximately \$1.015 million in reserve for this function at the end of 2013, the ability to borrow for up to 5 years without public assent, the new authority to borrow from our own reserves at low interest rates, etc.

Because this matter is being considered in isolation of the Board's total financial plan, I will be recommending to the Board that they approve the first portion of the recommendation to proceed to referendum to borrow \$10 million, while referring the second portion to increase the 2014 requisition to the Finance/Budget Committee for consideration in the context of the Regional District's overall financial plan together with all options available to finance the repairs in the event of a failed referendum.

*Reviewed and concur: Janis Bell, Chief Administrative Officer*

**OPTIONS:** 1) Endorse the recommendation, 2) Receipt and other action as determined by the Joint Committee, 3) Defer

**RECOMMENDATION:** That the agenda item summary from Darron Campbell, Manager of Community Services, dated September 12, 2013, regarding an update report and recommendations from the finance committee for the pool renovation and upgrade project, be received. Further, that the initial recommendations be endorsed including confirmation that the referendum for the project will request authority to borrow up to \$10 million over a 20-year term and that the provisional Central Cariboo Recreation and Leisure Service 2014 financial plan reflect a taxation increase to the maximum extent possible to support building reserves for replacement of the main tank.

## Pool Renovation and Upgrade Finance Committee

### Agenda topics and background documents

#### September 6, 2013

1. Referendum timing – pros and cons of a spring vote vs. or concurrent with the November elections
2. Grant funding opportunities – Building Canada program or other notables
3. Local fundraising – realistic targets and examples

#### August 12, 2013

1. Executive summary of the pool report.
2. Financial and taxation impacts of borrowing options.
4. Current financial and business plans for the CCRLS function.
5. Current capital plan for the CMRC.
6. Example referendum question and bylaw.

The other topics for discussion should include:

7. Potential funding sources (borrowing, grants, fundraising/donations, others)
8. Timing for the referendum.
9. Public communications about the finance committee and project.

*Compiled on September 6 for a report to the Central Cariboo Joint Committee*

Sam Ketcham Pool – Renovation project finance committee

Referendum timing considerations

Continuation of the discussion from August 12 meeting

May-June 2014

**Pros:**

Allows for project design process to begin sooner

Referendum is project-specific and not confused with other election issues

Allows for a decision well in advance of the 2015 CCRLS financial plan discussion

**Cons:**

Less time for public consultation

More cost if not combined with election voting approximately \$5,000 vs. \$2000

Expected lower voter turnout when not combined with general election, which allows for more influence from specific interest groups

November 2014

**Pros:**

Cost savings when combined with general election

Election profile raises public awareness of the project and voter turnout

More time to ensure adequate public consultation

**Cons:**

Means a longer time for project initiation and increased risk of ongoing pool issues

Limited time to affect the 2015 financial plan, but short term borrowing and reserves would be available

May conflict with other planned referendums

The referendum and the general election will have different eligible voters and polling stations, which can lead to confusion

## Darron Campbell

---

**From:** Danielle Johnson  
**Sent:** September-03-13 4:53 PM  
**To:** Darron Campbell  
**Subject:** RE: major infrastructure grants review

Hi Darron;

There are currently no provincial or federal programs accepting applications for capital recreation projects. However, there are two programs that are expected to open in 2014. Details on a revised Gas Tax program are expected to be announced January-March 2014 and it is being discussed that under the new program recreation projects will be eligible. This discussion is taking place this fall and a decision is expected by the end of the year. Details on a revised Building Canada Fund program are also expected to be released approximately 3-6 months after the new Gas Tax program details are announced in 2014. Recreation projects are expected to be eligible.

Another program the committee may want to consider is the FCM Green Municipal Fund if energy saving features are going to be a part of this project. For capital projects, the FCM will fund up to 80% of eligible project costs. The loan maximum is \$10 million, and the grant amount is set at up to 20% of the loan to a maximum of \$1 million. The District of Kitimat received a \$1.5 million loan under this program for its similar Sam Lindsay Memorial Pool Retrofit project.

For your information, I have been discussing this project with Brian Bedford at the Province. His contact is (250) 356-0700. I am also waiting to hear back from a staff person with Infrastructure Canada who may be able to provide more information. I will let you know the outcome of that conversation ASAP.

Please let me know if you would like me to format this information in a specific way for distribution to the committee. I will also keep my eye out for other larger capital grant programs.

Sincerely,

**Danielle Johnson**  
*Project Coordinator*  
[djohnson@cariboord.bc.ca](mailto:djohnson@cariboord.bc.ca)

Cariboo Regional District  
Suite D, 130 North 3<sup>rd</sup> Avenue  
Williams Lake, BC V2G 2A4  
Phone: 250-392-3351  
Fax: 250-392-2812

Effective immediately, please contact me by email only at [djohnson@cariboord.bc.ca](mailto:djohnson@cariboord.bc.ca)



Please think about the environment before you print

**From:** Darron Campbell  
**Sent:** Friday, August 23, 2013 12:37 PM  
**To:** Grant Writer  
**Subject:** major infrastructure grants review

Hi Danielle, I have a request for you. We've struck a project finance committee for a major pool renovation (\$11.3M) at the Cariboo Memorial Complex in WL and at our next meeting we'd like to discuss the opportunities out there for major infrastructure grants. Our meeting is on September 6.

Can you do a review of the latest information on the larger federal/provincial programs – like Building Canada, and let me know if/when it seems like new intakes would be available.

Or if there is any other grants out there to consider.

Give me a call if you need to.

Thanks.

**Darron Campbell**

Manager of Community Services  
Ph: 250-392-3351 fx: 250-392-2812  
[www.cariboord.bc.ca](http://www.cariboord.bc.ca)



## Executive Summary

Early in 2012 the City of Williams Lake, on behalf of the Central Cariboo / City of Williams Lake Joint Committee retained the services of a consulting team to “*evaluate the existing Swimming Pool at The Cariboo Memorial Recreation Complex, address the problems, and make recommendations and prepare estimates of construction costs to correct these problems. Also include a cost to construct a new swimming pool*”.

The Sam Ketcham Pool is owned by the Cariboo Regional District and operated by the City of Williams Lake. It is supported financially through user revenues, occasional grants, and the taxpayers of both the City of Williams Lake and defined portions of Electoral Areas D, E, and F. Approximately 20,000 residents live within the tax supporting area.

An analysis of the existing pool showed that in recent years it has accommodated about 132,000 swims per year in seven categories of aquatic service, within three modes of operation as summarized in the first column of figures in Figure A. The same figure shows that the long term need in a market of this size will be about 175,500 swims if the quality and quantity of aquatic amenities can be enhanced to respond to real need.

**Figure A**  
**Summary of Existing and Proposed Future Uses of Sam Ketcham Pool**

Seven Categories of Aquatic Service	Total Existing Uses	Total Need in the Community
Recreational Swimming	57,400	90,000
Skill Development	19,000	20,000
Fitness Swimming	42,700	49,000
Sport Training	10,000	11,000
Special events	500	700
Therapy and Rehabilitation	2100	4100
Leadership Training	500	700
Totals	132,200	175,500

However, the existing pool cannot meet current need or future need as it has far too many technical problems as documented clearly in the consultants’ report. At the very least, significant investment is required to render the facility able to continue to meet the existing needs, but significantly more investment will be required by way of additional aquatic amenities if the facility is to be expected to meet future needs. Many components of the existing facility are at or near the end of its functional lifespan.

Against the above summarized technical reality, the consultants talked to fourteen organized community groups, a Pool Task Force appointed to oversee this study, and about 250 members of the general public from the local area at kiosks set up around Williams Lake. Their general input was clear and is summarized below.

- Being without a pool is not an option – whatever we need to do to keep an indoor public pool in this area, we have to do;
- However, just keeping what we have is not good enough – we need to find a way to improve on what we have and provide a better indoor aquatic experience; something that will be higher quality, attract a broader range of users, specifically non users, families and children;
- Being without a pool during construction is concerning; we need to find a way to reduce or eliminate the period during which we don't have access to any pool during the construction project;
- Taking up significant amounts of existing parking on the existing site should be avoided – the site is already constrained during some special events and we can't afford to exacerbate that problem;
- We also need more and better quality dry floor fitness spaces, as current demand exceeds the capacity of the existing spaces to meet that demand;
- Whatever we do, we need to ensure it is a good long term solution – another “band aid” approach, investing more money for a short term, poor quality fix, should be avoided at all cost.

Everyone also agreed that it may be difficult to convince local taxpayers to invest now in an expensive solution. Many complained that mistakes have been made in the past, and they had little confidence that mistakes might be avoided in the future, but the vast majority said that they would personally support tax increases to pay for a good long term solution if they were convinced the money would be well spent. At this point in the process, the extent of that tax increase had not been tested.

The consultants tested a number of possible concept options and gradually winnowed them down using the filter of input received to a preferred concept, illustrated in the drawing on the following page, as the one the consultants recommend. This concept was tested in a second round of public discussion where over 300 local residents were engaged at various points in the community and over 80% of them supported the concept, saying that they would vote for it in a referendum.

If the Regional District proceeded with the Recommended Option as illustrated below, the following benefits would be realized:

- Significantly increased quality of existing swims in all seven categories of aquatic services;
- Significantly increased capacity for swimming in all seven categories of aquatic services;
- Significantly increased quality and quantity of dry land fitness opportunities;
- Increased efficiency of providing aquatic services in terms of reduced net subsidy per swim;
- Significantly increased longevity of aquatic spaces (i.e. planned for 50 year functional lifespan);
- Significantly increased quality of experiences in support spaces (e.g. dressing rooms);
- Enhanced ability to attract and retain professionals and business leaders currently lost to communities with much better aquatic facilities;
- Enhanced ability to attract users from the region and serve passing tourists who stop in Williams Lake;
- Significantly enhanced safety through more modern mechanical systems;
- Significantly reduced environmental footprint per swim through more modern mechanical systems.



The total cost to develop the recommended option would be \$11.3 million. If a total of 1.3 million dollars can be raised through a combination of capital reserves, grants, and fundraising, the remaining \$10 million could be borrowed and paid back over 20 years by local taxpayers as a debenture. The combined total of operating tax increases (\$2.25 per \$100,000 of residential assessment) and capital costs (\$37 per \$100,000 of residential tax assessment for borrowing \$10million over 20 years) would be almost \$40 per \$100,000 of residential tax assessment.

Surveys of public spending on leisure services across BC show that, while there is a great deal of variability, there are many municipalities and Electoral Areas where total spending on public recreation is at or above the level that would be experienced in Williams Lake and District after passing of the proposed referendum. In fact, communities like Mackenzie, Sparwood, Tumbler Ridge, Fort St. John, Taylor, Kitimat, and Gold River currently spend over \$300 per capita on public recreation services, far more than the \$141 per capita that Williams Lake and area would be spending if the \$40 per capita associated with the referendum increases were added to the \$101 per capita that is already being spent.

The consultants make the following recommendations.

1. The Joint Committee should receive and endorse, in principle, this report thereby endorsing, in principle, a project that would proceed with the Recommended Option.
2. The Joint Committee should then appoint a Financing Committee to explore all possible non-tax sources of capital for the Recommended Option, and report back within four months.
3. On report back, the Joint Committee should endorse a referendum to borrow funds required to augment the non-tax sources of revenue to finance the project. The referendum would include a thorough public awareness campaign that would ensure all citizens that vote in the referendum understand all the implications of their positive or negative vote.
4. Upon successful referendum, the Joint Committee would proceed with a design and construction process to implement the Recommended Option.
5. If the referendum were to fail, the Joint Committee should use available capital reserves and short term borrowing to rebuild the existing tank to retain a functioning indoor public pool in Williams Lake at a cost of \$2 million, and set aside all plans for enhancing the aquatic opportunities at the Sam Ketcham Pool for the foreseeable future. Not having an indoor pool is not an option.

Term	Borrowed	Annual Payments	Interest	Total Interest	Tax increase per \$100,000 of residential value	% Incr	Total GC/LS tax rate per \$100,000 (\$87/\$100K - 2014)	Rate by 2016 (+20% inflation and capital)	reduction of \$9/100K after 2016 debt repaid
25	\$11.3M	\$ 271,335	\$ 565,000	\$10.3M	\$ 38	4.4%	120	140	
25	\$10M	\$ 240,119	\$ 500,000	\$8.5M	\$ 33	3.8%	120	140	
20	\$20M	\$ 671,693	\$1M	\$13.5M	\$75	8.62%	\$162	\$182	
20	\$15M	\$ 503,726	\$750,000	\$10M	\$57	6.55%	\$144	\$164	
20	\$11.3M	\$ 380,646	\$566,667	\$11.3M	\$42		\$129	\$149	
20	\$10M	\$ 335,871	\$500,000	\$6.7M	\$37	4.25%	\$114	\$134	
20	\$1M	\$ 33,581	\$50,000	\$63,675	\$1.80	4.4%	\$91	\$111	Small Business = 2.4% res rate Industry = 3.4% res rate Utility = 3.5% res rate
15	\$10M	\$ 499,411	\$500,000	\$9M	\$46	5.29%	\$133	\$153	
15	\$5M	\$ 249,705	\$250,000	\$2.5M	\$24	2.6%	\$111	\$131	
15	\$1M	\$ 49,941	\$50,000	\$499,116	\$4.50	5.2%	\$91.50	\$111.50	
10	\$10M	\$ 899,999	\$500,000	\$3.3M	\$61	7.01%	\$148	\$168	
10	\$5M	\$ 416,454	\$250,000	\$1.7M	\$31	3.6%	\$118	\$138	
2011 Residential Rate is \$87 per \$100,000 assessed value of land and improvements of the subregional recreation taxation area									
Operating cost implications = \$4.50 rate increase per \$100,000 of expense									
<b>1) Example scenario</b>									
Capital borrowing	20	\$ 335,871	\$500,000	\$6.7M	\$37	4.25%	\$114	\$134	
Operational increase annual		\$50,000			\$2	2.6%			
Combined total		\$ 885,871	budget increase		\$39	4.48%	\$126	\$146	2017 \$137
<b>2) Example scenario</b>									
Capital borrowing	25	\$ 240,119	\$ 500,000	\$8.5M	\$33	3.79%	\$120	\$140	2017 \$131
Operational increase annual		\$50,000			\$2	2.6%			
Combined total		\$ 790,119	budget increase		\$35	4.05%	\$122	\$142	2017 \$133
Current requisition limit of Bylaw 4226 \$2,559,480									
\$112 current tax limit (2013 assessments)									
Taxation projection in 2014									
		\$ 2,215,370					\$3.5M	\$152 new tax limit (2013 assessments)	
		\$ 885,871	budget increase						
		\$3,101,241	new 2015 requisition						equals a \$40 increase in limit
Best option to limit taxation increase is to control operating costs and make the most of the potential revenue generated by the new aquatic and fitness space. Reducing the \$50,000 estimated cost to \$50,000/year net positive reduces the annual taxation by \$100,000 (\$4.50/\$100K)									

Cariboo Memorial Recreation Complex-Capital Plan.									
Project	Area	Strategic Priority	2012	2012 Projected	2013	2014	2015	2016	2017
Pool Equipment	POOL		\$ 10,000	\$ 10,000	\$ 7,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Fitness Equipment	FITNESS		\$ 10,000	\$ 10,000	\$ 12,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Class on line	ALL		\$ 10,000	\$ 10,000	\$ 10,000				
Brine header replacement- Rink #2	ARENA				\$ 65,000				\$ 500,000
Rink slab Replacement Rink #2	ARENA						\$ 450,000		
Redesign and pave parking lot	EXTERIOR					\$ 35,000			
Paint facility- exterior	EXTERIOR					\$ 80,000			
Replace (2) Refrigeration Compressors	ARENA								
Rebuild Main Pool tank and all mechanical	POOL							\$ 2,000,000	
Upgrade PA and music system	ALL						\$ 30,000		
Replace Brine Pump for Rink #2	Arena						\$ 7,000		
Acoustic wall treatment for Gibraltar Room	GR				\$ 15,000	\$ 15,000			
Domestic water heaters replace	ALL						\$ 30,000		
Telephone system upgrade	ALL								
Replace Expansion joints in pool	Pool								
Pool mechanical/filters	Pool								
Rink Dehumidifiers	Arena				\$ 60,000				
Roof glass replacement- Lobbies	ALL								\$ 45,000
Arena roofs and/or other roofs	Arena/admin								
Community/Charette Process- Pool/Multicentre			\$ 75,000	\$ 60,000	\$ 25,000	\$ 400,000	\$ 250,000		
FAWE module upgrades					\$ 20,000	\$ 75,000			
Gibraltar Room AV system redo									
Chiller Room upgrades- Vestibule, etc..			\$ 35,000.00	\$ 35,000.00					
Chlorine Room Temp System			\$ 25,000.00	\$ 22,000.00					
Chlorine Room Permanent system			\$ 17,000.00	\$ 17,000.00					
Arena #2 lights			\$ 40,000.00	\$ 20,000.00					
Exterior Door Replacements			\$ 50,000.00	\$ 58,000.00	\$ 19,100.00				
Ammonia Pipes during CWF chiller upgrade					\$ 310,000				
Pool light seals for LED Install									
Steam room equipment upgrade									
<b>TOTAL CAPITAL FUNDS REQUIRED</b>			\$ 272,000.00	\$ 242,000.00	\$ 234,100.00	\$ 625,000.00	\$ 787,000.00	\$ 2,020,000.00	\$ 565,000.00
		Gas Tax CWF \$		\$ 78,000.00	\$ 15,000				
<b>For 2014 and forward identify capital projects as strategic priorities</b>					\$ 203,000.00	CWF investment from Prism Report			
<b>1. Critical Infrastructure upgrades</b>									
<b>2. Energy Efficiency upgrades</b>									
<b>3. Improvements to accessibility</b>									
<b>4. other service improvements</b>									

**Budget / Financial Plan 2013**

Tax limit, higher of: \$ 2,559,480 Total \$ Amount  
 \$ 2.0577 \$/ \$1,000 of Assessed Value

2013-04-15

Fund Grp : Recreation

Fund : 1553 - C Cariboo Recreation

2013 Tax Rate : \$ 1.1560 \$/ \$1,000

Residential Tax Rate : \$ 81.64 \$ 85.74 \$/ \$100,000 of Residential Assessment (Land&impr)  
 plus Parcel Tax : \$ - \$ - per Parcel (if applicable)

**Capital and Operating Summary**

	Budget 2012	Actual 2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Open Capital Reserve	528,438	528,438	833,282	1,008,282	739,926	357,778	529,243
Trfrs to/(from) Reserves	300,000	304,843	175,000	(268,356)	(382,148)	171,465	171,465
Close Capital Reserve	<u>828,438</u>	<u>833,282</u>	<u>1,008,282</u>	<u>739,926</u>	<u>357,778</u>	<u>529,243</u>	<u>700,708</u>
	Budget 2012	Actual 2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Prior Year's Surplus	518,408	518,408	246,866	94,244	60,303	65,302	62,023
Operating Revenue	2,099,796	2,092,707	2,110,627	2,216,120	2,326,889	2,443,196	2,875,302
Operating Expense	(1,639,321)	(1,610,872)	(1,650,424)	(1,670,592)	(1,709,213)	(1,792,185)	(1,883,551)
Leases & Debt Servicing	(206,065)	(231,336)	(207,825)	(207,825)	(207,825)	1,542,175	(350,000)
Operating Surplus/(Deficit)	<u>254,410</u>	<u>250,498</u>	<u>252,378</u>	<u>337,703</u>	<u>409,851</u>	<u>2,193,186</u>	<u>641,751</u>
Trfrs (to)/from Reserves	(300,000)	(304,843)	(175,000)	268,356	382,148	(171,465)	(171,465)
Capital Expenditures	(195,000)	(222,040)	(230,000)	(640,000)	(787,000)	(2,025,000)	(580,000)
Capital Surplus/(Deficit)	<u>(495,000)</u>	<u>(526,884)</u>	<u>(405,000)</u>	<u>(371,644)</u>	<u>(404,852)</u>	<u>(2,196,465)</u>	<u>(751,465)</u>
Budgeted Surplus	<u>277,818</u>	<u>242,022</u>	<u>94,244</u>	<u>60,303</u>	<u>65,302</u>	<u>62,023</u>	<u>(47,691)</u>

**Budget / Five Year Financial Plan**

	Budget 2012	Actual 2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
<b>Tax Requisition Change =&gt;</b>			<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>17.7%</b>
Revenue							
Prior Year's Surplus	518,408	518,408	246,866	94,244	60,303	65,302	62,023
Transfer from Reserves	-	-	-	268,356	382,148	128,535	-
Tax Requisition	2,009,046	2,009,046	2,109,877	2,215,370	2,326,139	2,442,446	2,875,302
Other Revenue	90,750	83,661	750	750	750	750	-
Total Revenue	<u>2,618,204</u>	<u>2,611,115</u>	<u>2,357,493</u>	<u>2,578,720</u>	<u>2,769,340</u>	<u>2,637,033</u>	<u>2,937,325</u>
Expense							
Salary, Wages & Benefits	18,364	16,659	20,018	21,046	22,149	23,330	24,600
Contractors & Consultants	1,542,775	1,526,125	1,553,779	1,565,456	1,598,869	1,653,351	1,708,922
Oper. Supplies, Repair & Mtce	-	63	-	-	-	-	-
General & Administration	78,182	68,025	76,627	84,090	88,195	115,504	150,029
Debt Servicing	206,065	231,336	207,825	207,825	207,825	(1,542,175)	350,000
Capital Expenditures	195,000	222,040	230,000	640,000	787,000	2,025,000	580,000
Transfer to Reserves	300,000	300,000	175,000	-	-	300,000	62,000
Budgeted Surplus	277,818	246,866	94,244	60,303	65,302	62,023	61,774
Total Expenditure	<u>2,618,204</u>	<u>2,611,115</u>	<u>2,357,493</u>	<u>2,578,720</u>	<u>2,769,340</u>	<u>2,637,033</u>	<u>2,937,325</u>



CARIBOO REGIONAL DISTRICT		CapFund	528,438	828,438	1,003,438	735,082	352,934	224,399	274,399
2012 BUDGET		CapFund							
1553 Central Cariboo Recreation Business Plan		Actual 2010	Actual 2011	Projected Actual 2012	Provisional 2013	Provisional 2014	Provisional 2015	Provisional 2016	Provisional 2017
<b>Expenditures</b>									
<b>Personnel</b>									
2110 1101	Direct Salaries - Fulltime	12,072	12,352	13,500	13,905	14,322	14,752	15,194	15,650
2110 1301	Benefits - Fulltime	4,593	2,887	5,557	6,113	6,724	7,397	8,136	8,950
	<b>Total Personnel Costs</b>	16,665	15,238	19,057	20,018	21,046	22,148	23,331	24,600
<b>General</b>									
2120 1120	Contract Services	-	76,578	72,500	62,500	62,500	62,500	62,500	62,500
2120 1120	Contracts - Community Projects	65,000	-	17,500	40,000	40,000	40,000	40,000	40,000
2120 2110	General Travel								
2120 2210	Advertising								
2120 2320	Legal								
2120 2392	Consulting/Retirement								
2120 2395	Dues & Memberships								
2140 2373	Insurance	62,846	69,257	67,843	74,627	82,090	86,195	90,504	95,029
2140 2480	Equipment & Furniture								
2140 5600	Amortization Expense								
	<b>Total General Operating</b>	127,846	145,835	157,843	177,127	184,590	188,695	193,004	197,529
2145 1131	Contract - City of Williams Lake	2,570,813	2,360,257	2,537,351	2,598,698	2,670,672	2,724,085	2,778,567	2,834,138
2145 1139	Municipal Recreation Revenue Offset	(1,079,343)	(1,061,895)	(1,107,076)	(1,147,419)	(1,207,716)	(1,227,716)	(1,227,716)	(1,227,716)







## **2013 Business Plan Central Cariboo Recreation and Leisure Services (1553)**

*Darron Campbell, Manager of Community Services*

***Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.***

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### **Department/Function Services**

The Central Cariboo Recreation and Leisure Services function was established in 2007 by Bylaw No. 4226, which merged the functions for Central Cariboo Recreation (Bylaw No. 3894 – 2004) and Central Cariboo Leisure Services (Bylaw No. 3951 – 2004). To complete major renovations to the Cariboo Memorial Recreation Complex in 2006, a bylaw provided authority to borrow \$1.6 million to match a federal/provincial infrastructure grant. This debt is scheduled to be fully repaid in 2016.

The new Recreation and Leisure Services function has a mandate derived directly from the predecessor bylaws, which is to provide the following services:

- (i) swimming pool complex;
- (ii) twin ice arena facility;
- (iii) recreation and cultural programming;
- (iv) trail development and maintenance;
- (v) sports fields, facility development and maintenance.

The facility management and recreation programming components of the service are provided under contract by the City of Williams Lake. A five-year Facility Management Agreement (2009-2013) was entered into in September 2009.

Services are generally provided from the recreation complex in Williams Lake, which includes the twin arenas, Sam Ketcham Pool and the Gibraltar Room multi-purpose space. The function also includes the Esler Sports Complex, which includes slo-pitch, soccer and minor fastball fields under use and occupancy agreements with local associations. These groups also receive field maintenance funding on an annual basis to complement the work of volunteers and their own financial resources. Various other community projects, such as neighborhood outdoor rinks, trails or bike parks are also supported on a project by project basis.

Participants in the service include portions of Electoral Areas “D”, “E”, and “F” and the City of Williams Lake. Requisition is by way of a tax rate applied to the assessed value of land and improvements utilizing hospital district assessment. The requisition limit is the greater of \$2,559,480 or a rate of \$2.0577/1,000.

The Directors for Electoral Areas “D”, “E”, and “F” and the City of Williams Lake are responsible for the governance of this service, which is provided through the Central Cariboo/City of Williams Lake Joint Committee with advisory support from volunteers on the Central Cariboo Recreation Advisory Committee. The Central Cariboo Joint Committee (CCJC) holds an open, public meeting once per month.

## **Business Plan Goals, Rationale & Strategies**

### **2013 Goals**

1. **Goal:** Continue the planning process for renovation or replacement of the Sam Ketcham Pool, which builds on the 2012 options and feasibility report.  
**Rationale:** A major pool leak in July 2011 and other ongoing large capital projects at the Memorial Complex have raised the issue of facility lifespan and the value of continuing to complete expensive repairs. A Feasibility Study completed in 2012 under guidance of a Pool Task Force identified a range of improvement options for the existing pool and recommended a preferred option, which included construction of additional leisure swim area and rebuilding the existing main tank.  
**Strategy:** Funding has been identified in the 2013 capital plan for continuing this project. Other large, non-critical capital items at the Memorial Complex, such as repaving the parking lot, have been deferred pending completion the planning process. Public consultation, funding strategies and further design details will be the focus for 2013.
2. **Goal:** Review the Facility Management and Recreation Services Agreement with the City of Williams Lake.  
**Rationale:** The current five-year agreement for facility management and activity programming services for the Cariboo Memorial Recreation Complex between the Regional District and the City of Williams Lake expires in December 2013.  
**Strategy:** Staff will prepare a draft renewal agreement for review by the joint committee and Regional District Board.
3. **Goal:** Repair and rebuild the arena roof.  
**Rationale:** The existing roof has exceeded its effective lifespan creating a maintenance liability and risk of an extended facility shut down.  
**Strategy:** This project was brought forward from 2014 to accommodate submission of a grant application to the Community Infrastructure Investment Fund (CIIF) for \$200,000 to cover 50% of the cost. If grant funding is not received, the project will proceed in 2014 as originally planned. The significant cost of this work will require a transfer from capital reserves combined with an increase in tax requisition.

4. **Goal:** Construct a new access road into the Esler Sports Complex.  
**Rationale:** Use of the sports complex continues to grow and additional improvements and capital investment will further increase traffic to and from the site in the coming years; however, the current access is a winding, narrow residential route along upper Hodgson Road and is not adequate. Creating a safer, shorter access route directly off Highway 20 was a key component of a development plan completed in 2007.  
**Strategy:** The project is subject to securing grant funding. An application to the Community Infrastructure Investment Fund (CIIF) for \$150,000 was submitted to cover 50% of the cost. The significant cost of this work will require a transfer from capital reserves.
5. **Goal:** Improve efficiency and transparency of operations at the Memorial Complex by changing the process for tracking accounts.  
**Rationale:** Currently, much of the functional details for operating the Complex are amalgamated into broad account categories, which makes it difficult to identify specific trends or expense patterns. By improving the tracking process, opportunities to change internal processes and increase efficiencies can be more readily identified.  
**Strategy:** Changes will be developed by the facility operator in expectation for implementation in the 2014 budget year.
6. **Goal:** Contribute to the establishment of mountain bike trailheads on the Fox Mountain and Westsyde trail networks and development of a signature trail in the valley.  
**Rationale:** Projects were carried forward from 2012. Mountain biking is a well-established recreation activity in the area and trail networks on Fox Mountain and Westsyde have recently been authorized by the province to be managed and maintained by the Williams Lake Cycling Club. A signature trail was identified as a key priority of both the Parks, Trails and Outdoor Recreation Master Plan and the Trails Feasibility Study completed in 2010/2011. The multi-use trail would serve as a recreation opportunity, transportation corridor, and tourism attraction.  
**Strategy:** Trail projects will be managed by the cycling club in consultation with staff at the Regional District, City of Williams Lake and Ministry of Forests, Lands and Natural Resource Operations. Capital funding to contribute to the work is included in the Community Projects budget of the CCRLS financial plan. Other project funding will be provided by the province and the Northern Trust. The club will supply significant in-kind resources to complete the work.
7. **Goal:** Support outdoor rink improvements in Wildwood and an accessible, multi-use trail in Russet Bluff.  
**Rationale:** An outdoor rink in Wildwood has been in progress by the community association for several years and would provide an opportunity for neighborhood recreation. Establishing an accessible trail in Russet Bluff area is incorporated into the project scope for the Regional District's Wheelchair Accessible Wilderness Trails initiative.

**Strategy:** Implementation of the improvements would be funded through the Community Projects budget of the CCRLS function and managed directly by the community groups in consultation with Regional District staff.

8. **Goal:** Increase accessibility to the Memorial Complex fitness centre and focus equipment purchases on providing approachable, introductory training opportunities.  
**Rationale:** The limited fitness centre at the complex has a broad range clientele and is most appropriately focused on multi-use, flexible exercise equipment that encourages use by all levels of customers, including persons of low-mobility and families.  
**Strategy:** Funding for equipment purchase and improvements has been identified in the 2013 capital plan for this item. Implementation will be initiated and managed by the facility operator.
9. **Goal:** Purchase the service request module for the FAME capital assets management software.  
**Rationale:** The FAME asset management software package is shared with the Quesnel and District Arts and Recreation Centre through cooperative arrangement as Regional District facilities. The programs support effective and efficient maintenance of equipment and building structure.  
**Strategy:** Funding has been identified in the capital budget for this item. Implementation will be initiated and managed by the facility operator.
10. **Goal:** Replace the brine header for Rink 2 at the Memorial Complex.  
**Rationale:** The existing brine header has exceeded its effective service lifespan and has become an operational and maintenance liability. Replacement will reduce repair and operating costs and address potential safety concerns.  
**Strategy:** Funding has been identified in the 2013 capital plan for this item. Implementation will be initiated and managed by the facility operator.
11. **Goal:** Replace two arena dehumidifiers in the Memorial Complex.  
**Rationale:** The existing equipment has exceeded its effective lifespan and become a maintenance liability. The dehumidifiers are important for efficient operations of the facility HVAC and ice plant systems.  
**Strategy:** Funding has been identified in the 2013 capital plan for this item. Implementation will be initiated and managed by the facility operator.

#### 2014 Goals

1. **Goal:** Paint the exterior of the Cariboo Memorial Recreation Complex.  
**Rationale:** The existing paint has exceeded its effective lifespan and has become a maintenance liability. Repainting will improve the visual aesthetics of the facility.  
**Strategy:** Funding has been identified in the 2014 capital plan for this item. Implementation will be initiated and managed by the facility operator.

2. **Goal:** Replace the audio-visual equipment in the Gibraltar Room.  
**Rationale:** The existing equipment has been complicated and problematic since its installation in 2007. Renters of the space often expect functional audio-visual services included in the rental package; however, providing reliable equipment that does not require advance technical expertise has been a challenge.  
**Strategy:** Funding has been identified in the 2014 capital plan for this item. Implementation will be initiated and managed by the facility operator.

#### **2015 Goal**

**Goal:** Redesign and resurface the parking lot  
**Rationale:** The parking lot has been in poor condition for many years and the work was deferred in 2011 pending decisions around a major pool repair or replacement.  
**Strategy:** Funding has been identified in the 2015 capital budget for this item. Implementation will be initiated and managed by the facility operator.

#### **Overall Financial Impact**

The 2013 requisition is increased by 5% from the 2012 requisition amounting to \$100,470.

This increase is required both for inflationary increases in operating costs for the function and to support a \$175,000 contribution to capital reserves in expectation of a major repair projects, including roof and parking lot repairs at the Memorial Complex.

An increase of 5% is also planned in 2014 and again in 2015 in order to undertake the works noted above, which are unrelated to the pool section of the building. A replacement of the six lane lap pool is shown in the budget in 2016 using \$1.75 million in short-term financing to complete.

The majority of operational costs to the function were fixed in 2009 for a five-year term with the execution of the Facility Management Agreement with the City of Williams Lake. The compensation paid to the City for operational costs increases at 1.5 percent per year over the term; starting at \$1,367,798 in 2009 to \$1,451,729 in 2013. All revenue generated at the Memorial Complex is retained by the City under the terms of the management agreement.

The five-year capital plan for the function includes an average annual investment of about \$500,000. This includes capital spending at the Cariboo Memorial Recreation Complex and the Esler Sports Complex. This relatively high figure reflects the aging mechanical equipment and structural components at the Memorial Complex. Ongoing requisition increases or significant external grant funding will be necessary to continue to implement the proposed capital plan.

The service had capital reserve funds of approximately \$528,400 at the end of 2011 with a transfer of \$300,000 to reserves planned for 2012 and \$175,000 in 2013.

A draw on capital reserves and use of budget surplus amounting to \$350,000 was approved in 2013 to provide matching funding for Community Infrastructure Investment Fund (CIIF) grant applications for replacement of the arena roof and construction of an access road into the Esler Sports Complex. These funds will be allocated upon confirmation that the grant applications are successful.

As of December 31, 2011 the service had an outstanding debt of \$878,191 scheduled to be fully repaid in 2016. The debt is a result of the Memorial Complex renovations completed in 2007.

### **Significant Issues & Trends**

A major leak in July 2011 and other ongoing large capital projects at the Sam Ketcham Pool have raised the issue of facility lifespan and the value of continuing to complete expensive repairs. A Feasibility Study completed in 2012 by Professional Environmental Recreation Consultants (PERC), under guidance of a Pool Task Force appointed by the CCJC, identified a range of improvement options for the existing pool and recommended a preferred option, which included construction of additional leisure swim area, more fitness centre space on a second floor and rebuilding the existing main tank.

Following endorsement-in-principle of the PERC report by the CCJC and the Regional District Board, the next steps recommended to continue the project include:

1. Appointment of a Financing Committee to explore all possible non-tax sources of capital funding to implement the Preferred Option with the expectation that the committee report back within four months.
2. The CCJC will receive the Finance Committee report and confirm general public support with its conclusions. Then to proceed, the CCJC must endorse a referendum to borrow funds required to augment the non-tax sources of revenue to finance the project. The referendum would include a thorough public awareness campaign that would ensure all residents that vote in the referendum understand all the implications of their positive or negative vote.
3. If the referendum is successful, and all other funding sources are confirmed, a detailed design and construction process to implement the Preferred Option would begin.
4. If the referendum fails, short term financing and available capital reserves within the CCRLS function would be utilized to complete the renovations necessary to rebuild the six-lane lap pool and retain other components of a functioning pool, and plans for enhancing the aquatic opportunities at the Memorial Complex would be set aside for the foreseeable future.

In addition to the Sam Ketcham Pool study process, other parts of the Memorial Complex continue to receive renovations and improvements; however, the aging structure, utility services and equipment in the facility continue to be a challenge. Increased operating and maintenance costs are to be expected and significant capital investment will be necessary to maintain the Complex in future years.

The continued delivery of an effective and coordinated sub-regional recreation and leisure service is expected to remain a high priority for the public and elected officials. The benefits of developing a recreation service that takes advantage of the Cariboo Memorial Recreation Complex as an information hub and a centre for activity programming is evident. Integrating public recreation properties, both from the greater Williams Lake area and those within the city itself, makes sense to improve the management, public investment and overall enjoyment of these community assets.

A broad, inclusive sub-regional recreation and leisure services agreement between the City and the Regional District should be undertaken when the current Facility Management Agreement for the Memorial Complex expires in 2013. Such an agreement would provide the framework to adequately address other central Cariboo recreation and leisure assets of interest to both parties, such as the Esler Sports Complex, trails, sports fields, or other potential future assets such as an indoor turf facility.

Another strategic priority for the CCRLS function is to provide support for mountain bike trail infrastructure that is appropriate for this popular recreational activity. Mountain biking in the Cariboo provides a considerable benefit to many communities. For local residents, studies consistently indicate that trails provide a venue to participate in an active and healthy lifestyle and increase the desirability of living in the area. In recent surveys conducted in the Cariboo region, mountain bike infrastructure was a prominent priority amongst respondents, who ranked mountain bike trails in the top five activities they participate in. Ongoing investments in the central Cariboo trail networks will support continued recreational opportunities as well as ongoing efforts to diversify the regional economy into this fast-growing sector.

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter, and has committed to continuing work towards carbon neutrality in respect of corporate operations.

## **Measuring Previous Years Performance**

### **2012 Goals**

**Goal:** Undertake a planning process for replacement of the Sam Ketcham Pool, which also identifies other high priority public facilities that may be combined with the project for efficiency of use and construction.

- Completed with steps to continue in 2013. Professional Environmental Recreation Consultants (PERC) was retained to undertake the feasibility planning process and completed the report in October 2012.

- Goal:** Upgrade the lighting in Rink #2 and replace exterior doors to increase energy efficiency at the Memorial Complex.
- Completed. Project was paid for by the Regional District Community Works Fund.
- Goal:** Implement a sports field maintenance agreement with the Esler Sports Complex user groups.
- Completed. Groups were reimbursed for actual field maintenance costs incurred for materials and contractors.
- Goal:** Contribute to the establishment of mountain bike trailheads on the Fox Mountain and Westsyde trail networks.
- Partially completed. Survey work was undertaken by the club, but delays in the permitting and approvals process will result in the project being carried forward to 2013.
- Goal:** Support outdoor rink improvements in Wildwood and 150 Mile House and a multi-use trail in Russet Bluff.
- Partially completed. Work at 150 Mile was completed, design requirements and quotes from contractors were planned for Wildwood and the multi-use trail in Russet Bluff is combined with the Regional District's Wheelchair Accessible Wilderness Trails initiative. Uncompleted components will be carried forward.
- Goal:** Coordinate discussions for the establishment of a signature trail that circles the Williams Lake valley and connects adjacent neighborhoods and scenic features.
- Partially completed. The Williams Lake Cycling Club received Northern Trust grant funding to develop the Snakes and Ladders Trail as a signature route and the grant funding was approved for the City of Williams Lake to construct an underpass on the River Valley Trail.
- Goal:** Increase active living opportunities at the Memorial Complex by providing free-use public events such as swimming or skating.
- Completed. Ten free-use public events were offered in 2012 compared with just two or three in previous years.
- Goal:** Implement an online program registration system for leisure services.
- Completed. Online registration is planned for activation in early 2013.



CARIBOO REGIONAL DISTRICT

BYLAW NO. 3986

A bylaw of the Cariboo Regional District, in the Province of British Columbia, to amend Bylaw No. 3894, 2004 to establish a higher requisition limit to allow for the borrowing of funds.

WHEREAS the Cariboo Regional District has established a service known as Central Cariboo Recreation Services pursuant to "Cariboo Regional District Sam Ketcham Pool Amendment Bylaw No. 3894, 2004"; and

WHEREAS the Cariboo Regional District has, with the approval of the electors, by way of a referendum, adopted "Cariboo Regional District (Central Cariboo Recreation Services) Loan Authorization Bylaw No. 3985, 2005"; and

WHEREAS the electors of the service are have consented to the adoption of this bylaw by way of a referendum; and,

WHEREAS the Cariboo Regional District desires to raise the requisition limit allowed in Bylaw No. 2380 to facilitate the approved borrowing;

NOW THEREFORE, duly assembled in an open meeting, the Board of Directors of the Cariboo Regional District hereby enacts as follows:

1. CITATION

- a) This bylaw may be cited for all purposes as the "Cariboo Regional District Sam Ketcham Pool Amendment Bylaw No. 3986, 2005".

2. AMENDMENT

- a) That Section 3 of Bylaw No. 2380 be deleted in its entirety and replaced by the following:
  - "a) The maximum amount that may be requisitioned annually pursuant to this service shall not exceed the greater of \$1,911,968 or an amount determined by applying a rate of \$1.882/\$1,000 to the net taxable value of lands and improvements within the service area."

READ a first time this 18<sup>th</sup> day of February 2005.

READ a second time this 18<sup>th</sup> day of February 2005.

READ a third time this 18<sup>th</sup> day of February 2005.

I hereby certify the foregoing to be a true and correct copy of Bylaw No. 3986 cited as the "Cariboo Regional District Sam Ketcham Pool Amendment Bylaw No. 3986, 2005", as read a first, second and third time by the Regional District Board on the 18<sup>th</sup> day of February 2005.

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Janis Bell, Manager

RECEIVED the approval of the Inspector of Municipalities this 17<sup>th</sup> day of March 2005.

RECEIVED the approval of the electors of Cariboo Regional District on the 30<sup>th</sup> day of April 2005.

ADOPTED this 13<sup>th</sup> day of May, 2005.

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Ted Armstrong, Chair

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Jo-Anne Frank, Corporate Secretary

I hereby certify the foregoing to be a true and correct copy of Bylaw No. 3986 cited as the "Cariboo Regional District Sam Ketcham Pool Amendment Bylaw No. 3986, 2005", as adopted by the Regional District Board on the 13<sup>th</sup> day of May, 2005

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Jo-Anne Frank, Corporate Secretary



CARIBOO REGIONAL DISTRICT

BYLAW NO. 3985

A bylaw of the Cariboo Regional District in the Province of British Columbia to authorize borrowing for the repair, maintenance and improvement of the recreation facilities associated with the "Central Cariboo Recreation Service."

WHEREAS the Regional Board of the Cariboo Regional District has established by Bylaw No. 2380, a service for the purpose of providing recreation facilities to the Central Cariboo Recreation Service Area; and,

WHEREAS it is deemed desirable and expedient to repair, maintain and improve the recreation facilities serving the Central Cariboo Recreation Service Area; and,

WHEREAS the estimated cost of the renovation and improvement of the recreation facilities including expenses incidental thereto is the sum of three million two hundred thousand dollars (\$3,200,000) of which one million six hundred thousand dollars (\$1,600,000) is the amount of debt created by this bylaw, the remaining balance to be provided through provincial-federal grants, reserves and appropriate budgets; and,

WHEREAS the maximum term for which a debenture may be issued to secure the debt created by this bylaw is for a term not to exceed 10 years; and

WHEREAS the authority to borrow under this bylaw expires five years from the date on which this bylaw is adopted;

WHEREAS the Regional Board of the Cariboo Regional District has obtained the approval of electors, through a referendum, in accordance with Section 823.1 of the *Local Government Act*;

NOW THEREFORE, the Regional Board of the Cariboo Regional District in open meeting assembled, enacts as follows:

1. The Regional Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the repair, maintenance and improvement to the recreation facilities serving the Central Cariboo Recreation Service Area generally in accordance with plans on file in the regional district office and to do all things necessary in connection therewith and without limiting the generality of the foregoing:

- a) To borrow upon the credit of the Regional District a sum not exceeding one million six hundred thousand dollars (\$1,600,000);
  - b) To acquire all such real property, easements, rights-of-way, licenses, rights or authorities as may be requisite or desirable for or in connection with the construction of the said repair, maintenance and improvement to the recreation facilities.
2. The maximum term for which debentures may be issued to secure the debt created by this bylaw is 10 years.
  3. This bylaw may be cited as "Cariboo Regional District (Central Cariboo Recreation Services) Loan Authorization Bylaw No. 3985, 2005".

READ a first time this 18<sup>th</sup> day of February 2005.

READ a second time this 18<sup>th</sup> day of February 2005.

READ a third time this 18<sup>th</sup> day of February 2005.

I hereby certify the foregoing to be a true and correct copy of Bylaw No. 3985 cited as the "Cariboo Regional District (Central Cariboo Recreation Services) Loan Authorization Bylaw No. 3985, 2005", as read a first, second and third time by the Regional District Board on the 18<sup>th</sup> day of February 2005.

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Janis Bell, Manager

RECEIVED the approval of the Inspector of Municipalities this 17<sup>th</sup> day of March, 2005.

RECEIVED the approval of the electors of Cariboo Regional District on the 30<sup>th</sup> day of April, 2005.

ADOPTED this 13<sup>th</sup> day of May, 2005.

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Ted Armstrong, Chair

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Jo-Anne Frank, Corporate Secretary

I hereby certify the foregoing to be a true and correct copy of Bylaw No. 3985 cited as the "Cariboo Regional District (Central Cariboo Recreation Services) Loan Authorization Bylaw No. 3985, 2005", as adopted by the Regional District Board on the 13<sup>th</sup> day of May, 2005.

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Jo-Anne Frank, Corporate Secretary



**AGENDA ITEM**  
**SUMMARY**

File: 3900-20-  
13-01; 3200-  
20-4837  
Date: 24 May  
2013

TO: Chair and Directors, Cariboo Regional District Board

AND TO: Janis Bell, Chief Administrative Officer

FROM: Alice Johnston, Corporate Officer

DATE OF MEETING: 07 Jun 2013

SHORT SUMMARY: Request for Board Approval for South Cariboo Recreation Referendum

VOTING: Corporate Vote - Unweighted

MEMORANDUM: The South Cariboo Joint Committee has a resolution on today's agenda for the Board's consideration, which asks that the CRD amend the South Cariboo Recreation service to add a flexible definition of facilities and programs to be included in recreation and arts and culture services and a requisition limit increase of \$300,000 to a maximum of \$900,000 to be put to a referendum in September 2013.

Should the Board decide to proceed to referendum to amend the South Cariboo Recreation service as noted above, it is now necessary for the Board to:

- appoint a Chief and Deputy Chief Election Officer;
- approve the wording of the question for the ballot;
- pass a resolution to conduct the referendum over the entire service area rather than in individual areas, pursuant to section 801 of the *Local Government Act*; and
- give Bylaw No. 4837 three readings.

ATTACHMENT: Bylaw No. 4837  
Financial Analysis

POLICY IMPLICATIONS:

FINANCIAL IMPLICATIONS: Referendum costs will be recovered by the South Cariboo Recreation function.

*Reviewed and concur:*

CAO COMMENTS: *Reviewed and concur: Janis Bell, Chief Administrative Officer*

**OPTIONS:**                    1) Endorse the recommendations;  
                                  2) Receipt and other action.

**RECOMMENDATION: #1:** That the agenda item summary from Alice Johnston, Corporate Officer, dated May 24, 2013, regarding a referendum for Cariboo Regional District South Cariboo Recreation Service Amendment Bylaw No. 4837, 2013, be received. Further, that the Cariboo Regional District proceed to referendum on proposed Bylaw No. 4837, to be conducted on September 7, 2013 with advance voting opportunities on August 28th and September 3rd.

**#2:** That by an affirmative vote of at least 2/3rds of the votes cast, the Cariboo Regional District Board hereby provides that the participating area approval is to be obtained for the entire service area in the referendum on Cariboo Regional District South Cariboo Recreation Service Amendment Bylaw No. 4837, 2013.

**#3:** That Alice Johnston be appointed Chief Election Officer for the South Cariboo Recreation Service Amendment referendum on September 7, 2013, and that Darron Campbell be appointed Deputy Chief Election Officer for this referendum.

**#4:** That the question to be put to the electorate for the South Cariboo Recreation Service Amendment referendum on September 7, 2013, be as follows:

"Are you in favour of the adoption of Bylaw No. 4837, which would amend the South Cariboo Recreation Service to allow a more broad definition of recreation services including arts and cultural services, and to increase the maximum annual requisition to the greater of \$900,000 or an amount raised by applying a tax rate of \$0.8721/\$1,000 to the taxable value of land and improvements in the service area? (Based on 2013 assessed values, the maximum rate would be \$0.8721/\$1,000, which translates to a residential rate of \$68/\$100,000.)"

**#5:** That Cariboo Regional District South Cariboo Recreation Service Amendment Bylaw No. 4837, 2013 be read a first, second and third time this 7th day of June, 2013.



## CARIBOO REGIONAL DISTRICT

### BYLAW NO. 4837

#### **A bylaw of the Cariboo Regional District in the Province of British Columbia to amend the South Cariboo Recreation Bylaw.**

**WHEREAS** pursuant to the provisions of the *Local Government Act*, being Chapter 323 of the Revised Statutes of British Columbia, and amendments thereto, a Board may amend establishment bylaws; and

**WHEREAS** the Board of Directors has deemed it in the best interests of good government to amend the description of services and increase the maximum requisition for the service known as the South Cariboo Recreation Service; and

**WHEREAS** the Board of the Cariboo Regional District has obtained the approval of the electorate within the South Cariboo Recreation Service Area by referendum in accordance with Section 801.2 of the *Local Government Act*;

**NOW THEREFORE** the Board of Directors of the Cariboo Regional District, duly assembled in an open meeting, hereby enacts as follows:

#### 1. Citation

This bylaw may be cited for all purposes as the “Cariboo Regional District South Cariboo Recreation Service Amendment Bylaw No. 4837, 2013”.

#### 2. Description of Services

Section 3 of Bylaw No. 4617 is hereby deleted and replaced with the following:

The South Cariboo Recreation Service shall provide the following services to the participating areas:

- i) Development and operation of recreation and arts and cultural facilities, which may include but will not be limited to: an ice arena, curling rink, sports fields, trails, and performing arts facilities; and
- ii) Recreation and leisure, and arts and cultural activities and programs.

3. Requisition Limit

Section 7 of Bylaw No. 4617 is hereby deleted and replaced with the following:

The maximum amount that may be requisitioned annually under Section 806 of the *Local Government Act* for this service shall not exceed the greater of \$900,000 or an amount determined by applying a rate of \$0.8721/\$1,000 to the net taxable value of land and improvements in the service area.

READ A FIRST TIME THIS 7th DAY OF June, 2013.

READ A SECOND TIME THIS 7th DAY OF June, 2013.

READ A THIRD TIME THIS 7th DAY OF June, 2013.

I hereby certify that the foregoing is a true and correct copy of Bylaw No. 4837, cited as the "Cariboo Regional District South Cariboo Recreation Service Amendment Bylaw No. 4837, 2013" as read a third time by the Cariboo Regional District Board the 7th day of June, 2013.

\_\_\_\_\_  
Corporate Officer

Approved by the Inspector of Municipalities the 4th day of July, 2013.

Received assent of the electors within the South Cariboo Recreation Service Area on the \_\_\_ day of \_\_\_\_\_, 2013.

ADOPTED THIS \_\_\_ DAY OF \_\_\_\_\_, 2013.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Corporate Officer

I hereby certify that the foregoing is a true and correct copy of Bylaw No. 4837, cited as the "Cariboo Regional District South Cariboo Recreation Service Amendment Bylaw No. 4837, 2013" as adopted by the Cariboo Regional District Board the \_\_\_\_ day of \_\_\_\_\_, 2013.

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Corporate Officer



## AGENDA ITEM SUMMARY

TO: Chair and Directors  
AND TO: Janis Bell, Chief Administrative Officer  
FROM: Darron Campbell, Manager of Community Services      DATE: June 11, 2008  
DATE OF MEETING: June 27, 2008

SHORT SUMMARY: North Cariboo Multicentre project – Bylaws to provide for a loan authorization and taxation limit increase

VOTING: Corporate Vote – Unweighted

MEMORANDUM: Please find two attached proposed bylaws required to proceed to referendum on the North Cariboo MultiCentre project.

These bylaws were received and endorsed by the North Cariboo Joint Planning Committee June 10, 2008.

The two bylaws are:

- i) a loan authorization bylaw which will allow the Cariboo Regional District to borrow up to \$15,000,000 for the Multicentre project.
- ii) a service establishment amendment bylaw which will allow the Cariboo Regional District to increase the taxation limit of the North Cariboo Recreation and Parks function to the greater of \$3.70 / \$1,000 or \$4,900,000. This amendment is necessary to provide for debt management and higher operational cost related to the Multicentre project as well as ongoing delivery of existing NCRP services.

Public assent for the adoption of these bylaws will be attempted by referendum held in conjunction with the local government elections November 15, 2008. The referendum question proposed to acquire public assent is:

### Referendum Question

*Yes or No*

*Are you in favour of the Cariboo Regional District adopting i) Loan Authorization Bylaw 4396 to borrow up to \$15,000,000 and ii) Service Establishment Amendment Bylaw 4395 to increase the North Cariboo Recreation and Parks function taxation limit to a maximum of the greater of \$3.70/\$1,000 of assessed value or \$4,900,000 to provide for the construction of a new arena, theatre and multipurpose event space?*

Full copies of bylaws and summary synopsis are presented at the voting booth and other appropriate locations.

### Bylaws synopsis

i) Loan Authorization Bylaw

- This bylaw authorizes the borrowing of up to \$15,000,000 for the Multicentre project. The actual amount borrowed will depend on grant funding received from senior governments and the success of local fundraising.
- The debt management cost to borrow the funds is estimated at \$1,300,000 per year for 20 years.
- The bylaw limits spending of the borrowed funds to the fulfillment of the Multicentre project, which includes an arena, theatre, and multipurpose event space.

ii) Service Establishment Amendment Bylaw

- This bylaw amends the taxation limit of the North Cariboo Recreation and Parks (NCRP) function to the greater of \$3.70/\$1,000 or \$4,900,000.
- The current NCRP taxation limit is the greater of \$3.70/\$1,000 or \$3,678,000.
- Total taxation approved for the 2008 NCRP financial plan is \$3,102,063. This equates to a 2008 residential tax rate of \$146/\$100,000 on the assessed value of land and improvements.
- The budget increase necessary to provide for the Multicentre project is estimated at \$1,500,000 per year based on i) borrowing \$15,000,000 and ii) a net annual operational cost increase to the function of \$200,000. This equates to an approximate increase to the residential tax rate of \$60/\$100,000. Therefore, the estimated residential tax rate post-Multicentre construction is estimated at \$205/\$100,000 on the assessed value of land and improvements.

ATTACHMENT: Proposed bylaws 4395 and 4396

POLICY IMPLICATIONS: These bylaws must be given three readings by the Board prior to seeking approval from the Ministry of Community Services.

In order to meet the timeline necessary for a referendum November 15, 2008, these bylaws must be given three readings no later than July 18, 2008.

FINANCIAL IMPLICATIONS: These bylaws will allow the borrowing of up to \$15 million and an requisition limit increase to \$3.70/\$1,000 of assessed value within the NCRP function. Reviewed by the Treasurer:

OPTIONS: Receipt, Receipt and endorsement of the Recommendation, Rejection

RECOMMENDATION: That the agenda item summary from Darron Campbell, Manager of Community Services, dated June 11, 2008, regarding the Cariboo Regional District North Cariboo Recreation and Parks Service Loan Authorization Bylaw No. 4396, 2008 and the Cariboo Regional District North Cariboo Recreation and Parks Service Establishment Amendment Bylaw No. 4395, 2008, be received. Further that the bylaws be given three readings in preparation for public assent via referendum November 15, 2008.



2013

Sam Ketcham Pool Upgrade Referendum  
Communications Plan



## 1. Situational Analysis

The Cariboo Regional District and the City of Williams Lake provide a joint recreation service to residents of the Central Cariboo. The Cariboo Regional District (CRD) owns the Cariboo Memorial Recreation Complex while the City of Williams Lake is under contract to manage the facility.

A major portion of the complex is dedicated to public swimming pool. The public, school children, and the Blue Fins competitive swim club are the primary users of the facility.

The pool, which has been open for almost 30 years, is in dire need of a major renovation or replacement due the aging infrastructure. Based on the feasibility studies completed by Professional Environmental Recreation Consultants Ltd. (PERC) which was hired by the local governments, the best option would be to undertake a major renovation which would cost approximately \$11.3 million.

The proposed concept that would see the current main pool tank repaired and a new leisure pool added onto the existing Cariboo memorial Complex building. The leisure pool would have features such as a “lazy river” and waterslide, as well as three swimming lanes. The repair of the current pool and construction of the leisure pool would be built in two separate phases, ensuring that one pool would be operational at all times during construction. The concept also calls for the construction of a second floor above the existing change rooms to house fitness space. The change rooms would also be expanded.

The Cariboo Regional District will hold a referendum on November 15, 2013 to seek voter assent for a major upgrade of the Sam Ketcham Memorial Pool in Williams Lake. Residents will be asked to vote on a bylaw authorizing the borrowing required to proceed with the project.

This project and the components within the communications plan align with both the Cariboo Regional District’s and the City of Williams Lake’s strategic goals and priorities. Specifically for the Williams Lake Official Community Plan, the plan supports the World Class Recreation, Social Well-Being, and Resilient Economy Strategic Priority Areas. For the Cariboo Regional District, this program adheres to the 2013 Strategic Plan by;

- ensuring sufficient and sustainable funding;
- providing cost effective high quality services;
- builds on relationships; and,
- focusing on being well managed.

As a first step in this entire process, it is staff’s recommendation that a joint Pool Referendum Communications sub-committee be established immediately. The composition of the committee should include two elected officials from the CRD and the City of Williams Lake (each) and staff.

## 2. Research

Objectives for the research will include:

- Learn about the current condition of the facility;
- Learn about the key stakeholders and user groups;
- Identify the problems facing this situation and the opportunities;
- Measure the level of awareness of the aging infrastructure of the facility;
- Measure support and attitudes towards a major renovation of the complex;
- Identify best practices from similar size communities who have undertaken similar recreation projects; and,
- Identify and track and current and potential issues related to this project.

### Opportunity Definition

There is a huge opportunity to involve a large number of publics in deciding the future of the Cariboo Memorial Recreation Complex. Potentially the pool could be used to help draw new families and businesses to the region and thereby stimulating the local economy. Many people identify their requirements of a new community is recreation opportunities and facilities.

### Primary Research

The research will start with a review of the engineering report to gain a better understanding of the options and why the firm has recommended a major renovation versus a complete re-build. This will also give us some insight to any potential problems which may arise as a result of the aging infrastructure.

Communications staff from the CRD and the City of Williams Lake will need to be involved in all meetings related to the project. This will help provide any background information and help identify any other emerging issues.

A statistically valid telephone Public Opinion Survey with a sampling of members from the user groups, taxpayers and community members will also be undertaken. This information will help establish a benchmark for future measurement of attitudes, support for the project and awareness levels of the problems with the existing pool.

### Secondary Research

Secondary Research will include the following:

- Media content analysis to see what information is in the public's eye about the project currently. It will also provide a benchmark for measurement of the communications program's effectiveness.
- A review of other local governments with similar demographics will also be included to help identify best practices and potential issues with a recreation facility renovation of this magnitude.
- An online social media analysis will also be conducted to gauge the level of support or opposition for this project.

### 3. Analysis

The first step in the analysis phase of the communications program will be to conduct a SWOT analysis – a review of strengths, weaknesses, opportunities and threats identified in the research phase.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• A solid base of user groups and stakeholders in the community</li> <li>• Well known complex for competitions within the swimming community</li> <li>• Provides many swimming programs for all ages and all abilities</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• The infrastructure is failing and needs to be replaced urgently</li> <li>• Loss of revenue to support the other services offered at the recreation complex</li> <li>• Loss of a major recreation activity during the winter months in an area with few options for youth (keep them busy and out of trouble)</li> <li>• No other public swimming pool within 1.5 hours drive.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Develop an exemplary aquatic centre which could draw more competitions and benefit local businesses such as hotels, restaurants, stores.</li> <li>• Opportunity to use a major renovation of the complex as a selling feature to families and businesses considering relocating to Williams Lake</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• No pool for swim team during the renovations</li> <li>• Loss of revenue from school swimming programs and public swimming sessions</li> <li>• Taxpayers not wanting to spend more on taxes as a result of the economy and unknown job loss potential.</li> </ul>

#### Communication Challenges

While considerable work has already been undertaken to discover the best options, there are going to be some challenges. These challenges might include:

- Any misinformation about the cost to the taxpayers.
- Adherence to the Communications Plan. Not following the prescribed program with have a tremendous impact on the efficacy of the overall plan.
- The current economic climate within the region as a result of the economic downturn and the impact of the Mountain Pine Beetle infestation.
- An effort to “chip away” at the design or an effort to require the project to go back to the design phase, with the aim of reducing the overall cost.

#### Key publics include (not in a particular order):

- Taxpayers within the recreation service taxation boundary
- Public swimming and swimming program patrons
- Local government elected officials & staff
- Recreation complex staff
- Other recreation complex user groups such as minor hockey, triathletes
- Blue Fins Swim Club
- Local businesses within the recreation taxation boundary
- Provincial government and MLAs
- Seniors
- Health and Recreation therapists in the community

## 4. Communications Strategy

### Communications Goal

To effectively communicate with residents and all key publics about the referendum to undertake a major renovation of the pools at the Cariboo Memorial Recreation Complex. We will also communicate clearly and effectively the importance of replacing the aging infrastructure. The communications program is not designed to ensure that voter response is either for, or against the proposal; rather, it is designed to ensure that voters can make an informed decision on referendum day. Materials will present costs, benefits and other issues from a balanced perspective.

### Communications Objectives

The objectives of this specific communications will be to build awareness, and action towards achieving the organizational goals and objectives of renovating the Cariboo Memorial Recreation Complex pool. Through this program we will also try to raise awareness about local governments and the need for residents to exercise their democratic rights.

#### Objective #1

Increase the level of awareness of the current condition of the pool and the need to renovate the project by 20 percent within the next six months.

#### Objective #2

Increase voter participation in this referendum by 20 percent from the last central Cariboo recreation referendum held in 2005 (1,925 voters).

#### Objective #3

Conduct a referendum to ask residents if they want to, or do not want to proceed with renovations to the Sam Ketcham Pool within the next 12 months.

### Communication Strategy

The strategy will be modeled around a two-way symmetrical process to:

- Engage key publics;
- Provide as much information about the pool renovation and referendum as possible;
- Emphasize the benefits of a major renovation of the pool; and
- Proactively engage all news media including traditional and online.

### **Key Messages**

The following is a list of key messages that are suggested. Based on the information we receive through the initial survey, and throughout the process these messages may need revision or additional messaging will be developed.

- The pool, which has been open for almost 30 years, is in dire need of a major renovation or replacement due the aging infrastructure. Based on the feasibility studies completed by Professional Environmental Recreation Consultants Ltd. (PERC) which was hired by the local governments, the best option would be to undertake a major renovation which would cost approximately \$11.3 million.
- The proposed concept would see the current main pool tank replaced, vital mechanical systems replaced and a new leisure pool added onto the existing Cariboo memorial Complex building. The leisure pool would have features such as a “lazy river” and waterslide, as well as three new (additional) swimming lanes. The repair of the current pool and construction of the leisure pool would be built in two separate phases, ensuring that one pool would be operational at all times during construction. The concept also calls for the construction of a second floor above the existing change rooms to house multi-use space. The change rooms would also be expanded.
- The Cariboo Regional District and the City of Williams Lake are committed to providing the best possible recreation services for our communities in a cost-efficient manner. This has benefits beyond an enhanced facility for residents.
- We will only move forward with the major renovations if we receive assent from our electorate in the Referendum.
- It is vital that the electorate be as informed as possible regarding this significant vote. We urge you to visit the website or call us to make sure you have the information you need to make a decision that’s right for you.
- Democracy is not a spectator sport. Not only do you need to be informed, you have to exercise your right to vote to ensure you were a part of the conversation. If you’re not sure whether you have a vote, find out. Call the CRD at 250-392-3351 or toll free at 1-800-665-1636 and ask to speak with the Chief Elections Officer.
- The proposed cost for the major renovation is \$11.3 million. This would result in an increase for Central Cariboo Recreation services of approximately \$40/\$100,000 including operating costs. The remaining \$1.3 million will need to be made up from grants, fundraising and reserves. Any funds raised beyond the required will go towards reducing the debt or rebuilding capital reserves.

### **Internal Communications**

The key initiative here will be to keep all staff and elected official apprised of the current situation and what our next steps will be. We will be providing information to all internal stakeholders including key messages, FAQs and backgrounders in event they are requested for information.

Tactics will include:

- Interactive web postings
- Meetings with staff
- Meetings with elected officials
- Bulletin Boards

**External Communications**

The strategy for all external communications will be to provide as much accurate information about the project including costs, work schedules, the benefits of a major renovation to the pool as well as the possible impacts and solutions a long renovation project could have on the community. Tools to be used include:

- Open houses and public information sessions to be held on-site in meeting rooms. These sessions will provide opportunities for residents to obtain factual information about the proposal which will help them make a decision that is right for them on Referendum Day. Brochures, FAQs, and other background information will be made available to taxpayers, local businesses and user groups through these meetings
- Kiosks at Boitanio mall, Walmart and grocery stores will be both static and manned (preferably with elected officials and staff) when possible.
- Two mailers will be issued to all residents and businesses within the recreation service boundary.
- Both the City and CRD websites will be used with information updated regularly.
- The City Page in the Williams Lake Tribune/Advisor will be used.
- City and CRD Social Media Facebook pages and twitter feeds will be utilized. A Facebook page specifically for this project and referendum which is administered by both the City and the CRD will be developed and used extensively to provide two-way communication with affected residents, user groups, and businesses. This will provide an excellent forum for questions to be asked about the project and for their answers to be provided by staff in a very quick time-frame.
- We will seek out opportunities to make presentation about the project to targeted community groups and organizations such as the Rotary Clubs, the Chamber of Commerce, the BIA, Seniors' Advisory Council and more.

**Media Relations (uncontrolled or earned media)**

- Information packages for the media including FAQs, Background information, media releases.
- A number of pitched media articles will also be incorporated.
- A media tour of the complex will be arranged which will be conducted by the key spokesperson/s from the elected official as well as CRD and City staff to provide technical information about the proposal.

**Advertising (controlled media)**

Advertising will be used to help raise awareness for the project and to clarify some of the more complex issues involved in the project such as finances, the referendum process itself as well as basic information about the proposal.

**Timeline**

The following timeline is based on the assumption the referendum will be taking place on November 15, 2014.

**Months 1-3**

- Prepare all print materials including brochures, Frequently Asked Questions
- Prepare a schedule of open house meetings dates, times and locations
- Develop social media presence for the project
- Post materials on the websites as they become available
- Hold initial meetings with staff and elected officials to brief them on the project and ensure all front line staff are fully aware of the process and are provided with speaking notes.

**Months 4-6**

- Send out first mailer to residents with information about open houses and where they can find information.
- Start with open houses at varying times of the day over the next few months to accommodate shift workers from the mills and mines in the area.
- Continue with social media and monitor closely to ensure any questions are answered swiftly
- Start advertising campaign with public awareness ad
- Meet with swim club and other user groups to collaborate in finding solutions for training in the event the referendum is successful and help facilitate options such as arranging for pool time in Quesnel.
- Hold a news conference
- Continue updating websites

**Months 7-9**

- Build kiosk displays for shopping centres and grocery stores and make all necessary arrangements
- Continue with public meetings
- Conduct second public opinion survey
- Continue monitoring traditional and online media for any emerging issues and provide responses to residents as needed.
- Continue with advertising
- Prepare and deliver pitched articles to members of the media
- Run a Facebook public opinion survey and encourage feedback and dialogue

**Months 10-12**

- Send out the second mailer to residents including referendum information as well as basics about the program.
- Shopping Centre and grocery store kiosk put into place.
- Provide media with an opportunity for interviews with official spokesperson/s and technical staff for any final stories the media may want to run leading up to the referendum.
- Run the final flighting of “Get out and Vote” ads.
- Hold the Referendum – Further action will be based on the outcome of the vote.

**Months 13-14**

- Prepare the final evaluation and present it to both the CRD and the City of Williams Lake. Next steps will be determined by the outcome of the referendum.

**Budget**

Activity	Cost
Mailers (X2) <ul style="list-style-type: none"> <li>• Printing</li> <li>• Postage</li> </ul>	
Kiosks (2)	
Surveys (2) Analysis	
Social Media (using existing CRD & WL sites)	
Advertising <ul style="list-style-type: none"> <li>• Print (awareness and referendum)</li> <li>• Radio (primarily used for "Get out and Vote")</li> <li>• Newspaper City Page</li> </ul>	
Public Meetings (hall rentals & supplies)	
<b>Total</b>	

## 5. Evaluation

Evaluation will be ongoing throughout the campaign, in order to ensure effectiveness of the messaging and the mediums. It will look at the preparation, the implementation phase and will evaluate the overall impact of the program.

### Preparation Phase

An ongoing feedback loop and analysis of print and online materials will provide information on the adequacy of the information base, the content and messaging, and the presentation quality of printed and digital products.

### Implementation Phase

Media monitoring will be done to evaluate distribution, placement, and audience reach for key messages as well as trends throughout the program. Feedback forms and meeting notes from the meetings will also be used to indicate whether the key messages are being received and the reach into the community. Social media will be monitored to see the level of engagement with publics via comments and questions.

### Overall Impact

The impact of the program will be measured against the objectives to see the influence the program has had over people's knowledge and awareness of the benefits of the renovated pool will bring to the Central Cariboo and about recreation in general.

### Measurement

Measurement of results will be undertaken using observation, media monitoring and a follow-up survey.

Objective	Measure
<b>Objective #1</b> Increase the level of awareness of the current condition of the pool and the need to renovate the project by 20 percent from the benchmarked level from the first survey, to the second survey.	Did the level of awareness of the current condition of the pool and the need to renovate or rebuild grow by 20 percent within the first six months?
<b>Objective # 2</b> Increase voter participation in this referendum by 20 percent over the last central Cariboo recreation referendum which was held in 2005 (1,925 voters)	Did voter participation for the renovation of the aging infrastructure grow by 20 percent over the last central Cariboo recreation referendum?
<b>Objective # 3</b> To conduct a referendum, within the next 12 months, to ask residents if they want to or do not want to proceed with major renovations to the pool.	Did the referendum occur on November 15 as scheduled?



**CITY OF WILLIAMS LAKE  
COUNCIL REPORT**

**DATE OF REPORT:** October 17, 2013  
**DATE & TYPE OF MEETING:** November 13, 2013 Special Joint Committee Meeting  
**AUTHOR:** Geoff Paynton, Director of Community Services  
**SUBJECT:** MOUNTAIN BIKE CONSORTIUM DELEGATION  
**FILE:** 8200-12

**SECTION 1: EXECUTIVE SUMMARY**

At the September Joint Meeting Justin Calof of the Cariboo Mountain Biking Consortium presented to the Joint Committee on the activities of the Consortium and the results of the partnerships between itself, the City, and CRD to promote Mountain Biking in the Cariboo, and generate increased economic activity as a result.

The highly successful effort has now reached a point where development of a plan for the long term sustainability is a priority to ensure the continued growth and success of the now established effort and the Consortium is asking for a formal process to begin to have these discussions.

**SECTION 2: BACKGROUND**

None.

**SECTION 3: DISCUSSION**

The Cariboo Mountain Bike Consortium has suggested that a working group consisting of members of their Board, as well as CRD Directors and City Council members, and senior staff from each could be formed to develop options for Joint Committee to consider.

Currently there is also discussion at the Joint Committee around increasing resources for sub-regional groups such as the Mountain Bike consortium that may have an impact on any options that might be developed. It is likely that support of some type for mountain biking would be included in the work plan of the proposed position in this proposal.

Based on these variables, and the developing nature of the sub-regional proposal, staff are recommending that a terms of reference for this working group be developed with the Mountain Bike consortium, and that it considers the developments that may occur in the on-going discussions at Joint around sub-regional recreation.

The proposed terms of reference would be brought back to a Joint Committee meeting before the end of 2013 for discussion and possible appointment of members of that working group.

**SECTION 4: DETAILED ANALYSIS**

**a. Financial Considerations – Cost and Resource Allocations:**

N/A

**b. Legislative Considerations (Applicable Policies and/or Bylaws):**

N/A

<b>c. This project most closely <u>supports</u> the following ICSP Priority Areas:</b>
World Class Recreation
<b>d. This project potentially <u>conflicts</u> with the following ICSP Priority Areas (also list mitigation measures)</b>
N/A
<b>e. Environmental Considerations:</b>
N/A
<b>f. Social Considerations:</b>
N/A
<b>g. Economic Considerations:</b>
N/A
<b>SECTION 5: RECOMMENDATION</b>
That Joint Committee direct staff to work with the Cariboo Mountain Bike Consortium to develop a terms of reference for a working committee to explore a sustainable plan for mountain biking in Williams Lake and area and report back to a future meeting of the Joint Committee.

Respectfully submitted,

Darrell Garceau  
 Chief Administrative Officer

This report has been prepared in consultation with the following:	Initials
Darron Campbell, Manager of Community Services, CRD	

**ATTACHMENTS:**

**Attachment A – Cariboo Mountain Bike Consortium September 25, 2013 Joint Committee Presentation**



# The Cariboo Mountain Bike Opportunity

# Cariboo Mountain Bike Consortium

- \* Established in 2009 as an incorporated society.
- \* Focused on 3 program areas:
  - \* Marketing
  - \* Business & Government Partnership Development
  - \* Recreational Infrastructure
- \* Economic Impact Assessment



# Cariboo Mountain Bike Economy

- \* In 2010 the mountain bike economy in the Cariboo was valued at \$1.9M
- \* In 2012, a second and more comprehensive assessment was carried out, which indicated an 11.5% increase in the overall mountain bike economy.
- \* This growth can be maintained with investment in the stability of the Consortium initiative



# Proposal



- ☼ Explore a more permanent funding model for the Consortium initiative with the City and Regional District
- ☼ Create a sub-committee to further explore this notion and make recommendations to the Joint Committee in the Winter of 2014.