



REGIONAL SERVICES COMMITTEE MEETING AGENDA

WEDNESDAY, OCTOBER 25, 2017

BOARD ROOM

175 INGRAM STREET, DUNCAN, BC

8:30 AM

PAGE

1. **CLOSED SESSION**

Motion that the meeting be closed to the public in accordance with the *Community Charter* Part 4, Division 3, Section 90, subsections as noted in accordance with each agenda item.

CS M1 - Closed Session Minutes of June 28, 2017

CS R1 Sections 90(1)(k) Proposed Provision of a Municipal Service; and 90(2)(b) Third Party Negotiations

2. **APPROVAL OF AGENDA**

3. **ADOPTION OF MINUTES**

M1 Regular Regional Services Committee meeting of September 21, 2017

1

Recommendation That the minutes of the Regular Regional Services Committee meeting of September 21, 2017 be adopted.

4. **BUSINESS ARISING FROM THE MINUTES**

5. **PUBLIC INPUT PERIOD**

6. **DELEGATIONS**

7. **CORRESPONDENCE**

8. **INFORMATION**

9. **REPORTS**

R1 Report from the Manager, Economic Development Re: Tourism Cowichan Society - Government Allocation Recovery Adjustments

3

Recommendation 1. That the annual government

recovery allocation for Function 123
- Regional Tourism decrease from
4.5% to 2% in 2018.

2. That the CVRD Administrative and Recovery Fees Policy be amended to exempt the Municipal Regional District Tax (MRDT) revenue that is transferred to Tourism Cowichan Society.

R2 Report from the Manager, Economic Development Re: 2018 Budget Review - Function 121 - Economic Development 7

Recommendation

1. That the 2018 Budget for Function 121 Economic Development be approved.
2. That the Supplementary request for a Tournament Incentives Grant Program for Sport Tourism be approved.
3. That the Supplementary request for support for the Rogers Hometown Hockey Tournament be approved.
4. That the Supplementary request for a one-year pilot to hire a Special Projects Assistant for Economic Development Cowichan be approved.

R3 Report from the Manager, Economic Development Re: 2018 Budget Review - Function 123 - Regional Tourism 19

Recommendation That the 2018 Budget for Function 123 - Regional Tourism be approved.

R4 Report from the Assistant Manager, Finance Re: 2018 Budget Review - Grant Functions for Non Profit Organizations 27

Recommendation

1. That the 2018 Budget for Function 457 – Victim Services - West be approved.
2. That the 2018 Budget for Function 458 – Lake Cowichan Activity Centre be approved.
3. That the 2018 Budget for Function 459 – Victim Services be approved.
4. That the 2018 Budget for Function 472 – Senior Centre Grant be approved.
5. That the 2018 Budget for Function 474 – Kaatza Historical Society be approved.
6. That the 2018 Budget for Function 493 – Safer Futures be approved.

7. That the 2018 Budget for Function 494 – Social Planning be approved.
8. That the 2018 Budget for Function 496 – Cowichan Community Policing be approved.
9. That the 2018 Budget for Function 497 – Cowichan Valley Hospice be approved.

R5 Report from the Manager, Public Safety Re: 2018 Budget Review - Function 109 - Emergency 9-1-1 65

Recommendation That the 2018 Budget for Function 109 - Emergency 9-1-1 be approved.

R6 Report from the Manager, Public Safety Re: 2018 Budget Review - Function 205 - Emergency Planning 73

Recommendation

1. That the 2018 Budget for Function 205 - Emergency Planning be approved.
2. That the Supplementary request for a new Emergency Operations Centre and Public Safety Division offices at the Bings Creek Facility be approved.

R7 Report from the Environment Analyst/Technician, Environmental Services Re: 2018 Budget Review - Function 131 - Environmental Initiatives 99

Recommendation

1. That the 2018 Budget for Function 131 - Environmental Initiatives be approved.
2. That the Supplementary request for hiring a Co-op student be approved.
3. That the Supplementary request for Partnership Project funding be approved.

R8 Report from the Environmental Analyst/Technician, Environmental Services Re: 2018 Budget Review - Function 530 - Cowichan Flood Management 109

Recommendation That the 2018 Budget for Function 530 - Cowichan Flood Management be approved.

R9 Report from the Environmental Analyst/Technician, Environmental Services Re: 2018 Budget Review - Function 535 - Central Sector Liquid Waste Management Plan 115

Recommendation That the 2018 Budget for Function 535 - Central Sector Liquid Waste Management Plan be approved.

R10	Report from the Manager, Parks & Trails Re: 2018 Budget Review - Function 280 -Regional Parks	121
	Recommendation That the 2018 Budget for Function 280 - Regional Parks be approved.	
R11	Report from the Manager, Parks & Trails Re: 2018 Budget Review - Function 283 - Kinsol Trestle	137
	Recommendation That the 2018 Budget for Function 283 - Kinsol Trestle be approved.	
R12	Report from the Manager, Parks & Trails Division Re: 2018 Budget Review - Function 285 - Regional Parkland Acquisition	145
	Recommendation That the 2018 Budget for Function 285 - Regional Parkland Acquisition be approved.	
R13	Report from the Manager, Arts & Culture Re: 2018 Budget Review - Function 400 - Arts and Culture	153
	Recommendation That the 2018 Budget for Function 400 - Arts and Culture be approved.	
R14	Report from the Manager, Recycling & Waste Management Re: 2018 Budget Review - Function 520 - Solid Waste Management	161
	Recommendation	
		1. That the 2018 Budget for Function 520 - Solid Waste Management be approved.
		2. That the Supplementary request to purchase a replacement loader be approved.
		3. That the Supplementary request to purchase a replacement pick-up truck be approved.
		4. That the Supplementary request to do a Meade Creek Solar Field Feasibility Study be approved.
R15	Report from the Asset Coordinator, Engineering Re: 2018 Budget Review - Function 571 - Asset Management	181
	Recommendation	
		1. That the 2018 Budget for Function 571 - Asset Management be approved.
		2. That the Supplementary request for the FTE Asset Management position be approved.
R16	Report from the Assistant Manager, Finance Re: 2018 Budget Review - Function 100 - General Government	189

- Recommendation**
1. That the 2018 Budget for Function 100 - General Government be approved.
 2. That the Supplementary request for a Corporate Records Officer be approved.
 3. That the Supplementary request to increase the Asset Coordinator position to a full-time position be approved.
 4. That the Supplementary request for training and communication materials be approved.
 5. That the Supplementary request to increase PlaceSpeak software subscription costs be approved.

R17 Report from the General Manager, Community Services Re: 2018 Budget Review - Function 101 - Community Health Network 209

- Recommendation** That the 2018 Budget for Function 101 - Community Health Network be approved.

R18 Report from the Manager, Environmental Services Re: Watershed Management Service Development 217

- Recommendation** For Direction

R19 Report from the General Manager, Community Services Re: Recreation Management Software 227

- Recommendation** That it be recommended to the Board to enter into a five-year agreement with Perfect Mind to provide recreation management software.

R20 PowerPoint Presentation from the General Manager, Community Services Re: Physical Literacy 397

- Recommendation** For Information

10. **UNFINISHED BUSINESS**

11. **NEW BUSINESS**

12. **QUESTION PERIOD**

13. **ADJOURNMENT**

The next Regional Services Committee Meeting will be held Wednesday, November 29, 2017 at 9:30 AM, in the Board Room, 175 Ingram Street, Duncan, BC.

Committee Members

Director A. Stone, Chairperson
Director K. Marsh, Vice-Chairperson
Director S. Acton
Director M. Clement
Director K. Davis

Director B. Day
Director M. Dorey
Director L. Iannidinardo
Director S. Jackson
Director K. Kuhn

Director J. Lefebure
Director M. Marcotte
Director I. Morrison
Director A. Nicholson
Director T. Walker

Minutes of the Regional Services Committee Meeting held on Thursday, September 21, 2017 in the Board Room, 175 Ingram Street, Duncan BC at 11:30 AM.

PRESENT: Chair A. Stone
Director S. Acton
Director K. Davis
Director B. Day
Director L. Iannidinardo <after 11:37 AM>
Director S. Jackson
Director K. Kuhn
Director J. Lefebure
Director K. Marsh
Director M. Marcotte
Director I. Morrison
Director A. Nicholson
Alternate Director A. Siebring

ALSO PRESENT: B. Carruthers, Chief Administrative Officer
J. Barry, Corporate Secretary
M. Kueber, General Manager, Corporate Services
J. Elzinga, General Manager, Community Services
R. Blackwell, General Manager, Land Use Services
B. Dennison, Manager, Water Management
J. deJong, Fire Rescue Services Coordinator
A. Tokarek, Senior Environmental Energy Analyst
T. Daly, Recording Secretary

ABSENT: Director M. Clement
Director M. Dorey
Director T. Walker

APPROVAL OF AGENDA

It was moved and seconded that the agenda be amended with the addition of one New Business item: NB1 – Director Marsh Re: Disaster Relief; and that the agenda, as amended, be approved.

MOTION CARRIED

ADOPTION OF MINUTES

M1 Regular Regional Services Committee meeting of July 26, 2017

It was moved and seconded that the minutes of the Regular Regional Services Committee meeting of July 26, 2017 be adopted.

MOTION CARRIED

REPORTS

- R1** Report from the A/Manager, Public Safety Re: Community Wildfire Protection Plan - UBCM Grant Application

It was moved and seconded that it be recommended to the Board that three (3) grant applications be submitted to the Union of BC Municipalities for the Community Wildfire Protection Plan (CWPP) - Cowichan Central, Cowichan West, and Cowichan North projects under the Strategic Wildfire Prevention Initiative, Community Wildfire Protection Plan & CWPP Update Program.

MOTION CARRIED

- R2** Report from the Asset Coordinator, Engineering Services Re: Union of BC Municipalities Asset Management Planning Program Grant Application

It was moved and seconded:

- 1. That it be recommended to the Board that an application be made for a grant opportunity from the Union of BC Municipalities Asset Management Planning Program for the Asset Management Levels of Service Project.**
- 2. That it be recommended to the Board that the CVRD commit to conducting the following activities in its proposed project submitted to Union of BC Municipalities' Asset Management Planning Program to advance our asset management program:**
 - 1. Develop Levels of Service; and**
 - 2. Asset management training for staff.**
- 3. That it be recommended to the Board that funding in the amount of \$7,500 be approved from Community Works Funds, and an in kind contribution in the amount of \$7,500 from the Engineering Services Department to fund the Asset Management Levels of Service Project.**

MOTION CARRIED

- R3** Report from the Asset Coordinator, Engineering Services Re: Federation of Canadian Municipalities Municipal Asset Management Program Grant Application

It was moved and seconded:

- 1. That it be recommended to the Board that an application be made for a grant opportunity from the Federation of Canadian Municipalities' Municipal Asset Management Program for Asset Management Condition Assessment Project.**
- 2. That it be recommended to the Board that the CVRD commit to conducting the following activities in its proposed project submitted to the Federation of Canadian Municipalities' Municipal Asset Management Program to advance our asset management program:**

- 1. Condition Assessments; and
- 2. Data Desegregation.

- 3. That it be recommended to the Board that funding in the amount of \$12,500 be approved from the Community Works Fund toward the Asset Management Condition Assessment Project.

MOTION CARRIED

R4 Report from the General Manager, Community Services Re: Tournament Incentives

11:37 AM Director Iannidinardo entered the meeting.

It was moved and seconded that it be recommended to the Board:

- 1. That up to \$30,000 be included in the preparation of the sport tourism section of the Economic Development budget for 2018.
- 2. That a set of criteria be developed to evaluate appropriate financial incentives for hosting provincial, regional, national, or international events.

MOTION CARRIED

NEW BUSINESS

NB1 Director Marsh Re: Disaster Relief

Director Marsh inquired whether the Directors would consider making a contribution to a disaster relief organization in light of the recent international hurricanes and earthquakes. It was the consensus of the committee that individuals can make their own choices regarding disaster relief contributions.

ADJOURNMENT

11:52 AM

It was moved and seconded that the meeting be adjourned.

MOTION CARRIED

The meeting adjourned at 11:52 AM.

Chair

Recording Secretary

Dated: _____



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 10, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: Economic Development Division
Land Use Services Department

SUBJECT: Tourism Cowichan Society - Government Allocation Recovery Adjustments

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to provide an update of recent discussions with Tourism Cowichan Society regarding the CVRD's government allocation recovery program.

RECOMMENDED RESOLUTION

1. That the annual government recovery allocation for Function 123 - Regional Tourism decrease from 4.5 % to 2% in 2018.
2. That the CVRD Administrative and Recovery Fees Policy be amended to exempt the Municipal Regional District Tax (MRDT) revenue that is transferred to Tourism Cowichan Society.

BACKGROUND

In June 2016, the CVRD finalized an agreement with Tourism Cowichan Society that transferred the responsibility for destination marketing activities from Economic Development Cowichan to the not-for-profit organization. In keeping with the agreement, Tourism Cowichan Society now presents an annual work plan to the Board and manages a comprehensive marketing program for tourism stakeholders in the Cowichan Valley.

The Society uses the funding provided through the CVRD's Regional Tourism requisition to leverage matching funding from Destination BC. Any reduction to the overall requisition results in a reduction of leveraged funding available to Tourism Cowichan Society from the Province.

In 2017, the CVRD annual government recovery allocation was \$10,434. This allocation is based on a Board policy that applies either 4.5% or 2% (depending on type of function) on previous year actual expenditure level, when marketing programs were under the jurisdiction of Economic Development Cowichan.

Now that regional tourism marketing activities have transferred to Tourism Cowichan Society, a one-time annual payment to the Society can reduce the administrative burden on the CVRD. Reducing the government recovery allocation to 2% aligns with the Recovery of Administrative/Finance Charges Policy passed by the Board on November 14, 2012. The policy reads:

"That the charge levied against all functions that CVRD office staff actively administer be 4.5 % of the previous year's operating expenditures, excluding debt payments, transfers to reserves, transit passes, and prior year's charge, 0% of capital expenditures and 2% of functions which are inactive, annual grants or operated under contract."

When the MRDT program was brought into effect by the CVRD in 2017 for the purpose of providing a new source of marketing funds to Tourism Cowichan Society, it was not contemplated by the Society that forwarding of the funds would be subject to a government recovery allocation. Therefore, the Society has requested that MRDT funding be exempt from the Recovery of Administrative/Finance Charges Policy.

ANALYSIS

Tourism Cowichan Society has demonstrated an ability to successfully use the funds provided through the annual Regional Tourism requisition and through the MRDT to leverage \$250,000 in Destination BC resources for marketing the Cowichan Valley. Reducing the annual government recovery allocation to 2% and exempting the MRDT funds will allow the society to garner additional revenue from the Province for marketing the Cowichan Valley.

FINANCIAL CONSIDERATIONS

If the CVRD recovery allocation for Regional Tourism changes from 4.5% to 2%, the government allocation funding will decline by an estimated \$4,800.

If the CVRD recovery allocation is not applied to MRDT funds, an estimated \$2,600 in government allocation funding will not be recovered.

Reducing the Government Allocation charge for Regional Tourism and the MRDT, will allow the Society to garner an estimated \$7,400 in leveraged funding from Destination BC. However, there will be a reduction in General government Allocation funds going into General Government, which will cause the General Government requisition to go up by the same \$7,400.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

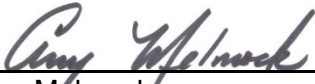
Supporting the growth and promotion of the tourism sector in the Cowichan Valley is part of the sectoral focus of Economic Development Cowichan's Strategic Plan.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

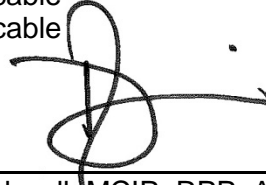
Prepared by:

Reviewed by:



Amy Melmock
Manager

Not Applicable
Not Applicable



Ross Blackwell, MCIP, RPP, A.Ag.
General Manager

ATTACHMENTS:
N/A



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 10, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: Economic Development Division
Land Use Services Department

SUBJECT: 2018 Budget Review – Function 121 Economic Development

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budget for Economic Development.

RECOMMENDED RESOLUTION

1. That the 2018 Budget for Function 121 Economic Development be approved.
2. That the Supplementary request for a Tournament Incentives Grant Program for Sport Tourism be approved.
3. That the Supplementary request for support for the Rogers Hometown Hockey Tournament be approved.
4. That the Supplementary request for a one-year pilot to hire a Special Projects Assistant for Economic Development Cowichan be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. In keeping with this process, a draft budget was prepared for Economic Development based on core expenses and existing service levels. Supplemental requests were then prepared by staff for review by the Senior Management Team. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of significant changes.

ANALYSIS

Core Budget

Overall, the Economic Development Requisition has increased in 2018 by \$31,766 or 8.19% due to the following:

The \$143,135 Operating Surplus contribution included in the 2017 budget is now eliminated in 2018. This subsequently reduced overall budgeting resources by 27%. A requisition increase of \$31,766 will raise the total requisition to \$419,766, a figure that is still \$151,357 lower than the requisition from 2014.

Salaries & Benefits increased by \$4,255 (2.22%). Contract for Services expenditures decreased by \$78,000 (57%) to reflect the completion of major studies in 2017. The 2018 budget also demonstrates a leveraged approach to securing federal, provincial and other earned revenue that provides \$60,000 in partnered support for Economic Development projects.

Within the Sports Tourism portion of the budget, contracted wage and benefit decreased by \$4,000 (20%), while website development services decreased by \$8,324 (100%) to reflect the completion of the Sport Tourism website. Overall, expenditures for Sport Tourism account for \$60,000 or

12.5 % of the 2018 Economic Development budget.

Prior Year, One-Time Items

In 2017 \$143,135 in operating reserves were allocated to the Economic Development Budget.

Supplemental Items

Supplemental Requests were presented to the Senior Management Team and subsequently ranked into Tiers. The following requests were ranked as Tier 1 requests and subsequently approved by the CVRD Board of Directors:

1. A \$30,000 request to provide for a Tourism Incentives Grant Program for Sport Tourism.
2. A \$40,000 request to provide support for the Rogers Hometown Hockey Tournament for which an agreement has now been signed.

The following request was ranked as a Tier 2 request:

1. A \$75,710 request to hire a Special Projects Assistant as a one-year pilot project. The Special Projects Assistant would work with the Economic Development Manager to leverage new key resources for community-based projects throughout the region and to implement recommendations stemming from the Cowichan Tech Strategy and the Industrial Land Use Strategy.

FINANCIAL CONSIDERATIONS

The proposed Requisition increase of \$31,766 represents an 8.19% increase.

Uncommitted Operating Reserve balance - \$82,123 in Economic Development and \$35,726 in Sport Tourism for an estimated reserve balance of \$117,849 as of December 31, 2017.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This budget process incorporates a fiscally prudent and transparent approach to addressing the strategic priorities of Economic Development Cowichan and the Cowichan Valley Regional District.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

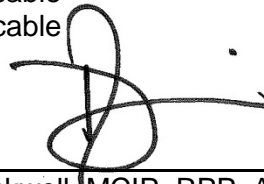
Prepared by:



Amy Melmock
Manager

Reviewed by:

Not Applicable
Not Applicable



Ross Blackwell, MCIP, RPP, A.Ag.
General Manager

ATTACHMENTS:

- Attachment A – 121 Vadim Budget
- Attachment B – 121 5 Year Plan
- Attachment C – 121 Year over Year Comparative Analysis
- Attachment D – 121 Supplementary Requests



Account Code : - - - To : - - -

Function Type : Selective

Attachment A

		GENERAL REVENUE FUND 121 - ECONOMIC DEVELOPMENT					
		2016	2016	2017	2017	2018	
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET	
OPERATING REVE							
2000 GRANTS							
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-194	0	-64	0	0	
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-723	0	0	0	0	
01-1-2000-2120	FEDERAL CONDITIONAL	0	0	0	-25,000	-15,000	
01-1-2000-2121	PROVINCIAL CONDITIONAL	0	0	0	-25,000	-30,000	
Total GRANTS		-917	0	-64	-50,000	-45,000	0 0
4433 RECOVERY OF COSTS							
01-1-4433-2650	ADVERTISING	0	0	0	0	-15,000	
Total RECOVERY OF COSTS		0	0	0	0	-15,000	0 0
7571 REQUISITION							
01-1-7571-0000	REQUISITION	-388,000	-388,000	-388,000	-388,000	-419,766	
Total REQUISITION		-388,000	-388,000	-388,000	-388,000	-419,766	0 0
9110 SURPLUS/DEFICIT - CURRENT YEAR							
01-1-9110-0000	SURPLUS/DEFICIT	-140,000	-140,000	-143,135	-143,135	0	
Total SURPLUS/DEFICIT - CURR		-140,000	-140,000	-143,135	-143,135	0	0
Total OPERATING REVENUES		-528,917	-528,000	-531,199	-581,135	-479,766	
OPERATING EXPE							
6501 E.D.C. EXPENDITURES							
01-2-6501-1204	WAGES - HOURLY	0	0	13,837	4,450	0	
01-2-6501-1301	WAGES	96,378	108,643	84,656	147,977	152,813	
01-2-6501-1400	BENEFITS	23,473	28,248	26,847	38,919	42,788	
01-2-6501-2111	TRAVEL	1,736	3,500	982	3,500	1,500	
01-2-6501-2121	POSTAGE	102	100	51	100	100	
01-2-6501-2131	TELEPHONE	5,432	9,000	2,992	6,126	6,126	
01-2-6501-2210	ADVERTISING	16,217	15,500	15,210	25,000	20,000	
01-2-6501-2230	SUBSCRIPTIONS	18	500	19	500	500	
01-2-6501-2338	CONTRACT FOR SERVICES	16,285	5,000	14,273	138,000	60,000	
01-2-6501-2340	TRAINING & DEVELOPMENT	11	2,000	0	1,500	1,500	
01-2-6501-2341	REGISTRAT/CONFERENCES/S	452	7,000	1,252	3,000	2,000	
01-2-6501-2352	WEB PAGE	0	500	0	500	500	
01-2-6501-2370	INSURANCE - PROPERTY	101	300	0	300	300	
01-2-6501-2372	INSURANCE DEDUCTIBLES	374	374	0	0	0	
01-2-6501-2395	MEMBERSHIPS	1,161	2,000	1,565	1,500	1,000	



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND							
		121 - ECONOMIC DEVELOPMENT							
		2016	2016	2017	2017	2018			
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET			
01-2-6501-2475	MISCELLANEOUS EQUIPMENT	2,357	3,000	0	1,500	2,000			
01-2-6501-2532	COMPUTER SOFTWARE UPGR	2,399	2,126	0	3,000	3,000			
01-2-6501-2610	RENTALS - BUILDING	15,600	16,600	10,400	16,600	15,600			
01-2-6501-4100	ALLOC - GENERAL GOVERNME	24,129	24,129	13,631	13,631	12,199			
01-2-6501-4540	ALLOC - INFO TECHNOLOGY	16,911	16,911	18,938	18,938	12,820			
01-2-6501-4550	ALLOC - HUMAN RESOURCES	5,847	5,847	6,100	6,100	6,850			
01-2-6501-4560	ALLOC - LIABILITY INSURANCE	6,033	6,033	4,839	5,870	5,870			
01-2-6501-5110	SUNDRY EXPENSES	1,265	1,000	184	1,000	1,000			
01-2-6501-5121	MEETING EXPENSES	449	2,000	1,076	5,000	2,000			
01-2-6501-5915	SUPPLIES & RENTAL - PHOTO	36	500	37	500	500			
01-2-6501-5920	SUPPLIES - OFFICE	1,011	1,500	1,104	1,500	1,500			
01-2-6501-5922	SUPPLIES - COMPUTER	0	1,500	140	1,500	1,500			
01-2-6501-8150	BANK CHARGES	57	800	0	800	800			
Total E.D.C. EXPENDITURES		237,834	264,611	218,134	447,311	354,76€	0	0	
6504 EDC PROJECTS									
01-2-6504-4615	AGRICULTURE	0	0	7,682	30,000	35,000			
01-2-6504-4620	FILM	38,568	25,000	7,264	30,000	30,000			
01-2-6504-9910	CONTINGENCY	0	125,000	0	0	0			
Total EDC PROJECTS		38,568	150,000	14,94€	60,000	65,00€	0	0	
6506 SPORTS TOURISM									
01-2-6506-1204	WAGES - HOURLY	9,349	0	11,956	0	14,000			
01-2-6506-1400	BENEFITS	973	0	1,128	0	2,000			
01-2-6506-2110	CONFERENCES & SEMINARS	428	5,000	0	5,000	2,500			
01-2-6506-2131	TELEPHONE	257	0	326	0	500			
01-2-6506-2210	ADVERTISING	0	5,000	3,270	5,000	8,000			
01-2-6506-2338	CONTRACT FOR SERVICES	1,025	20,000	0	20,000	0			
01-2-6506-2352	WEB PAGE	1,350	12,000	0	8,324	0			
01-2-6506-2395	MEMBERSHIPS	0	1,500	0	1,500	1,500			
01-2-6506-2475	MISCELLANEOUS EQUIPMENT	5,299	3,000	3,375	3,000	5,000			
01-2-6506-3104	BC SUMMER GAMES	0	0	0	22,500	22,500			
01-2-6506-5121	MEETING EXPENSES	80	1,000	0	1,000	500			
01-2-6506-5122	PROMOTIONS	425	4,000	1,750	4,000	1,500			
01-2-6506-5920	SUPPLIES - OFFICE	0	1,000	0	1,000	1,000			
01-2-6506-9910	CONTINGENCY	0	2,500	0	2,500	1,000			
Total SPORTS TOURISM		19,187	55,000	21,80€	73,824	60,00€	0	0	
8115 SHORT TERM DEBT									
01-2-8115-8215	INTEREST	591	1,285	0	0	0			



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND						
		121 - ECONOMIC DEVELOPMENT						
		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
01-2-8115-8216	PRINCIPAL	57,105	57,105	0	0	0		
	Total SHORT TERM DEBT	57,696	58,390	0	0	0	0	0
	Total OPERATING EXPENSES	353,284	528,000	254,885	581,135	479,766		
	Surplus/Deficit	-175,633	0	-276,314	-0	0		

**Cowichan Valley Regional District
Budget Report by Cost Center**



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-528,917	-528,000	-531,199	-581,135	-479,766
Summary Total Expenses	353,284	528,000	254,885	581,135	479,766
Summary Surplus/Deficit	-175,633	0	-276,314	-0	0

COWICHAN VALLEY REGIONAL DISTRICT2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Economic Development

Function: 121

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$581,135	\$479,766	\$526,000	\$536,000	\$546,000	\$556,000
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$581,135	\$479,766	\$526,000	\$536,000	\$546,000	\$556,000
SOURCES OF FUNDS						
Requisition/Parcel Tax	388,000	419,766	\$476,000	\$486,000	\$496,000	\$506,000
User Fee						
Transfer from Capital Reserve						
Other	50,000	60,000	50,000	50,000	50,000	50,000
Debt Proceeds						
Surplus/(Deficit)	143,135					
TOTAL SOURCE OF FUNDS	\$581,135	\$479,766	\$526,000	\$536,000	\$546,000	\$556,000

2018 Budget Review

Attachment C

Function: 121 - Economic Development

A) Core Budget

	<u>2017 Requisition</u>	<u>Proposed 2018 Requisition</u>	<u>Requisition \$ Increase (Increase)</u>	<u>Requisition % Increase (Increase)</u>
	\$388,000	\$419,766	\$31,766	8.19%
Explanation of Changes:				
Decreased Wages-Hourly to reflect no expense for Casuals			-4450	-1.15%
Decreased Travel expense to reflect actual spending in 2017			-2,000	-0.52%
Decreased Advertising expense to reflect completed website work			-5,000	-1.29%
Decreased Contract for Services to reflect EDC projects			-78,000	-20.10%
Decreased Registration/Conferences/Seminars expense to reflect actual spending in 2017			-1,000	-0.26%
Decreased Memberships expense to reflect 2017 spending			-500	-0.13%
Decreased Rentals-Building expense to reflect monthly rent (\$1300 per month)			-1,000	-0.26%
Decreased Allocations			-7,550	-1.95%
Decreased Meeting Expenses to reflect 2017 spending			-3,000	-0.77%
Decreased Sport Tourism operating expenses			-13,824	-3.56%
Decreased Federal Conditional revenue			10,000	2.58%
Increased Provincial Conditional revenue			-5,000	-1.29%
Increased Recovery of Costs revenue			-15,000	-3.87%
Increased Wages expense (2018 increases)			4,836	1.25%
Increased Benefits expense due to increase in wages			3,869	1.00%
Increased Miscellaneous Equipment expense for laptop			500	0.13%
Increased Allocations			750	0.19%
Increased Agriculture expense to accommodate hosting Islands Ag Show			5,000	1.29%
			Subtotal section A	-28.70%
			<u><u>-\$111,369</u></u>	<u><u>-28.70%</u></u>

B) Prior Year One-time Items

	<u>Requisition \$ Increase (Decrease)</u>	<u>Requisition % Increase (Decrease)</u>
Operating Surplus Revenue	\$143,135	0.0%
	Subtotal section B	0.00%
	<u><u>\$143,135</u></u>	<u><u>0.00%</u></u>

Subtotal sections A + B \$31,766 -28.70%

C) Supplemental Items

<u>EDC</u>	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition % Increase</u>
1) Special Projects Coordinator Temporary-Full Time	Operating	59,150	59,150	15.24%
Benefits @28 per cent	Operating	16,560	16,560	4.27%
2) Islands Agricultural Show	Operating	5,000	5,000	1.29%
Sport Tourism				
1) Sports Tourism Hometown Hockey Tournament	Operating	\$40,000	\$40,000	10.31%
			Subtotal section C	31.11%
			<u><u>\$120,710</u></u>	<u><u>31.11%</u></u>

Notes:

Subtotal sections A + B + C \$152,476 2.41%

The EDC requisition is increasing because of the loss of our ability to use Operating Surplus Revenue in 2018.
The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$117,849 (EDC & Sport Tourism)

2018 Budget - Supplemental Item

Title	Tournament Incentives	Department	LAND USE SERVICES
Division	ECONOMIC DEVELOPMENT	Function	121 - Economic Development
Type	Operating - On-going	Priority	1

Description

Establish a \$30,000 funding program to assist community organizations hosting provincial, regional, national, or international events. Single sport competitions will be the responsibility of the local sport organization. Appropriate financial incentives will be allocated based on a Board approved criteria. Board approved September 21, 2017.

Benefits

Incentive (seed funding) for local organizations to host large profile events. Significant economic impact through sport events for the region.

Risks

No consistent incentive funding program for local organizations, unless provided through other sources, such as electoral area grant in aid.

Financial Information

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Operating						
Funding Sources	2018	2019	2020	2021	2022	5 Year Total
Requisition	30,000	30,000	30,000	30,000	30,000	150,000
						-
						-
	30,000	30,000	30,000	30,000	30,000	150,000
Expenses	2018	2019	2020	2021	2022	5 Year Total
Tournament Incentives	30,000	30,000	30,000	30,000	30,000	150,000
						-
						-
						-
						-
						-
						-
						-
						-
						-
	30,000	30,000	30,000	30,000	30,000	150,000

Administration

Author	John Elzinga	Date Prepared	Sep 25, 2017
Approval Date	Sep 21, 2017		

2018 Budget - Supplemental Item

Title	Rogers Hometown Hockey	Department	COMMUNITY SERVICES
Division	ECONOMIC DEVELOPMENT	Function	121 - Economic Development
Type	Operating - One-time	Priority	1

Description

A weekend event of free outdoor hockey festivities, culminating in an outdoor viewing party of a NHL game national broadcast live from a mobile studio. Cowichan has been chosen as one of the 24 stops on the nationwide tour for 2017 - 2018. Rogers provides the activities, but the host community is expected to pay for some setup expenses. Estimated setup expenses for the event are \$40,000, for: power, portable toilets, security, meeting spaces, traffic management, signage and marketing, and other logistics. Note, approved in closed session by the Board June 28, 2017, with an agreement now signed to host the event.

Benefits

Family friendly event, attracting an estimated 10,000 people. Estimated 600,000 people watch an average broadcast, with 2.8 million Canadians tuning into at least some part of the broadcast.

Risks

Not having the family friendly event. Lost opportunity to market region nationally.

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Financial Information

Operating						
Funding Sources	2018	2019	2020	2021	2022	5 Year Total
Requisition	40,000					40,000
						-
						-
	40,000	-	-	-	-	40,000
Expenses						
Expenses	2018	2019	2020	2021	2022	5 Year Total
Miscellaneous equipment	40,000					40,000
						-
						-
						-
						-
						-
						-
						-
						-
						-
						-
						-
	40,000	-	-	-	-	40,000

Administration

Author	John Elzinga	Date Prepared	Aug 14, 2017
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2018 Budget - Supplemental Item

Title	Special Projects Coordinator Pilot	Department	LAND USE SERVICES
Division	ECONOMIC DEVELOPMENT	Function	121 - Economic Development
Type	Operating - One-time	Priority	1

Description

Economic Development Cowichan is seeking to hire a Special Projects Coordinator for a one-year term as a Temporary Full-Time Employee. The goal of creating this position is to restore the overall capacity of EDC to provide service to the community and the division's ability to act on special project opportunities. During the past year, Economic Development Cowichan has worked to establish a number of important special projects -- including the development of a Technology Strategy and an Industrial Land Use Action Plan. EDC has also worked to support community based projects throughout the region, and to overhaul the communication streams that promote the region as a place to live, work and invest in.

Benefits

The Special Projects Coordinator will enhance EDC's ability to raise funding for economic projects that are emerging at the community and business level throughout our region.

Risks

Without the resources of an additional staff person, we can not act on the range of community and business-related projects that we are being asked to support.

Financial Information

Operating						
Funding Sources	2018	2019	2020	2021	2022	5 Year Total
Allocation	75,710					
	75,710					
Expenses						
Expenses	2018	2019	2020	2021	2022	5 Year Total
Wages	59,150					
Benefits	16,560					
	75,710	-	-	-	-	-

Administration

Author	Amy Melmock	Date Prepared	Jul 31, 2017
Approval Date			



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 10, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: Economic Development Division
Land Use Services Department

SUBJECT: 2018 Budget Review – Function 123 Regional Tourism

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budget for Regional Tourism.

RECOMMENDED RESOLUTION

That the 2018 Budget for Function 123 Regional Tourism be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. In keeping with this process, a draft budget was prepared for Regional Tourism based on core expenses and existing service levels. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of any changes.

ANALYSIS

Core Budget

The \$120,000 requisition in 2018 for Function 123 Regional Tourism remains unchanged from 2017. As the Regional Tourism budget now reflects an annual transfer of funds to the Tourism Cowichan Society, the General Government recovery allocation has been reduced to \$3,842 from \$10,503 in 2017, with 2% being used to calculate the allocation.

The Tourism Cowichan Society has requested that in 2018, the remaining Tourism Operating Reserve of \$15,866 be allocated to the Society to leverage matching resources from Destination BC. The \$10,503 General Government recovery allocation in 2017 effectively reduced the Society's budget by an additional \$10,503 because of the loss of leveraged resources from Destination BC.

Prior Year, One-Time Items

There are no one-time items.

Supplemental Items

N/A

FINANCIAL CONSIDERATIONS

The Operating Reserve balance for Function 123 Regional Tourism is \$15,866.

COMMUNICATION CONSIDERATIONS

N/A

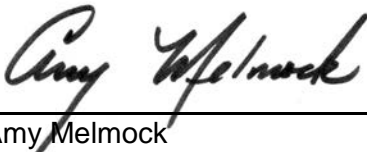
STRATEGIC/BUSINESS PLAN CONSIDERATIONS

N/A

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

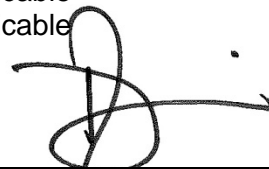
Prepared by:



Amy Melmock
Manager

Reviewed by:

Not Applicable
Not Applicable



Ross Blackwell, MCIP, RPP, A.Ag.
General Manager

ATTACHMENTS:

- Attachment A – 123 Vadim Budget
- Attachment B – 123 5 Year Plan
- Attachment C – 123 Year over Year Comparative Analysis



Account Code : - - - To : - - -

Function Type : Selective

Attachment A

		GENERAL REVENUE FUND						
		123 - REGIONAL TOURISM SERVICES						
		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REV								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-55	0	-20	0	0		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-223	0	-210	0	0		
01-1-2000-2121	PROVINCIAL CONDITIONAL	-8,400	0	0	0	0		
Total GRANTS		-8,679	0	-230	0	0	0	0
4433 RECOVERY OF COSTS								
01-1-4433-0000	GENERAL	132	0	0	0	0		
01-1-4433-2650	ADVERTISING	-73,915	-80,000	0	0	0		
Total RECOVERY OF COSTS		-73,783	-80,000	0	0	0	0	0
5900 MISCELLANEOUS								
01-1-5900-7555	MRDT	0	0	-46,560	0	0		
Total MISCELLANEOUS		0	0	-46,560	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-120,000	-120,000	-120,000	-120,000	-120,000		
Total REQUISITION		-120,000	-120,000	-120,000	-120,000	-120,000	0	0
9120 TRANSFER FROM OPERATING RESERVE								
01-1-9120-0000	TSF FROM OPERATING RESEF	0	0	0	-15,000	0		
Total TRANSFER FROM OPERA		0	0	0	-15,000	0	0	0
Total OPERATING REV		-202,462	-200,000	-166,790	-135,000	-120,000		
OPERATING EXP								
1120 GENERAL EXPENDITURES								
01-2-1120-2110	CONFERENCES & SEMINARS	150	6,000	0	0	0		
01-2-1120-2111	TRAVEL	506	1,500	0	0	0		
01-2-1120-2131	TELEPHONE	890	2,000	60	0	0		
01-2-1120-2210	ADVERTISING	4,976	38,110	0	0	0		
01-2-1120-2320	LEGAL SERVICES	2,286	0	0	0	0		
01-2-1120-2338	CONTRACT FOR SERVICES	27,131	64,854	0	0	0		
01-2-1120-2372	INSURANCE DEDUCTIBLES	146	146	0	0	0		
01-2-1120-4100	ALLOC - GENERAL GOVERNME	9,390	9,390	10,503	10,503	3,842		
01-2-1120-5110	SUNDRY EXPENSES	87	500	0	0	0		
01-2-1120-5121	MEETING EXPENSES	73	500	0	0	0		
01-2-1120-5122	PROMOTIONS	811	2,000	0	0	0		



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND					
		123 - REGIONAL TOURISM SERVICES					
		2016	2016	2017	2017	2018	
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET	
01-2-1120-7540	GRANT TO ORGANIZATION	80,604	0	124,497	124,497	116,158	
01-2-1120-7555	GRANT TO ORG-MRDT	0	0	46,560	0	0	
Total GENERAL EXPENDITURES		127,053	125,000	181,620	135,000	120,000	0 0
6545 TC PROJECTS							
01-2-6545-4105	PROJECT EXPENDITURES	5,177	10,000	0	0	0	
01-2-6545-5171	TRAVEL PLANNER	69,409	65,000	0	0	0	
Total TC PROJECTS		74,586	75,000	0	0	0	0 0
Total OPERATING EXP		201,639	200,000	181,620	135,000	120,000	
Surplus/Deficit		-823	0	14,830	0	0	

**Cowichan Valley Regional District
Budget Report by Cost Center**



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-202,462	-200,000	-166,790	-135,000	-120,000
Summary Total Expenses	201,639	200,000	181,620	135,000	120,000
Summary Surplus/Deficit	-823	0	14,830	0	0

COWICHAN VALLEY REGIONAL DISTRICT

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Regional Tourism Services

Function: 123

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$135,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$135,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	120,000	120,000	120,000	120,000	120,000	120,000
User Fee						
Transfer from Capital Reserve						
Other						
Debt Proceeds						
Transfer from Operating Reserve	15,000					
Surplus/(Deficit)						
TOTAL SOURCE OF FUNDS	\$135,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 10, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: Finance Division
Corporate Services Department

SUBJECT: 2018 Budget review – Grant Functions for Non Profit Organizations

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budgets for the Grant functions that provide financial assistance to Non-Profit Organizations.

RECOMMENDED RESOLUTION

1. That the 2018 Budget for Function 457 – Victim Services - West be approved.
2. That the 2018 Budget for Function 458 – Lake Cowichan Activity Centre be approved.
3. That the 2018 Budget for Function 459 – Victim Services be approved.
4. That the 2018 Budget for Function 472 – Senior Centre Grant be approved.
5. That the 2018 Budget for Function 474 – Kaatza Historical Society be approved.
6. That the 2018 Budget for Function 493 – Safer Futures be approved.
7. That the 2018 Budget for Function 494 – Social Planning be approved.
8. That the 2018 Budget for Function 496 – Cowichan Community Policing be approved.
9. That the 2018 Budget for Function 497 – Cowichan Valley Hospice be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. One new change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

Budgets were prepared for these functions based on submissions from organizations and/or prior year actuals. In addition, a comparative analysis worksheet was prepared contrasting the 2018 Draft Budget to the 2017 Amended Budget with an explanation of significant changes.

ANALYSIS

See attached.

FINANCIAL CONSIDERATIONS

See attached.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per 3.3 of the CVRD's Regional Strategic Focus Areas.

Referred to (upon completion):


- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:


Reviewed by:



Lyle Smith, CPA, CGA
Assistant Manager



Sharon Moss, CPA, CGA
Manager



Mark Kueber, CPA, CGA
General Manager

ATTACHMENTS:

- Attachment A – Function 457 – Victim Services - West
- Attachment B – Function 458 – Lake Cowichan Activity Centre
- Attachment C – Function 459 – Victim Services
- Attachment D – Function 472 – Senior Centre Grant
- Attachment E – Function 474 – Kaatza Historical Society
- Attachment F – Function 493 – Safer Futures
- Attachment G – Function 494 – Social Planning
- Attachment H – Function 496 – Cowichan Community Policing
- Attachment I – Function 497 – Cowichan Valley Hospice



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 457 - VICTIM SERVICES - WEST

Attachment A

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REVE								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-17	0	-5	0	0		
	Total GRANTS	-17	0	-5	0	0	0	0
4433 RECOVERY OF COSTS								
01-1-4433-0000	GENERAL	-5,120	0	0	0	0		
	Total RECOVERY OF COSTS	-5,120	0	0	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-12,500	-12,500	-12,500	-12,500	-12,492		
	Total REQUISITION	-12,500	-12,500	-12,500	-12,500	-12,492	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01- ³ 10-0000	SURPLUS/DEFICIT	-31	-31	-17	-17	-6		
	Total SURPLUS/DEFICIT - CURR	-31	-31	-17	-17	-6	0	0
	Total OPERATING REVENUES	-17,668	-12,531	-12,523	-12,517	-12,498		
OPERATING EXPE								
7132 VICTIM SERVICES EXPENDITURES								
01-2-7132-2338	CONTRACT FOR SERVICES	17,406	12,286	12,272	12,272	12,150		
01-2-7132-4100	ALLOC - GENERAL GOVERNME	245	245	245	245	348		
	Total VICTIM SERVICES EXPENI	17,651	12,531	12,517	12,517	12,498	0	0
	Total OPERATING EXPENSES	17,651	12,531	12,517	12,517	12,498		
	Surplus/Deficit	-17	0	-6	0	0		

**Cowichan Valley Regional District
Budget Report by Cost Center**



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-17,668	-12,531	-12,523	-12,517	-12,498
Summary Total Expenses	17,651	12,531	12,517	12,517	12,498
Summary Surplus/Deficit	-17	0	-6	0	0

COWICHAN VALLEY REGIONAL DISTRICT

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Victim Services - West

Function: 457

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$12,517	\$12,498	\$12,500	\$12,500	\$12,500	\$12,500
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$12,517	\$12,498	\$12,500	\$12,500	\$12,500	\$12,500
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	12,500	12,492	12,500	12,500	12,500	12,500
User Fee						
Transfer from Capital Reserve Fund						
Other						
Debt Proceeds						
Surplus/(Deficit)	17	6				
TOTAL SOURCE OF FUNDS	\$12,517	\$12,498	\$12,500	\$12,500	\$12,500	\$12,500

2018 Year over Year Comparative Analysis

Function:

457 - Victim Services West

A) Core Budget

	<u>2017</u> <u>Requisition</u>	<u>Proposed</u> <u>2018</u> <u>Requisition</u>	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
	\$12,500	\$12,492	-\$8	-0.06%
Explanation of increase/decrease:	Decreased Contract for Services		-122	-0.98%
	Decreased Surplus		11	0.09%
	Increased allocation costs		103	0.82%
	Subtotal section A		-\$8	-0.06%

B) Prior Year One-time Items

	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
	0	0.00%
	Subtotal section B	0.00%

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C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition</u> <u>% Increase</u>
			\$0	0.00%
	Subtotal section C	\$0	\$0	0.00%
	Subtotal sections A + B + C		-\$8	-0.06%

Notes:

- 1) The Operating Reserve balance for this function as at May 31, 2017 was \$0
- 2) The Capital Reserve balance for this function as at May 31, 2017 was \$0



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 458 - LAKE COWICHAN ACTIVITY CENTRE

Attachment B

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REVE								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-77	0	-23	0	0		
	Total GRANTS	-77	0	-23	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-55,000	-55,000	-55,080	-55,080	-55,080		
	Total REQUISITION	-55,000	-55,000	-55,080	-55,080	-55,080	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	-144	-144	-335	-335	-539		
	Total SURPLUS/DEFICIT - CURR	-144	-144	-335	-335	-539	0	0
9120 TRANSFER FROM OPERATING RESERVE								
01-20-0000	TSF FROM OPERATING RESEF	0	0	0	0	-258		
	Total TRANSFER FROM OPERA	0	0	0	0	-258	0	0
	Total OPERATING REVENUES	-55,221	-55,144	-55,438	-55,415	-55,877		
OPERATING EXPE								
7123 ACTIVITY CENTRE EXPENDITURES								
01-2-7123-1100	SALARIES	53,769	53,769	53,821	54,337	54,802		
01-2-7123-2370	INSURANCE - PROPERTY	0	258	0	0	0		
01-2-7123-2372	INSURANCE DEDUCTIBLES	38	38	0	0	0		
01-2-7123-4100	ALLOC - GENERAL GOVERNME	1,079	1,079	1,078	1,078	1,075		
	Total ACTIVITY CENTRE EXPEN	54,886	55,144	54,899	55,415	55,877	0	0
	Total OPERATING EXPENSES	54,886	55,144	54,899	55,415	55,877		
	Surplus/Deficit	-335	0	-539	0	0		



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-55,221	-55,144	-55,438	-55,415	-55,877
Summary Total Expenses	54,886	55,144	54,899	55,415	55,877
Summary Surplus/Deficit	-335	0	-539	0	0

COWICHAN VALLEY REGIONAL DISTRICT

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Lake Cowichan Activity Centre

Function: 458

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$55,415	\$55,877	\$55,105	\$55,105	\$55,105	\$55,105
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$55,415	\$55,877	\$55,105	\$55,105	\$55,105	\$55,105
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	55,080	\$55,080	\$55,105	\$55,105	\$55,105	\$55,105
User Fee						
Transfer from Capital Reserve						
Transfer from Operating Reserve		258				
Other						
Debt Proceeds						
Surplus/(Deficit)	335	539				
TOTAL SOURCE OF FUNDS	\$55,415	\$55,877	\$55,105	\$55,105	\$55,105	\$55,105

2018 Year over Year Comparative Analysis

Function:

458 - Lake Cowichan Activity Ctre

A) Core Budget

	<u>2017</u> <u>Requisition</u>	<u>Proposed</u> <u>2018</u> <u>Requisition</u>	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
	\$55,080	\$55,080	\$0	0.00%
Explanation of increase/decrease:				
Increased salaries			981	1.78%
Decreased allocation			-3	-0.01%
Decreased insurance			-258	-0.47%
Increased Transfer from Operating Reserve			-258	-0.47%
Increased Surplus revenue			-462	-0.84%
		Subtotal section A	\$0	0.00%

B) Prior Year One-time Items

		<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
		0	0.00%
	Subtotal section B	\$0	0.00%

38

Subtotal sections A + B	\$0	0.00%
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C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition</u> <u>% Increase</u>
			\$0	0.00%
	Subtotal section C	\$0	\$0	0.00%

Subtotal sections A + B + C	\$0	0.00%
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Notes:

1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$258



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 459 - VICTIM SERVICES PROGRAM

Attachment C

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REV								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-22	0	-13	0	0		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-209	0	-196	0	0		
	Total GRANTS	-230	0	-210	0	0	0	0
4433 RECOVERY OF COSTS								
01-1-4433-0000	GENERAL	-32,749	0	0	0	0		
	Total RECOVERY OF COSTS	-32,749	0	0	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-80,000	-80,000	-80,000	-80,000	-80,000		
	Total REQUISITION	-80,000	-80,000	-80,000	-80,000	-80,000	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	-228	-228	-230	-230	-210		
	Total SURPLUS/DEFICIT - CURR	-228	-228	-230	-230	-210	0	0
	Total OPERATING REV	-113,207	-80,228	-80,440	-80,230	-80,210		
OPERATING EXP								
7132 VICTIM SERVICES EXPENDITURES								
01-2-7132-2338	CONTRACT FOR SERVICES	111,348	78,599	78,657	78,657	77,983		
01-2-7132-2372	INSURANCE DEDUCTIBLES	55	55	0	0	0		
01-2-7132-4100	ALLOC - GENERAL GOVERNMENT	1,574	1,574	1,573	1,573	2,227		
	Total VICTIM SERVICES EXPENI	112,977	80,228	80,230	80,230	80,210	0	0
	Total OPERATING EXP	112,977	80,228	80,230	80,230	80,210		
	Surplus/Deficit	-230	0	-210	0	0		

**Cowichan Valley Regional District
Budget Report by Cost Center**



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-113,207	-80,228	-80,440	-80,230	-80,210
Summary Total Expenses	112,977	80,228	80,230	80,230	80,210
Summary Surplus/Deficit	-230	0	-210	0	0

COWICHAN VALLEY REGIONAL DISTRICT
2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Victim Services

Function: 459

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$80,230	\$80,210	\$80,000	\$80,000	\$80,000	\$80,000
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$80,230	\$80,210	\$80,000	\$80,000	\$80,000	\$80,000
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	80,000	80,000	80,000	80,000	80,000	80,000
User Fee						
Transfer from Capital Reserve						
Other						
Debt Proceeds						
Surplus/(Deficit)	230	210				
TOTAL SOURCE OF FUNDS	\$80,230	\$80,210	\$80,000	\$80,000	\$80,000	\$80,000

2018 Year over Year Comparative Analysis

Function: 459 - Victim Services

A) Core Budget

2017 Requisition	Proposed 2018 Requisition	Requisition \$ Increase (Decrease)	Requisition % Increase (Decrease)
\$80,000	\$80,000	\$0	0.00%

Explanation of increase/decrease:

	0.00%
	0.00%
	0.00%
Subtotal section A	0.00%

B) Prior Year One-time Items

Requisition \$ Increase (Decrease)	Requisition % Increase (Decrease)
0	0.00%
Subtotal section B	0.00%

42

Subtotal sections A + B	\$0	0.00%
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C) Supplemental Items

2018	Cost	Requisition	Requisition % Increase
		\$0	0.00%
Subtotal section C	\$0	\$0	0.00%

Subtotal sections A + B + C	\$0	0.00%
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Notes:

- 1) The Operating Reserve balance for this function as at May 31, 2017 was \$0
- 2) The Capital Reserve balance for this function as at May 31, 2017 was \$0



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 472 - SENIOR CENTRE GRANT

Attachment D

		2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET		
OPERATING REVE								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-33	0	-6	0	0		
	Total GRANTS	-33	0	-6	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-17,500	-17,500	-17,500	-17,500	-17,500		
	Total REQUISITION	-17,500	-17,500	-17,500	-17,500	-17,500	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	-61	-61	-33	-33	-6		
	Total SURPLUS/DEFICIT - CURR	-61	-61	-33	-33	-6	0	0
	Total OPERATING REVENUES	-17,594	-17,561	-17,539	-17,533	-17,506		
OPERATING EXPE								
7121 GENERAL RECREATION EXPEND								
01-2-7121-2372	INSURANCE DEDUCTIBLES	12	12	0	0	0		
01-2-7121-4100	ALLOC - GENERAL GOVERNME	344	344	343	343	344		
01-2-7121-7544	GRANT TO SENIOR CENTRE	17,205	17,205	17,190	17,190	17,162		
	Total GENERAL RECREATION E:	17,561	17,561	17,533	17,533	17,506	0	0
	Total OPERATING EXPENSES	17,561	17,561	17,533	17,533	17,506		
	Surplus/Deficit	-33	0	-6	0	0		

Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-17,594	-17,561	-17,539	-17,533	-17,506
Summary Total Expenses	17,561	17,561	17,533	17,533	17,506
Summary Surplus/Deficit	-33	0	-6	0	0

COWICHAN VALLEY REGIONAL DISTRICT
2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Senior Centre Grant

Function: 472

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$17,533	\$17,506	\$17,506	\$17,506	\$17,506	\$17,506
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$17,533	\$17,506	\$17,506	\$17,506	\$17,506	\$17,506
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	17,500	17,500	17,506	17,506	17,506	17,506
User Fee						
Transfer from Capital Reserve						
Other						
Debt Proceeds						
Surplus/(Deficit)	33	6				
TOTAL SOURCE OF FUNDS	\$17,533	\$17,506	\$17,506	\$17,506	\$17,506	\$17,506

2018 Year over Year Comparative Analysis

Function:

472 - Senior Centre Grant

A) Core Budget

	<u>2017</u> <u>Requisition</u>	<u>Proposed</u> <u>2018</u> <u>Requisition</u>	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
	\$17,500	\$17,500	\$0	0.00%
Explanation of increase/decrease:				
Decreased Grant to Senior Centre			-28	-0.16%
Increased allocation			1	0.01%
Decreased Surplus revenue			27	0.15%
		Subtotal section A	\$0	0.00%

B) Prior Year One-time Items

		<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
		0	0.00%
	Subtotal section B	\$0	0.00%

46

C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition</u> <u>% Increase</u>
			\$0	0.00%
	Subtotal section C	\$0	\$0	0.00%

Subtotal sections A + B + C	\$0	0.00%
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Notes:

1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$0



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 474 - KAATZA HISTORICAL SOCIETY

Attachment E

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REVE								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-42	0	-13	0	0		
	Total GRANTS	-42	0	-13	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-30,000	-30,000	-30,000	-30,000	-30,000		
	Total REQUISITION	-30,000	-30,000	-30,000	-30,000	-30,000	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	-75	-75	-42	-42	-12		
	Total SURPLUS/DEFICIT - CURR	-75	-75	-42	-42	-12	0	0
	Total OPERATING REVENUES	-30,117	-30,075	-30,054	-30,042	-30,012		
47 NG EXPE								
7183 GENERAL EXPENDITURES								
01-2-7183-2372	INSURANCE DEDUCTIBLES	21	21	0	0	0		
01-2-7183-2560	GRANTS TO THE KAATZA HIST	29,465	29,465	29,454	29,454	29,423		
01-2-7183-4100	ALLOC - GENERAL GOVERNME	589	589	588	588	589		
	Total GENERAL EXPENDITURES	30,075	30,075	30,042	30,042	30,012	0	0
	Total OPERATING EXPENSES	30,075	30,075	30,042	30,042	30,012		
	Surplus/Deficit	-42	0	-12	0	0		

Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-30,117	-30,075	-30,054	-30,042	-30,012
Summary Total Expenses	30,075	30,075	30,042	30,042	30,012
Summary Surplus/Deficit	-42	0	-12	0	0

COWICHAN VALLEY REGIONAL DISTRICT
2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Kaatza Historical Society

Function: 474

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$30,042	\$30,012	\$30,000	\$30,000	\$30,000	\$30,000
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$30,042	\$30,012	\$30,000	\$30,000	\$30,000	\$30,000
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
User Fee						
Transfer from Capital Reserve						
Other						
Debt Proceeds						
Surplus/(Deficit)	42	12				
TOTAL SOURCE OF FUNDS	\$30,042	\$30,012	\$30,000	\$30,000	\$30,000	\$30,000

2018 Year over Year Comparative Analysis

Function: 474 - Kaatza Historical Society

A) Core Budget

	<u>2017</u> <u>Requisition</u>	<u>Proposed</u> <u>2018</u> <u>Requisition</u>	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
	\$30,000	\$30,000	\$0	0.00%
Explanation of increase/decrease:				
Decreased Grant to Kaatza Historical Society			-31	-0.10%
Increased allocation			1	0.00%
Increased Surplus revenue			30	0.10%
		Subtotal section A	\$0	0.00%

B) Prior Year One-time Items

		<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
		0	0.00%
	Subtotal section B	\$0	0.00%

50

Subtotal sections A + B **\$0** **0.00%**

C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition</u> <u>% Increase</u>
			\$0	0.00%
	Subtotal section C	\$0	\$0	0.00%

Subtotal sections A + B + C **\$0** **0.00%**

Notes:

1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$0



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 493 - SAFER FUTURES

Attachment F

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REV								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-10	0	-4	0	0		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-61	0	-57	0	0		
	Total GRANTS	-71	0	-61	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-27,524	-27,524	-27,504	-27,504	-27,519		
	Total REQUISITION	-27,524	-27,524	-27,504	-27,504	-27,519	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	-70	-70	-71	-71	-61		
	Total SURPLUS/DEFICIT - CURR	-70	-70	-71	-71	-61	0	0
5	Total OPERATING REV	-27,665	-27,594	-27,636	-27,575	-27,580		
OPERATING EXP								
7183 GENERAL EXPENDITURES								
01-2-7183-2372	INSURANCE DEDUCTIBLES	19	19	0	0	0		
01-2-7183-4100	ALLOC - GENERAL GOVERNMENT	541	541	541	541	541		
01-2-7183-7549	GRANT TO SAFER FUTURES	27,034	27,034	27,034	27,034	27,039		
	Total GENERAL EXPENDITURES	27,594	27,594	27,575	27,575	27,580	0	0
	Total OPERATING EXP	27,594	27,594	27,575	27,575	27,580		
	Surplus/Deficit	-71	0	-61	0	0		

Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-27,665	-27,594	-27,636	-27,575	-27,580
Summary Total Expenses	27,594	27,594	27,575	27,575	27,580
Summary Surplus/Deficit	-71	0	-61	0	0

COWICHAN VALLEY REGIONAL DISTRICT
2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Safer Futures

Function: 493

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$27,575	\$27,580	\$27,575	\$27,575	\$27,575	\$27,575
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$27,575	\$27,580	\$27,575	\$27,575	\$27,575	\$27,575
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	27,504	27,519	27,575	27,575	27,575	27,575
User Fee						
Transfer from Capital Reserve						
Other						
Debt Proceeds						
Surplus/(Deficit)	71	61				
TOTAL SOURCE OF FUNDS	\$27,575	\$27,580	\$27,575	\$27,575	\$27,575	\$27,575

2018 Year over Year Comparative Analysis

Function: 493 - Safer Futures

A) Core Budget

2017 Requisition	Proposed 2018 Requisition	Requisition \$ Increase (Decrease)	Requisition % Increase (Decrease)
\$27,504	\$27,519	\$15	0.05%
Explanation of increase/decrease:			0.00%
Decreased Surplus revenue			0.00%
		15	0.05%
Subtotal section A		\$15	0.05%

B) Prior Year One-time Items

Requisition \$ Increase (Decrease)	Requisition % Increase (Decrease)
0	0.00%
Subtotal section B	0.00%

54

Subtotal sections A + B **\$15** **0.05%**

C) Supplemental Items

2018	Cost	Requisition	Requisition % Increase
		\$0	0.00%
Subtotal section C	\$0	\$0	0.00%

Subtotal sections A + B + C **\$15** **0.05%**

Notes:

1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$0



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 494 - SOCIAL PLANNING

Attachment G

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REV								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-18	0	-7	0	0		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-113	0	-106	0	0		
01-1-2000-2121	PROVINCIAL CONDITIONAL	-5,000	0	0	0	0		
	Total GRANTS	-5,131	0	-113	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-50,889	-50,889	-50,852	-50,852	-50,996		
	Total REQUISITION	-50,889	-50,889	-50,852	-50,852	-50,996	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	-128	-128	-131	-131	-113		
55	Total SURPLUS/DEFICIT - CURR	-128	-128	-131	-131	-113	0	0
	Total OPERATING REV	-56,148	-51,017	-51,096	-50,983	-51,109		
OPERATING EXP								
7183 GENERAL EXPENDITURES								
01-2-7183-2372	INSURANCE DEDUCTIBLES	34	34	0	0	0		
01-2-7183-4100	ALLOC - GENERAL GOVERNME	983	983	983	983	1,100		
01-2-7183-7547	GRANT TO SOCIAL PLANNING	55,000	50,000	50,000	50,000	50,009		
	Total GENERAL EXPENDITURES	56,017	51,017	50,983	50,983	51,109	0	0
	Total OPERATING EXP	56,017	51,017	50,983	50,983	51,109		
	Surplus/Deficit	-131	0	-113	0	0		

Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-56,148	-51,017	-51,096	-50,983	-51,109
Summary Total Expenses	56,017	51,017	50,983	50,983	51,109
Summary Surplus/Deficit	-131	0	-113	0	0

COWICHAN VALLEY REGIONAL DISTRICT
2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Social Planning

Function: 494

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$50,983	\$51,109	\$50,983	\$50,983	\$50,983	\$50,983
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$50,983	\$51,109	\$50,983	\$50,983	\$50,983	\$50,983
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	50,852	50,996	50,983	50,983	50,983	50,983
User Fee						
Transfer from Capital Reserve						
Other						
Debt Proceeds						
Surplus/(Deficit)	131	113				
TOTAL SOURCE OF FUNDS	\$50,983	\$51,109	\$50,983	\$50,983	\$50,983	\$50,983

2018 Year over Year Comparative Analysis

Function: 494 - Social Planning

A) Core Budget

	<u>2017</u> <u>Requisition</u>	<u>Proposed</u> <u>2018</u> <u>Requisition</u>	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
	\$50,852	\$50,996	\$144	0.28%
Explanation of increase/decrease:				0.00%
Increased allocation			117	0.23%
Decreased Surplus revenue			27	0.05%
		Subtotal section A	<u>\$144</u>	<u>0.28%</u>

B) Prior Year One-time Items

		<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
		0	0.00%
	Subtotal section B	<u>\$0</u>	<u>0.00%</u>

58

Subtotal sections A + B	<u>\$144</u>	<u>0.28%</u>
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C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition</u> <u>% Increase</u>
			\$0	0.00%
	Subtotal section C	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>

Subtotal sections A + B + C	<u>\$144</u>	<u>0.28%</u>
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Notes:

1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$0



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 496 - COWICHAN COMMUNITY POLICING

Attachment H

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REV								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-75	0	0	0	0		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-401	0	-465	0	0		
	Total GRANTS	-475	0	-465	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-124,900	-124,900	-124,900	-124,900	-124,900		
	Total REQUISITION	-124,900	-124,900	-124,900	-124,900	-124,900	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	-462	-462	-475	-475	-465		
	Total SURPLUS/DEFICIT - CURR	-462	-462	-475	-475	-465	0	0
5	Total OPERATING REV	-125,837	-125,362	-125,840	-125,375	-125,365		
OPERATING EXP								
7183 GENERAL EXPENDITURES								
01-2-7183-2372	INSURANCE DEDUCTIBLES	69	69	0	0	0		
01-2-7183-4100	ALLOC - GENERAL GOVERNMI	1,969	1,969	2,449	2,449	2,466		
01-2-7183-7546	GRANT TO COMMUNITY POLIC	123,324	123,324	122,926	122,926	122,899		
	Total GENERAL EXPENDITURES	125,362	125,362	125,375	125,375	125,365	0	0
	Total OPERATING EXP	125,362	125,362	125,375	125,375	125,365		
	Surplus/Deficit	-475	0	-465	0	0		

Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-125,837	-125,362	-125,840	-125,375	-125,365
Summary Total Expenses	125,362	125,362	125,375	125,375	125,365
Summary Surplus/Deficit	-475	0	-465	0	0

COWICHAN VALLEY REGIONAL DISTRICT

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Cowichan Community Policing

Function: 496

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$125,375	\$125,365	\$125,375	\$125,375	\$125,375	\$125,375
Long Term Debt						
Short Term Debt						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$125,375	\$125,365	\$125,375	\$125,375	\$125,375	\$125,375
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	124,900	124,900	125,375	125,375	125,375	125,375
User Fee						
Transfer from Capital Reserve						
Other						
Debt Proceeds						
Surplus/(Deficit)	475	465				
TOTAL SOURCE OF FUNDS	\$125,375	\$125,365	\$125,375	\$125,375	\$125,375	\$125,375

2018 Year over Year Comparative Analysis

Function:

496 - Cowichan Comm. Policing

A) Core Budget

	<u>2017</u> <u>Requisition</u>	<u>Proposed</u> <u>2018</u> <u>Requisition</u>	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
	\$124,900	\$124,900	\$0	0.00%
Explanation of increase/decrease:				
Decreased grant to Community Policing			-147	-0.12%
Increased allocation			17	0.01%
Decreased Surplus revenue			130	0.10%
	Subtotal section A		\$0	0.00%

B) Prior Year One-time Items

	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
	0	0.00%
	Subtotal section B	0.00%

62

Subtotal sections A + B **\$0** **0.00%**

C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition</u> <u>% Increase</u>
			\$0	0.00%
	Subtotal section C	\$0	\$0	0.00%

Subtotal sections A + B + C **\$0** **0.00%**

Notes:

1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$0



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 497 - COWICHAN VALLEY HOSPICE

Attachment I

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REV								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-23	0	-8	0	0		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-93	0	-107	0	0		
	Total GRANTS	-116	0	-115	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-49,884	-49,884	-60,890	-60,890	-60,890		
	Total REQUISITION	-49,884	-49,884	-60,890	-60,890	-60,890	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	-116	-116	-115	-115	-115		
	Total SURPLUS/DEFICIT - CURR	-116	-116	-115	-115	-115	0	0
	Total OPERATING REV	-50,115	-50,000	-61,120	-61,005	-61,005		
OPERATING EXP								
7183 GENERAL EXPENDITURES								
01-2-7183-4100	ALLOC - GENERAL GOVERNME	0	0	1,000	1,000	1,000		
01-2-7183-7540	GRANT TO ORGANIZATION	50,000	50,000	60,005	60,005	60,005		
	Total GENERAL EXPENDITURES	50,000	50,000	61,005	61,005	61,005	0	0
	Total OPERATING EXP	50,000	50,000	61,005	61,005	61,005		
	Surplus/Deficit	-115	0	-115	0	0		

Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-50,115	-50,000	-61,120	-61,005	-61,005
Summary Total Expenses	50,000	50,000	61,005	61,005	61,005
Summary Surplus/Deficit	-115	0	-115	0	0

COWICHAN VALLEY REGIONAL DISTRICT

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Cowichan Valley Hospice

Function: 497

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$61,005	\$61,005	\$61,000	\$61,000	\$61,000	\$61,000
Long Term Debt						
Short Term Debt						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$61,005	\$61,005	\$61,000	\$61,000	\$61,000	\$61,000
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	60,890	\$60,890	\$61,000	\$61,000	\$61,000	\$61,000
User Fee						
Transfer from Capital Reserve						
Other						
Debt Proceeds						
Surplus/(Deficit)	115	115				
TOTAL SOURCE OF FUNDS	\$61,005	\$61,005	\$61,000	\$61,000	\$61,000	\$61,000

2018 Year over Year Comparative Analysis

Function: 497 - Cowichan Valley Hospice

A) Core Budget

2017 Requisition	Proposed 2018 Requisition	Requisition \$ Increase (Decrease)	Requisition % Increase (Decrease)
\$60,000	\$60,000	\$0	0.00%
		0.00%	0.00%
		0.00%	0.00%
Subtotal section A		\$0	0.00%

Explanation of increase/decrease:

B) Prior Year One-time Items

Requisition \$ Increase (Decrease)	Requisition % Increase (Decrease)
0	0.00%
\$0	0.00%

66

Subtotal sections A + B **\$0** **0.00%**

C) Supplemental Items

2018	Cost	Requisition	Requisition % Increase
		\$0	0.00%
Subtotal section C	\$0	\$0	0.00%

Subtotal sections A + B + C **\$0** **0.00%**

Notes:

- 1) The Operating Reserve balance for this function as at May 31, 2017 was \$0
- 2) The Capital Reserve balance for this function as at May 31, 2017 was \$0



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 17, 2017
MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017
FROM: Public Safety Division
 Corporate Services Department
SUBJECT: 2018 Budget Review – Function 109 – Emergency 9-1-1
FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budget for Emergency 9-1-1.

RECOMMENDED RESOLUTION

That the 2018 Budget for Function 109 – Emergency 9-1-1 be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. One new change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process a draft budget was prepared for Emergency 9-1-1 based on core expenses and existing service levels. Supplemental requests were prepared by staff for review by the Senior Management Team. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of significant changes.

The role of the Emergency 9-1-1 function is to cover regional emergency 9-1-1 fire communications services for the CVRD. This functions expenditures include the E-Comm Public Safety Answering Point (PSAP), FireComm Contract for Service for the Secondary Public Safety Answering Point (SSAP), Radio Tower and Infrastructure Capital Projects, Annual Maintenance, Leases and Licensing costs. This function is funded through requisition.

In addition to this report a comparative analysis worksheet, fire-year plan and Vadim budget printout are included for backup.

ANALYSIS

Overall, the Emergency 9-1-1 Requisition increased \$17,647 or 1.77% as a net result of an increase to Core and decrease in prior year, one time expenditures.

Core Budget

The Core budget increased \$102,523 due to the following:

1. Core expenses for existing service levels were balanced through various decreases/increases for a net increase of \$1,589
2. Increased Maintenance Contract for 9-1-1 Emergency Communication \$50,467 (93.13%).
3. Increased Maintenance & Repair to Machinery & Equipment \$50,467 (93.13%).

Prior Year, One-Time Items

\$84,876 that was budgeted in 2017 for site monitoring of repeater sites was removed for the 2018 budget on completion of the projects.

FINANCIAL CONSIDERATIONS

1. Requisition for the Core budget is projected to increase \$17,647 (1.77%)
2. Uncommitted Operating Reserve balance for this function as of December 31, 2017 is estimated to be \$83,987.
3. Uncommitted Capital Reserve balance for this function as of December 31, 2017 is estimated to be \$136,017.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per 3.3 of the CVRD’s Regional Strategic Focus Areas.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Conrad Cowan
Manager

Reviewed by:

Not Applicable
Not Applicable



John Elzinga
General Manager

ATTACHMENTS:

- Attachment A – Vadim Budget
- Attachment B – 5 Year Plan
- Attachment C – Year over Year Comparative Analysis



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND						
		109 - EMERGENCY 9-1-1						
		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REVE								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-411.08	0.00	-154.14	0.00	0.00		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-1,737.89	0.00	-1,583.36	0.00	0.00		
	Total GRANTS	-2,148.97	0.00	-1,737.50	0.00	0.00	0.00	0.00
4433 RECOVERY OF COSTS								
01-1-4433-0000	GENERAL	-779.00	0.00	0.00	0.00	0.00		
	Total RECOVERY OF COSTS	-779.00	0.00	0.00	0.00	0.00	0.00	0.00
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-894,707.00	-894,707.00	-910,406.00	-910,406.00	-1,012,929.00		
	Total REQUISITION	-894,707.00	-894,707.00	-910,406.00	-910,406.00	-1,012,929.00	0.00	0.00
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	32,966.62	32,966.00	0.00	0.00	0.00		
	Total SURPLUS/DEFICIT - CURR	32,966.62	32,966.00	0.00	0.00	0.00	0.00	0.00
	Total OPERATING REVENUES	-864,668.35	-861,741.00	-912,143.50	-910,406.00	-1,012,929.00		
OPERATING EXPE								
1970 SSAP-DUNCAN								
01-2-1970-1101	SALARIES/FULL TIME REGULA	41,746.03	43,327.00	28,590.03	43,761.00	46,209.00		
01-2-1970-1400	BENEFITS	8,761.34	11,265.00	6,992.62	11,377.00	12,939.00		
01-2-1970-2131	TELEPHONE	11,370.82	11,000.00	7,236.43	11,000.00	12,000.00		
01-2-1970-2338	CONTRACT FOR SERVICES	497,889.26	567,034.00	277,334.94	600,000.00	600,000.00		
01-2-1970-2370	INSURANCE - PROPERTY	2,532.00	2,850.00	0.00	2,850.00	2,850.00		
01-2-1970-2372	INSURANCE DEDUCTIBLES	452.00	452.00	0.00	0.00	0.00		
01-2-1970-2376	MAINTENANCE CONTRACT	58,282.08	52,000.00	32,462.95	52,500.00	102,967.00		
01-2-1970-2450	R & M - MACHINERY & EQUIPM	78,366.43	52,000.00	48,481.26	52,500.00	102,967.00		
01-2-1970-2475	MISCELLANEOUS EQUIPMENT	715.07	1,000.00	0.00	1,000.00	1,000.00		
01-2-1970-2629	LEASES - REPEATER SITES	10,105.99	10,000.00	1,630.00	12,500.00	12,500.00		
01-2-1970-4100	ALLOC - GENERAL GOVERNME	17,281.00	17,281.00	20,964.00	20,964.00	21,375.00		
01-2-1970-4209	ALLOC - PROTECTIVE SERVICI	33,332.00	33,332.00	34,454.00	34,454.00	34,122.00		
01-2-1970-5110	SUNDRY EXPENSES	115.00	500.00	0.00	500.00	500.00		
01-2-1970-7550	LICENCES & FEES	8,386.00	7,000.00	5,593.00	7,000.00	8,500.00		
01-2-1970-9910	CONTINGENCY	0.00	2,700.00	0.00	10,000.00	5,000.00		
	Total SSAP-DUNCAN	769,335.02	811,741.00	463,739.23	860,406.00	962,929.00	0.00	0.00



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND						
		109 - EMERGENCY 9-1-1						
		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
8241 TRANSFER TO CAPITAL RESERVE								
01-2-8241-0000	TSF TO CAPITAL RESERVE	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00		
Total TRANSFER TO CAPITAL R		50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00	0.00
Total OPERATING EXPENSES		819,335.02	861,741.00	513,739.23	910,406.00	1,012,929.00		
CAPITAL REVENU								
7571 REQUISITION								
01-7-7571-0000	REQUISITION	-38,654.00	-38,654.00	-84,876.00	-84,876.00	0.00		
Total REQUISITION		-38,654.00	-38,654.00	-84,876.00	-84,876.00	0.00	0.00	0.00
Total CAPITAL REVENUES		-38,654.00	-38,654.00	-84,876.00	-84,876.00	0.00		
CAPITAL EXPENSES								
8221 TRANSFER/GENERAL CAPITAL								
01-8-8221-6113	FURNITURE, FIXTURES, EQUIP	0.00	38,654.00	0.00	84,876.00	0.00		
Total TRANSFER/GENERAL CAF		0.00	38,654.00	0.00	84,876.00	0.00	0.00	0.00
Total CAPITAL EXPENSES		0.00	38,654.00	0.00	84,876.00	0.00		
Surplus/Deficit		-83,987.33	0.00	-483,280.27	0.00	0.00		



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-864,668.35	-861,741.00	-912,143.50	-910,406.00	-1,012,929.00
Summary Total Expenses	819,335.02	861,741.00	513,739.23	910,406.00	1,012,929.00
Summary Surplus/Deficit	-83,987.33	0.00	-483,280.27	0.00	0.00

COWICHAN VALLEY REGIONAL DISTRICT

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Emergency 9-1-1

Function: 109

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$945,282	\$962,929	\$970,313	\$980,516	\$990,821	\$1,001,227
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL APPLICATION OF FUNDS	\$995,282	\$1,012,929	\$1,020,313	\$1,030,516	\$1,040,821	\$1,051,227
SOURCES OF FUNDS						
Requisition/Parcel Tax	995,282	1,012,929	1,020,313	1,030,516	1,040,821	1,051,227
User Fee						
Transfer from Capital Reserve						
Other						
Debt Proceeds						
Surplus/(Deficit)						
TOTAL SOURCE OF FUNDS	\$995,282	\$1,012,929	\$1,020,313	\$1,030,516	\$1,040,821	\$1,051,227



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 17, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: Public Safety Division
Community Services Department

SUBJECT: 2018 Budget Review - Function 205 – Emergency Planning

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budget for Emergency Planning.

RECOMMENDED RESOLUTION

1. That the 2018 Budget for Function 205 - Emergency Planning be approved.
2. That the Supplementary request for a new Emergency Operations Centre and Public Safety Division offices at the Bings Creek Facility be approved.

BACKGROUND

The role of Emergency Planning is to provide emergency management for CVRD and its partner Municipalities and First Nations. The core expenditures include Emergency Management (mitigation, preparedness, response and recovery), Emergency Communications, Emergency Social Services, Local Emergency Response Neighbourhoods, Search & Rescue, Fire Rescue Coordination and Public Education. This function is funded through requisition, allocations and Sale of Services to First Nations.

ANALYSIS

Core Budget

Overall, the Emergency Planning Requisition stayed the same, as there were no significant changes to core expenses or existing service levels. The Core budget increased \$55,000 but was offset by a prior year, one time decrease described below. Various decreases/increases were made in the Core budget to balance the budget including the following:

1. Climate Action decreased \$6,500 (65%) removed from budget as project was completed in 2017.
2. Increased Provincial Conditional Grant (Community Wild Fire Protection Plan) \$12,500 (125%).
3. Increased Contingency for Division office move \$11,475 (115%).
4. Increase to various miscellaneous accounts of \$62,525

Prior Year, One-Time Items

The Emergency Preparedness workbook development and print for \$55,000 in 2017 was removed for the 2018 budget.

Supplemental Items

Supplemental Requests were presented to the Senior Management Team and subsequently ranked into Tiers. The following request was ranked as Tier 2:

1. \$240,000 Emergency Operations Centre and Public Safety Division offices at the Bings Creek Facility. Funding source is from the Emergency Planning Operational Reserve.

FINANCIAL CONSIDERATIONS

1. Requisition for the Core budget is projected to remain the same \$777,908.
2. Uncommitted Operating Reserve balance for this function as of December 31, 2017 is estimated to be \$345,755.
3. Uncommitted Capital Reserve balance for this function as of December 31, 2017 is estimated to be \$104,129.

COMMUNICATION CONSIDERATIONS

N/A

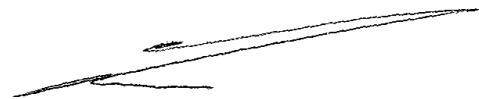
STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per 3.3 of the CVRD's Regional Strategic Focus Areas.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Conrad Cowan
Manager

Reviewed by:

Not Applicable
Not Applicable



John Elzinga
General Manager

ATTACHMENTS:

- Attachment A – Year over Year Comparative Analysis
- Attachment B – 5 Year Plan
- Attachment C - Vadim Budget
- Attachment D – Supplementary Requests

COWICHAN VALLEY REGIONAL DISTRICT

Attachment B

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Emergency Planning

Function: 205

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$815,609	\$827,704	\$843,894	\$819,602	\$822,898	\$826,277
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve				10,000	15,000	20,000
TOTAL APPLICATION OF FUNDS	\$815,609	\$827,704	\$843,894	\$829,602	\$837,898	\$846,277
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	777,908	777,908	793,549	801,479	809,494	817,589
User Fee	27,701	27,296	27,845	28,123	28,404	28,688
Transfer from Capital Reserve Fund						
Transfer from Operating Reserve Fund						
Other	10,000	22,500	22,500			
Debt Proceeds						
Surplus/(Deficit)						
TOTAL SOURCE OF FUNDS	\$815,609	\$827,704	\$843,894	\$829,602	\$837,898	\$846,277



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND						
		205 - EMERGENCY PLANNING						
		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REVE								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-275	0	-103	0	0		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-1,160	0	0	0	0		
01-1-2000-2121	PROVINCIAL CONDITIONAL	-42,248	-3,500	-9,791	-10,000	-22,500		
	Total GRANTS	-43,683	-3,500	-9,894	-10,000	-22,500	0	0
4200 SALE OF SERVICES - PROTECTIVE								
01-1-4200-0000	SALE OF SERVICES - PROTEC	-27,975	-23,398	0	-27,701	-27,296		
	Total SALE OF SERVICES - PRO	-27,975	-23,398	0	-27,701	-27,296	0	0
4433 RECOVERY OF COSTS								
01-1-4433-0000	GENERAL	-3,819	0	-3,910	0	0		
	Total RECOVERY OF COSTS	-3,819	0	-3,910	0	0	0	0
4435 P.E.P. - RECOVERY OF COSTS								
01-1-4435-0000	P.E.P. - RECOVERY OF COSTS	-1,343	0	0	0	0		
	Total P.E.P. - RECOVERY OF CC	-1,343	0	0	0	0	0	0
5900 MISCELLANEOUS								
01-1-5900-2754	TAXABLE MERCHANDISE SALE	0	0	-600	0	0		
	Total MISCELLANEOUS	0	0	-600	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-622,723	-622,723	-777,908	-777,908	-777,908		
	Total REQUISITION	-622,723	-622,723	-777,908	-777,908	-777,908	0	0
	Total OPERATING REVENUES	-699,543	-649,621	-792,312	-815,609	-827,704		
OPERATING EXPE								
1222 EMERGENCY PLANNING								
01-2-1222-1101	SALARIES/FULL TIME REGULA	372,279	386,053	240,489	396,266	404,191		
01-2-1222-1400	BENEFITS	94,281	100,374	68,716	103,029	113,173		
01-2-1222-2110	CONFERENCES & SEMINARS	4,931	5,000	3,607	7,000	7,000		
01-2-1222-2111	TRAVEL	8,507	6,000	6,754	6,000	9,000		
01-2-1222-2121	POSTAGE	688	1,000	347	900	900		
01-2-1222-2131	TELEPHONE	3,875	4,500	2,169	4,400	4,400		
01-2-1222-2142	FIRE SERVICES	7,615	10,000	7,257	15,000	15,000		
01-2-1222-2210	ADVERTISING	0	0	0	0	2,000		

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Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND							
		205 - EMERGENCY PLANNING							
		2016	2016	2017	2017	2018			
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET			
01-2-1222-2230	SUBSCRIPTIONS	2,692	1,695	621	1,800	1,800			
01-2-1222-2320	LEGAL SERVICES	0	500	0	500	500			
01-2-1222-2330	CONSULTANTS	0	0	1,220	40,000	40,000			
01-2-1222-2338	CONTRACT FOR SERVICE	2,241	25,000	813	35,000	35,000			
01-2-1222-2340	TRAINING & DEVELOPMENT	8,553	5,000	4,828	6,250	10,000			
01-2-1222-2370	INSURANCE - PROPERTY	1,273	1,200	0	1,260	1,260			
01-2-1222-2372	INSURANCE DEDUCTIBLES	296	296	0	0	0			
01-2-1222-2395	MEMBERSHIPS	2,140	1,000	1,665	1,857	1,857			
01-2-1222-2475	MISCELLANEOUS EQUIPMENT	2,485	1,000	2,989	7,000	7,000			
01-2-1222-2532	COMPUTER SOFTWARE UPGR	5,612	7,500	1,701	4,000	6,000			
01-2-1222-4100	ALLOC - GENERAL GOVERNMI	19,105	19,105	22,604	22,604	28,685			
01-2-1222-4300	ALLOC - BUILDING COSTS	28,659	28,659	30,077	30,077	34,087			
01-2-1222-4520	ALLOC - GM COM SERVICES	21,010	21,010	26,808	26,808	33,660			
01-2-1222-4540	ALLOC - INFO TECHNOLOGY	30,440	30,440	34,088	34,088	34,188			
01-2-1222-4550	ALLOC - HUMAN RESOURCES	14,619	14,619	15,249	15,249	14,699			
01-2-1222-4560	ALLOC - LIABILITY INSURANCE	15,082	15,082	12,098	14,674	14,674			
01-2-1222-4646	CLIMATE ACTION	43,639	5,000	20,725	10,000	3,500			
01-2-1222-5110	SUNDRY EXPENSES	1,415	2,500	1,082	2,000	2,000			
01-2-1222-5121	MEETING EXPENSES	518	1,000	206	1,000	1,000			
01-2-1222-5915	SUPPLIES & RENTAL - PHOTO	9,745	9,000	5,084	9,000	9,000			
01-2-1222-5920	SUPPLIES - OFFICE	3,159	2,000	309	2,000	2,000			
01-2-1222-7550	LICENCES & FEES	8,940	8,200	8,827	9,000	9,000			
01-2-1222-9910	CONTINGENCY	0	4,619	0	0	11,475			
Total EMERGENCY PLANNING		713,799	717,352	520,335	806,762	857,045	0	0	
4059 05 ESCAPE 389 CLB									
01-2-4059-2373	INSURANCE/AUTOMOTIVE EQI	1,299	1,200	1,281	1,300	1,300			
01-2-4059-2466	R & M - FIRE VEHICLES	777	500	1,607	500	3,000			
01-2-4059-5310	FUEL & LUBRICANTS	920	1,000	468	1,000	1,000			
Total 05 ESCAPE 389 CLB		2,996	2,700	3,356	2,800	5,300	0	0	
4060 EMERGENCY MANAGEMENT COMMITTEE									
01-2-4060-0000	EMERGENCY MANAGEMENT C	2,652	2,500	304	2,500	5,000			
Total EMERGENCY MANAGEME		2,652	2,500	304	2,500	5,000	0	0	
4065 PUBLIC INFORMATION									
01-2-4065-0000	PUBLIC INFORMATION	1,449	2,500	0	2,500	2,500			
Total PUBLIC INFORMATION		1,449	2,500	0	2,500	2,500	0	0	
4070 EMERGENCY SOCIAL SERVICES									



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND							
		205 - EMERGENCY PLANNING							
		2016	2016	2017	2017	2018			
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET			
01-2-4070-0000	EMERGENCY SOCIAL SERVICE	1,073	5,000	1,561	15,000	15,000			
	Total EMERGENCY SOCIAL SER	1,073	5,000	1,561	15,000	15,000	0	0	
4076 COWICHAN SAR									
01-2-4076-2125	CELLULAR PHONES - RENTAL	1,408	2,400	871	2,400	2,400			
01-2-4076-2256	OPERATING COSTS	0	0	0	1,500	0			
01-2-4076-2340	TRAINING & DEVELOPMENT	5,725	5,000	880	5,000	5,000			
01-2-4076-2384	MISC. EQUIPMENT	135	1,000	353	1,000	1,000			
01-2-4076-2610	ALLOC - OPS EXP - SAR	7,935	6,500	6,500	6,500	15,000			
	Total COWICHAN SAR	15,202	14,900	8,604	16,400	23,400	0	0	
4077 LADYSMITH SAR									
01-2-4077-2125	CELLULAR PHONES - RENTAL	1,575	2,400	1,185	2,400	2,400			
01-2-4077-2340	TRAINING & DEVELOPMENT	790	5,000	0	5,000	5,000			
01-2-4077-2373	INSURANCE/AUTOMOTIVE EQUI	2,012	1,800	2,009	2,000	2,000			
01-2-4077-2375	INSURANCE CLAIMS	0	0	212	0	0			
01-2-4077-2384	MISC. EQUIPMENT	135	1,000	724	1,000	1,000			
01-2-4077-2470	PURCHASED REPAIRS - VEHIC	1,043	2,000	928	2,000	2,000			
01-2-4077-5310	FUEL & LUBRICANTS	894	1,000	565	1,000	1,000			
	Total LADYSMITH SAR	6,450	13,200	5,624	13,400	13,400	0	0	
4080 PUBLIC EDUCATION									
01-2-4080-0000	LOCAL EMERG RESP-NEIGHBO	437	2,500	413	5,000	5,000			
01-2-4080-2006	PUBLIC EDUCATION	4,007	2,500	0	60,000	5,000			
	Total PUBLIC EDUCATION	4,444	5,000	413	65,000	10,000	0	0	
4085 COMMUNICATIONS									
01-2-4085-0000	COMMUNICATIONS	11,771	12,000	18,211	16,000	20,000			
	Total COMMUNICATIONS	11,771	12,000	18,211	16,000	20,000	0	0	
4090 EMERGENCY OPERATIONS CENTRE									
01-2-4090-0000	EMERGENCY OPERATIONS CE	16,611	2,500	6,771	8,000	8,000			
	Total EMERGENCY OPERATION	16,611	2,500	6,771	8,000	8,000	0	0	
4091 P.E.P - E.O.C									
01-2-4091-2256	OPERATING COSTS	10,834	0	0	0	0			
	Total P.E.P - E.O.C	10,834	0	0	0	0	0	0	
4105 PROJECT EXPENDITURES									
01-2-4105-1164	ECC MANAGEMENT TEAM	96	2,500	0	2,500	5,000			



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND							
205 - EMERGENCY PLANNING							
	2016	2016	2017	2017	2018		
	ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
Total PROJECT EXPENDITURES	96	2,500	0	2,500	5,000	0	0
9900 INTERNAL RECOVERIES							
01-2-9900-4209 ALLOC - 911	-33,332	-33,332	-34,454	-34,454	-34,122		
01-2-9900-4211 ALLOC - FIRE DEPT	-97,200	-97,199	-100,799	-100,799	-102,823		
Total INTERNAL RECOVERIES	-130,532	-130,531	-135,253	-135,253	-136,945	0	0
Total OPERATING EXPENSES	656,845	649,621	429,926	815,609	827,704		
Surplus/Deficit	-42,698	0	-362,387	0	0		

**Cowichan Valley Regional District
Budget Report by Cost Center**



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-699,543	-649,621	-792,312	-815,609	-827,704
Summary Total Expenses	656,845	649,621	429,926	815,609	827,704
Summary Surplus/Deficit	-42,698	0	-362,387	0	0

2018 Budget - Supplemental Item

Attachment D

Title	Public Safety Office Move to Bings Creek	Department	COMMUNITY SERVICES
Division	PUBLIC SAFETY	Function	205 - Emergency Planning
Type	Capital - Replacement	Priority	1

Description

In 2009, CVRD Board approved new Operations Facility at Bings Creek Solid Waste Management Complex with 2 bays for Cowichan Search & Rescue Association use. Public Safety cost was \$258,000 (\$115,000 from Reserves, \$135,000 from MFA Short-term Borrowing and \$8,000 from Operating Budget). The capital reserves were originally established for the full range of emergency management requirements including emergency 9-1-1 communications management, fire/rescue coordination and disaster management services at community, regional and neighbouring governmental levels to ensure a fully functioning regional emergency management program.

Benefits

The CVRD will have a fully functioning Emergency Operations Centre and training base, freeing up much needed Ingram Street office and meeting room space. The move will also bring the Emergency 9-1-1 Communications management in-house which is currently offsite based out of a personal home. The repurposed facility at Bings Creek will ensure that CVRD Public Safety is positioned for effective and efficient capacity to prepare for, respond to, recover from and mitigate the effects of major emergencies and disasters in the CVRD.

Risks

Potential business disruption if system fails; emergency replacement costs will be significantly higher than going thru a tendering process.

Financial Information

Capital								Operating						
Funding Sources	Total Funding	2018	2019	2020	2021	2022	5 Year Total	Funding Sources	2018	2019	2020	2021	2022	5 Year Total
Operating Reserves	240,000	240,000					240,000							
							-							-
							-							-
	240,000	240,000	-	-	-	-	240,000		-	-	-	-	-	-
Expenses	Total Expenses	2018	2019	2020	2021	2022	5 Year Total	Expenses	2018	2019	2020	2021	2022	5 Year Total
Building Improvem	140,000	140,000					140,000							
Equipment	100,000	100,000					100,000							
							-							-
	240,000	240,000	-	-	-	-	240,000		-	-	-	-	-	-

Administration

Author	Conrad Cowan	Date Prepared	Aug 15, 2017
Approval Date			

2018 Budget - Supplemental Item

Title	Full time staff person	Department	COMMUNITY SERVICES
Division	PUBLIC SAFETY	Function	106 - Commuter Transit
Type	Operating - One-time	Priority	1

Description

Benefits

Risks

Financial Information

Operating						
Funding Sources	2018	2019	2020	2021	2022	5 Year Total
Allocation						-
						-
						-
	-	-	-	-	-	-
Expenses	2018	2019	2020	2021	2022	5 Year Total
Wages						-
Benefits						-
Allocations						-
Conferences						-
Travel						-
Telephone						-
Training						-
Memberships						-
Office Supplies						-
Miscellaneous Equipment						-
	-	-	-	-	-	-

Administration

Author	Date Prepared
Approval Date	

Title

2018 Supplemental Item
 2018 Approved Capital Expenditure

Department

DEPARTMENT	DIVISION
CORPORATE SERVICES	FINANCE
LAND USE SERVICES	HUMAN RESOURCES
ENGINEERING SERVICES	INFORMATION TECHNOLOGY
COMMUNITY SERVICES	LEGISLATIVE SERVICES
	COMMUNITY & REGIONAL PLANNING
	DEVELOPMENT SERVICES
	BUILDING INSPECTION & BYLAW ENFORCEMENT
	ECONOMIC DEVELOPMENT
	PARKS & TRAILS
	ENVIRONMENTAL SERVICES
	WATER MANAGEMENT
	RECYCLING & WASTE MANAGEMENT
	ISLAND SAVINGS CENTRE
	ARTS & CULTURE
	COWICHAN LAKE RECREATION
	SOUTH COWICHAN RECREATION
	PUBLIC SAFETY
	FACILITIES & TRANSIT

2018 Budget - Supplemental Item
 2018 Budget - Approved Capital Expenditure

Division

	FUNCTION
100	General Government
101	Community Health Network
102	Vancouver Island Regional Library
105	I.T. / H.R. / L.I. / G.I.S.
106	Commuter Transit
107	Transit
109	Emergency 9-1-1
111	Grant In Aid – Area A
112	Grant In Aid – Area B
113	Grant In Aid – Area C
114	Grant In Aid – Area D
115	Grant In Aid – Area E
116	Grant In Aid – Area F
117	Grant In Aid – Area G
118	Grant In Aid – Area I
121	Economic Development
123	Regional Tourism Services
130	Electoral Feasibility Study
131	Environmental Initiatives
150	Municipalities/Library Board – MFA Debt
199	GM Community Services/Facilities
200	Administration Office
205	Emergency Planning
231	Community Parks – Area A
232	Community Parks – Area B
233	Community Parks – Area C
234	Community Parks – Area D
235	Community Parks – Area E
236	Community Parks – Area F
237	Community Parks – Area G
238	Community Parks – Area H
239	Community Parks – Area I
250	Electoral Area Services
279	Parks & Trails
280	Regional Parks
281	Bright Angel Park

282	South Cowichan Community Parks
283	Kinsol Trestle
285	Regional Parkland Acquisition
310	Animal Control
320	Enforcement & Inspection
325	Community Planning
350	Fire Protection – North Oyster
351	Fire Protection – Mesachie Lake
352	Fire Protection – Cowichan Lake
353	Fire Protection – Saltair
354	Fire Protection – Sahtlam
355	Fire Protection – Malahat
356	Fire Protection – Eagle Heights
357	Fire Protection – Honeymoon Bay
358	Fire Protection – Youbou
400	Arts & Culture
405	Cowichan Lake Recreation
411	Kerry Park Recreation
417	KPRC – Aquatic Service
420	ISC – Events & Services
423	ISC – Arena
426	ISC – Theatre
427	ISC – Library
429	ISC – Capital Loan – Theatre
435	Theatre – Area A
436	Theatre – Area B
437	Theatre – Area C
438	Theatre – North Cowichan
439	Theatre – Ladysmith
440	Cowichan Sportsplex – Area A
442	Cowichan Sportsplex – Area C
443	Cowichan Sportsplex – Area D
444	Cowichan Sportsplex – Area E
450	Recreation – Mill Bay
451	Recreation – Glenora
456	Recreation - Saltair
457	Victim Services – West
458	Lake Cowichan Activity Centre
459	Victim Services
460	Recreation – North Oyster
461	Cowichan Aquatic Centre Area E
463	Cowichan Wooden Boat Society
464	Recreation – Shawnigan Lake Community
465	Cobble Hill Hist. Society
466	Recreation – Cobble Hill

467	Shawnigan Lake Hist. Society
469	Cowichan Station Association – Area E
470	Frank Jameson Community Centre
472	Senior Centre Grant
474	Kaatza Historical Society
475	Mill Bay/Malahat Historical Society
478	Cowichan Station Association – Area B
480	Cowichan Aquatic Centre – Area F
481	Cowichan Aquatic Centre – Area I
488	Shawnigan Basin Society
489	Nature and Habitat Area I
490	Thetis Island Wharf
491	Thetis Island Boat Launch
492	Cowichan Lake Water Protection
493	Safer Futures
494	Social Planning
495	South Cowichan Community Policing
496	Cowichan Community Policing
497	Cowichan Valley Hospice
510	Thetis Island Solid Waste & Recycling
515	Curbside Garbage/Recycle
520	Solid Waste Management Complex
530	Flood Management
531	South Cowichan Water Study Plan
535	Liquid Waste Plan Central Sector
540	Liquid Waste Plan South Sector
550	Street Lighting – Mesachie Lake
551	Street Lighting – Youbou
552	Street Lighting – Brentwood College
553	Street Lighting – Cowichan Bay
554	Street Lighting – Honeymoon Bay
555	Street Lighting – Mill Bay
556	Street Lighting – Cobble Hill
557	Critical Street Lighting – Area A
558	Critical Street Lighting – Area B
559	Critical Street Lighting – Area C
560	Critical Street Lighting – Area D

561	Critical Street Lighting – Area E
565	Critical Street Lighting – Area I
571	Energy Manager
575	Engineering Services - Administration
576	Engineering Services – Utilities
580	Wilmot Road Street Lighting
581	Sentinel Ridge Street Lighting
583	Twin Cedars Street Lighting
585	Arbutus Mountain Street Lighting
586	Mill Springs Street Lighting
701	Wilmot Road Drainage
702	Sentinel Ridge Drainage
703	Shawnigan Lake East Drainage
705	Arbutus Mountain Drainage
707	Lanes Road Drainage
711	Bald Mountain Drainage
714	Cobble Hill Drainage
715	Arbutus Ridge Drainage
799	Shawnigan Creek Cleanout System
601	Satellite Park Water
603	Douglas Hill Water
604	Lambourn Water
605	Arbutus Mountain Water
608	Fern Ridge Water
611	Bald Mountain Water
613	Dogwood Ridge Water
615	Arbutus Ridge Water
616	Carlton Water
617	Shellwood Water
618	Woodley Range Water
619	Burnum Water
620	Mesachie Lake Water
640	Saltair Water
652	Central Youbou Water Debt
653	Youbou Water
660	Honeymoon Bay Water
661	Honeymoon Bay Water Debt
662	Honeymoon Bay Water (Well 2) Debt
670	Cherry Point Estates Water
680	Shawnigan Lake North Water
681	Shawnigan Lake Weir
690	Kerry Village Water
800	Cowichan Bay Sewer
801	Brulette Sewer

802	Sentinel Ridge Sewer
803	Twin Cedars Sewer
804	Lambourn Sewer
805	Arbutus Mountain Sewer
809	Cobble Hill Village Sewer
810	Mesachie Lake Sewer
811	Bald Mountain Sewer
813	Mill Springs Sewer
815	Arbutus Ridge Sewer
820	Eagle Heights Sewer
830	Maple Hills Sewer
840	Shawnigan Beach Estates Sewer
850	Kerry Village Sewer
860	Youbou Sewer

Function

	Priority	Type
100 - General Government	1	Operating - One-time
101 - Community Health Network	2	Operating - On-going
102 - Vancouver Island Regional Library	3	Capital - New
105 - I.T. / H.R. / L.I. / G.I.S.	4	Capital - Replacement
106 - Commuter Transit	5	
107 - Transit	6	
109 - Emergency 9-1-1	7	
111 - Grant In Aid – Area A	8	
112 - Grant In Aid – Area B	9	
113 - Grant In Aid – Area C	10	
114 - Grant In Aid – Area D	11	
115 - Grant In Aid – Area E	12	
116 - Grant In Aid – Area F	13	
117 - Grant In Aid – Area G	14	
118 - Grant In Aid – Area I	15	
121 - Economic Development	16	
123 - Regional Tourism Services	17	
130 - Electoral Feasibility Study	18	
131 - Environmental Initiatives	19	
150 - Municipalities/Library Board – MFA Debt	20	
199 - GM Community Services/Facilities	21	
200 - Administration Office	22	
205 - Emergency Planning	23	
231 - Community Parks – Area A	24	
232 - Community Parks – Area B	25	
233 - Community Parks – Area C	26	
234 - Community Parks – Area D	27	
235 - Community Parks – Area E	28	
236 - Community Parks – Area F	29	
237 - Community Parks – Area G	30	
238 - Community Parks – Area H	31	
239 - Community Parks – Area I	32	
250 - Electoral Area Services	33	
279 - Parks & Trails	34	
280 - Regional Parks	35	
281 - Bright Angel Park	36	

282 - South Cowichan Community Parks	37
283 - Kinsol Trestle	38
285 - Regional Parkland Acquisition	39
310 - Animal Control	40
320 - Enforcement & Inspection	41
325 - Community Planning	42
350 - Fire Protection – North Oyster	43
351 - Fire Protection – Mesachie Lake	44
352 - Fire Protection – Cowichan Lake	45
353 - Fire Protection – Saltair	46
354 - Fire Protection – Sahtlam	47
355 - Fire Protection – Malahat	48
356 - Fire Protection – Eagle Heights	49
357 - Fire Protection – Honeymoon Bay	50
358 - Fire Protection – Youbou	51
400 - Arts & Culture	52
405 - Cowichan Lake Recreation	53
411 - Kerry Park Recreation	54
417 - KPRC – Aquatic Service	55
420 - ISC – Events & Services	56
423 - ISC – Arena	57
426 - ISC – Theatre	58
427 - ISC – Library	59
429 - ISC – Capital Loan – Theatre	60
435 - Theatre – Area A	61
436 - Theatre – Area B	62
437 - Theatre – Area C	63
438 - Theatre – North Cowichan	64
439 - Theatre – Ladysmith	65
440 - Cowichan Sportsplex – Area A	66
442 - Cowichan Sportsplex – Area C	67
443 - Cowichan Sportsplex – Area D	68
444 - Cowichan Sportsplex – Area E	69
450 - Recreation – Mill Bay	70
451 - Recreation – Glenora	71
456 - Recreation - Saltair	72
457 - Victim Services – West	73
458 - Lake Cowichan Activity Centre	74
459 - Victim Services	75
460 - Recreation – North Oyster	76
461 - Cowichan Aquatic Centre Area E	77
463 - Cowichan Wooden Boat Society	78
464 - Recreation – Shawnigan Lake Community	79
465 - Cobble Hill Hist. Society	80
466 - Recreation – Cobble Hill	81

467 - Shawnigan Lake Hist. Society	82
469 - Cowichan Station Association – Area E	83
470 - Frank Jameson Community Centre	84
472 - Senior Centre Grant	85
474 - Kaatza Historical Society	86
475 - Mill Bay/Malahat Historical Society	87
478 - Cowichan Station Association – Area B	88
480 - Cowichan Aquatic Centre – Area F	89
481 - Cowichan Aquatic Centre – Area I	90
488 - Shawnigan Basin Society	91
489 - Nature and Habitat Area I	92
490 - Thetis Island Wharf	93
491 - Thetis Island Boat Launch	94
492 - Cowichan Lake Water Protection	95
493 - Safer Futures	96
494 - Social Planning	97
495 - South Cowichan Community Policing	98
496 - Cowichan Community Policing	99
497 - Cowichan Valley Hospice	100
510 - Thetis Island Solid Waste & Recycling	101
515 - Curbside Garbage/Recycle	102
520 - Solid Waste Management Complex	103
530 - Flood Management	104
531 - South Cowichan Water Study Plan	105
535 - Liquid Waste Plan Central Sector	106
540 - Liquid Waste Plan South Sector	107
550 - Street Lighting – Mesachie Lake	108
551 - Street Lighting – Youbou	109
552 - Street Lighting – Brentwood College	110
553 - Street Lighting – Cowichan Bay	111
554 - Street Lighting – Honeymoon Bay	112
555 - Street Lighting – Mill Bay	113
556 - Street Lighting – Cobble Hill	114
557 - Critical Street Lighting – Area A	115
558 - Critical Street Lighting – Area B	116
559 - Critical Street Lighting – Area C	117
560 - Critical Street Lighting – Area D	118

561 - Critical Street Lighting – Area E	119
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STAFF REPORT TO COMMITTEE

DATE OF REPORT October 10, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: Environmental Services Division
Engineering Services Department

SUBJECT: 2018 Budget review – Function 131 Environmental Initiatives

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budget for Environmental Initiatives.

RECOMMENDED RESOLUTION

1. That the 2018 Budget for Function 131 - Environmental Initiatives be approved
2. That the Supplementary request for hiring a Co-op student be approved
3. That the Supplementary request for Partnership Project funding be approved

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. One new change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process a draft budget was prepared for Environmental Initiatives based on core expenses and existing service levels. Supplemental requests were prepared by staff for review by the Senior Management Team. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of significant changes.

ANALYSIS

Core Budget

Overall, the Environmental Initiatives Requisition increased \$13,823 or 2.39% due to the following:

Salaries & Benefits increased \$17,687 (6.00%). Wages increased due to anticipated contract settlements. Benefits increased both as a result of higher salaries and also due to increased cost of benefits at 28% of salaries as opposed to 26% in 2017.

Legal Services increased from \$0 to \$5,000 to cover legal fees associated with program work which was previously covered by budget 575.

Advertising increased \$2,000 (33.33%) to support advertising in CVRD news and ads in the recreation guides.

Training and Development increased \$1,000 (25.00%) to support staff development and increased training costs.

Allocations increased \$427 (0.47%) across multiple areas.

Hourly wages decreased \$4,050 (100%) replaced by the supplemental request to fund a co-op student.

Contingency decreased \$7,000 (88.55%) in order to minimize the increase to requisition.

Two priorities of the Division in 2017 have been the development of a Watershed Management Plan Framework and the development of an Environmentally Sensitive Areas Strategy for the region. Both of these projects are ongoing initiatives which will carry over into 2018. We are requesting that \$15,000 in unspent funds from these projects be carried over to the 2018 budget to support the completion of these multi-year projects.

Prior Year, One-Time Items

The Environmental Services Division was very successful with grant applications in 2016 and 2017, resulting in the receipt of grants totalling over \$1.6 million. This funding spans multiple years with projects underway from 2017 through 2019, including:

- \$194,500 for Lake Cowichan / Youbou Torrent Flow Analysis
- \$300,000 for a Koksilah flood project
- \$200,000 for Cowichan Lake Structured Decision Model
- \$265,000 for Sustainable Watershed Systems through Asset Management
- \$100,000 for Risk Assessment of Floodplain Areas
- \$256,000 for Regional Dam Safety Analysis and Risk Assessment
- \$200,000 for Koksilah / Shu-hwuykwselu Stormwater Drainage Mitigation Plan
- \$90,000 for Coastal Sea Level Rise Risk Assessment
- \$14,500 for Airshed Communications

The majority of these projects were 100% funded by the federal and provincial governments, resulting in no impact on the requisition for this function, although considerable staff time is required both to prepare the grant applications and to administer the successful projects.

Supplemental Items

Supplemental Requests were presented to the Senior Management Team and subsequently ranked into Tiers. The request for \$16,000 for a co-op student position was ranked as a Tier 3 request.

Partnership Project Funding. Two of the projects noted above did require a 17% contribution from local government. In the 2017 budget, the Board approved the use of \$50,000 from the Environmental Initiatives Operational Reserve to use as partnership funding for these kind of leverage opportunities. \$34,000 of this funding was initially earmarked as the CVRD contribution to the Cowichan Lake Structured Decision Model project, highlighting the importance of the availability of such funding. Subsequent to the awarding of the project, negotiations with Catalyst Paper led to an agreement for Catalyst to contribute the CVRD portion of this project. Funding for the CVRD portion of the Sustainable Watershed Systems project came from the Partnership for Water Sustainability in BC, meaning that the entire \$50,000 budgeted in 2017 will return to the Operational Reserve. We are requesting that these partnership funds continue to be made available as a supplemental item to act as leverage for additional external funding opportunities.

FINANCIAL CONSIDERATIONS

1. Requisition for the Core budget is proposed to increase \$13,823 (2.39%).
2. Use of Surplus revenue has increased \$832 (5.87%) in 2018 from \$14,168 to \$15,000 to fund ongoing watershed and environmentally sensitive areas projects.

Uncommitted Operating Reserve balance - \$92,873, May 31, 2017.

Uncommitted Capital Reserve balance - \$0, May 31, 2017.

COMMUNICATION CONSIDERATIONS

N/A


STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per 3.3 of the CVRD's Regional Strategic Focus Areas.

Referred to (upon completion):


- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Jeff Moore
Environmental Analyst / Technician

Reviewed by:



Kate Miller, MCIP, RPP. LEED AP
Manager



Hamid Hatami, P. Eng.
General Manager

ATTACHMENTS:

- Attachment A – Vadim Budget
- Attachment B – 5 Year Plan
- Attachment C – Year over Year Comparative Analysis
- Attachment D – Supplementary Request



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND						
		131 - ENVIRONMENTAL INITIATIVES						
		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REV								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-242	0	-89	0	0		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-1,002	0	-1,013	0	0		
01-1-2000-2120	FEDERAL CONDITIONAL	-715,936	-715,935	0	-385,438	-540,250		
01-1-2000-2121	PROVINCIAL CONDITIONAL	-716,423	-715,935	0	-306,388	-515,250		
01-1-2000-9009	TSF GAS TAX RESERVE	-584,941	-584,764	0	0	0		
Total GRANTS		-2,018,544	-2,016,634	-1,102	-691,826	-1,055,500	0	0
4105 ENVIRONMENTAL INITIATIVES								
01-1-4105-2109	FEDERAL GAS TAX FUNDING	-23,586	-200,000	0	0	0		
01-1-4105-2121	PROVINCIAL CONDITIONAL	-396	-9,747	0	0	0		
01-1-4105-9009	TSF GAS TAX RESERVE	0	-46,000	0	-16,000	0		
Total ENVIRONMENTAL INITIATIVES		-23,982	-255,747	0	-16,000	0	0	0
4106 REGIONAL SUSTAINABILITY/CLIMATE								
01-1-4106-2109	FEDERAL GAS TAX FUNDING	0	0	0	-171,957	-131,000		
Total REGIONAL SUSTAINABILITY/CLIMATE		0	0	0	-171,957	-131,000	0	0
4107 WATER STUDY								
01-1-4107-2109	FEDERAL GAS TAX	-11,082	-30,000	0	-18,000	0		
Total WATER STUDY		-11,082	-30,000	0	-18,000	0	0	0
4433 RECOVERY OF COSTS								
01-1-4433-0000	GENERAL	0	0	-110	0	0		
Total RECOVERY OF COSTS		0	0	-110	0	0	0	0
7520 RECOVERY								
01-1-7520-2130	PARTNER CONTRIBUTIONS	-20,495	0	-34,000	-59,550	-25,000		
Total RECOVERY		-20,495	0	-34,000	-59,550	-25,000	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-538,121	-538,121	-578,121	-578,121	-591,944		
Total REQUISITION		-538,121	-538,121	-578,121	-578,121	-591,944	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	0	0	-14,168	-14,168	-15,000		
Total SURPLUS/DEFICIT - CURRENT YEAR		0	0	-14,168	-14,168	-15,000	0	0
9120 TRANSFER FROM OPERATING RESERVE								
01-1-9120-0000	TSF FROM OPERATING RESERVE	0	0	0	-50,000	0		

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Cowichan Valley Regional District
 Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND						
		131 - ENVIRONMENTAL INITIATIVES						
		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
Total TRANSFER FROM OPERA		0	0	0	-50,000	0	0	0
Total OPERATING REV		-2,612,224	-2,840,502	-627,501	-1,599,622	-1,818,444		
OPERATING EXP								
4104 REGIONAL WATER GOVERNANCE								
01-2-4104-2338	CONTRACT FOR SERVICES	15,000	46,000	0	16,000	0	0	0
Total REGIONAL WATER GOVER		15,000	46,000	0	16,000	0	0	0
4106 REGIONAL SUSTAINABILITY/CLIMATE								
01-2-4106-5126	REGIONAL SUSTAINABILITY/CI	8,586	200,000	76,645	171,957	131,000		
Total REGIONAL SUSTAINABILIT		8,586	200,000	76,645	171,957	131,000	0	0
4107 WATER STUDY								
01-2-4107-2279	COWICHAN RIVER BASIN	50,000	50,000	0	50,000	50,000		
01-2-4107-4105	PROJECT EXPENDITURES	11,082	30,000	207,008	218,000	150,000		
Total WATER STUDY		61,082	80,000	207,008	268,000	200,000	0	0
4109 ENVIRONMENTAL INITIATIVES								
01-2-4109-1101	SALARIES/FULL TIME REGULA	249,835	251,000	169,885	233,000	244,000		
01-2-4109-1204	WAGES - HOURLY	0	0	2,968	4,050	0		
01-2-4109-1400	BENEFITS	66,592	65,260	49,639	61,633	68,320		
01-2-4109-2110	CONFERENCES & SEMINARS	0	0	2,435	5,000	5,000		
01-2-4109-2111	TRAVEL	0	0	1,238	1,500	1,500		
01-2-4109-2131	TELEPHONE	0	0	1,182	4,623	4,623		
01-2-4109-2210	ADVERTISING	1,369	1,000	1,102	6,000	8,000		
01-2-4109-2230	SUBSCRIPTIONS	0	0	0	300	300		
01-2-4109-2320	LEGAL SERVICES	0	0	0	0	5,000		
01-2-4109-2338	CONTRACT FOR SERVICES	13,472	22,004	117,388	274,004	10,000		
01-2-4109-2340	TRAINING & DEVELOPMENT	62	500	0	4,000	5,000		
01-2-4109-2372	INSURANCE DEDUCTIBLES	563	563	0	0	0		
01-2-4109-2395	MEMBERSHIPS	221	1,000	2,068	2,000	1,500		
01-2-4109-2475	MISCELLANEOUS EQUIPMENT	0	0	1,066	2,000	2,000		
01-2-4109-2532	COMPUTER SOFTWARE UPGR	1,111	200	3,915	8,180	8,180		
01-2-4109-2583	PUBLIC EDUCATION	0	0	5,253	20,500	6,000		
01-2-4109-2586	COMMISSIONS	0	5,000	0	0	0		
01-2-4109-2588	PARTNERSHIP PROJECT	0	0	0	16,000	0		
01-2-4109-4100	ALLOC - GENERAL GOVERNME	36,279	36,279	29,449	29,449	22,958		
01-2-4109-4105	PROJECT EXPENDITURES	6,776	11,000	500	78,905	78,000		
01-2-4109-4540	ALLOC - INFO TECHNOLOGY	0	0	13,559	13,539	17,094		
01-2-4109-4550	ALLOC - HUMAN RESOURCES	0	0	9,150	9,150	10,495		
01-2-4109-4575	ALLOC - ENGINEERING	36,618	36,618	26,137	26,137	27,793		

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Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 131 - ENVIRONMENTAL INITIATIVES

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
01-2-4109-4585	ALLOC - BUILDING COSTS	0	0	9,283	9,283	10,998		
01-2-4109-4587	ALLOC - ADMINISTRATION	35,697	35,697	3,531	3,531	2,178		
01-2-4109-5110	SUNDRY EXPENSES	0	0	71	0	0		
01-2-4109-5119	FLOOD PLAIN MANAGEMENT	7,469	9,747	0	305,876	930,500		
01-2-4109-5121	MEETING EXPENSES	2,515	0	22	1,000	1,000		
01-2-4109-5124	WATER BALANCE PROGRAM	6,000	0	0	1,000	1,000		
01-2-4109-5129	TIER 2 FLOOD	13,212	2,016,634	0	0	0		
01-2-4109-5144	SNOW PACK MONITORING	5,250	20,000	7,000	15,000	15,000		
01-2-4109-5145	DIKE PROJECTS	2,024,096	0	0	0	0		
01-2-4109-5920	SUPPLIES - OFFICE	0	0	230	100	100		
01-2-4109-9910	CONTINGENCY	0	2,000	0	7,905	905		
Total ENVIRONMENTAL INITIATIVES		2,507,137	2,514,502	457,073	1,143,665	1,487,444	0	0
6501 E.D.C. EXPENDITURES								
01-2-4109-1301	WAGES	0	0	-298	0	0		
Total E.D.C. EXPENDITURES		0	0	-298	0	0	0	0
Total OPERATING EXP		2,591,806	2,840,502	740,428	1,599,622	1,818,444		
Surplus/Deficit		-20,418	0	112,927	0	0		

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Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-2,612,224	-2,840,502	-627,501	-1,599,622	-1,818,444
Summary Total Expenses	2,591,806	2,840,502	740,428	1,599,622	1,818,444
Summary Surplus/Deficit	-20,418	0	112,927	0	0

COWICHAN VALLEY REGIONAL DISTRICT**2018-2022 FINANCIAL EXPENDITURE PROGRAM**

Service: Environmental Initiatives

Function: 131

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$1,599,622	\$1,818,444	\$913,000	\$920,000	\$930,000	\$940,000
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$1,599,622	\$1,818,444	\$913,000	\$920,000	\$930,000	\$940,000
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	\$578,121	\$591,944	\$600,000	\$610,000	\$620,000	\$630,000
User Fee						
Transfer from Capital Reserve						
Transfer from Gas Tax Reserve	\$16,000	\$131,000				
Other	\$941,333	\$1,080,500	\$313,000	\$310,000	\$310,000	\$310,000
Debt Proceeds						
Transfer from Operating Reserve	\$50,000					
Surplus/(Deficit)	\$14,168	\$15,000				
TOTAL SOURCE OF FUNDS	\$1,599,622	\$1,818,444	\$913,000	\$920,000	\$930,000	\$940,000

Function: 131 - Environmental Initiatives

A) Core Budget

	2017 <u>Requisition</u>	Proposed 2018 <u>Requisition</u>	<u>Requisition</u> \$ Increase <u>(Decrease)</u>	<u>Requisition</u> % Increase <u>(Decrease)</u>
	\$578,121	\$591,944	\$13,823	2.39%
Explanation of increase/decrease:				
Increased Wage expense (2017 and 2018 increases)			11,000	1.90%
Increased benefit expense due to increase in wages			6,687	1.16%
Increased Legal Services expense			5,000	0.86%
Increased Advertising expense			2,000	0.35%
Decreased Wages (hourly)			(4,050)	-0.70%
Decreased Contingency			(7,000)	-1.21%
Increased - Other (aggregate of smaller, immaterial amounts)			186	0.03%
		Subtotal section A	<u><u>\$13,823</u></u>	<u><u>2.39%</u></u>

B) Prior Year One-time Items

	<u>Requisition</u> \$ Increase <u>(Decrease)</u>	<u>Requisition</u> % Increase <u>(Decrease)</u>
Decreased Transfer from Operating Reserve (for Partnership Project)	\$50,000	8.65%
Decreased Partnership Project expense	-\$50,000	-8.65%
Plan H Airshed Strategy (\$14,500 grant used for public education)	0	0.00%
NDMP Lake Cowichan / Youbou Torrent Flow Analysis (\$194,500 grant; \$50,000 in 2017, \$124,500 in 2018, \$20,000 in 2019)	0	0.00%
EMBC Koksilah (\$300,000 grant; \$20,000 in 2017, \$270,000 in 2018, \$10,000 in 2019)	0	0.00%
NDMP Floodplain Mapping (\$100,000 grant; \$70,000 in 2018, \$30,000 in 2019)	0	0.00%
NDMP Dam Safety Analysis (\$256,000 grant; \$20,000 in 2017, \$236,000 in 2018)	0	0.00%
NDMP Busy Place Creek (\$200,000 grant; \$160,000 in 2018, \$40,000 in 2019)	0	0.00%
NDMP Sea Level Rise (\$90,000 grant; \$70,000 in 2018, \$20,000 in 2019)	0	0.00%
CWWF Cowichan Lake Structured Decision Model (\$200,000 grant; \$50,000 in 2017, \$150,000 in 2018)	0	0.00%
CWWF Sustainable Watershed Systems through Asset Mgt. (\$265,000 grant in 2017)	0	0.00%
	Subtotal section B	<u><u>\$0</u></u>
		<u><u>0.00%</u></u>

Subtotal sections A + B \$13,823 2.39%

C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition</u> % Increase
1) Co-op Student	Operating - On-going	\$16,000	\$16,000	2.77%
2) Partnership Project	Operating - On-going	\$50,000	\$50,000	8.65%
	Subtotal section C	<u><u>\$66,000</u></u>	<u><u>\$66,000</u></u>	<u><u>11.42%</u></u>

Subtotal sections A + B + C \$79,823 13.81%

Notes:

- 1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$92,873.
- 2) The Capital Reserve balance for this function as at December 31, 2017 is estimated to be \$0.

2018 Budget - Supplemental Item

Title	Environmental Services Coop Student	Department	ENGINEERING SERVICES
Division	ENVIRONMENTAL SERVICES	Function	131 - Environmental Initiatives
Type	Operating - On-going	Priority	2

Description

Increased technical support to meet Corporate Strategic Objectives

Benefits

The work of the Environmental Services group is focused on the development of higher level plans related to watershed, liquid waste, climate adaption, risk reduction and the protection of the environment. There is a substantial amount of work currently ongoing in the division largely funded by grant funds to offset regional district costs and meet Board objectives, and ultimately ensure effective land use and infrastructure planning. This work requires technical analysis and support. There are two ways to address this, by securing consulting services or more effectively, undertaking work in-house where appropriate. Currently the Division does not have a ongoing budget for summer or coop student who could provide support to the division or free up analytical time of existing staff. Focus of the coop position would be at the graduate level to ensure the position provides effective support to the work of the division. This position would free up existing staff to operate at a higher level of efficiency and expedite work loads.

Risks

Inability to take on additional Strategic focus area work, increased time for effective program delivery and loss of ability to provide technical opportunities to existing staff who are providing lower level technical work.

Financial Information

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Operating						
Funding Sources	2018	2019	2020	2021	2022	5 Year Total
Allocation	16,000					16,000
						-
						-
	16,000	-	-	-	-	16,000
Expenses	2018	2019	2020	2021	2022	5 Year Total
Wages	13,638					13,638
Benefits	1,362					1,362
HR, IT and space allocations	1,000					1,000
	16,000	-	-	-	-	16,000

Administration

Author	Kate Miller	Date Prepared	Aug 15, 2017
Approval Date			



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 10, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: Environmental Services Division
Engineering Services Department

SUBJECT: 2018 Budget review – Function 530 Cowichan Flood Management

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budget for Cowichan Flood Management.

RECOMMENDED RESOLUTION

That the 2018 Budget for Function 530 - Cowichan Flood Management be approved

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. One new change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process a draft budget was prepared for Cowichan Flood Management based on core expenses and existing service levels. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of significant changes.

ANALYSIS

Core Budget

The proposed 2018 budget for Function 530 is essentially unchanged from 2017 with no change to the requisition. Minor increases to staff salaries and internal allocations are offset by a slight reduction (1.82%) in contract for services expenses.

There were no prior year, one-time items, nor are there any supplemental items proposed for 2018.

FINANCIAL CONSIDERATIONS

The proposed 2018 budget for this function includes no change to the requisition.

Uncommitted Operating Reserve balance - \$0, May 31, 2017.

Uncommitted Capital Reserve balance - \$0, May 31, 2017.

COMMUNICATION CONSIDERATIONS

N/A


STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per 3.3 of the CVRD's Regional Strategic Focus Areas.

Referred to (upon completion):


- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Jeff Moore
Environmental Analyst / Technician

Reviewed by:



Kate Miller, MCIP, RPP. LEED AP
Manager



Hamid Hatami, P. Eng.
General Manager

ATTACHMENTS:

Attachment A – Vadim Budget

Attachment B – 5 Year Plan

Attachment C – Year over Year Comparative Analysis



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND						
		530 - COWICHAN FLOOD MANAGEMENT						
		2016	2016	2017	2017	2018		
		ACTUAL	BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
<u>OPERATING REVE</u>								
4433 RECOVERY OF COSTS								
01-1-4433-0000	GENERAL	0	0	-24,820	0	0		
Total RECOVERY OF COSTS		0	0	-24,820	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	0	0	-150,000	-150,000	-150,000		
Total REQUISITION		0	0	-150,000	-150,000	-150,000	0	0
Total OPERATING REVENUES		0	0	-174,820	-150,000	-150,000		
<u>OPERATING EXPE</u>								
1120 GENERAL EXPENDITURES								
01-2-1120-1301	WAGES	0	0	15,207	24,000	25,000		
01-2-1120-1400	BENEFITS	0	0	3,580	6,240	7,000		
01-2-1120-2338	CONTRACT FOR SERVICES	0	0	25,097	98,216	96,433		
01-2-1120-2561	ALARM MONITORING	0	0	0	10,000	10,000		
01-2-1120-4540	ALLOC - INFO TECHNOLOGY	0	0	379	379	0		
01-2-1120-4550	ALLOC - HUMAN RESOURCES	0	0	0	0	353		
01-2-1120-4575	ALLOC - ENGINEERING	0	0	2,696	2,696	2,883		
01-2-1120-4587	ALLOC - ADMINISTRATION	0	0	364	364	226		
01-2-1120-9910	CONTINGENCY	0	0	0	605	605		
Total GENERAL EXPENDITURES		0	0	47,324	142,500	142,500	0	0
8240 TRANSFER/FEASIBILITY RESERVE								
01-2-8240-0000	TRANSFER/FEASIBILITY RESE	0	0	0	7,500	7,500		
Total TRANSFER/FEASIBILITY R		0	0	0	7,500	7,500	0	0
Total OPERATING EXPENSES		0	0	47,324	150,000	150,000		
Surplus/Deficit		0	0	-127,497	0	0		

Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	0	0	-174,820	-150,000	-150,000
Summary Total Expenses	0	0	47,324	150,000	150,000
Summary Surplus/Deficit	0	0	-127,497	0	0

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COWICHAN VALLEY REGIONAL DISTRICT**2018-2022 FINANCIAL EXPENDITURE PROGRAM**

Service: Cowichan Flood Management

Function: 530

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$142,500	\$142,500	\$150,000	\$150,000	\$150,000	\$150,000
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
Transfer to Feasability Reserve	\$7,500	\$7,500				
TOTAL APPLICATION OF FUNDS	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
User Fee						
Transfer from Capital Reserve						
Other						
Debt Proceeds						
Surplus/(Deficit)						
TOTAL SOURCE OF FUNDS	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000

2018 Budget Review

Function: 530 - Cowichan Flood Mgmt

A) Core Budget

	<u>2017 Requisition</u>	<u>Proposed 2018 Requisition</u>	<u>Requisition \$ Increase (Decrease)</u>	<u>Requisition % Increase (Decrease)</u>
	\$150,000	\$150,000	\$0	0.00%
Explanation of increase/decrease:				
Increased Wage expense (2017 and 2018 increases)			1,000	0.67%
Increased benefit expense due to increase in wages			760	0.51%
Increased allocations			23	0.02%
Decreased Contract for Services			(1,783)	-1.19%
		Subtotal section A	<u><u>\$0</u></u>	<u><u>0.00%</u></u>

B) Prior Year One-time Items

	<u>Requisition \$ Increase (Decrease)</u>	<u>Requisition % Increase (Decrease)</u>
None		
	Subtotal section B	<u><u>\$0</u></u> <u><u>0.00%</u></u>

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Subtotal sections A + B \$0 0.00%

C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition % Increase</u>
None				
	Subtotal section C	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>0.00%</u></u>

Subtotal sections A + B + C \$0 0.00%

Notes:

- 1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$0.
- 2) The Capital Reserve balance for this function as at December 31, 2017 is estimated to be \$0.



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 10, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: Environmental Services Division
Engineering Services Department

SUBJECT: 2018 Budget review – Function 535 Central Sector Liquid Waste Management Plan

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budget for the Central Sector Liquid Waste Management Plan.

RECOMMENDED RESOLUTION

That the 2018 Budget for Function 535 - Central Sector Liquid Waste Management Plan be approved

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. One new change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process a draft budget was prepared for the Central Sector Liquid Waste Management Plan based on core expenses and existing service levels. Supplemental requests were prepared by staff for review by the Senior Management Team. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of significant changes.

ANALYSIS

The proposed 2018 budget for the Central Sector Liquid Waste Management Plan includes no changes to the requisition.

From 2013 through 2016, a plan amendment focusing on moving the existing outfall was developed and is currently pending review by the province. The province has indicated that they will be expecting a full review and amendment of the plan based on provincial guidelines; however, no timeline has been provided to indicate when this full amendment will be required. Previous direction from the Central Sector Liquid Waste Management Plan Steering Committee has been to maintain the current requisition in order to build a surplus to fund the eventual plan amendment.

Budget changes compared to 2017 include a decrease to allocations of \$7,541 (80.30%) and the addition of a feasibility reserve repayment of \$1,366.

The use of surplus funding decreased \$48,644 (100%) as the intent is to build operating reserves for the eventual full plan amendment.

Consultants – Engineering expenses decreased \$42,469 (31.42%) to reflect the removal of surplus funds from the budget.

There were no prior year, one-time items, nor are there any supplemental items proposed for 2018.

FINANCIAL CONSIDERATIONS

The 2018 Draft Budget for Function 535 will have no change on the current requisition.

Uncommitted Operating Reserve balance - \$48,644, May 31, 2017.

Uncommitted Capital Reserve balance - \$0, May 31, 2017.

COMMUNICATION CONSIDERATIONS

N/A


STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per 3.3 of the CVRD's Regional Strategic Focus Areas.

Referred to (upon completion):


- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Jeff Moore
Environmental Analyst / Technician

Reviewed by:



Kate Miller, MCIP, RPP, LEED AP
Manager



Hamid Hatami, P. Eng.
General Manager

ATTACHMENTS:

Attachment A – Vadim Budget

Attachment B – 5 Year Plan

Attachment C – Year over Year Comparative Analysis



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND						
		535 - LIQUID WASTE PLAN - CENTRAL SE						
		2016	2016	2017	2017	2018		
		ACTUAL	BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REVE								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-26	0	0	0	0		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-330	0	0	0	0		
	Total GRANTS	-356	0	0	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-95,900	-95,900	-95,900	-95,900	-95,900		
	Total REQUISITION	-95,900	-95,900	-95,900	-95,900	-95,900	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	4,031	0	-48,644	-48,644	0		
	Total SURPLUS/DEFICIT - CURR	4,031	0	-48,644	-48,644	0	0	0
119	Total OPERATING REVENUES	-92,224	-95,900	-144,544	-144,544	-95,900		
OPERATING EXPE								
1120 GENERAL EXPENDITURES								
01-2-1120-1301	WAGES	24,303	31,000	0	0	0		
01-2-1120-1400	BENEFITS	6,259	8,060	0	0	0		
01-2-1120-2313	CONSULTANTS - ENGINEERIN	0	42,000	0	135,153	92,684		
01-2-1120-2372	INSURANCE DEDUCTIBLES	38	38	0	0	0		
01-2-1120-4100	ALLOC - GENERAL GOVERNME	2,423	2,423	9,391	9,391	1,850		
01-2-1120-4575	ALLOC - ENGINEERING	5,113	5,113	0	0	0		
01-2-1120-4587	ALLOC - ADMINISTRATION	5,445	5,445	0	0	0		
01-2-1120-5110	SUNDRY EXPENSES	0	1,821	0	0	0		
	Total GENERAL EXPENDITURES	43,581	95,900	9,391	144,544	94,534	0	0
8240 TRANSFER/FEASIBILITY RESERVE								
01-2-8240-0000	TRANSFER/FEASIBILITY RESE	0	0	0	0	1,366		
	Total TRANSFER/FEASIBILITY R	0	0	0	0	1,366	0	0
	Total OPERATING EXPENSES	43,581	95,900	9,391	144,544	95,900		
	Surplus/Deficit	-48,644	0	-135,153	0	0		

Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-92,224	-95,900	-144,544	-144,544	-95,900
Summary Total Expenses	43,581	95,900	9,391	144,544	95,900
Summary Surplus/Deficit	-48,644	0	-135,153	0	0

COWICHAN VALLEY REGIONAL DISTRICT

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Liquid Waste Management Plan Central Sector

Function: 535

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$144,544	\$94,534	\$95,900	\$100,000	\$100,000	\$100,000
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
Transfer to Feasibility Reserve		\$1,366				
TOTAL APPLICATION OF FUNDS	\$144,544	\$95,900	\$95,900	\$100,000	\$100,000	\$100,000
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	\$95,900	\$95,900	\$95,900	\$95,900	\$95,900	\$95,900
User Fee						
Transfer from Capital Reserve						
Other				\$4,100	\$4,100	\$4,100
Debt Proceeds						
Surplus/(Deficit)	\$48,644					
TOTAL SOURCE OF FUNDS	\$144,544	\$95,900	\$95,900	\$100,000	\$100,000	\$100,000

2018 Budget Review

Function: 535 - Liquid Waste Central Sector

A) Core Budget

	<u>2017 Requisition</u>	<u>Proposed 2018 Requisition</u>	<u>Requisition \$ Increase (Decrease)</u>	<u>Requisition % Increase (Decrease)</u>
	\$95,900	\$95,900	\$0	0.00%
Explanation of increase/decrease:				
Decreased Surplus			48,644	50.72%
Decreased Consultants - Engineering Expenses			(42,469)	-44.28%
Decreased Allocations			(7,541)	-7.86%
Increased Feasibility Reserve Repayment			1,366	1.42%
		Subtotal section A	\$0	0.00%

B) Prior Year One-time Items

	<u>Requisition \$ Increase (Decrease)</u>	<u>Requisition % Increase (Decrease)</u>
None		
	Subtotal section B	0.00%

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Subtotal sections A + B \$0 0.00%

C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition % Increase</u>
None				
	Subtotal section C	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>

Subtotal sections A + B + C \$0 0.00%

Notes:

- 1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$48,644.
- 2) The Capital Reserve balance for this function as at December 31, 2017 is estimated to be \$0.



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 11, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: Parks & Trails Division
Land Use Services Department

SUBJECT: 2018 Budget Review – Function 280 Regional Parks

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the proposed 2018 Budget for Function 280 – Regional Parks.

RECOMMENDED RESOLUTION

1. That the 2018 Budget for Function 280 – Regional Parks be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017, Board meeting. One change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process, a draft budget was prepared for Function 280 – Regional Parks based on core expenses and existing service levels. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of significant changes.

This function provides for the administration, planning, capital project development and park maintenance/operations delivery of the Regional Parks and Trails Program. The function is funded through requisition from the nine participating Electoral Areas (A thru I) and four member municipalities (North Cowichan, Ladysmith, Duncan, Lake Cowichan), along with various one-time grants from other levels of government and funding agencies typically specific to capital development projects such as the Cowichan Valley Trail Completion Initiative.

As an outcome of the Priority Based Budgeting Review Process on the Community and Regional Parks Programs at the July and August Corporate Services Committee meetings, the following was approved by the Board for inclusion in the 2018 budget:

- Parks and Trails Volunteer Coordinator 0.5 FTE position (cost-shared with Function 279 – Community Parks and Trails)
- Cost-sharing of Parks Bylaw Enforcement with Function 279 – Community Parks and Trails
- Seasonal Parks Operations Field Technician (cost-shared with Function 279 – Community Parks and Trails)

ANALYSIS

The proposed Regional Parks 2018 requisition increased \$8,467 or 0.76% due to the following adjustments, inclusive of an overall increase to the Core Budget and a decrease to the Capital budget as previously endorsed by the Board for a multi-year funded capital project, as follows:

Core Budget

Overall, the Parks and Trails Core Budget increased \$24,467 or 2.59%, inclusive of funds as previously directed by the Board for new staff positions (0.5 FTE Parks and Trails Volunteer Coordinator and a Seasonal Parks Operations Field Technician) cost-shared with Function 279 – Community Parks and Trails, and adjustments to Parks Bylaw Enforcement to apportion funds equally between Functions 280 and 279 for the existing service level, as follows:

- Salaries (FTR) increased \$7,260 (2.74%) overall, inclusive of Board approval to budget staff support adjustments and for existing position adjustments, as follows:
 - i. Parks and Trails Volunteer Coordinator 0.5 FTE position cost-shared between Function 280 – Regional Parks (\$16,838) and Function 279 - Parks and Trails (\$16,838) to organize and promote volunteer opportunities for in-park and trail activities, projects and events, increasing opportunities for local volunteer participation and engagement with the community parks and trails programs within the Electoral Areas and through Regional Parks.
 - ii. An adjustment to the Parks Bylaw Enforcement funding to decrease Function 280 - Regional Parks (-\$17,807) matched with a corresponding increase to Function 279 – Parks and Trails (\$17,807) to provide equal funding through both functions in 2018. Funding balance to match current bylaw enforcement demands/resource requirements between Electoral Area Community Parks and Regional Parks.
 - iii. Incremental wage and funding allocation adjustments related to current staffing (\$6,291).
- Wages (Hourly) increased \$19,230 (78.49%) from 2017 per Board approval to budget for a new seasonal (7 month) Parks Operations Field Technician. This position provides Division capacity to manage recent additions and planned new parks, trails and amenity improvements with ability to respond to parks maintenance/repair issues, risk management, maintenance contractor services delivery compliance, hazard trees, and vandalism. The seasonal position is cost-shared with Function 279 - Parks & Trails (\$19,230).
- Benefits increased \$6,682 (9.23%) in accordance with Salary and Wages increases as noted above.
- Allocations - General Government increased \$2,267 (7.44%).
- Allocations – Building Costs increased \$1,336 (13.33%)
- Allocations – Information Technology increased \$4,081 (26.94%)
- Allocations – Human Resources decreased \$1,058 (-8.67%)
- Allocations – Liability Insurance decreased \$163 (-4.76%)
- R&M Grounds – Trees increased \$4,000 as a new budget item to fund ongoing parks arboriculture activities inclusive of dan, 124 ees, wildlife trees, storm windfall cleanup and

replanting. There is a corresponding decrease applied to R&M General of \$4,000 (-40.00%).

- Grass Cutting and Maintenance costs increased \$450 (6.08%) for Sandy Pool Regional Park per the previously approved 2018-fixed contract rate for parks maintenance services delivery.
- R&M – Grounds costs decreased \$650 (-7.65%) for Sandy Pool Regional Park due to reduced annual expenses in trail and parking lot maintenance.
- Grass Cutting and Maintenance costs increased \$602 (15.05%) for Spectacle Lake Regional Park per the previously approved 2018-fixed contract rate for parks maintenance services delivery.
- Grass Cutting and Maintenance costs increased \$300 (25.00%) for Stoney Hill Regional Park per the previously approved 2018-fixed contract rate for parks maintenance services delivery.
- R&M – Grounds costs increased \$500 (50.00%) for Stoney Hill Regional Park due to annual expenses for trail and parking lot maintenance.
- Grass Cutting and Maintenance costs increased \$238 (8.32%) for Chemainus River Regional Park per the previously approved 2018-fixed contract rate for parks maintenance services delivery.
- Grass Cutting and Maintenance costs increased \$2,266 (103.00%) for Cobble Hill Mountain Regional Recreation Area per the previously approved 2018-fixed contract rate for parks maintenance services delivery.
- R&M – Grounds costs increased \$2,000 (50.00%) for Cobble Hill Mountain Regional Recreation Area for additional trail maintenance/repairs with increase in visitor use.
- Grass Cutting and Maintenance costs increased \$1,484 (3.53%) for the Cowichan Valley Trail per the previously approved 2018-fixed contract rate for parks maintenance services delivery.
- R&M – Grounds costs increased \$4,000 (11.11%) for the Cowichan Valley Trail due to addition of Malahat Connection section of trail in 2017 and planned opening of Ladysmith/Saltair to Chemainus section in 2018.
- Rentals – Washrooms costs increased \$1,500 (17.65%) for additional unit with expansion of trail and new staging area on the Cowichan Valley Trail - Malahat Connection.
- Garbage Disposal increased \$500 (50.00%) for the Cowichan Valley Trail due to increased garbage collection/disposal costs attributed to annual increases in trail use and new trail sections.
- Parcel Charge costs increased \$3,975 as a new budget line item for lands acquired for Stoney Hill Regional Park. This is an annual municipal parcel charge per property within a defined service area for construction of Stoney Hill Road.
- Invasive Species Management increased \$5,000 as a new budget item for 2018 per Committee direction.

- Asset Management and Consultants decreased \$44,500 (-100.00%) overall.
- Miscellaneous Equipment increased \$4,081 (196.11%) for computer replacement, office and minor equipment.
- Contingency increased \$2,965 (145.70%).
- Short Term Debt – Principal decreased \$152 (-0.17%).
- Short Term Debt – Interest increased \$23 (0.25%).

Capital Budget

- The Cowichan Valley Trail – Ladysmith/Saltair to Chemainus completion project includes an approved \$500,000 Provincial Rural Dividend Fund grant, subject to matching funds from the Regional District. The Board’s consideration in approving submission of an application for this provincial grant included the requirement to provide matching funds, proposed over three years through requisition under Function 280 – Regional Parks as a capital project (2017 - \$135,000, 2018 - \$150,000, 2019 \$200,000). The 2017 budget includes \$135,000 in capital funds for the project and the 2018 budget includes \$150,000 per the proposed approach to meet financial matching conditions of the approved project grant.

Prior Year, One-Time Items

The Cowichan Valley Trail – Malahat Connection project was completed with budgeted funds of \$2,244,851 inclusive of a number of grants, prior year surplus and Community Works Gas Tax.

The Cowichan Valley Trail – Ladysmith/Saltair to Chemainus project has started in 2017 with \$135,000 in capital funds budgeted through requisition. A portion of these capital funds are budgeted as a surplus carry forward to 2018 for completion of the project, along with approved grant funds and matching funds required through the function in 2018 and 2019 to meet funding conditions of grants secured for the project.

Interim improvements to the existing trail network and staging area at Stoney Hill Regional Park are being completed with \$40,000 in capital funds budgeted through requisition.

Supplemental Items

There are no Supplemental Request Items proposed for funding consideration in 2018 for Function 280 – Regional Parks.

FINANCIAL CONSIDERATIONS

The proposed 2018 requisition has increased \$8,467 (0.76%) which is an increase of \$0.05 per \$100,000 household.

Uncommitted Operating Reserve balance - \$39,010, May 31, 2017.

Uncommitted Capital Reserve balance - \$83,032, May 31, 2017.

COMMUNICATION CONSIDERATIONS

N/A

This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per Section 3.3 of the CVRD’s Regional Strategic Focus Areas.

Referred to (upon completion):

- Community Services *(Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit)*
- Corporate Services *(Finance, Human Resources, Legislative Services, Information Technology, Procurement)*
- Engineering Services *(Environmental Services, Recycling & Waste Management, Water Management)*
- Land Use Services *(Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails)*
- Strategic Services

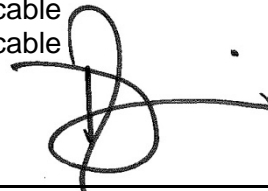
Prepared by:

Reviewed by:



Brian Farquhar
Manager

Not Applicable
Not Applicable



Ross Blackwell, MCIP, RPP, A.Ag.
General Manager

ATTACHMENTS:

- Attachment A – 280 Vadim Budget
- Attachment B – 280 5 Year Plan
- Attachment C – 280 Year over Year Comparative Analysis
- Attachment D – 280 Supplementary Request

Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 280 - REGIONAL PARKS

ATTACHMENT A

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REV								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-440	0	-158	0	0		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-1,780	0	-1,945	0	0		
01-1-2000-2121	PROVINCIAL CONDITIONAL	-42,500	0	0	0	0		
01-1-2000-2700	GENERAL	0	0	-2,500	0	0		
Total GRANTS		-44,720	0	-4,603	0	0	0	0
4433 RECOVERY OF COSTS								
01-1-4433-0000	GENERAL	-451	0	0	0	0		
Total RECOVERY OF COSTS		-451	0	0	0	0	0	0
5900 MISCELLANEOUS								
01-1-5900-2700	GENERAL	-17	0	0	0	0		
Total MISCELLANEOUS		-17	0	0	0	0	0	0
5921 DONATIONS								
01-1-5921-2700	GENERAL	0	0	-5	0	0		
Total DONATIONS		0	0	-5	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-767,144	-767,144	-944,195	-944,195	-968,662		
Total REQUISITION		-767,144	-767,144	-944,195	-944,195	-968,662	0	0
Total OPERATING REV		-812,332	-767,144	-948,803	-944,195	-968,662		
OPERATING EXP								
3920 2013 DODGE PU (FC5593)								
01-2-3920-2373	INSURANCE/AUTOMOTIVE EQ	1,209	1,500	1,189	1,500	1,500		
01-2-3920-2470	PURCHASED REPAIRS - VEHIC	1,602	1,000	2	1,000	1,000		
01-2-3920-5310	FUEL & LUBRICANTS	3,489	3,500	2,868	3,700	3,700		
Total 2013 DODGE PU (FC5593)		6,300	6,000	4,058	6,200	6,200	0	0
3922 2013 JEEP (139NWX)								
01-2-3922-2373	INSURANCE/AUTOMOTIVE EQ	1,505	1,533	1,478	1,500	1,500		
01-2-3922-2470	PURCHASED REPAIRS - VEHIC	0	500	163	500	500		
01-2-3922-2570	PURCHASED MAINTENANCE/\	197	750	0	750	750		
01-2-3922-5310	FUEL & LUBRICANTS	1,024	2,000	662	2,000	2,000		
Total 2013 JEEP (139NWX)		2,726	4,783	2,304	4,750	4,750	0	0
7142 SUMMER STUDENT PROGRAM								

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Chico Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 280 - REGIONAL PARKS

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
01-2-7142-1204	WAGES - HOURLY	11,408	10,500	16,788	10,500	10,500		
01-2-7142-1400	BENEFITS	1,060	850	1,611	850	850		
01-2-7142-2451	R & M - VEHICLES	0	200	0	200	200		
01-2-7142-2475	MISCELLANEOUS EQUIPMENT	87	200	0	200	200		
01-2-7142-4380	ALLOC - SUMMER TRUCK	750	750	750	750	750		
01-2-7142-5952	PROGRAM SUPPLIES	0	500	302	500	500		
Total SUMMER STUDENT PROG		13,306	13,000	19,452	13,000	13,000	0	0
7170 REGIONAL PARKS/GENERAL EXPEND								
01-2-7170-1101	SALARIES/FULL TIME REGULA	222,137	223,353	197,221	265,000	272,260		
01-2-7170-1204	WAGES - HOURLY	29,811	30,039	0	2,500	21,730		
01-2-7170-1400	BENEFITS	72,041	65,834	61,664	69,550	76,232		
01-2-7170-1900	TERM EMPLOYEES	1,200	1,200	900	1,200	1,200		
01-2-7170-2111	TRAVEL	694	400	502	400	400		
01-2-7170-2121	POSTAGE	17	250	0	250	250		
01-2-7170-2131	TELEPHONE	3,737	3,200	2,523	3,800	3,800		
01-2-7170-2210	ADVERTISING	1,178	100	0	100	100		
01-2-7170-2265	ASSET MANAGEMENT	0	0	0	15,000	0		
01-2-7170-2320	LEGAL SERVICES	3,114	4,500	6,049	5,000	5,000		
01-2-7170-2327	LAND TITLES EXPENSES	33	500	0	500	500		
01-2-7170-2330	CONSULTANTS	9,725	10,000	2,921	29,500	0		
01-2-7170-2340	TRAINING & DEVELOPMENT	3,054	3,000	1,740	3,000	3,000		
01-2-7170-2372	INSURANCE DEDUCTIBLES	521	521	0	0	0		
01-2-7170-2375	INSURANCE CLAIMS	708	0	504	0	0		
01-2-7170-2395	MEMBERSHIPS	888	800	0	800	800		
01-2-7170-2414	R & M - GENERAL	8,674	6,000	201	10,000	6,000		
01-2-7170-2475	MISCELLANEOUS EQUIPMENT	6,040	1,000	9	2,081	6,162		
01-2-7170-2480	MINOR CAPITAL	13,698	15,000	0	15,000	15,000		
01-2-7170-2532	COMPUTER SOFTWARE UPGR	1,031	2,000	1,059	2,000	2,000		
01-2-7170-2610	ALLOC - RENTALS - BUILDING	6,500	8,700	5,705	5,705	5,705		
01-2-7170-4100	ALLOC - GENERAL GOVERNMI	33,586	33,586	30,462	30,462	32,729		
01-2-7170-4106	ALLOC - BYLAW ENFORCEMEI	7,000	7,000	7,000	7,000	7,000		
01-2-7170-4202	ALLOC - REGIONAL PARKS	35,000	35,000	39,200	39,200	39,200		
01-2-7170-4377	ALLOC - BUILDING COSTS	9,553	9,553	10,026	10,026	11,362		
01-2-7170-4540	ALLOC - INFO TECHNOLOGY	13,529	13,529	15,150	15,150	19,231		
01-2-7170-4550	ALLOC - HUMAN RESOURCES	11,695	11,695	12,200	12,200	11,142		
01-2-7170-4560	ALLOC - LIABILITY INSURANCE	3,351	3,351	2,688	3,424	3,261		
01-2-7170-4802	PARCEL CHARGE	0	0	2,612	0	3,975		
01-2-7170-5120	PROMOTION	33	2,000	1,803	2,000	2,000		
01-2-7170-5411	CLOTHING	514	1,500	0	1,500	1,500		
01-2-7170-5650	MATERIALS	1,725	1,500	368	1,500	1,500		
01-2-7170-5910	PRINTING	2,935	3,000	1,288	3,000	3,000		

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Cowichan Valley Regional District
 Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 280 - REGIONAL PARKS

		2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET		
01-2-7170-5919	SAFETY SUPPLIES	398	1,000	223	1,000	1,000		
01-2-7170-5920	SUPPLIES - OFFICE	2,173	500	0	500	500		
01-2-7170-9910	CONTINGENCY	0	622	0	2,035	5,000		
Total REGIONAL PARKS/GENER		506,291	500,233	404,020	560,383	562,539	0	0
7172 SANDY POOL REGIONAL PARK								
01-2-7172-2370	INSURANCE - PROPERTY	9	50	0	50	50		
01-2-7172-2379	SECURITY	0	1,500	0	1,500	1,500		
01-2-7172-2414	R & M - BUILDINGS - GROUND	5,220	8,835	4,076	8,500	7,850		
01-2-7172-2542	GRASS CUTTING AND MAINTEN	6,995	7,015	5,771	7,400	7,850		
01-2-7172-2618	RENTALS - WASHROOMS	4,963	1,200	1,129	1,200	1,200		
01-2-7172-5550	GARBAGE DISPOSAL	1,374	1,000	1,042	1,000	1,000		
Total SANDY POOL REGIONAL P		18,561	19,600	12,017	19,650	19,450	0	0
7176 FAIRBRIDGE CHURCH								
01-2-7176-2370	INSURANCE - PROPERTY	1,455	2,100	0	2,100	2,100		
Total FAIRBRIDGE CHURCH		1,455	2,100	0	2,100	2,100	0	0
7179 COWICHAN VALLEY TRAIL								
01-2-7179-1204	WAGES - HOURLY	4,720	7,000	1,483	8,000	8,000		
01-2-7179-1400	BENEFITS	1,649	1,450	678	1,550	1,550		
01-2-7179-2111	TRAVEL	0	200	0	200	200		
01-2-7179-2210	ADVERTISING	704	500	0	500	500		
01-2-7179-2338	CONTRACT FOR SERVICES	11,024	13,165	15,307	15,000	15,000		
01-2-7179-2370	INSURANCE - PROPERTY	1,967	378	0	378	378		
01-2-7179-2412	REPAIRS & MAINT. - OTHER	37,364	34,500	0	0	0		
01-2-7179-2414	R & M - BUILDINGS - GROUND	0	0	13,689	36,000	40,000		
01-2-7179-2542	GRASS CUTTING AND MAINTEN	39,949	37,635	31,964	42,016	43,500		
01-2-7179-2618	RENTALS - WASHROOMS	8,616	8,000	5,775	8,500	10,000		
01-2-7179-2637	LEASE-LAND	13,000	13,000	48	18,000	18,000		
01-2-7179-5120	PROMOTION	0	1,000	300	1,000	1,000		
01-2-7179-5550	GARBAGE DISPOSAL	1,076	1,000	1,016	1,000	1,500		
01-2-7179-5650	MATERIALS	6,147	5,000	5,881	5,000	5,000		
Total COWICHAN VALLEY TRAIL		126,216	122,828	76,142	137,144	144,628	0	0
7181 COMMUNITY PARKS/GENERAL EXPEND								
01-2-7181-2478	MISC. EQUIPMENT (PERCENT)	0	0	840	0	0		
Total COMMUNITY PARKS/GENE		0	0	840	0	0	0	0
7182 PARKS MAINTENANCE EXPENDITURES								
01-2-7182-2422	R & M - GROUNDS - TREES	0	0	0	0	4,000		

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Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND							
		280 - REGIONAL PARKS							
		2016	2016	2017	2017	2018			
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET			
Total PARKS MAINTENANCE EX		0	0	0	0	4,000	0	0	
7239 KINSOL TRESTLE									
01-2-7239-2370	INSURANCE - PROPERTY	57,000	57,000	58,425	59,000	59,000			
01-2-7239-5120	PROMOTION	0	2,000	0	1,000	1,000			
Total KINSOL TRESTLE		57,000	59,000	58,425	60,000	60,000	0	0	
7261 INVASIVE SPECIES MANAGEMENT									
01-2-7261-2338	CONTRACT FOR SERVICES	0	0	0	0	4,500			
01-2-7261-5650	MATERIALS	0	0	0	0	250			
01-2-7261-5952	PROGRAM SUPPLIES	0	0	0	0	250			
Total INVASIVE SPECIES MANA		0	0	0	0	5,000	0	0	
7264 STONEY HILL									
01-2-7264-2414	R & M - BUILDINGS - GROUND	0	0	29	1,000	1,500			
01-2-7264-2542	GRASS CUTTING AND MAINTEN	0	0	0	1,200	1,500			
01-2-7264-5650	MATERIALS	0	0	0	500	750			
Total STONEY HILL		0	0	29	2,700	3,750	0	0	
7285 CHEMAINUS RIVER PARK									
01-2-7285-2379	SECURITY	240	2,500	0	2,500	2,500			
01-2-7285-2412	REPAIRS & MAINT. - OTHER	6,105	2,040	1,810	2,040	2,040			
01-2-7285-2542	GRASS CUTTING AND MAINTEN	2,761	2,860	2,278	2,860	3,098			
01-2-7285-5650	MATERIALS	120	2,000	329	2,000	2,000			
Total CHEMAINUS RIVER PARK		9,226	9,400	4,417	9,400	9,638	0	0	
7286 COBBLE HILL MOUNTAIN RECREATION AREA									
01-2-7286-1204	WAGES - HOURLY	0	0	0	2,500	2,500			
01-2-7286-1400	BENEFITS	0	0	0	300	300			
01-2-7286-2210	ADVERTISING	0	500	0	500	500			
01-2-7286-2412	REPAIRS & MAINT. - OTHER	2,680	2,000	0	0	0			
01-2-7286-2414	R & M - BUILDINGS - GROUND	1,023	2,000	11,040	4,000	6,000			
01-2-7286-2542	GRASS CUTTING AND MAINTEN	3,980	2,200	3,283	2,200	4,466			
01-2-7286-5650	MATERIALS	1,133	2,500	445	2,500	2,500			
Total COBBLE HILL MOUNTAIN R		8,816	9,200	14,768	12,000	16,266	0	0	
7287 SPECTACLE LAKE									
01-2-7287-1204	WAGES - HOURLY	0	0	0	1,000	1,000			
01-2-7287-1400	BENEFITS	100	0	76	140	140			
01-2-7287-2370	INSURANCE - PROPERTY	9	50	0	50	50			
01-2-7287-2412	REPAIRS & MAINT. - OTHER	1,811	1,000	900	0	0			
01-2-7287-2414	R & M - BUILDINGS - GROUND	180	317	1,010	1,850	1,850			

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Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 280 - REGIONAL PARKS

		2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET		
01-2-7287-2542	GRASS CUTTING AND MAINT	4,101	3,883	3,383	4,000	4,602		
01-2-7287-5650	MATERIALS	0	750	0	750	750		
01-2-7287-5660	PARK FIXTURES	0	500	0	0	0		
Total SPECTACLE LAKE		6,201	6,500	5,369	7,790	8,392	0	0
7292 OSBORNE BAY PARK								
01-2-7292-2412	REPAIRS & MAINT. - OTHER	256	5,000	0	0	0		
01-2-7292-2414	R & M - BUILDINGS - GROUND	242	500	0	4,250	4,250		
01-2-7292-2542	GRASS CUTTING AND MAINT	4,649	3,500	0	6,000	6,000		
01-2-7292-5510	WATER	175	250	184	250	250		
01-2-7292-5650	MATERIALS	0	1,000	0	1,000	1,000		
01-2-7292-5660	PARK FIXTURES	0	250	0	0	0		
Total OSBORNE BAY PARK		5,322	10,500	184	11,500	11,500	0	0
8115 SHORT TERM DEBT								
01-15-8215	INTEREST	3	4,000	81	9,208	9,231		
01-15-8216	PRINCIPAL	0	0	1,762	88,370	88,218		
Total SHORT TERM DEBT		3	4,000	1,843	97,578	97,449	0	0
Total OPERATING EXP		761,422	767,144	603,869	944,195	968,662		
CAPITAL REV								
2000 GRANTS								
01-7-2000-2121	PROVINCIAL CONDITIONAL	-155,000	-440,000	0	-265,000	-600,000		
01-7-2000-2700	GENERAL	-381,149	-760,000	0	-778,851	-218,767		
Total GRANTS		-536,149	-1,200,000	0	-1,043,851	-818,767	0	0
4433 RECOVERY OF COSTS								
01-7-4433-0000	GENERAL	0	-500,000	0	-355,000	0		
Total RECOVERY OF COSTS		0	-500,000	0	-355,000	0	0	0
5921 DONATIONS								
01-7-5921-2700	GENERAL	-53,807	-87,452	0	0	-80,000		
Total DONATIONS		-53,807	-87,452	0	0	-80,000	0	0
7571 REQUISITION								
01-7-7571-0000	REQUISITION	-188,851	-188,851	-166,000	-166,000	-150,000		
Total REQUISITION		-188,851	-188,851	-166,000	-166,000	-150,000	0	0
8250 M.F.A. FUNDING								
01-7-8250-0002	M.F.A. FUNDING - SHORT TER	-7,416	-450,000	0	-450,000	-120,000		



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND							
		280 - REGIONAL PARKS							
		2016	2016	2017	2017	2018			
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET			
Total M.F.A. FUNDING		-7,416	-450,000	0	-450,000	-120,000	0	0	
9009 TRANSFER FROM GAS TAX RESERVE									
01-7-9009-0000	TSF FROM GAS TAX RESERVE	-65,503	-300,000	0	-300,000	-225,594			
Total TRANSFER FROM GAS TA		-65,503	-300,000	0	-300,000	-225,594	0	0	
9110 SURPLUS/DEFICIT									
01-7-9110-0000	SURPLUS/DEFICIT	-25,000	-25,000	-65,000	-65,000	-85,000			
Total SURPLUS/DEFICIT		-25,000	-25,000	-65,000	-65,000	-85,000	0	0	
Total CAPITAL REV		-876,726	-2,751,303	-231,000	-2,379,851	-1,479,361			
CAPITAL EXP									
8221 TRANSFER/GENERAL CAPITAL									
01-8-8221-6112	BUILDINGS	7,416	0	0	0	0			
01-8-8221-6113	FURNITURE, FIXTURES, EQUIP	0	25,000	0	0	0			
01-8-8221-6124	LAND IMPROVEMENTS	67,696	147,452	18,181	40,000	0			
01-8-8221-6125	LEASE IMPROVEMENTS	751,055	2,578,851	1,606,370	2,339,851	1,479,361			
Total TRANSFER/GENERAL CAF		826,168	2,751,303	1,624,551	2,379,851	1,479,361	0	0	
Total CAPITAL EXP		826,168	2,751,303	1,624,551	2,379,851	1,479,361			
Surplus/Deficit		-101,468	0	1,048,617	0	0			

**Cowichan Valley Regional District
Budget Report by Cost Center**



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-812,332	-767,144	-948,803	-944,195	-968,662
Summary Total Expenses	761,422	767,144	603,869	944,195	968,662
Summary Surplus/Deficit	-101,468	0	1,048,617	0	0

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COWICHAN VALLEY REGIONAL DISTRICT
2018-2022 FINANCIAL EXPENDITURE PROGRAM

ATTACHMENT B

Service: Regional Parks

Function: 280

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$846,617	\$871,213	\$893,782	\$911,658	\$929,890	\$948,489
Long Term Debt						
Short Term Debt	97,578	97,449	97,451	97,454	96,185	
Capital	2,379,851	1,479,361	1,004,317	286,801		50,000
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$3,324,046	\$2,448,023	\$1,995,550	\$1,295,913	\$1,026,075	\$998,489
SOURCES OF FUNDS						
Requisition/Parcel Tax	\$1,110,195	\$1,118,662	\$1,191,233	\$1,009,112	\$1,026,075	\$998,489
User Fee						
Transfer from Capital Reserve						
Transfer from Gas Tax Reserve	300,000	225,594	103,000			
Grants	1,398,851	818,767	681,317	286,801		
Other		80,000	20,000			
Debt Proceeds	450,000	120,000				
Surplus/(Deficit)	65,000	85,000				
TOTAL SOURCE OF FUNDS	\$3,324,046	\$2,448,023	\$1,995,550	\$1,295,913	\$1,026,075	\$998,489

2018 Debt Short Term with Principle & Interest

Borrowed	Outstanding	Maturity	P & I
Trailer	\$5,654	2021	\$1,790
Proposed	Amount	Maturity	P & I
CV Trail	\$137,504	2021	\$36,138
CV Trail	\$225,950	2021	\$59,521
Total			\$97,449

COWICHAN VALLEY REGIONAL DISTRICT
2018-2022 FINANCIAL EXPENDITURE PROGRAM

2018 Year over Year Comparative Analysis

ATTACHMENT C

Function: 280 - Regional Parks

A) Core Budget

	2017 <u>Requisition</u>	Proposed 2018 <u>Requisition</u>	Requisition \$ Increase <u>(Decrease)</u>	Requisition % Increase <u>(Decrease)</u>
	\$1,110,195	\$1,118,662	\$8,467	0.76%
Explanation of increase/decrease:				
increase salaries/full time regular			7,260	0.65%
increase wages hourly (Seasonal Parks Field Tech. position shared with Parks & Trails)			19,230	1.73%
increase benefits			6,682	0.60%
decrease asset management			-15,000	-1.35%
decrease consultants			-29,500	-2.66%
decrease r&m general			-4,000	-0.36%
increase miscellaneous equipment			4,081	0.37%
increase Allocations - General Government			2,267	0.20%
increase Allocations - Building Costs			1,336	0.12%
increase Allocations - Info Technology			4,081	0.37%
decrease Allocations - HR			-1,058	-0.10%
decrease Allocations - Liability Insurance			-163	-0.01%
increase parcel charge (new for Stoney Hill Regional Park lands)			3,975	0.36%
increase contingency			2,965	0.27%
decrease operation costs - Sandy Pool Regional Park			-200	-0.02%
increase operation & maintenance - Cowichan Valley Trail (additions Malahat Connection/Saltair)			7,484	0.67%
increase R&M grounds - Trees			4,000	0.36%
increase invasive species management			5,000	0.45%
increase Stoney Hill Park operating and maintenance expenses			1,050	0.09%
increase operation & maintenance - Chemainus River Park (2018 Contract Rate)			238	0.02%
increase operation & maintenance - Cobble Hill Mountain Recreation Area (trails, operations)			4,266	0.38%
increase operation & maintenance - Spectacle Lake Park (2018 Contract Rate)			602	0.05%
increase Short Term Debt - Interest			23	0.00%
decrease Short Term debt - principal			-152	-0.01%
			<u>\$24,467</u>	<u>2.20%</u>
		Subtotal section A		

B) Prior Year One-time Items

	Requisition \$ Increase <u>(Decrease)</u>	Requisition % Increase <u>(Decrease)</u>
Cowichan Valley Trail (CVT) - Malahat Connection (\$2,244,851 budgeted 2017 - Grants, Gas Tax, Requisition)	-\$16,000	-1.44%
CVT - Ladysmith/Saltair to Chemainus (grants plus requisit. \$135,000/2017, \$150,000/2018, \$200,000/2019)	\$0	0.00%
Parks and Trails Web/App (funded from 2016 surplus carryforward \$25,000)	0	0.00%
Stoney Hill Regional Park Improvements (funded from 2016 surplus carryforward \$40,000)	0	0.00%
	<u>-\$16,000</u>	<u>-1.44%</u>
	Subtotal section B	

Subtotal sections A + B \$8,467 0.76%

C) Supplemental Items

	2018 <u>Cost</u>	Requisition	Requisition % Increase
Land Use Services Renovation (\$25,000 STB and \$5,263 Annual Debt Servicing)	25,000	5,305	0.48%
	\$0	\$0	0.00%
	<u>\$25,000</u>	<u>\$5,305</u>	<u>0.48%</u>
	Subtotal section C		

Subtotal sections A + B + C \$13,772 1.24%

Notes:

- 1) The Capital Reserve balance for this function as of May 31, 2017 is estimated to be at \$83,032
- 2) The Operating Reserve balance for this function as of May 31, 2017 is estimated to be \$39,010

ATTACHMENT D

2018 Budget - Supplemental Item														
Title	First floor renovation supplement						Department	LAND USE SERVICES						
Division	PARKS & TRAILS						Function	280 - Regional Parks						
Type	Capital - New						Priority	1						
Description														
<p>The Board approved borrowing of up to \$100,000 from Budget 325 (plus a matching amount of \$100,000 from Budgets 320 and 279 combined) in the 2017 budget year to undertake office renovation on the first floor. This was done through short term borrowing of the total sum. Now that a designer has been retained by the purchasing manager, we believe that a supplement to the total project budget will be required to achieve the goal of accommodating existing Land Use Services staff and offering some room to grow. This supplement would amount to \$100,000 to be borrowed in 2018, shared between Budgets 325 (50%), 320 (25%) and 280 (25%).</p>														
Benefits														
<p>The scope of work proposed to the first floor is likely to be beyond the \$200,000 budget originally allocated. Key benefits include noise mitigation to improve staff productivity and morale, and optimization of available office space and working areas. Additionally, increased formal and informal meeting spaces will improve operational capability and provide additional capacity to accommodate additional staff, such as summer students.</p>														
Risks														
<p>The total 2017 budget amount of \$200,000 will not be sufficient to achieve the stated goals of the office renovation. Noise propagation throughout the first floor has proven to be a major problem for staff morale and productivity, and this would largely be unaddressed without the additional funding requested.</p>														
Financial Information														
Capital								Operating						
Funding Sources	Total Funding	2018	2019	2020	2021	2022	5 Year Total	Funding Sources	2018	2019	2020	2021	2022	5 Year Total
Debt Proceeds	25,000	25,000					25,000	Requisition Increase	5,305	5,305	5,305	5,305	5,305	26,525
							-							-
	25,000	25,000	-	-	-	-	25,000		5,305	5,305	5,305	5,305	5,305	26,525
Expenses	Total Expenses	2018	2019	2020	2021	2022	5 Year Total	Expenses	2018	2019	2020	2021	2022	5 Year Total
Equipment	25,000	25,000					25,000	Debt Servicing	5,305	5,305	5,305	5,305	5,305	26,525
							-							-
	25,000	25,000	-	-	-	-	25,000		5,305	5,305	5,305	5,305	5,305	26,525
Administration														
Author	Brian Farquhar						Date Prepared	Aug 15, 2017						
Approval Date	Aug 15, 2017													



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 12, 2017
MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017
FROM: Parks & Trails Division
 Land Use Services Department
SUBJECT: 2018 Budget Review – Function 283 Kinsol Trestle
FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the proposed 2018 Budget for Function 283 – Kinsol Trestle.

RECOMMENDED RESOLUTION

1. That the 2018 Budget for Function 283 – Kinsol Trestle be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017, Board meeting. One change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process, a draft budget was prepared for Function 283 – Kinsol Trestle based on core expenses and existing service levels. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of significant changes.

This function provides for the operation, maintenance and ongoing rehabilitation of the historic Kinsol Trestle. The function is funded primarily through requisition, complimented by external grant funding as may be available from time to time.

ANALYSIS

The proposed 2018 requisition of \$102,000 for Function 283 – Kinsol Trestle remains unchanged from the previous year, inclusive of an overall increase to the Core Budget portion of the function and complimentary decrease to Prior Year One-time items, as follows:

Core Budget

The Core Budget for the Kinsol Trestle function increased \$50,000 or 96.15% due to the following:

- Consultants funding decreased \$2,000 (-25.00%).
- Contract for Services increased \$4,000 (100.00%) is specific to annual structural maintenance work on the trestle.
- Grass Cutting and Maintenance increased \$3,271 as a new budget item to fund annual grounds maintenance and garbage pick-up per the previously approved 2018-fixed contract rate for parks maintenance services delivery.
- R&M Grounds – Trees increased \$1,500 as a new budget item to fund annual tree and vegetation management in vicinity of tr 139 for public safety and structure protection.

- Allocations – General Government increased \$1,130 (75.23%).
- Contingency increased \$99 (19.88%).
- Transfer to Capital Reserves increased \$42,000 (140.00%), for future application to ongoing rehabilitation work on the trestle. The next scheduled major works is 2021, in accordance with the engineered rehabilitation approach strategy adopted to maintain the historic structure. This strategy meets the Ministry of Transportation and Infrastructure's requirements under the lease issued to CVRD for ongoing operation/upkeep of the rehabilitation trestle within the Ministry's fee-owned corridor (former CNR railway). The Transfer to Capital Reserves was reduced in 2017 to \$30,000 from \$70,000 in the previous year, in order to provide \$50,000 in Capital Funds. Expectation was for Capital Funds to match anticipated grants (since adoption of the 2017 budget, \$75,000 approved for work on the trestle through a BC Canada 150 Grant. This work is to be completed by the end of March 2018).

Prior Year, One-Time Items

Capital funding of \$230,000 was budgeted in 2017 for ongoing rehabilitation work on the historic Kinsol Trestle, inclusive of \$50,000 in requisition and anticipated contributions of \$40,000 in donations and \$140,000 in grants. A \$75,000 grant from the BC Canada 150 Funding program was received to proceed. This project is to be completed in early 2018.

Supplemental Items

There are no Supplemental Request Items proposed for funding consideration in 2018 for Function 283 – Kinsol Trestle.

FINANCIAL CONSIDERATIONS

There is no change in the proposed budget requisition for 2018 from the budget approved in 2017.

Uncommitted Operating Reserve balance - \$82,064, May 31, 2017.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS


This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per Section 3.3 of the CVRD's Regional Strategic Focus Areas.

Referred to (upon completion):

- Community Services *(Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit)*
- Corporate Services *(Finance, Human Resources, Legislative Services, Information Technology, Procurement)*
- Engineering Services *(Environmental Services, Recycling & Waste Management, Water Management)*
- Land Use Services *(Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails)*
- Strategic Services

Prepared by:

Reviewed by:



Brian Farquhar
Manager

Not Applicable
Not Applicable



Ross Blackwell, MCIP, RPP, A.Ag.
General Manager

ATTACHMENTS:

- Attachment A – 283 Vadim Budget
- Attachment B – 283 5 Year Plan
- Attachment C – 283 Year over Year Comparative Analysis



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 283 - KINSOL TRESTLE

ATTACHMENT A

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REV								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-35	0	-17	0	0		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-190	0	-179	0	0		
	Total GRANTS	-225	0	-196	0	0	0	0
5921 DONATIONS								
01-1-5921-2700	GENERAL	-39,515	-20,414	0	0	0		
	Total DONATIONS	-39,515	-20,414	0	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-102,000	-102,000	-52,000	-52,000	-102,000		
	Total REQUISITION	-102,000	-102,000	-52,000	-52,000	-102,000	0	0
	Total OPERATING REV	-141,739	-122,414	-52,196	-52,000	-102,000		
OPERATING EXP								
1120 GENERAL EXPENDITURES								
01-2-1120-1204	WAGES - HOURLY	3,481	4,000	655	4,000	4,000		
01-2-1120-1400	BENEFITS	923	500	186	500	500		
01-2-1120-2111	TRAVEL	0	50	0	0	0		
01-2-1120-2330	CONSULTANTS	0	8,000	0	8,000	6,000		
01-2-1120-2338	CONTRACT FOR SERVICES	47,343	20,414	1,405	4,000	8,000		
01-2-1120-2372	INSURANCE DEDUCTIBLES	18	18	0	0	0		
01-2-1120-2542	GRASS CUTTING AND MAINTENANCE	0	0	2,406	0	3,271		
01-2-1120-4100	ALLOC - GENERAL GOVERNMENT	1,168	1,168	1,502	1,502	2,632		
01-2-1120-5650	MATERIALS	6,742	13,000	257	3,500	3,500		
01-2-1120-9910	CONTINGENCY	0	264	0	498	597		
	Total GENERAL EXPENDITURES	59,675	47,414	6,410	22,000	28,500	0	0
7182 PARKS MAINTENANCE EXPENDITURES								
01-2-7182-2422	R & M - GROUNDS - TREES	0	0	0	0	1,500		
	Total PARKS MAINTENANCE EXP	0	0	0	0	1,500	0	0
8241 TRANSFER TO CAPITAL RESERVE								
01-2-8241-0000	TSF TO CAPITAL RESERVE	0	75,000	0	30,000	72,000		
	Total TRANSFER TO CAPITAL RESERVE	0	75,000	0	30,000	72,000	0	0
	Total OPERATING EXP	59,675	122,414	6,410	52,000	102,000		

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CAPITAL REV



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 283 - KINSOL TRESTLE

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET		
2000 GRANTS							
01-7-2000-2120	FEDERAL CONDITIONAL	0	0	0	-40,000	-40,000	
01-7-2000-2700	GENERAL	0	0	0	-100,000	0	
	Total GRANTS	0	0	0	-140,000	-40,000	0 0
5921 DONATIONS							
01-7-5921-2700	GENERAL	0	0	0	-40,000	0	
	Total DONATIONS	0	0	0	-40,000	0	0 0
7571 REQUISITION							
01-7-7571-0000	REQUISITION	0	0	-50,000	-50,000	0	
	Total REQUISITION	0	0	-50,000	-50,000	0	0 0
	Total CAPITAL REV	0	0	-50,000	-230,000	-40,000	
CAPI EXP							
8221 TRANSFER/GENERAL CAPITAL							
01-8-8221-6125	LEASE IMPROVEMENTS	0	0	0	230,000	40,000	
	Total TRANSFER/GENERAL CAF	0	0	0	230,000	40,000	0 0
	Total CAPITAL EXP	0	0	0	230,000	40,000	
	Surplus/Deficit	-82,064	0	-95,785	0	0	

**Cowichan Valley Regional District
Budget Report by Cost Center**



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-141,739	-122,414	-52,196	-52,000	-102,000
Summary Total Expenses	59,675	122,414	6,410	52,000	102,000
Summary Surplus/Deficit	-82,064	0	-95,785	0	0

COWICHAN VALLEY REGIONAL DISTRICT

ATTACHMENT B

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Kinsol Trestle

Function: 283

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$22,000	\$30,000	\$25,000	\$25,000	\$20,000	\$20,000
Long Term Debt						
Short Term Debt						
Capital	230,000	40,000			400,000	
Transfer to Capital Reserve	30,000	72,000	80,000	80,000		85,000
TOTAL APPLICATION OF FUNDS	\$282,000	\$142,000	\$105,000	\$105,000	\$420,000	\$105,000
SOURCES OF FUNDS						
Requisition/Parcel Tax	102,000	102,000	105,000	105,000	105,000	105,000
User Fee						
Transfer from Capital Reserve					315,000	
Other	180,000	40,000				
Debt Proceeds						
Surplus/(Deficit)						
TOTAL SOURCE OF FUNDS	\$282,000	\$142,000	\$105,000	\$105,000	\$420,000	\$105,000

2018 Year over Year Comparative Analysis

Function:

283 - Kinsol Trestle

ATTACHMENT C

A) Core Budget

	<u>2017</u> <u>Requisition</u>	<u>Proposed</u> <u>2018</u> <u>Requisition</u>	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
	\$102,000	\$102,000	\$0	0.00%
Explanation of increase/decrease:				
decrease consultants			-2,000	-1.96%
increase contract for services			4,000	3.92%
increase grass cutting and maintenance (2018 contract rate)			3,271	3.21%
increase Allocations - General government			1,130	1.11%
increase R&M grounds - trees			1,500	1.47%
increase contingency			99	0.10%
Increase transfer to capital reserves			42,000	41.18%
		Subtotal section A	\$50,000	49.02%

B) Prior Year One-time Items

	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
Phase III trestle rehabilitation work (\$75,000 in approved grant funds)	-50,000	-49.02%
An anticipated \$40,000 donation for Kinsol budgeted for in 2017 was not received.	0	0.00%
Budgeted \$100,000 in Operating Reserves for trestle work did not proceed in 2017 (works deferred til 2019/20)	0	0.00%
	Subtotal section B	-49.02%

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Subtotal sections A + B **\$0** **0.00%**

C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition</u> <u>% Increase</u>
		0	0	0.00%
		0	0	0.00%
		\$0	\$0	0.00%
	Subtotal section C	\$0	\$0	0.00%

Subtotal sections A + B + C **\$0** **0.00%**

Notes:

1) The Operating Reserve balance for this function as of May 31, 2017 is estimated to be \$82,064



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 12, 2017
MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017
FROM: Parks & Trails Division
 Land Use Services Department
SUBJECT: 2018 Budget Review – Function 285 Regional Parkland Acquisition
FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the proposed 2018 Budget for Function 285 - Regional Parkland Acquisition.

RECOMMENDED RESOLUTION

1. That the 2018 Budget for Function 285 - Regional Parkland Acquisition be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. One change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process, a draft budget was prepared for Function 285 - Regional Parkland Acquisition based on core expenses and existing service levels. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of significant changes.

This function provides for the acquisition of lands for regional park purposes as guided by the adopted Regional Parks and Trails Master Plan. The function is funded primarily through requisition.

ANALYSIS

The proposed 2018 requisition of \$853,115 for Function 285 - Regional Parkland Acquisition remains unchanged from the previous year, with no changes within the draft budget:

Core Budget

The Core Budget requisition remains the same as 2017.

Prior Year, One-Time Items

Acquisition of approximately 16.7 hectares for inclusion in Stoney Hill Regional Park funded through Short Term Borrowing (\$775,000).

Supplemental Items

There are no Supplemental Request Items proposed for funding consideration in 2018 for Function 285 Regional Parkland Acquisition.

FINANCIAL CONSIDERATIONS

There is no change in the proposed budget requisition for 2018 from the budget approved in 2017.

Uncommitted Operating Reserve balance - \$33,504 May 31, 2017.

Uncommitted Capital Reserve balance - \$116,490 May 31, 2017.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per Section 3.3 of the CVRD’s Regional Strategic Focus Areas.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

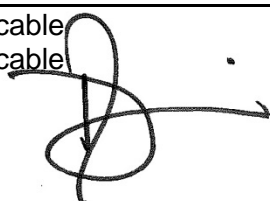
Prepared by:

Reviewed by:



Brian Farquhar
Manager

Not Applicable
Not Applicable



Ross Blackwell, MCIP, RPP, A.Ag.
General Manager

ATTACHMENTS:

- Attachment A – 285 Vadim Budget
- Attachment B – 285 5 Year Plan
- Attachment C – 285 Year over Year Comparative Analysis



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 285 - REGIONAL PARKLAND ACQUISITION

ATTACHMENT A

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET		
OPERATING REV							
2000 GRANTS							
01-1-2000-2100 FEDERAL GRANTS IN LIEU	-393	0	-141	0	0		
01-1-2000-2101 PROVINCIAL GRANTS IN LIEU	-1,589	0	-1,495	0	0		
Total GRANTS	-1,982	0	-1,636	0	0	0	0
7573 REQUISITION - PARKLAND ACQ.							
01-1-7573-0000 REQUISITION - PARKLAND ACQ	-853,115	-853,115	-853,115	-853,115	-853,115		
Total REQUISITION - PARKLAND ACQ	-853,115	-853,115	-853,115	-853,115	-853,115	0	0
Total OPERATING REV	-855,097	-853,115	-854,751	-853,115	-853,115		
OPERATING EXP							
8115 SHORT TERM DEBT							
01-15-8215 INTEREST	990	23,934	898	22,572	22,572		
01-15-8216 PRINCIPAL	709,076	717,654	0	720,416	720,416		
Total SHORT TERM DEBT	710,066	741,588	898	742,988	742,988	0	0
8221 TRANSFER/GENERAL CAPITAL FUND							
01-2-8221-6114 LAND	0	0	4,960	0	0		
Total TRANSFER/GENERAL CAPITAL FUND	0	0	4,960	0	0	0	0
8241 TRANSFER TO CAPITAL RESERVE							
01-2-8241-0000 TSF TO CAPITAL RESERVE	111,527	111,527	110,127	110,127	110,127		
Total TRANSFER TO CAPITAL RESERVE	111,527	111,527	110,127	110,127	110,127	0	0
Total OPERATING EXP	821,593	853,115	115,985	853,115	853,115		
CAPITAL REV							
2000 GRANTS							
01-7-2000-2700 GENERAL	0	-400,000	0	-400,000	-400,000		
Total GRANTS	0	-400,000	0	-400,000	-400,000	0	0
8250 M.F.A. FUNDING							
01-7-8250-0002 M.F.A. FUNDING - SHORT TERM	-709,076	-3,550,000	-775,000	-3,550,000	-2,775,000		
Total M.F.A. FUNDING	-709,076	-3,550,000	-775,000	-3,550,000	-2,775,000	0	0
9010 TRANSFER FROM CAPITAL RESERVE							
01-7-9010-0000 TSF FROM CAPITAL RESERVE	0	0	0	-500,000	-500,000		
Total TRANSFER FROM CAPITAL RESERVE	0	0	0	-500,000	-500,000	0	0

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Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND							
		285 - REGIONAL PARKLAND ACQUISITION							
		2016	2016	2017	2017	2018			
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET			
9120 TRANSFER FROM OPERATING RESERVE									
01-7-9120-0000	TRANSFER FROM OPERATING	0	0	0	-1,250,244	-1,250,244			
	Total TRANSFER FROM OPERA	0	0	0	-1,250,244	-1,250,244	0	0	
	Total CAPITAL REV	-709,076	-3,950,000	-775,000	-5,700,244	-4,925,244			
<u>CAPITAL EXP</u>									
8221 TRANSFER/GENERAL CAPITAL									
01-8-8221-6114	LAND	709,076	3,950,000	779,057	5,700,244	4,925,244			
	Total TRANSFER/GENERAL CAF	709,076	3,950,000	779,057	5,700,244	4,925,244	0	0	
	Total CAPITAL EXP	709,076	3,950,000	779,057	5,700,244	4,925,244			
	Surplus/Deficit	-33,504	0	-734,709	0	0			

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**Cowichan Valley Regional District
Budget Report by Cost Center**



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-855,097	-853,115	-854,751	-853,115	-853,115
Summary Total Expenses	821,593	853,115	115,985	853,115	853,115
Summary Surplus/Deficit	-33,504	0	-734,709	0	0

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COWICHAN VALLEY REGIONAL DISTRICT

ATTACHMENT B

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Regional Parkland Acquisition

Function: 285

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs						
Long Term Debt						
Short Term Debt	\$742,988	\$742,988	\$742,327	\$742,327	\$742,327	\$742,327
Capital	5,700,244	4,925,244	872,673			775,000
Transfer to Capital Reserve	110,127	110,127		122,673	122,673	122,673
TOTAL APPLICATION OF FUNDS	\$6,553,359	\$5,778,359	\$1,615,000	\$865,000	\$865,000	\$1,640,000
SOURCES OF FUNDS						
Requisition/Parcel Tax	853,115	853,115	865,000	865,000	865,000	865,000
User Fee						
Transfer from Capital Reserve	500,000	500,000	750,000			
Other	400,000	400,000				
Debt Proceeds	3,550,000	2,775,000				775,000
Transfer from Operating Reserve	1,250,244	1,250,244				
Surplus/(Deficit)						
TOTAL SOURCE OF FUNDS	\$6,553,359	\$5,778,359	\$1,615,000	\$865,000	\$865,000	\$1,640,000

2018 Debt Short Term with Principle & Interest

Proposed	Amount	Maturity	P & I
Parkland	\$618,321	2021	\$161,038
Parkland	\$2,775,000	2022	\$581,950
Total			<u><u>\$742,988</u></u>



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 6, 2017
MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017
FROM: Arts & Culture Division
 Community Services Department
SUBJECT: 2018 Budget review – Function 400 Arts and Culture
FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budget for Function 400 Arts and Culture.

RECOMMENDED RESOLUTION

That the 2018 Budget for Function 400 – Arts and Culture be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. One new change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process a draft budget was prepared for Function 400 based on core expenses and existing service levels. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of significant changes.

ANALYSIS

Core Budget

The budget for Function 400 remains unchanged from 2017. \$50,000 is to fund five sub-regional arts councils. \$30,700 is to fund grants to other arts and culture organizations. \$49,300 is for staff time and expenses to fund regional initiatives.

There are no prior year, one-time expenses or supplementary requests for this function.

FINANCIAL CONSIDERATIONS

No increase to requisition for 2018, it will remain at \$130,000.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

Addresses the Regional Strategic Focus Area #3 Sound Fiscal Management. Staff works towards achieving financial stability, taking into consideration efficiencies, cost control and accountability.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)

- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

Reviewed by:



Kirsten Schrader
Manager

Not Applicable
Not Applicable



John Elzinga
General Manager

ATTACHMENTS:

- Attachment A – Vadim Budget
- Attachment B – 5 Year Plan
- Attachment C – Year over Year Comparative Analysis

Cowichan Valley Regional District
Budget Report by Cost Center



Attachment A

Account Code : - - - To: - - -

Function Type : Selective

		GENERAL REVENUE FUND							
		400 - ARTS & CULTURE							
		2016	2016	2017	2017	2018			
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET			
OPERATING REV									
2000 GRANTS									
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-41	0	-21	0	0			
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-242	0	-228	0	0			
	Total GRANTS	-283	0	-249	0	0	0	0	0
7571 REQUISITION									
01-1-7571-0000	REQUISITION	-130,000	-130,000	-130,000	-130,000	-130,000			
	Total REQUISITION	-130,000	-130,000	-130,000	-130,000	-130,000	0	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR									
01-1-9110-0000	SURPLUS/DEFICIT	2,213	2,213	0	0	0			
	Total SURPLUS/DEFICIT - CURF	2,213	2,213	0	0	0	0	0	0
157	Total OPERATING REV	-128,070	-127,787	-130,249	-130,000	-130,000			
OPERATING EXP									
1120 GENERAL EXPENDITURES									
01-2-1120-1101	SALARIES/FULL TIME REGULA	21,313	21,498	17,295	23,056	23,939			
01-2-1120-1202	WAGES - CUPE	4,919	5,303	3,920	5,356	5,729			
01-2-1120-1400	BENEFITS	6,728	6,968	5,765	7,554	8,580			
01-2-1120-2110	CONFERENCES & SEMINARS	325	1,500	0	1,500	0			
01-2-1120-2111	TRAVEL	0	450	0	350	350			
01-2-1120-2210	ADVERTISING	686	0	11	1,600	1,000			
01-2-1120-2340	TRAINING & DEVELOPMENT	0	0	0	500	0			
01-2-1120-2352	WEB PAGE	1,425	0	950	1,500	1,000			
01-2-1120-2395	MEMBERSHIPS	60	800	99	800	0			
01-2-1120-4100	ALLOC - GENERAL GOVERNMI	0	0	100	100	4,131			
01-2-1120-4520	ALLOC - RECREATION & CULT	4,202	4,202	1,117	1,117	1,402			
01-2-1120-4540	ALLOC - INFO TECHNOLOGY	676	676	0	0	0			
01-2-1120-4550	ALLOC - HUMAN RESOURCES	585	585	0	0	0			
01-2-1120-5110	SUNDRY EXPENSES	0	0	0	2,897	2,919			
01-2-1120-5121	MEETING EXPENSES	0	0	0	2,000	250			
01-2-1120-5920	SUPPLIES - OFFICE	169	250	0	250	0			
01-2-1120-7500	GRANT IN AID	23,000	30,700	30,700	30,700	30,700			
01-2-1120-7501	GRANT IN AID - COMMITTED	50,000	50,000	38,000	50,000	50,000			
01-2-1120-9910	CONTINGENCY	0	4,855	0	720	0			
	Total GENERAL EXPENDITURES	114,089	127,787	97,955	130,000	130,000	0	0	0

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Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : -- - To : -- -

Function Type : Selective

GENERAL REVENUE FUND
 400 - ARTS & CULTURE

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Total OPERATING EXP	114,089	127,787	97,955	130,000	130,000
Surplus/Deficit	-13,982	0	-32,294	0	0

Cowichan Valley Regional District
 Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-128,070	-127,787	-130,249	-130,000	-130,000
Summary Total Expenses	114,089	127,787	97,955	130,000	130,000
Summary Surplus/Deficit	-13,982	0	-32,294	0	0

COWICHAN VALLEY REGIONAL DISTRICT

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Arts and Culture

Function: 400

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$130,000	\$130,000	\$130,000	\$130,000	\$162,500	\$162,500
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$130,000	\$130,000	\$130,000	\$130,000	\$162,500	\$162,500
SOURCES OF FUNDS						
Requisition/Parcel Tax	130,000	130,000	130,000	130,000	162,500	162,500
User Fee						
Other						
Debt Proceeds						
Transfer from Capital Reserve						
Transfer from Gas Tax Reserve						
Transfer from Operating Reserve						
Surplus/(Deficit)						
TOTAL SOURCE OF FUNDS	\$130,000	\$130,000	\$130,000	\$130,000	\$162,500	\$162,500



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 16, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: Recycling & Waste Management Division
Engineering Services Department

SUBJECT: 2018 Budget review – Function 520 Solid Waste Management

FILE: 0520-20-RS/05

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 draft Budget for Solid Waste Management.

RECOMMENDED RESOLUTION

1. That the 2018 Budget for Function 520 - Solid Waste Management be approved.
2. That the Supplementary request to purchase a replacement loader be approved.
3. That the Supplementary request to purchase a replacement pick-up truck be approved.
4. That the Supplementary request to do a Meade Creek Solar Field Feasibility Study be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. One new change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process a draft budget was prepared for Solid Waste Management (Budget Function 520) based on core expenses and existing service levels. Supplemental requests were prepared by staff for review by the Senior Management Team (SMT). In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of significant changes.

ANALYSIS

Core Budget

Overall, the tax Requisition increase \$223,790 or 5.26% for a total of \$4,475,000. 2017 approved budget was \$7,982,126 and 2018 draft budget is \$7,912,200. Highlights of increases and decreases in 2018 draft budget are provided below.

Garbage disposal tonnage revenue decrease \$300,398 (-10.57%) due to anticipated garbage tonnage loss. Garbage disposal expense decrease \$124,588 (-4.76%). Over the years, tipping tonnage has decreased from over 27,000 tonnes per year (2010) to less than 20,000 tonnes per year (2017). While the tipping fee remained static at \$140 per tonne, the external cost of garbage hauling and disposal has increased from \$97 per tonne (2010) to approximately \$127 per tonne (2017), causing gradual increase in requisition over the years for SWM budget. The aforementioned costs do not include internal expenses, including wages, benefits and equipment, etc.

Recycling expenses increased \$207,700 (29.96%), while revenue decreased \$24,750 (-4.36%). Recycling revenue for metals has decreased (approximately \$40,000), especially with the crash of current international market for metals. Yard & Garden and Food Waste composting contracts will be renewed and the anticipated cost of 163 essing and composting of the materials will

increase approximately \$123,000 (\$109,000 for Yard & Garden and \$14,000 for Food Waste). Anticipated difference in revenue and cost increase for recycling asphalt is \$26,000 and for couches is \$38,500.

Salaries increase \$103,000 (6.3%) mainly due to wage adjustments and to meet 2018 minimum field staff requirements to handle garbage, recycling and organics management and education at the CVRD's recycling centres. Benefits increase \$62,300 (14.65%) due to wage adjustment and also due to increased cost of benefits at 28% of salaries as opposed to 26% in 2017.

Increase of 21,432 (8%) to other revenues is mainly due to adjustment of revenue associated with total tonnage generated from miscellaneous recycling items. Decrease of \$63,039 (-6%) to miscellaneous expenses include decreased expenses for recycling centres, decrease in budgets for consulting, legal expenses, and maintenance expenses for machinery.

Total debt payments will decrease \$155,299 (-20.94%) due to partially retiring debts. Long term debt payments are expected to further reduce in 2019.

Transfer to Capital Reserve decrease \$100,000 (-100%) due to tight budget in 2018.

Decrease of \$10,000 (-100%) for installation of new data servers is due to project hold-up. CVRD's Information Technology Division is re-assessing Bings Creek Recycling Centre needs before proceeding with the project.

Prior Year, One-Time Items

Meade Creek Landfill Closure and Recycling Centre upgrades project is currently underway with an anticipated finish date of April 30, 2018. Total available budget is \$4.994 M (including approved Federal Gas Tax funding of \$2.4M and Federal Conditional Funding of \$188,800) where estimated expenses in 2017 are \$1.9 M.

Bings Creek Organics Collection Facility Upgrades project included construction of a dedicated food waste processing area before the materials are shipped to Coast Environmental in Chemainus for composting. The project budget is based on Federal Gas Tax funding of \$115,000, anticipated to complete by the end of 2017.

A Roll-off truck was purchased in 2017 (approximately, \$300,000) along with Roll-off bins (\$100,000), both to be delivered before the end of October 2017.

Installation of new data servers at Bings Creek Recycling Centre is currently on-hold (\$10,000).

Supplemental Items

Supplemental Requests were presented to the Senior Management Team and subsequently ranked into Tiers. The following requests were ranked as a Tier 1 to Tier 3:

Tier 1 Request: Bings Creek Loader Replacement

Current loader used at the Bings Creek Recycling Centre is approximately 12 to 19 years old with approximately 9,000 hours, beyond its expected life capacity. A replacement loader will be purchased for approximately \$250,000. Proposed funding will include \$75,000 from Capital Reserves and the remaining \$175,000 from short term debt. In 2018, debt payment through requisition would be \$35,700.

Tier 3 Request: Meade Creek Solar Field Feasibility Study

Meade Creek Solar Feasibility Study is proposed to be completed in 2018. A total of \$10,000 would be funded through requisition.

New Business: Operations Pick-Up Truck

2003 Chevy Pick-Up truck was taken off the road in early 2017 due to safety and maintenance cost issues. A replacement truck for operations is proposed to be purchased (pending Board approval) using short term debt of approximately, \$50,000. In 2018, debt payment through requisition would be \$10,200.

FINANCIAL CONSIDERATIONS

1. Requisition for the Core budget is proposed to increase \$223,790 (5.26%) which is an additional \$1.28 per \$100,000 household.
2. Expected balance of long term debt at December 31, 2017 is \$2,883,795. Total expected debt payment in 2018, including principal and interest, is \$428,639.
3. Expected balance of short term debt at December 31, 2017 is \$170,042. Total expected debt payment in 2018, including principal and interest, is \$75,300. In 2018, short term borrowing cost for loader is \$35,700 and pick-up truck purchase is \$10,200.
4. In 2017, \$70,000 was used from the Capital Reserve to purchase Skidsteer for Meade Creek Recycling Centre and \$200,000 was used to purchase Roll-Off truck.

The uncommitted Capital Reserve balance for this function as at December 31, 2017 is estimated to be \$141,264.

The uncommitted Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$120,843. This is same as 2016.

The uncommitted Remediation Reserve balance for this function as at December 31, 2017 is estimated to be \$49,849.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS


This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per 3.3 of the CVRD’s Regional Strategic Focus Areas.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

Reviewed by:


 Tauseef Waraich
 Manager

Not Applicable
 Not Applicable



Hamid Hatami, P. Eng.
General Manager

ATTACHMENTS:

- Attachment A – Vadim Budget
- Attachment B – 5 Year Plan
- Attachment C – Year over Year Comparative Analysis
- Attachment D – Supplementary Requests

2017 ANNUAL BUDGET 520
SOLID WASTE MANAGEMENT COMPLEX

F520 Solid Waste Management Budget (2018)

													Tonnage			
Fund	Class	Category	Object	CC1 (Function)	CC2 (Payroll)	CC3	Project	Product	Category Name	Object Name	Tags	2017 BUDGET (AR) 22 Mar 17	2016 Tonnes (Actual)	2017 Tonnes (YTD)	2017 Tonnes (Projected)	2017 Rates
01	1	2000	2100	520					GRANTS	FEDERAL GRANTS IN LIEU		-				
01	1	2000	2101	520					GRANTS	PROVINCIAL GRANTS IN LIEU		-				
01	1	2000	2109	520					GRANTS	FEDERAL GAS TAX FUNDING		-				
01	1	2000	2121	520					GRANTS	PROVINCIAL CONDITIONAL		(25,000.00)				
01	1	2000	2700	520					GRANTS	GENERAL		-				
01	1	4321	2130	520				224R	MULTI-MATERIAL BC	RECOVERY FROM MUNIS		(84,000.00)	1976	1022	2044	(35.00)
01	1	4321	2132	520				224RCVRD	MULTI-MATERIAL BC	RECOVERY FROM CURBSIDE		(56,000.00)	1846	965	1930	(35.00)
01	1	4321	2883	520					MULTI-MATERIAL BC	PPP MMBC REVENUE		-				
01	1	4321	2884	520					MULTI-MATERIAL BC	EDUCATION/ADMINISTRATION TOP-UP		(5,668.00)				
01	1	4321	2885	520					MULTI-MATERIAL BC	PERFORMANCE BONUS		-				
01	1	4321	2886	520					MULTI-MATERIAL BC	GLASS (Cat. 8)		(15,000.00)				
01	1	4321	2887	520					MULTI-MATERIAL BC	PAPER (Cat. 1, 2, 3b)		(40,000.00)				
01	1	4321	2888	520					MULTI-MATERIAL BC	CONTAINERS (Cat. 3a, 6, 7)		(5,000.00)				
01	1	4321	2889	520					MULTI-MATERIAL BC	FILM PLASTIC (Cat. 4)		(8,000.00)				
01	1	4321	2890	520					MULTI-MATERIAL BC	STYROFOAM (Cat. 5)		(2,500.00)				
01	1	4321	2891	520					MULTI-MATERIAL BC	TRANSPORTATION - DEPOT		(60,000.00)				
01	1	4415	2830	520					CLEARING ACCOUNTS	PEERLESS ROAD		-				
01	1	4415	2831	520					CLEARING ACCOUNTS	SWMC COMPLEX		-				
01	1	4415	2832	520					CLEARING ACCOUNTS	MEADE CREEK		-				
01	1	4415	2833	520					CLEARING ACCOUNTS	RECYCLING REVENUE		-				
01	1	4433	0000	520					RECOVERY OF COSTS	RECOVERY OF COSTS		-				
01	1	4480	2132	520					DUMPING CHARGES	RECOVERY FROM OTHER FUNCTIONS		-				(35.00)
01	1	4480	2842	520				100R	DUMPING CHARGES	TONNAGE	#####	20680	9337	18675	(138.00)	
01	1	4480	2843	520				100R	DUMPING CHARGES	REMEDICATION FEES	(40,591.00)	20680	9337	18675	(2.00)	
01	1	4485	2851	520				208R	RECYCLING	FOOD WASTE	(180,000.00)	2077	1020	2040	(90.00)	
01	1	4485	2852	520				206R	RECYCLING	BATTERIES	(12,000.00)	0	0			
01	1	4485	2853	520				200R	RECYCLING	AGGREGATES (RUBBLE) - CLASS 1	(8,000.00)	409	245	240	(25.00)	
01	1	4485	2854	520				203R	RECYCLING	CFC RECOVERY	(250.00)	2	0			
01	1	4485	2855	520				227R	RECYCLING	MATTRESSES	(30,000.00)	79	69	109	(333.00)	
01	1	4485	2859	520				220R	RECYCLING	COUCHES	(25,500.00)	54	71	142	(300.00)	
01	1	4485	2860	520				201R	RECYCLING	GYPSON (DRYWALL)	(35,000.00)	159	83	166	(200.00)	
01	1	4485	2861	520					RECYCLING	SMALL APPLIANCE	(5,500.00)					
01	1	4485	2862	520				202R	RECYCLING	SCRAP METAL	(40,000.00)	-13	5	11	-	
01	1	4485	2863	520					RECYCLING	PAINT	(25,000.00)					
01	1	4485	2864	520				203R	RECYCLING	OIL FILTERS	(500.00)	2	0			
01	1	4485	2865	520					RECYCLING	WASTE OIL	(10,000.00)					
01	1	4485	2868	520				102R	RECYCLING	WOOD WASTE	(95,000.00)	777	372	743	(95.00)	
01	1	4485	2869	520					RECYCLING	RUBBLE, CLASS 2				177	(25.00)	
01	1	4485	2870	520				207R	RECYCLING	ASPHALT ROOFING	(90,000.00)	739	339	800	(120.00)	
01	1	4485	2871	520				109R	RECYCLING	ELECTRONICS	(11,000.00)					
01	1	4485	2872	520					RECYCLING	PLASTIC	-					
01	1	4485	2874	520				212R	RECYCLING	ANTI-FREEZE	-					
01	1	4485	2876	520				210R	RECYCLING	PROPANE TANKS	-					
01	1	4485	2878	520				216R	RECYCLING	FLUORESCENT TUBES & HOUSEHOLD BA	-	0	0			
01	1	4485	2866	520				205R	TIRES	TIRES		9	0			
01	1	5100	3566	520					FEES & PERMITS	LICENSES	(1,500.00)					
01	1	5331	2811	520					RENTAL INCOME	BIODIESEL	(4,200.00)					
01	1	5331	2812	520					RENTAL INCOME	ANTENNA LEASE	(8,400.00)					
01	1	5900	2700	520					MISCELLANEOUS	GENERAL	(16,500.00)					
01	1	5900	5015	520					MISCELLANEOUS	WCB RECOVERIES	-					
01	1	7571	0000	520					REQUISITION	REQUISITION	#####					
01	1	8250	0001	520					M.F.A. FUNDING	M.F.A. FUNDING - LONG TERM						
01	1	8250	0002	520					M.F.A. FUNDING	M.F.A. FUNDING - SHORT TERM						
01	1	9010	0000	520					TRANSFER FROM CAPITAL RESER	TSF FROM CAPITAL RESERVE						
01	2	4005	0000	520					CLEAN UP DONATION	CLEAN UP DONATION	1,500.00					2.00
01	2	4321	1301	520	08				MULTI-MATERIAL BC	(08) 1 WAGES	65,000.00					
01	2	4321	1301	520	09				MULTI-MATERIAL BC	(09) 1 WAGES						
01	2	4321	1400	520	08				MULTI-MATERIAL BC	(08) 2 BENEFITS	17,100.00					

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**2017 ANNUAL BUDGET 520
SOLID WASTE MANAGEMENT COMPLEX**

Fund	Class	Category	Object	CC1 (Function)	CC2 (Payroll)	CC3	Project	Product	Category Name	Object Name	Tags	2017	2016 Tonnes (Actual)	2017 Tonnes (YTD)	2017 Tonnes (Projected)	2017 Rates
												BUDGET (AR) 22 Mar 17				
01	2	4321	1400	520	09				MULTI-MATERIAL BC	(09) 2 BENEFITS						
01	2	4321	2210	520					MULTI-MATERIAL BC	ADVERTISING & EDUCATION		1,000.00				
01	2	4321	2215	520					MULTI-MATERIAL BC	DOCUMENT PRODUCTION		1,000.00				
01	2	4321	2475	520					MULTI-MATERIAL BC	MISCELLANEOUS EQUIPMENT		2,500.00				
01	2	4321	2607	520					MULTI-MATERIAL BC	SIGNS		1,500.00				
01	2	4321	5110	520					MULTI-MATERIAL BC	SUNDRY EXPENSES		1,000.00				
01	2	4321	6104	520					MULTI-MATERIAL BC	SATELLITE DEPOT & BIN RENTALS		21,900.00				
01	2	4321	6106	520				224S	MULTI-MATERIAL BC	TRANSPORTATION - CURBSIDE		125,000.00	3625	1873	3746	
01	2	4321	6110	520					MULTI-MATERIAL BC	TRANSPORTATION - DEPOT		50,000.00				
01	2	4335	1301	520	08				SWMC - GENERAL EXPENDITURES	(08) 1 WAGES		530,000.00				
01	2	4335	1301	520	09				SWMC - GENERAL EXPENDITURES	(09) 1 WAGES		890,000.00				
01	2	4335	1400	520	08				SWMC - GENERAL EXPENDITURES	(08) 2 BENEFITS		137,800.00				
01	2	4335	1400	520	09				SWMC - GENERAL EXPENDITURES	(09) 2 BENEFITS		231,400.00				
01	2	4335	2108	520					SWMC - GENERAL EXPENDITURES	ARMOURED CAR SERVICE		7,500.00				
01	2	4335	2111	520					SWMC - GENERAL EXPENDITURES	TRAVEL		10,000.00				
01	2	4335	2111	520	02				SWMC - GENERAL EXPENDITURES	ADAIR JASON						
01	2	4335	2131	520					SWMC - GENERAL EXPENDITURES	TELEPHONE / RENT & INST/IT		15,500.00				
01	2	4335	2136	520					SWMC - GENERAL EXPENDITURES	RADIOS		10,000.00				
01	2	4335	2210	520					SWMC - GENERAL EXPENDITURES	ADVERTISING						
01	2	4335	2265	520					SWMC - GENERAL EXPENDITURES	ASSET MANAGEMENT		5,000.00				
01	2	4335	2320	520					SWMC - GENERAL EXPENDITURES	LEGAL SERVICES		-				
01	2	4335	2331	520					SWMC - GENERAL EXPENDITURES	ENVIRONMENTAL TESTING -SWMC		7,500.00				
01	2	4335	2333	520					SWMC - GENERAL EXPENDITURES	MONITORING KOKSILAH LANDFILL		12,000.00				
01	2	4335	2336	520					SWMC - GENERAL EXPENDITURES	WEIGH SCALE OPERATION		7,500.00				
01	2	4335	2338	520					SWMC - GENERAL EXPENDITURES	CONTRACT FOR SERVICES		5,000.00				
01	2	4335	2340	520					SWMC - GENERAL EXPENDITURES	TRAINING & DEVELOPMENT		6,000.00				
01	2	4335	2342	520					SWMC - GENERAL EXPENDITURES	AXLE SCALE REPAIR		2,500.00				
01	2	4335	2370	520					SWMC - GENERAL EXPENDITURES	INSURANCE - PROPERTY		15,000.00				
01	2	4335	2372	520					SWMC - GENERAL EXPENDITURES	INSURANCE DEDUCTIBLES		-				
01	2	4335	2375	520					SWMC - GENERAL EXPENDITURES	INSURANCE CLAIMS		-				
01	2	4335	2379	520					SWMC - GENERAL EXPENDITURES	SECURITY		10,000.00				
01	2	4335	2392	520					SWMC - GENERAL EXPENDITURES	DISPOSAL OF BANNED MATERIAL		1,000.00				
01	2	4335	2397	520					SWMC - GENERAL EXPENDITURES	LAUNDRY		12,500.00				
01	2	4335	2400	520					SWMC - GENERAL EXPENDITURES	ALARM MAINTENANCE		1,000.00				
01	2	4335	2410	520					SWMC - GENERAL EXPENDITURES	R & M BUILDINGS - GENERAL		40,000.00				
01	2	4335	2414	520					SWMC - GENERAL EXPENDITURES	R & M BUILDINGS - GROUNDS		35,000.00				
01	2	4335	2450	520					SWMC - GENERAL EXPENDITURES	R & M - MACHINERY & EQUIPMENT		1,000.00				
01	2	4335	2475	520					SWMC - GENERAL EXPENDITURES	MISCELLANEOUS EQUIPME IT		2,000.00				
01	2	4335	2480	520					SWMC - GENERAL EXPENDITURES	MINOR CAPITAL IT		5,000.00				
01	2	4335	2481	520					SWMC - GENERAL EXPENDITURES	CONTRACT - LEACHATE DISPOSAL		3,000.00				
01	2	4335	2532	520					SWMC - GENERAL EXPENDITURES	COMPUTER SOFTWARE - U IT		4,000.00				
01	2	4335	2591	520					SWMC - GENERAL EXPENDITURES	PURCHASED MAINTENANCE IT		8,000.00				
01	2	4335	2607	520					SWMC - GENERAL EXPENDITURES	SIGNS		-				
01	2	4335	2620	520					SWMC - GENERAL EXPENDITURES	RENTALS/ MACHINERY & EQUIPMENT		2,000.00				
01	2	4335	2750	520					SWMC - GENERAL EXPENDITURES	SECURITY MODIFICATIONS		-				
01	2	4335	4100	520					SWMC - GENERAL EXPENDITURES	ALLOCATION - GENERAL GOVERNMENT		272,303.00				
01	2	4335	4540	520					SWMC - GENERAL EXPENDITURES	ALLOCATION - IT IT		45,906.00				
01	2	4335	4550	520					SWMC - GENERAL EXPENDITURES	ALLOCATION - HR		57,948.00				
01	2	4335	4560	520					SWMC - GENERAL EXPENDITURES	ALLOCATION - LIABILITY INSURANCE		9,783.00				
01	2	4335	4569	520					SWMC - GENERAL EXPENDITURES	ALLOCATION - BYLAW ENFORCEMENT		12,000.00				
01	2	4335	4575	520					SWMC - GENERAL EXPENDITURES	ALLOCATION - ENGINEERING		51,188.00				
01	2	4335	4587	520					SWMC - GENERAL EXPENDITURES	ALLOCATION - ADMINISTRATION		7,984.00				
01	2	4335	4591	520					SWMC - GENERAL EXPENDITURES	ALLOCATION - SOLID WASTE		13,409.00				
01	2	4335	5110	520					SWMC - GENERAL EXPENDITURES	SUNDRY EXPENSES		2,500.00				
01	2	4335	5310	520					SWMC - GENERAL EXPENDITURES	FUEL & LUBRICANTS		84,300.00				
01	2	4335	5311	520					SWMC - GENERAL EXPENDITURES	BIOFUEL		-				
01	2	4335	5411	520					SWMC - GENERAL EXPENDITURES	CLOTHING		2,000.00				
01	2	4335	5509	520					SWMC - GENERAL EXPENDITURES	BOTTLED WATER SUPPLY		1,000.00				
01	2	4335	5530	520					SWMC - GENERAL EXPENDITURES	ELECTRICITY		37,725.00				

**2017 ANNUAL BUDGET 520
SOLID WASTE MANAGEMENT COMPLEX**

Fund	Class	Category	Object	CC1 (Function)	CC2 (Payroll)	CC3	Project	Product	Category Name	Object Name	Tags	2017	2016 Tonnes (Actual)	2017 Tonnes (YTD)	2017 Tonnes (Projected)	2017 Rates
												BUDGET (AR) 22 Mar 17				
01	2	4335	5919	520					SWMC - GENERAL EXPENDITURES	SAFETY SUPPLIES		6,000.00				
01	2	4335	5920	520					SWMC - GENERAL EXPENDITURES	SUPPLIES - OFFICE		5,000.00				
01	2	4335	5924	520					SWMC - GENERAL EXPENDITURES	SUPPLIES - JANITORIAL		8,000.00				
01	2	4335	7550	520					SWMC - GENERAL EXPENDITURES	LICENSES & FEES		2,000.00				
01	2	4335	8150	520					SWMC - GENERAL EXPENDITURES	BANK CHARGES		6,000.00				
01	2	4335	9190	520					SWMC - GENERAL EXPENDITURES	CASH SHORT & OVER		-				
01	2	4335	9910	520					SWMC - GENERAL EXPENDITURES	CONTINGENCY		62,708.00				
01	2	4336	2131	520					PEERLESS RD - DROPOFF DEPOT	TELEPHONE / RENT & INST/IT		4,000.00				
01	2	4336	2331	520					PEERLESS RD - DROPOFF DEPOT	ENVIRONMENTAL TESTING - PEERLESS		23,700.00				
01	2	4336	2336	520					PEERLESS RD - DROPOFF DEPOT	WEIGH SCALE OPERATION		1,250.00				
01	2	4336	2338	520					PEERLESS RD - DROPOFF DEPOT	CONTRACT FOR SERVICES		2,000.00				
01	2	4336	2370	520					PEERLESS RD - DROPOFF DEPOT	INSURANCE - PROPERTY		4,000.00				
01	2	4336	2400	520					PEERLESS RD - DROPOFF DEPOT	ALARM MAINTENANCE		1,700.00				
01	2	4336	2410	520					PEERLESS RD - DROPOFF DEPOT	R & M BUILDINGS - GENERAL		5,000.00				
01	2	4336	2414	520					PEERLESS RD - DROPOFF DEPOT	R & M GROUNDS		10,000.00				
01	2	4336	2475	520					PEERLESS RD - DROPOFF DEPOT	MISCELLANEOUS EQUIPME IT		2,500.00				
01	2	4336	2607	520					PEERLESS RD - DROPOFF DEPOT	SIGNS		500.00				
01	2	4336	2620	520					PEERLESS RD - DROPOFF DEPOT	RENTALS/ MACHINERY & EQUIPMENT		1,000.00				
01	2	4336	5110	520					PEERLESS RD - DROPOFF DEPOT	SUNDRY EXPENSES		1,000.00				
01	2	4336	5510	520					PEERLESS RD - DROPOFF DEPOT	WATER		500.00				
01	2	4336	5530	520					PEERLESS RD - DROPOFF DEPOT	ELECTRICITY		3,500.00				
01	2	4336	7550	520					PEERLESS RD - DROPOFF DEPOT	LICENSES & FEES		225.00				
01	2	4336	8150	520					PEERLESS RD - DROPOFF DEPOT	BANK CHARGES		1,500.00				
01	2	4336	9190	520					PEERLESS RD - DROPOFF DEPOT	CASH SHORT & OVER		-				
01	2	4336	9910	520					PEERLESS RD - DROPOFF DEPOT	CONTINGENCY		-				
01	2	4366	2131	520					MEADE CREEK DROP-OFF DEPOT	TELEPHONE / RENT & INST/IT		3,000.00				
01	2	4366	2336	520					MEADE CREEK DROP-OFF DEPOT	WEIGH SCALE OPERATION		1,250.00				
01	2	4366	2338	520					MEADE CREEK DROP-OFF DEPOT	CONTRACT FOR SERVICES		500.00				
01	2	4366	2370	520					MEADE CREEK DROP-OFF DEPOT	INSURANCE - PROPERTY		500.00				
01	2	4366	2400	520					MEADE CREEK DROP-OFF DEPOT	ALARM MAINTENANCE		700.00				
01	2	4366	2410	520					MEADE CREEK DROP-OFF DEPOT	R & M BUILDINGS - GENERAL		44,500.00				
01	2	4366	2475	520					MEADE CREEK DROP-OFF DEPOT	MISCELLANEOUS EQUIPME IT		1,000.00				
01	2	4366	2607	520					MEADE CREEK DROP-OFF DEPOT	SIGNS		500.00				
01	2	4366	2620	520					MEADE CREEK DROP-OFF DEPOT	RENTALS/ MACHINERY & EQUIPMENT		-				
01	2	4366	5110	520					MEADE CREEK DROP-OFF DEPOT	SUNDRY EXPENSES		500.00				
01	2	4366	5530	520					MEADE CREEK DROP-OFF DEPOT	ELECTRICITY		2,266.65				
01	2	4366	7550	520					MEADE CREEK DROP-OFF DEPOT	LICENSES & FEES		1,000.00				
01	2	4366	8150	520					MEADE CREEK DROP-OFF DEPOT	BANK CHARGES		500.00				
01	2	4366	9190	520					MEADE CREEK DROP-OFF DEPOT	CASH SHORT & OVER		-				
01	2	4366	9910	520					MEADE CREEK DROP-OFF DEPOT	CONTINGENCY		-				
01	2	4388	2370	520					SWMC - SKIDSTEER 1840 CASE #6	INSURANCE - PROPERTY	E	-				
01	2	4388	5310	520					SWMC - SKIDSTEER 1840 CASE #6	FUEL & LUBRICANTS	E	-				
01	2	4388	5610	520					SWMC - SKIDSTEER 1840 CASE #6	VEHICLE & EQUIPMENT PA	E	2,800.00				
01	2	4388	5620	520					SWMC - SKIDSTEER 1840 CASE #6	TIRES	E	-				
01	2	4393	2373	520					SWMC - KOBOTA TRACTOR #63	INSURANCE - AUTOMOTIVE	E	-				
01	2	4393	5310	520					SWMC - KOBOTA TRACTOR #63	FUEL & LUBRICANTS	E	-				
01	2	4393	5610	520					SWMC - KOBOTA TRACTOR #63	VEHICLE & EQUIPMENT PA	E	1,500.00				
01	2	4393	5620	520					SWMC - KOBOTA TRACTOR #63	TIRES	E	1,000.00				
01	2	4485	2850	520				222S	RECYCLING	YARD & GARDEN		215,000.00	4748	2922	5843	40.00
01	2	4485	2851	520				208S	RECYCLING	FOOD WASTE		188,000.00	1908	862	1725	96.00
01	2	4485	2853	520				200S1	RECYCLING	AGGREGATE (RUBBLE) - CLASS 1		1,500.00	48	74	240	11.00
01	2	4485	2855	520				227S	RECYCLING	MATTRESSES		66,000.00	111	59	109	597.00
01	2	4485	2857	520				205S	RECYCLING	TIRES		1,500.00	83	47	95	-
01	2	4485	2859	520				220S	RECYCLING	COUCHES		60,000.00	114	94	188	697.00
01	2	4485	2860	520				201S	RECYCLING	GYP SUM (DRYWALL)		30,000.00	200	86	173	189.00
01	2	4485	2868	520				102S	RECYCLING	CONSTRUCTION WOOD WASTE		55,000.00	748	389	777	55.00
01	2	4485	2869	520				200S2	RECYCLING	RUBBLE, CLASS 2		6,500.00	58	77	177	31.00
01	2	4485	2870	520				207S	RECYCLING	ASPHALT		60,000.00	729	374	800	115.00
01	2	4485	2871	520				109S	RECYCLING	ELECTRONICS		1,300.00	45	44	89	(130.00)

**2017 ANNUAL BUDGET 520
SOLID WASTE MANAGEMENT COMPLEX**

Fund	Class	Category	Object	CC1 (Function)	CC2 (Payroll)	CC3	Project	Product	Category Name	Object Name	Tags	2017	2016 Tonnes (Actual)	2017 Tonnes (YTD)	2017 Tonnes (Projected)	2017 Rates
												BUDGET (AR) 22 Mar 17				
01	2	4485	2872	520					RECYCLING	MIXED PLASTIC		7,500.00				-
01	2	4485	2874	520					RECYCLING	ANTIFREEZE		1,000.00				-
01	2	7305	2373	520					ENGINEERING - 2005 FORD PU (AL INSURANCE/AUTOMOTIVE EV			1,000.00				
01	2	7305	2470	520					ENGINEERING - 2005 FORD PU (AL PURCHASED REPAIRS - VEI V			2,800.00				
01	2	7305	2570	520					ENGINEERING - 2005 FORD PU (AL PURCHASED MAINTENANCE V			1,000.00				
01	2	7305	5310	520					ENGINEERING - 2005 FORD PU (AL FUEL & LUBRICANTS V			4,000.00				
01	2	7305	5610	520					ENGINEERING - 2005 FORD PU (AL VEHICLE & EQUIPMENT PA F V			-				
01	2	7305	5620	520					ENGINEERING - 2005 FORD PU (AL TIRES V			1,000.00				
01	2	7306	2370	520					ENGINEERING - TRACKED EXCAV/ INSURANCE - PROPERTY E			500.00				
01	2	7306	2570	520					ENGINEERING - TRACKED EXCAV/ PURCHASED MAINTENANCE E			3,750.00				
01	2	7306	5310	520					ENGINEERING - TRACKED EXCAV/ FUEL & LUBRICANTS E			-				
01	2	7306	5610	520					ENGINEERING - TRACKED EXCAV/ VEHICLE & EQUIPMENT PA F E			3,750.00				
01	2	7306	5637	520					ENGINEERING - TRACKED EXCAV/ TRACKS E			-				
01	2	7307	2370	520					ENGINEERING - WHEELED LOADEI INSURANCE - PROPERTY E			125.00				
01	2	7307	2570	520					ENGINEERING - WHEELED LOADEI PURCHASED MAINTENANCE E			2,675.00				
01	2	7307	5310	520					ENGINEERING - WHEELED LOADEI FUEL & LUBRICANTS E			-				
01	2	7307	5610	520					ENGINEERING - WHEELED LOADEI VEHICLE & EQUIPMENT PA F E			12,000.00				
01	2	7307	5620	520					ENGINEERING - WHEELED LOADEI TIRES E			2,500.00				
01	2	7309	2373	520					2003 CHEVY S10 P/U (8579MS) INSURANCE V			1,000.00				
01	2	7309	2570	520					2003 CHEVY S10 P/U (8579MS) PURCHASED MAINTENANCE V			1,000.00				
01	2	7309	5310	520					2003 CHEVY S10 P/U (8579MS) FUEL & LUBRICANTS V			3,000.00				
01	2	7309	5610	520					2003 CHEVY S10 P/U (8579MS) VEHICLE & EQUIPMENT PA F V			1,500.00				
01	2	7311	2370	520					ENGINEERING - 773 BOBCAT (2000 INSURANCE - PROPERTY E			175.00				
01	2	7311	5310	520					ENGINEERING - 773 BOBCAT (2000 FUEL & LUBRICANTS E			-				
01	2	7311	5610	520					ENGINEERING - 773 BOBCAT (2000 VEHICLE & EQUIPMENT PA F E			5,000.00				
01	2	7311	5620	520					ENGINEERING - 773 BOBCAT (2000 TIRES E			-				
01	2	7312	2110	520					SW MANAGEMENT PLAN AMENDM ADVERTISING			15,000.00				
01	2	7312	2215	520					SW MANAGEMENT PLAN AMENDM DOCUMENT PRODUCTION			15,000.00				
01	2	7312	2313	520					SW MANAGEMENT PLAN AMENDM CONSULTANTS - ENGINEERING			60,000.00				
01	2	7312	2314	520					SW MANAGEMENT PLAN AMENDM CONSULTANTS - PUBLIC INPUT			30,000.00				
01	2	7312	5110	520					SW MANAGEMENT PLAN AMENDM SUNDRY EXPENSES			2,500.00				
01	2	7312	5121	520					SW MANAGEMENT PLAN AMENDM MEETING EXPENSES			2,500.00				
01	2	7320	2110	520					SOLID WASTE REDUCTION PROGF CONFERENCES & SEMINARS			7,500.00				
01	2	7320	2111	520					SOLID WASTE REDUCTION PROGF TRAVEL			5,000.00				
01	2	7320	2210	520					SOLID WASTE REDUCTION PROGF ADVERTISING			17,500.00				
01	2	7320	2229	520					SOLID WASTE REDUCTION PROGF PUBLICATIONS & BOOKS							
01	2	7320	2320	520					SOLID WASTE REDUCTION PROGF LEGAL SERVICES			80,915.00				
01	2	7320	2330	520					SOLID WASTE REDUCTION PROGF CONSULTANTS			92,500.00				
01	2	7320	2340	520					SOLID WASTE REDUCTION PROGF TRAINING & DEVELOPMENT - INSIDE STAF			5,000.00				
01	2	7320	2395	520					SOLID WASTE REDUCTION PROGF MEMBERSHIPS			8,500.00				
01	2	7320	2532	520					SOLID WASTE REDUCTION PROGF COMPUTER SOFTWARE IT			1,000.00				
01	2	7320	2583	520					SOLID WASTE REDUCTION PROGF PUBLIC EDUCATION			12,500.00				
01	2	7320	2607	520					SOLID WASTE REDUCTION PROGF SIGNS			2,000.00				
01	2	7320	5110	520					SOLID WASTE REDUCTION PROGF SUNDRY EXPENSES			1,500.00				
01	2	7320	5121	520					SOLID WASTE REDUCTION PROGF MEETING EXPENSES			3,000.00				
01	2	7320	5903	520					SOLID WASTE REDUCTION PROGF SCHOOL EDUCATION PROGRAMS			4,000.00				
01	2	7320	9910	520					SOLID WASTE REDUCTION PROGF CONTINGENCY			-				
01	2	7322	2370	520					2015 EXCAVATOR CAT 316EL INSURANCE E			1,000.00				
01	2	7322	2570	520					2015 EXCAVATOR CAT 316EL PURCHASED MAINTENANCE E			3,750.00				
01	2	7322	5310	520					2015 EXCAVATOR CAT 316EL FUEL & LUBRICANTS E							
01	2	7322	5610	520					2015 EXCAVATOR CAT 316EL VEHICLE & EQUIPMENT PA F E			3,750.00				
01	2	7322	5637	520					2015 EXCAVATOR CAT 316EL TRACKS E							
01	2	7326	2370	520					SWMC - SKIDSTEER VOLVO MC11(INSURANCE - PROPERTY E							
01	2	7326	5310	520					SWMC - SKIDSTEER VOLVO MC11(FUEL & LUBRICANTS E							
01	2	7326	5610	520					SWMC - SKIDSTEER VOLVO MC11(VEHICLE & EQUIPMENT PA F E							
01	2	7326	5620	520					SWMC - SKIDSTEER VOLVO MC11(TIRES E							
01	2	7340	5981	520					INCENTIVE PROGRAMS WOODSTOVE EXCHANGE PROGRAM			40,000.00				
01	2	7360	2334	520					RECYCLING/CFC RECOVERY ENVIRO-LOGO PRINTING			-				
01	2	7360	2338	520					RECYCLING/CFC RECOVERY CONTRACT FOR SERVICES			12,000.00				

**2017 ANNUAL BUDGET 520
SOLID WASTE MANAGEMENT COMPLEX**

Fund	Class	Category	Object	CC1 (Function)	CC2 (Payroll)	CC3	Project	Product	Category Name	Object Name	Tags	2017	2016 Tonnes (Actual)	2017 Tonnes (YTD)	2017 Tonnes (Projected)	2017 Rates	
												BUDGET (AR) 22 Mar 17					
01	2	7437	1204	520	09				ROLL OFF HAULING - 2011 F'LINER (09) 1 WAGES - HOURLY	V		150,000.00					
01	2	7437	1400	520	09				ROLL OFF HAULING - 2011 F'LINER (09) 2 BENEFITS - HOURLY	V		39,000.00					
01	2	7437	2338	520					ROLL OFF HAULING - 2011 F'LINER CONTRACT FOR SERVICES	V		20,000.00					
01	2	7437	2373	520					ROLL OFF HAULING - 2011 F'LINER INSURANCE/AUTOMOTIVE E	V		1,200.00					
01	2	7437	2421	520					ROLL OFF HAULING - 2011 F'LINER BIN REPAIRS	V		10,000.00					
01	2	7437	2470	520					ROLL OFF HAULING - 2011 F'LINER PURCHASED REPAIRS	V		12,500.00					
01	2	7437	2570	520					ROLL OFF HAULING - 2011 F'LINER PURCHASED MAINTENANCE	V		2,000.00					
01	2	7437	2612	520					ROLL OFF HAULING - 2011 F'LINER RENTALS - EQUIPMENT	V		7,400.00					
01	2	7437	5310	520					ROLL OFF HAULING - 2011 F'LINER FUEL & LUBRICANTS	V		-					
01	2	7437	5610	520					ROLL OFF HAULING - 2011 F'LINER VEHICLE & EQUIPMENT PA	V		7,500.00					
01	2	7437	5620	520					ROLL OFF HAULING - 2011 F'LINER TIRES	V		7,500.00					
01	2	7438	2131	520					BINGS OPERATIONS BUILDING TELEPHONE / RENT & INST/IT			500.00					
01	2	7439	2131	520					BINGS OFFICE BUILDING TELEPHONE / RENT & INST/IT			2,500.00					
01	2	7439	2379	520					BINGS OFFICE BUILDING SECURITY			500.00					
01	2	7439	2400	520					BINGS OFFICE BUILDING ALARM MAINTENANCE			500.00					
01	2	7439	2473	520					BINGS OFFICE BUILDING CONTRACT - OVERHEAD LIGHT MAINTEN/			500.00					
01	2	7439	2475	520					BINGS OFFICE BUILDING MISCELLANEOUS EQUIPME IT			1,000.00					
01	2	7439	2591	520					BINGS OFFICE BUILDING PURCHASED MAINTENANCE IT			500.00					
01	2	7439	5530	520					BINGS OFFICE BUILDING ELECTRICITY			500.00					
01	2	7439	5920	520					BINGS OFFICE BUILDING SUPPLIES - OFFICE			5,000.00					
01	2	7439	5924	520					BINGS OFFICE BUILDING SUPPLIES - JANITORIAL			4,500.00					
01	2	7439	9910	520					BINGS OFFICE BUILDING CONTINGENCY			1,000.00					
01	2	8115	8215	520					SHORT TERM DEBT INTEREST			8,642.00					
01	2	8115	8216	520					SHORT TERM DEBT PRINCIPAL			111,800.00					
01	2	8123	8232	520					INTEREST/MFA OWN DEBENTURE INTEREST (CVRD)			287,051.16					
01	2	8133	8332	520					PRINCIPAL/MFA OWN DEBENTURE PRINCIPAL (CVRD)			334,029.00					
01	2	8160	2338	520			100S		ALTERNATIVE DISP OF SOLID WASTE CONTRACT FOR SERVICES (REGIONAL DI			1,611,526.00	22108	10352	20704		
01	2	8160	6103	520			100S		ALTERNATIVE DISP OF SOLID WASTE MARPOLE SHIPPING			1,004,262.00	22108	10352	20704		
01	2	8221	6112	520					TRANSFER/GENERAL CAPITAL FUI BUILDINGS								
01	2	8221	6113	520					TRANSFER/GENERAL CAPITAL FUI FURNITURE, FIXTURES, EQUIPMENT								
01	2	8221	6124	520					TRANSFER/GENERAL CAPITAL FUI LAND IMPROVEMENTS								
01	2	8221	6126	520					TRANSFER/GENERAL CAPITAL FUI VEHICLES & MACHINERY								
01	2	8241	0000	520					TRANSFER TO CAPITAL RESERVE TRANSFER TO CAPITAL RESERVE			100,000.00				2.00	
01	2	8246	0000	520			100R		TRANSFER TO REMEDIATION RESERVE TRANSFER TO REMEDIATION RESERVE			40,591.00	20680	9337	18675	2.00	
01	2	9900	2610	520					INTERNAL RECOVERIES ALLOCATIONS - FACILITIES			(72,711.00)					
01	7	2000	2109	520					GRANTS FEDERAL GAS TAX FUNDING			#####					
01	7	2000	2120	520					GRANTS FEDERAL CONDITIONAL			(188,800.00)					
01	7	7571	0000	520					REQUISITION REQUISITION			(10,000.00)					
01	7	8250	0001	520					M.F.A. FUNDING M.F.A. FUNDING - LONG TERM			#####					
01	7	8250	0002	520					M.F.A. FUNDING M.F.A. FUNDING - SHORT TERM			(200,000.00)					
01	7	9010	0000	520					TRANSFER FROM CAPITAL RESERVE TRANSFER FROM CAPITAL RESERVE			(200,000.00)					
01	8	8221	6111	520					TRANSFER/GENERAL CAPITAL FUI ENGINEERING STRUCTURES			2,228,738.00					
01	8	8221	6112	520					TRANSFER/GENERAL CAPITAL FUI BUILDINGS								
01	8	8221	6113	520					TRANSFER/GENERAL CAPITAL FUI FURNITURE, FIXTURES, EQUIPMENT			410,000.00					
01	8	8221	6114	520					TRANSFER/GENERAL CAPITAL FUI LAND								
01	8	8221	6122	520					TRANSFER/GENERAL CAPITAL FUI BUILDING IMPROVEMENTS			115,000.00					
01	8	8221	6124	520					TRANSFER/GENERAL CAPITAL FUI LAND IMPROVEMENTS			2,228,738.00					
01	8	8221	6126	520					TRANSFER/GENERAL CAPITAL FUI VEHICLES & MACHINERY			389,708.00					
												0.08					

Assumptions

Recycling programs - use tonnes shipped for **both** revenue and expense budgeting (per TW, 10 Aug. 2017)

Tags (Column J) - filter this column to find the following:

- D - Depots
- E - equipment (i.e. off-highway rolling stock)
- V - vehicles (i.e. on-highway rolling stock)

**2017 ANNUAL BUDGET 520
SOLID WASTE MANAGEMENT COMPLEX**

Fund	Class	Category	Object	CC1 (Function)	CC2 (Payroll)	CC3	Project	Product	Category Name	Object Name	Tags	2017 BUDGET (AR) 22 Mar 17	2016 Tonnes (Actual)	2017 Tonnes (YTD)	2017 Tonnes (Projected)	2017 Rates
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Legend

Column L highlighted cells are over-budget, or, for revenues, we did not receive as much revenue as budgeted
 Column M highlight cells vary from budget by more than \$1,000
 Blue figures are provided by Finance

Comments

HH (9 Nov. 2016) - disposal of banned materials needs to be increased in 2018, now includes asbestos disposal (approx. cost \$1,500 per event for asbestos), per JA
 HH (15 Aug. 2016) - 2017 annual budget uploaded to Vadim
 HH (6 Jun. 2017) - transitioned to 2018 s/s

Last Updated

HH (7 Apr 2017)

2017 ANNUAL BUDGET 520
SOLID WASTE MANAGEMENT COMPLEX

2017 Tonnes
Values 2018 Tonnes
(Projected)

COWICHAN VALLEY REGIONAL DISTRICT

2018-2022 FINANCIAL EXPENDITURE PROGRAM

Service: Solid Waste Management Complex

Function: 520

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$7,100,014	\$7,289,677	\$7,435,471	\$7,584,180	\$7,735,864	\$7,890,581
Long Term Debt	621,079	468,639	264,941	257,514	232,451	232,451
Short Term Debt	120,442	117,584	117,584	67,002	42,284	0
Capital	5,372,184	3,000,000	0	0	0	0
Transfer to Capital Reserve	100,000	0	100,000	100,000	100,000	100,000
Transfer to Remediation Reserve	40,591	36,300	36,300	36,300	36,300	36,300
TOTAL APPLICATION OF FUNDS	\$13,354,310	\$10,912,200	\$7,954,296	\$8,044,996	\$8,146,898	\$8,259,332
SOURCES OF FUNDS						
Requisition/Parcel Tax	4,251,210	4,475,000	4,475,000	4,475,000	4,475,000	4,475,000
User Fee	2,841,398	2,541,000	2,541,000	2,541,000	2,541,000	2,541,000
Transfer from Capital Reserve	200,000	0	0	0	0	0
Transfer from Gas Tax Reserve		754,680	0	0	0	0
Other	3,616,383	896,200	938,296	1,028,996	1,130,898	1,243,332
Debt Proceeds	2,445,319	2,245,320	0	0	0	0
Surplus/(Deficit)						
TOTAL SOURCE OF FUNDS	\$13,354,310	\$10,912,200	\$7,954,296	\$8,044,996	\$8,146,898	\$8,259,332

2018 Debt Long Term with Principle & Interest

Borrowed	Outstanding	Maturity	P & I
Construction SWC	\$671,418	2018	\$184,534
Construction SWC	\$168,217	2020	\$32,490
5 Bay Building	\$458,579	2030	\$46,363
Peerless	\$559,622	2030	\$51,035
Peerless	\$698,234	2033	\$56,224
Peerless	\$811,331	2034	\$57,993
Proposed	Amount	Maturity	Interest
Meade Creek	\$2,245,319	2037	\$40,000
Total			\$468,639

2018 Debt Short Term with Principle & Interest

Borrowed	Outstanding	Maturity	P & I
Excavator -Bings	\$146,162	2019	\$50,582
Energy Upgrades	\$74,000	2020	\$15,270
Solar PV Demo -	\$55,000	2020	\$9,448
Proposed	Amount	Maturity	P & I
Roll off Truck	\$100,000	2021	\$21,142
Roll off Bins	\$100,000	2021	\$21,142
Total			\$117,584

2018 Year over Year Comparative Analysis

Function: 520 - Solid Waste Mgmt

A) Core Budget

	<u>2017</u> <u>Requisition</u>	<u>Proposed</u> <u>2018</u> <u>Requisition</u>	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
	\$4,251,210	\$4,475,000	\$223,790	5.26%
Explanation of increase/decrease:				
Decreased revenue from dumping charges (less tonnage)			300,398	7.07%
Decreased revenue from recycling			24,750	0.58%
Increase to other revenues (aggregate of smaller sums)			(21,432)	-0.50%
Decrease to garbage shipping costs (less tonnage)			(124,588)	-2.93%
Decreased debt costs			(155,299)	-3.65%
Decreased transfer to capital reserve			(100,000)	-2.35%
Increased recycling processing costs (includes 109,000 increase to yard waste processing)			207,700	4.89%
Increased wages			103,000	2.42%
Increased benefits			62,300	1.47%
Decrease to other expenses (aggregate of smaller sums)			(63,039)	-1.48%
		Subtotal section A	<u><u>\$233,790</u></u>	<u><u>5.50%</u></u>

B) Prior Year One-time Items

	<u>Requisition</u> <u>\$ Increase</u> <u>(Decrease)</u>	<u>Requisition</u> <u>% Increase</u> <u>(Decrease)</u>
1) Meade Creek Landfill Closure & Recycling Centre Upgrades Project (\$4.994M less \$1.9M estimated expenses 2017)		
2) Bings Creek Organics Collection Facility Upgrades (\$115,000 gas tax, completed 2017)		
3) Purchase replacement roll off truck (\$300,000, completed 2017)		
4) Purchase new roll off bins (\$100,000, completed 2017)		
5) Install new data servers at Bings Creek (on-hold)		
	-\$10,000	-0.24%
	Subtotal section B	<u><u>-0.24%</u></u>

Subtotal sections A + B \$223,790 5.26%

C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition</u> <u>% Increase</u>
1) Bings Creek Replacement Loader	Capital	250,000		0.00%
Short Term Debt payments (proposed funding: 75k cap. res, 175k short-term debt)	Operating		35,700	0.84%
2) Operations Pick-Up Truck	Capital	50,000		0.00%
Short Term Debt payments	Operating		10,200	0.24%
3) Meade Creek Solar Field Feasibility Study	Capital		10,000	0.24%
	Subtotal section C	<u><u>\$300,000</u></u>	<u><u>\$55,900</u></u>	<u><u>1.31%</u></u>

Subtotal sections A + B + C \$279,690 6.58%

Notes:

- 1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$120,843.
- 2) The Capital Reserve balance for this function as at December 31, 2017 is estimated to be \$141,264.
- 3) The Remediation Reserve balance for this function as at December 31, 2017 is estimated to be \$40,591.

2018 Budget - Supplemental Item

Title	Bings Creek Replacement Loader	Department	ENGINEERING SERVICES
Division	RECYCLING & WASTE MANAGEMENT	Function	520 - Solid Waste Management Complex
Type	Capital - Replacement	Priority	1

Description

The loader is used at Bings Creek to load garbage into trailers for export as well as for materials management. It is a critical piece of equipment for site operation. The existing loader is thought to be between 12-19 years old, with more than 9,000 operating hours on the current dashboard (which was replaced in 2012). Parts and repairs totalling more than \$18,000 were required in 2016. Repair costs are expected to continue given the age of the equipment.

Benefits

Benefits of replacement include predictable operating costs, reduced repair costs, and reduced risk of equipment failure. The risk of incurring substantial rental costs due to equipment failure is also reduced.

Risks

Equipment failure. Rising repair costs. Substantial rental costs in the event of equipment failure. Potential disruption to garbage collection and export services.

Financial Information

Capital								Operating							
Funding Sources	Total Funding	2018	2019	2020	2021	2022	5 Year Total	Funding Sources	2018	2019	2020	2021	2022	5 Year Total	
Debt Proceeds	175,000	175,000					175,000	Requisition	35,700	35,700	35,700	35,700	35,700	178,500	
Capital Reserve	75,000	75,000					75,000							-	
							-							-	
	250,000	250,000	-	-	-	-	250,000		35,700	35,700	35,700	35,700	35,700	178,500	

Capital								Operating							
Expenses	Total Expenses	2018	2019	2020	2021	2022	5 Year Total	Expenses	2018	2019	2020	2021	2022	5 Year Total	
Machinery	250,000	250,000					250,000	Debt Servicing	35,700	35,700	35,700	35,700	35,700	178,500	
							-							-	
							-							-	
	250,000	250,000	-	-	-	-	250,000		35,700	35,700	35,700	35,700	35,700	178,500	

Administration

Author	Harmony Huffman	Date Prepared	Aug 15, 2017
Approval Date	Aug 15, 2017		



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 2, 2017
MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017
FROM: General Manager
 Engineering Services Department
SUBJECT: 2018 Budget Review – Function 571 Asset Management
FILE: 0520-20-RS/05

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budget for the 571 - Asset Management function.

RECOMMENDED RESOLUTION

1. That the 2018 Budget for Function 571 - Asset Management be approved.
2. That the Supplementary request for the FTE Asset Management position be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. One new change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process a draft budget was prepared for 571 Asset Management based on core expenses and existing service levels. Supplemental requests were prepared by staff for review by the Senior Management Team. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 amended budget with an explanation of significant changes.

ANALYSIS

Core Budget

The current Asset Management contract is a temporary full-time position ending May 4, 2018, therefore the 2018 Draft Budget shows a revenue decrease from 2017 of \$67,246 or 46.84%.

One-Time Items

There are no one time items.

Supplemental Items

Tier 1 Request: FTE Asset Management (Permanent Staff Position)

A supplementary request has been made to change the temporary position to a permanent position. Changing this to a permanent FTE position would result in a 15.92% increase in expenses. Funding for the FTE position would come from a combination of 10% Climate Action Revenue Incentive Program (CARIP), 50% Gas Tax, and 40% General Government.

FINANCIAL CONSIDERATIONS

1. Requisition – partial funding for this position comes from General Government (\$19,082)
2. Debt Payments – not applicable
3. Reserves – not applicable
4. Other – funding for the position also comes from Gas Tax (\$38,163) and CARIP (\$19,082)

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per item 3.3 of the CVRD’s Regional Strategic Focus Areas.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Austin Tokarek, B. Sc., CEA
Asset Coordinator

Reviewed by:

Not Applicable
Not Applicable



Hamid Hatami, P. Eng.
General Manager

ATTACHMENTS:

- Attachment A – Vadim Draft Budget
- Attachment B – 5 Year Plan
- Attachment C – Year over Year Comparative Analysis
- Attachment D – Supplementary Requests

**Cowichan Valley Regional District
Budget Report by Cost Center**



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
571 - ASSET MANAGEMENT

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REV								
2000 GRANTS								
01-1-2000-2121	PROVINCIAL CONDITIONAL	-86,128	-90,705	0	-35,894	-19,082		
01-1-2000-2126	BC HYDRO	-55,965	-61,000	0	0	0		
	Total GRANTS	-142,093	-151,705	0	-35,894	-19,082	0	0
4433 RECOVERY OF COSTS								
01-1-4433-2132	FROM OTHER FUNCTIONS	0	0	0	-35,893	-19,082		
	Total RECOVERY OF COSTS	0	0	0	-35,893	-19,082	0	0
9009 TRANSFER FROM GAS TAX RESERVE								
01-1-9009-0000	TSF FROM GAS TAX RESERVE	-6,033	0	0	-71,786	-38,163		
	Total TRANSFER FROM GAS TA	-6,033	0	0	-71,786	-38,163	0	0
	Total OPERATING REV	-148,125	-151,705	0	-143,573	-76,327		
OPERATING EXP								
1120 GENERAL EXPENDITURES								
01-2-1120-1101	SALARIES/FULL TIME REGULA	59,458	0	79,783	93,750	35,360		
01-2-1120-1400	BENEFITS	15,868	0	23,102	24,375	9,901		
01-2-1120-2131	TELEPHONE	0	0	360	0	136		
01-2-1120-2340	TRAINING & DEVELOPMENT	473	0	3,234	0	1,020		
01-2-1120-2532	COMPUTER SOFTWARE UPGF	371	0	636	0	0		
01-2-1120-4100	ALLOC - GENERAL GOVERNMI	0	0	3,798	3,798	6,666		
01-2-1120-4540	ALLOC - INFO TECHNOLOGY	0	0	3,788	3,788	4,273		
01-2-1120-4550	ALLOC - HUMAN RESOURCES	0	0	3,050	3,050	3,557		
01-2-1120-4575	ALLOC - ENGINEERING	0	0	11,232	11,232	12,027		
01-2-1120-4587	ALLOC - ADMINISTRATION	0	0	1,517	1,517	943		
01-2-1120-4589	ALLOC - BUILDING COSTS	0	0	2,063	2,063	2,444		
01-2-1120-5110	SUNDRY EXPENSES	0	0	198	0	0		
	Total GENERAL EXPENDITURES	76,170	0	132,761	143,573	76,327	0	0
1320 ENERGY MANAGER								
01-2-1320-1101	SALARIES/FULL TIME REGULA	28,895	87,000	0	0	0		
01-2-1320-1400	BENEFITS	8,911	9,000	0	0	0		
01-2-1320-4575	ALLOC - ENGINEERING	13,524	13,524	0	0	0		
01-2-1320-4587	ALLOC - ADMINISTRATION	13,535	13,535	0	0	0		
01-2-1320-5125	ENERGY PROGRAM	7,090	28,646	0	0	0		

**Cowichan Valley Regional District
Budget Report by Cost Center**



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
571 - ASSET MANAGEMENT

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET		
Total ENERGY MANAGER	71,955	151,705	0	0	0	0	0
Total OPERATING EXP	148,125	151,705	132,761	143,573	76,327		
Surplus/Deficit	0	0	132,761	0	0		

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**COWICHAN VALLEY REGIONAL DISTRICT
2018-2022 FINANCIAL EXPENDITURE PROGRAM**

Service: Asset Management

Function: 571

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$143,573	\$76,327				
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$143,573	\$76,327				
SOURCES OF FUNDS						
Requisition/Parcel Tax						
User Fee						
Transfer from Capital Reserve						
Transfer from Gas Tax Reserves	\$71,786	38,163				
Other	\$71,787	38,163				
Debt Proceeds						
Surplus/(Deficit)						
TOTAL SOURCE OF FUNDS	\$143,573	\$76,326				

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2018 Budget Review

Function:

571 - Asset Management

Attachment C

A) Core Budget

Explanation of decrease:

- Decreased Wages and Benefits
- Increased Telephone
- Increased Training and Development
- Increased Allocations

2017 Revenue	Proposed 2018 Revenue	Income \$ Increase (Decrease)	Income % Increase (Decrease)
\$ 143,573	\$ 76,327	-\$67,246	-46.84%
		-\$72,864	-50.75%
		\$136	0.09%
		\$1,020	0.71%
		\$4,462	3.11%
Subtotal section A		-\$67,246	-46.84%

B) Prior Year One-time Items

Revenue \$ Increase (Decrease)	Revenue % Increase (Decrease)
	0.00%
Subtotal section B	0.00%

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Subtotal sections A + B	-\$67,246	-46.84%
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C) Supplemental Items

1) Full time position

	2018	Cost	Revenue	Revenue % Increase
Wages			68,640	47.81%
Benefits			19,219	13.39%
Telephone			\$264	0.18%
Training			\$1,980	1.38%
Subtotal section C			\$90,103	62.76%

Subtotal sections A + B + C	\$22,857	15.92%
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Notes:

- 1) The Operating Reserve balance for this function is \$0
- 2) The Capital Reserve balance for this function is \$0
- 3) Contract expires May 4, 2018 proposed revenue reflects 0.34 of a full year

2018 Budget - Supplemental Item

Title	FTE Asset Manager	Department	ENGINEERING SERVICES
Division		Function	571 - Asset Management
Type	Operating - On-going	Priority	1

Description

The Asset Coordinator position was introduced in 2017 where it combined responsibilities of the Sr. Environmental Analyst - Energy (Energy Manager) with other high level strategic planning accountabilities. Responsibilities of the new position include preparing staff reports, presenting to elected officials, and working with all departments to:

- Coordinate the development of the CVRD's Asset Management Plan - this includes updating the asset inventory, defining levels of services, developing various strategies and policies, preparing terms of reference and tender documents, project/contract management, monitoring and reporting on progress of developing an Asset Management Plan.
- Update and implement the Strategic Energy Management Plan - this includes identifying energy projects reporting on Gas Tax – Community Works Fund projects - this includes identifying projects, budgets & priorities, researching grants and preparing applications, preparing terms of reference and tender documents, project/contract management, analyzing energy consumption data, monitoring and reporting on progress towards achieving reduction targets.
- Prepare annual Climate Action Revenue Incentive Program reporting requirements - this includes analyzing fuel consumption data, researching best practices, monitoring and reporting of the annual greenhouse gas emissions inventory, and the implementation of the greenhouse gas reduction strategy.
- Organize and report on Gas Tax – Community Works Fund projects - this includes identifying projects, budgets & priorities, meeting with Electoral Area Directors, monitoring and reporting on the status of projects.

Funding for this position in the past has included Provincial Climate Action Grant (CARIP), BC Hydro Energy Manager Program, and federal Gas Tax – Community Works Fund. A majority of this funding will end in mid 2018. Total costs for this position includes one full time person with management and secretarial support. In total, \$131,040 for these combined wages and benefits, \$29,910 for allocations and \$3,400 for other expenses. Estimated funding for 2018 is approximately \$76,327 with approximately \$90,103 unfunded. Funding comes from a combination of CARIP (10%), Gas Tax - CWF (50%), and General Government (40%). General government recovery will come from requisition.

Benefits

This position contributes to the Strategic Focus Areas of Responding to Climate Change and Asset Management Planning. The outcomes of this work will be integral to the development of the CVRD's 2050 vision. The strategic nature of this position is interdisciplinary and interdepartmental, as asset management, energy planning, grant writing and project management support has been provided to:

- Facilities & Transit
- Recycling and Waste Management
- Parks and Trails
- Public Safety
- Water Management
- Environmental Services

Risks

- Corporate knowledge, expertise and support in asset management and energy management will be lost.
- There will be delays in the development of the CVRD's Asset Management Plan.
- Some capital projects may not meet goals set out by the corporate strategic plan.
- Finding a compatible replacement with the interdisciplinary knowledge and experience will be challenging.
- Reducing energy costs protects against increasing electricity rates.
- Reducing greenhouse gas emissions contributes to reducing associated climate risks.
- Grants may not be identified.

Financial Information

Operating						
Funding Sources	2018	2019	2020	2021	2022	5 Year Total
CARIP (10%)	9,010	16,976	17,315	17,662	18,015	78,978
Community Works Gas Tax (50%)	45,052	84,879	86,577	88,308	90,075	394,891
General Government (40%)	36,041	67,903	69,262	70,647	72,060	73,501
	90,103	169,759	173,154	176,617	180,149	547,370
Expenses	2018	2019	2020	2021	2022	5 Year Total
Wages	68,640	106,080	108,202	110,366	112,573	505,860
Benefits (28%)	19,219	29,702	30,296	30,902	31,520	141,641
Allocations	-	30,508	31,118	31,741	32,376	125,743
Conferences	-	-	-	-	-	-
Travel	-	-	-	-	-	-
Telephone	264	408	416	424	433	1,946
Training	1,980	3,060	3,121	3,184	3,247	14,592
Memberships	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-
Miscellaneous Equipment	-	-	-	-	-	-
	90,103	169,759	173,154	176,617	180,149	789,782

Administration

Author	Hamid Hatami	Date Prepared	Aug 15, 2017
Approval Date			



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 17, 2017
MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017
FROM: Finance Division
 Corporate Services Department
SUBJECT: 2018 Budget review – Function 100 General Government
FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budget for General Government.

RECOMMENDED RESOLUTION

1. That the 2018 Budget for Function 100 - General Government be approved.
2. That the Supplementary request for a Corporate Records Officer be approved.
3. That the Supplementary request to increase the Asset Coordinator position to a full-time position be approved.
4. That the Supplementary request for training and communication materials be approved.
5. That the Supplementary request to increase PlaceSpeak software subscription costs be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. One new change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process a draft budget was prepared for General Government based on core expenses and existing service levels. Supplemental requests were prepared by staff for review by the Senior Management Team. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 Amended budget with an explanation of significant changes.

ANALYSIS

Core Budget

Overall, the General Government Requisition increased \$107,904 or 5.27% due to the following:

Salaries & Benefits increased \$147,211 (6.83%). Wages increased due to anticipated contract settlements and step increases as well as the Procurement Officer being funded for a full year for the first time in 2018. Benefits increased both as a result of higher salaries and also due to increased cost of benefits at 28% of salaries as appose to 26% in 2017.

Miscellaneous Equipment increased \$27,000 (148.76%) to fund new tablets and cell phones for Board Directors.

Advertising increased \$23,808 (112.34%) due to increased advertising for Legislative Services specific items and weekly CVRD news meeting information.

The Grant-in-Aid budget, which was budgeted at \$310,075 in 2017, was broken into two budget lines (Grant-In-Aid for \$150,000 and Strategic Investments for \$150,000) for 2018. This change represents a \$10,075 (3.25%) decrease to this expense.

Allocations increased \$63,756 (10.64%) across multiple areas.

Contingency and various other accounts decreased \$18,864 (1.91%) across multiple areas.

In addition, Internal Recoveries increased \$78,463 (4.73%). This recovery is based on the Boards General Government Allocation policy which is 4.5% (or 2% for Contract for Services) of prior year's actual expenditures. As a result of higher actual expenditures the recovery was increased.

Prior Year, One-Time Items

A capital purchase for a photocopier/printer budgeted for \$35,000 in 2017 was removed for the 2018 budget as it is no longer needed.

Surplus revenue was decreased by \$85,342 (12.90%) due to funds no longer being required to partially fund the Grant-in-Aid budget.

Asset Management decreased \$16,811 due to this temporary position only being approved to the end of April 2018.

The Consultants expense decreased \$80,000 due to the completion of three projects: Recreation Facility User Analysis (\$45,000), Regional Recreation Public Engagement (\$10,000) as well as Records Management Assessment (\$25,000).

Supplemental Items

Supplemental Requests were presented to the Senior Management Team (SMT) and subsequently ranked into Tiers. The following requests were ranked as Tier 1 requests:

1. Legislative Services is requesting \$108,800 for a permanent, full-time Corporate Records Officer position.
2. A request has been submitted by the Asset Manager function to convert the Asset Manager position from temporary full-time to permanent full-time. As a result of internal cost recovery, General Government would be responsible for an increase of \$36,041 in 2018 and \$68,000+ in future years.
3. Strategic Services is requesting \$20,000 for training and communication materials related to community engagement. This request continues in future years at \$10,000 per year.

The following requests were ranked as Tier 2 requests:

1. Procurement is requesting \$10,800 annually for a procurement software tool.
2. There is a request for \$125,000 for expenses related to Cowichan 2050. These expenses include a speaker series, how-to videos, a design competition and activities related to growth of the economy and benefits of public art.

Subsequent to SMT's review and ranking of Supplemental requests, the Manager Strategic Services learned of a change to the cost of the PlaceSpeak software subscription for 2018. The submitted budget included \$13,599 allocated for the CVRD's portion of the subscription. However, recently the City of Duncan and Town of Ladysmith requested their allocation be reduced from \$5,000 to \$2,500 each per year, asking the CVRD to cover the remaining \$5,000. In order to cover this expense, a supplemental budget request of \$5,000 is being requested by the Manager Strategic Services' budget in General Government.

FINANCIAL CONSIDERATIONS

1. Requisition for the Core budget is proposed to increase \$107,904 (5.27%) which is an additional \$0.82 per \$100,000 household
2. Transfer from Operating Reserves has decreased \$20,000 (20%) in 2018 from \$100,000 to \$80,000 which is for a regional recreation project that was carried over from 2017.
3. Use of Surplus revenue has decreased \$173,342 (26.21%) in 2018 from \$661,442 to \$488,100, representing the CVRD’s contribution to the Island Corridor Foundation.

Uncommitted Operating Reserve balance - \$485,871, May 31, 2017.

Uncommitted Capital Reserve balance - \$18,518, May 31, 2017.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per 3.3 of the CVRD’s Regional Strategic Focus Areas.

Referred to (upon completion):


- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

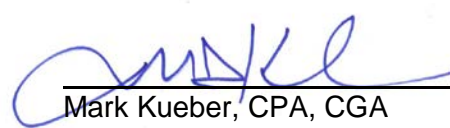
Reviewed by:



Lyle Smith, CPA, CGA
Assistant Manager



Sharon Moss, CPA, CGA
Manager



Mark Kueber, CPA, CGA
General Manager

ATTACHMENTS:

- Attachment A – Vadim Budget
- Attachment B – 5 Year Plan
- Attachment C – Year over Year Comparative Analysis
- Attachment D – Supplementary Requests

Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 100 - LEGISLATIVE - GENERAL

Attachment A

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REV								
2000 GRANTS								
01-1-2000-2100	FEDERAL GRANTS IN LIEU	-959	-600	-330	-600	-600		
01-1-2000-2101	PROVINCIAL GRANTS IN LIEU	-3,719	-3,500	-3,256	-3,500	-3,500		
01-1-2000-2131	REVENUE SHARING	-74,117	-67,500	-75,000	-75,000	-75,000		
01-1-2000-2133	PROVINCIAL - ADMIN	-74,117	-67,500	-75,000	-75,000	-75,000		
Total GRANTS		-152,912	-139,100	-153,586	-154,100	-154,100	0	0
4433 RECOVERY OF COSTS								
01-1-4433-0000	GENERAL	-4,106	0	-5,967	0	0		
Total RECOVERY OF COSTS		-4,106	0	-5,967	0	0	0	0
5331 RENTAL INCOME								
01-1-5331-3266	HALL - ROOM GENERAL	0	0	-2,130	0	0		
Total RENTAL INCOME		0	0	-2,130	0	0	0	0
5510 INTEREST INCOME								
01-1-5510-0000	INTEREST INCOME	-86,647	-75,000	-56,612	-75,000	-75,000		
Total INTEREST INCOME		-86,647	-75,000	-56,612	-75,000	-75,000	0	0
5900 MISCELLANEOUS								
01-1-5900-2700	GENERAL	-6	0	-338	0	0		
01-1-5900-5050	F.O.I. RECOVERIES	-1,582	0	-357	0	0		
Total MISCELLANEOUS		-1,588	0	-695	0	0	0	0
7571 REQUISITION								
01-1-7571-0000	REQUISITION	-1,961,903	-1,961,903	-2,011,561	-2,011,561	-2,154,465		
Total REQUISITION		-1,961,903	-1,961,903	-2,011,561	-2,011,561	-2,154,465	0	0
9011 TRANSFER FROM FEASIBILITY RESERVE FUND								
01-1-9011-0000	TRANSFER FROM FEASIBILITY	0	0	0	-20,000	-20,000		
Total TRANSFER FROM FEASIBILITY		0	0	0	-20,000	-20,000	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	-366,075	-366,075	-661,442	-661,442	-488,100		
Total SURPLUS/DEFICIT - CURR		-366,075	-366,075	-661,442	-661,442	-488,100	0	0
9120 TRANSFER FROM OPERATING RESERVE								
01-1-9120-0000	TSF FROM OPERATING RESEF	0	0	0	-100,000	-80,000		
Total TRANSFER FROM OPERATING RESERVE		0	0	0	-100,000	-80,000	0	0

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Cowichan Valley Regional District
 Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND							
		100 - LEGISLATIVE - GENERAL							
		2016	2016	2017	2017	2018			
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET			
Total OPERATING REV		-2,573,231	-2,542,078	-2,891,992	-3,022,103	-2,971,665			
OPERATING EXP									
1130 BOARD EXPENDITURES									
01-2-1130-1190	DIRECTORS - REGULAR PAY	312,140	284,853	231,544	286,098	291,860			
01-2-1130-1400	BENEFITS	6,895	5,697	5,221	8,513	5,837			
01-2-1130-1810	DIRECTORS' EXPENSES	174	3,500	639	1,000	1,000			
01-2-1130-1860	DIRECTORS' TRAVEL	12,743	23,000	4,920	10,000	10,000			
01-2-1130-2007	TAC EXPENSES	1,917	1,500	885	2,000	2,000			
01-2-1130-2131	TELEPHONE	1,028	3,400	796	3,400	3,400			
01-2-1130-2341	REGISTRAT/CONFERENCES/S	55	1,500	1,369	1,000	1,000			
01-2-1130-2475	MISCELLANEOUS EQUIPMENT	1,549	0	1,518	3,000	30,000			
01-2-1130-2532	COMPUTER SOFTWARE UPGR	0	500	1,059	500	500			
01-2-1130-5110	SUNDRY EXPENSES	244	1,000	958	500	1,000			
01-2-1130-5121	MEETING EXPENSES	11,020	12,800	5,525	9,250	14,550			
Total BOARD EXPENDITURES		347,764	337,750	254,434	325,261	361,147	0	0	
1190 OTHER BOARD EXPENDITURES									
01-2-1190-2118	COMMUNITY SAFETY COMMIT	752	500	0	1,000	1,000			
01-2-1190-2210	ADVERTISING	322	1,000	802	1,000	1,500			
01-2-1190-2213	PINS	0	1,000	0	1,000	500			
01-2-1190-2320	LEGAL SERVICES	53,855	125,000	241	100,000	100,000			
01-2-1190-2330	CONSULTANTS	11,850	40,000	11,025	195,000	120,000			
01-2-1190-2371	INSURANCE - CASUALTY	600	600	0	600	600			
01-2-1190-2372	INSURANCE DEDUCTIBLES	1,854	1,854	0	0	0			
01-2-1190-4540	ALLOC - INFO TECHNOLOGY	6,765	6,765	7,575	7,575	17,094			
01-2-1190-5110	SUNDRY EXPENSES	0	500	0	200	0			
01-2-1190-5122	PROMOTIONS	2,794	7,200	2,077	5,000	5,000			
01-2-1190-7500	GRANT IN AID	86,134	293,501	304,400	310,075	150,000			
01-2-1190-7502	STRATEGIC INVESTMENT	0	0	0	0	150,000			
01-2-1190-8100	INTEREST-TEMPORARY BORR	25,932	30,000	14,055	25,000	26,000			
01-2-1190-9910	CONTINGENCY	0	366,075	0	488,100	488,100			
Total OTHER BOARD EXPENDIT		190,858	873,995	340,175	1,134,550	1,059,794	0	0	
1210 EXTENDED SERVICES									
01-2-1210-4204	ALLOC - PLANNING	15,000	15,000	15,000	15,000	15,000			
01-2-1210-4206	ALLOC - ENGINEERING WAGE	20,000	20,000	20,000	20,000	20,000			
Total EXTENDED SERVICES		35,000	35,000	35,000	35,000	35,000	0	0	
1211 EXECUTIVE OFFICE									
01-2-1211-1101	SALARIES/FULL TIME REGULA	292,468	255,486	209,196	263,007	273,475			

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Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 100 - LEGISLATIVE - GENERAL

		2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET		
01-2-1211-1400	BENEFITS	56,799	66,426	45,874	68,385	76,573		
01-2-1211-2110	CONFERENCES & SEMINARS	5,148	10,324	1,807	9,881	15,371		
01-2-1211-2111	TRAVEL	2,489	3,000	7,890	3,500	1,250		
01-2-1211-2210	ADVERTISING	5,640	1,000	8,326	17,192	0		
01-2-1211-2230	SUBSCRIPTIONS	824	0	1,038	0	0		
01-2-1211-2320	LEGAL SERVICES	912	2,000	1,411	2,000	0		
01-2-1211-2330	CONSULTANTS	5,543	45,000	38	0	15,000		
01-2-1211-2338	CONTRACT FOR SERVICES	0	0	1,137	0	0		
01-2-1211-2340	TRAINING & DEVELOPMENT	2,842	200	1,360	200	0		
01-2-1211-2388	GREEN TEAM	3,393	5,000	1,158	5,000	5,000		
01-2-1211-2395	MEMBERSHIPS	330	2,450	296	2,450	1,000		
01-2-1211-2475	MISCELLANEOUS EQUIPMENT	9,928	1,000	4,388	0	0		
01-2-1211-2532	COMPUTER SOFTWARE UPGR	1,285	2,077	530	1,516	2,000		
01-2-1211-4105	PROJECT EXPENDITURES	0	0	2,385	20,000	20,000		
01-2-1211-4540	ALLOC - INFO TECHNOLOGY	13,529	13,529	15,150	15,150	8,547		
01-2-1211-4550	ALLOC - HUMAN RESOURCES	5,847	5,847	6,100	6,100	5,880		
01-2-1211-5110	SUNDRY EXPENSES	587	500	884	700	500		
01-2-1211-5121	MEETING EXPENSES	456	250	990	300	500		
01-2-1211-5920	SUPPLIES - OFFICE	93	0	0	0	0		
01-2-1211-9910	CONTINGENCY	0	10,665	0	4,208	0		
Total EXECUTIVE OFFICE		408,113	424,754	309,957	419,589	425,096	0	0
1212 LEGISLATIVE SERVICES								
01-2-1212-1101	SALARIES/FULL TIME REGULA	422,272	429,870	320,408	434,986	443,691		
01-2-1212-1400	BENEFITS	104,802	111,766	86,531	113,747	124,897		
01-2-1212-2110	CONFERENCES & SEMINARS	1,393	9,273	1,763	11,300	11,925		
01-2-1212-2111	TRAVEL	0	500	15	500	500		
01-2-1212-2210	ADVERTISING	3,263	500	3,195	1,000	14,000		
01-2-1212-2230	SUBSCRIPTIONS	0	0	587	0	0		
01-2-1212-2320	LEGAL SERVICES	0	1,000	0	1,000	1,000		
01-2-1212-2330	CONSULTANTS	12,605	0	3,974	25,000	0		
01-2-1212-2340	TRAINING & DEVELOPMENT	-213	800	125	800	500		
01-2-1212-2395	MEMBERSHIPS	1,678	1,550	1,381	1,550	1,600		
01-2-1212-2475	MISCELLANEOUS EQUIPMENT	5,513	4,000	121	2,000	2,000		
01-2-1212-2532	COMPUTER SOFTWARE UPGR	11,287	92,140	2,151	92,546	4,546		
01-2-1212-2543	B.C. ON-LINE	0	1,000	0	500	500		
01-2-1212-4540	ALLOC - INFO TECHNOLOGY	27,058	27,058	30,301	30,301	25,641		
01-2-1212-4550	ALLOC - HUMAN RESOURCES	14,619	14,619	15,248	15,248	18,609		
01-2-1212-5110	SUNDRY EXPENSES	0	0	0	1,000	0		
01-2-1212-5121	MEETING EXPENSES	21	2,000	0	2,000	0		
01-2-1212-9910	CONTINGENCY	0	10,000	0	6,206	0		

Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 100 - LEGISLATIVE - GENERAL

		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
Total LEGISLATIVE SERVICES		604,298	706,076	465,800	739,684	649,409	0	0
1213 GM CORPORATE SERVICES								
01-2-1213-1101	SALARIES/FULL TIME REGULA	156,515	158,176	113,471	160,939	160,000		
01-2-1213-1400	BENEFITS	32,312	41,126	26,646	41,844	40,000		
01-2-1213-2110	CONFERENCES & SEMINARS	2,215	3,000	2,204	3,500	3,000		
01-2-1213-2111	TRAVEL	337	400	396	500	500		
01-2-1213-2340	TRAINING & DEVELOPMENT	344	2,000	0	2,000	1,000		
01-2-1213-2395	MEMBERSHIPS	1,365	1,600	1,466	1,660	1,500		
01-2-1213-2475	MISCELLANEOUS EQUIPMENT	0	500	1,956	2,000	2,000		
01-2-1213-2532	COMPUTER SOFTWARE UPGR	258	465	265	290	250		
01-2-1213-4540	ALLOC - INFO TECHNOLOGY	3,382	3,382	3,788	3,788	4,273		
01-2-1213-4550	ALLOC - HUMAN RESOURCES	2,924	2,924	3,050	3,050	2,940		
01-2-1213-5110	SUNDRY EXPENSES	1,174	500	1,519	500	1,000		
01-2-1213-9910	CONTINGENCY	0	3,500	0	2,640	1,000		
Total GM CORPORATE SERVICE		200,825	217,573	154,760	222,711	217,463	0	0
1214 PROCUREMENT OFFICER								
01-2-1214-1101	SALARIES/FULL TIME REGULA	0	0	42,637	63,200	94,823		
01-2-1214-1400	BENEFITS	0	0	13,215	16,432	26,550		
01-2-1214-2110	CONFERENCES & SEMINARS	0	0	0	1,000	1,000		
01-2-1214-2111	TRAVEL	0	0	1,069	200	1,000		
01-2-1214-2340	TRAINING & DEVELOPMENT	0	0	0	0	2,000		
01-2-1214-2395	MEMBERSHIPS	0	0	0	0	300		
01-2-1214-2475	MISCELLANEOUS EQUIPMENT	0	0	407	650	650		
01-2-1214-2532	COMPUTER SOFTWARE UPGR	0	0	790	620	620		
01-2-1214-4540	ALLOC - INFO TECHNOLOGY	0	0	3,788	3,788	4,273		
01-2-1214-4550	ALLOC - HUMAN RESOURCES	0	0	3,050	3,050	2,940		
01-2-1214-5110	SUNDRY EXPENSES	0	0	131	300	300		
01-2-1214-5121	MEETING EXPENSES	0	0	0	0	200		
01-2-1214-9910	CONTINGENCY	0	0	0	0	1,000		
Total PROCUREMENT OFFICER		0	0	65,088	89,240	135,656	0	0
1215 STRATEGIC SERVICES								
01-2-1215-1101	SALARIES/FULL TIME REGULA	96,610	95,560	74,709	99,480	107,429		
01-2-1215-1400	BENEFITS	24,917	24,846	21,606	25,865	30,080		
01-2-1215-2110	CONFERENCES & SEMINARS	3,078	3,372	1,943	1,000	2,000		
01-2-1215-2111	TRAVEL	1,014	1,500	416	1,000	1,000		
01-2-1215-2210	ADVERTISING	0	0	0	0	18,000		
01-2-1215-2330	CONSULTANTS	30,832	0	35,840	35,000	35,000		
01-2-1215-2340	TRAINING & DEVELOPMENT	0	0	467	3,000	3,000		
01-2-1215-2395	MEMBERSHIPS	0	0	0	0	800		

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Cowichan Valley Regional District
Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND							
		100 - LEGISLATIVE - GENERAL							
		2016	2016	2017	2017	2018			
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET			
01-2-1215-2532	COMPUTER SOFTWARE UPGR	0	0	265	758	758			
01-2-1215-4540	ALLOC - INFO TECHNOLOGY	3,382	3,382	3,788	3,788	4,273			
01-2-1215-4550	ALLOC - HUMAN RESOURCES	2,924	2,924	3,050	3,050	2,940			
01-2-1215-5110	SUNDRY EXPENSES	2,626	500	349	300	300			
01-2-1215-5121	MEETING EXPENSES	227	250	235	200	200			
01-2-1215-9910	CONTINGENCY	0	0	0	1,000	1,000			
Total STRATEGIC SERVICES		165,609	132,334	142,667	174,441	206,780	0	0	
1219 COMMON ADMINISTRATIVE EXPEND									
01-2-1219-2121	POSTAGE	9,825	8,500	8,624	8,500	10,000			
01-2-1219-2122	COURIER & EXPRESS	44	1,000	34	1,000	100			
01-2-1219-2131	TELEPHONE	11,253	11,100	8,672	11,820	11,100			
01-2-1219-2210	ADVERTISING	4,552	0	5,616	0	9,500			
01-2-1219-2230	SUBSCRIPTIONS	3,202	3,850	1,348	3,450	4,000			
01-2-1219-2265	ASSET MANAGEMENT	0	0	0	35,893	19,082			
01-2-1219-2371	INSURANCE - CASUALTY	500	500	0	500	500			
01-2-1219-2372	INSURANCE DEDUCTIBLES	29,668	35,041	41,094	50,000	26,900			
01-2-1219-2395	MEMBERSHIPS	1,342	1,350	1,342	1,350	1,350			
01-2-1219-2475	MISCELLANEOUS EQUIPMENT	1,275	1,000	0	3,000	3,000			
01-2-1219-4103	ALLOC - BUILDING COSTS	261,362	261,362	275,894	275,894	317,003			
01-2-1219-4545	ALLOC - G.I.S.	113,219	113,219	115,560	115,560	119,735			
01-2-1219-4560	ALLOC - LIABILITY INSURANCE	12,066	12,066	9,678	11,739	11,739			
01-2-1219-5110	SUNDRY EXPENSES	4,173	3,500	1,409	3,500	3,500			
01-2-1219-5121	MEETING EXPENSES	3,131	3,000	1,743	6,534	4,500			
01-2-1219-5122	PROMOTIONS	279	3,000	0	3,000	500			
01-2-1219-5915	SUPPLIES & RENTAL - PHOTO	6,432	9,500	2,587	9,500	7,000			
01-2-1219-5920	SUPPLIES - OFFICE	14,127	16,500	11,403	16,500	15,000			
Total COMMON ADMINISTRATIV		476,448	484,488	485,004	557,740	564,509	0	0	
1220 FINANCE EXPENDITURES									
01-2-1220-1101	SALARIES/FULL TIME REGULA	641,974	641,853	484,690	659,585	698,429			
01-2-1220-1204	WAGES - HOURLY	2,468	8,000	0	6,000	6,000			
01-2-1220-1400	BENEFITS	178,777	173,141	147,338	177,919	194,014			
01-2-1220-2108	ARMOURED CAR SERVICE	1,170	1,700	1,020	1,700	2,003			
01-2-1220-2110	CONFERENCES & SEMINARS	3,363	4,800	3,522	6,700	6,700			
01-2-1220-2111	TRAVEL	479	300	0	800	600			
01-2-1220-2210	ADVERTISING	2,010	2,000	1,064	2,000	2,000			
01-2-1220-2230	SUBSCRIPTIONS	0	0	397	0	750			
01-2-1220-2310	AUDITING SERVICES	30,027	52,425	1,156	52,425	40,000			
01-2-1220-2320	LEGAL SERVICES	0	500	0	500	500			
01-2-1220-2338	CONTRACT FOR SERVICES	4,763	26,000	12,878	26,000	26,000			
01-2-1220-2340	TRAINING & DEVELOPMENT	3,061	6,000	2,355	6,000	6,000			

Cowichan Valley Regional District
 Budget Report by Cost Center



Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND							
		100 - LEGISLATIVE - GENERAL							
		2016	2016	2017	2017	2018			
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET			
01-2-1220-2395	MEMBERSHIPS	3,546	3,560	3,841	3,670	4,130			
01-2-1220-2475	MISCELLANEOUS EQUIPMENT	12,322	7,000	4,592	7,500	7,500			
01-2-1220-2476	PURCHASED REPAIRS/OFFICE	0	600	1,669	600	600			
01-2-1220-2532	COMPUTER SOFTWARE UPGR	12,691	13,318	9,930	11,890	12,510			
01-2-1220-2543	B.C. ON-LINE	459	1,000	363	500	500			
01-2-1220-2610	RENTALS - BUILDING	2,090	2,090	2,130	2,130	2,175			
01-2-1220-4540	ALLOC - INFO TECHNOLOGY	40,587	40,587	41,663	41,663	55,555			
01-2-1220-4550	ALLOC - HUMAN RESOURCES	26,313	26,313	24,400	24,400	26,458			
01-2-1220-5110	SUNDRY EXPENSES	936	500	1,592	700	2,000			
01-2-1220-8150	BANK CHARGES	1,817	0	97	3,500	2,500			
01-2-1220-9190	CASH SHORT & OVER	-21	3,600	-27	100	100			
01-2-1220-9910	CONTINGENCY	0	13,750	0	18,049	3,000			
Total FINANCE EXPENDITURES		968,833	1,029,037	744,669	1,054,331	1,100,025	0	0	
7142 SUMMER STUDENT PROGRAM									
01-2-1220-42-1204	WAGES - HOURLY	0	13,640	9,687	13,640	13,230			
01-2-1220-42-1400	BENEFITS	0	1,360	932	1,360	1,323			
Total SUMMER STUDENT PROG		0	15,000	10,619	15,000	14,553	0	0	
9900 INTERNAL RECOVERIES									
01-2-9900-2372	INSURANCE DEDUCTIBLES	-41,094	-60,041	0	-43,041	-16,900			
01-2-9900-4100	ALLOC - GENERAL GOVERNMENT	-1,606,067	-1,608,581	-1,657,096	-1,657,096	-1,735,559			
01-2-9900-4570	ALLOC - BILLING CLERK	-45,307	-45,307	-45,307	-45,307	-45,307			
Total INTERNAL RECOVERIES		-1,692,468	-1,713,929	-1,702,403	-1,745,444	-1,797,766	0	0	
Total OPERATING EXP		1,705,279	2,542,078	1,305,770	3,022,103	2,971,665			
CAPITAL REV									
7571 REQUISITION									
01-7-7571-0000	REQUISITION	-35,000	-35,000	-35,000	-35,000	0			
Total REQUISITION		-35,000	-35,000	-35,000	-35,000	0	0	0	
Total CAPITAL REV		-35,000	-35,000	-35,000	-35,000	0			
CAPITAL EXP									
8221 TRANSFER/GENERAL CAPITAL									
01-8-8221-6113	FURNITURE, FIXTURES, EQUIP	0	35,000	0	35,000	0			
Total TRANSFER/GENERAL CAP		0	35,000	0	35,000	0	0	0	
Total CAPITAL EXP		0	35,000	0	35,000	0			



Account Code : - - - To : - - -

Function Type : Selective

GENERAL REVENUE FUND
 100 - LEGISLATIVE - GENERAL

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Surplus/Deficit	-902,952	0	-1,621,222	0	0

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**Cowichan Valley Regional District
Budget Report by Cost Center**



Account Code : - - - To : - - -

Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-2,573,231	-2,542,078	-2,891,992	-3,022,103	-2,971,665
Summary Total Expenses	1,705,279	2,542,078	1,305,770	3,022,103	2,971,665
Summary Surplus/Deficit	-902,952	0	-1,621,222	0	0

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COWICHAN VALLEY REGIONAL DISTRICT

Attachment B

2018 - 2022 FINANCIAL EXPENDITURE PROGRAM

Service: General Government

Function: 100

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$3,022,103	\$2,971,665	\$2,570,500	\$2,635,000	\$2,676,000	\$2,719,000
Long Term Debt						
Short Term Debt						
Capital	35,000		35,000		35,000	
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$3,057,103	\$2,971,665	\$2,605,500	\$2,635,000	\$2,711,000	\$2,719,000
<u>SOURCES OF FUNDS</u>						
Requisition/Parcel Tax	2,046,561	2,154,465	2,377,000	2,406,500	2,482,500	2,490,500
User Fee						
Transfer from Feasibility Reserve	20,000	20,000				
Other	229,100	229,100	228,500	228,500	228,500	228,500
Debt Proceeds						
Transfer from Operating Reserve	100,000	80,000				
Surplus/(Deficit)	661,442	488,100				
TOTAL SOURCE OF FUNDS	\$3,057,103	\$2,971,665	\$2,605,500	\$2,635,000	\$2,711,000	\$2,719,000

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Function: 100 - General Government

A) Core Budget

2017 Requisition	Proposed 2018 Requisition	Requisition \$ Increase (Decrease)	Requisition % Increase (Decrease)
\$2,046,561	\$2,154,465	\$107,904	5.27%

Explanation of increase/decrease:

Board Expenditures

Director Salaries and Benefits		3,086	0.15%
Misc Equipment (new tablets and cell phones for 15 Directors)		27,000	1.32%
Other		500	0.02%
Meeting Expenses (Inaugural Dinner, CAO lunches, Commissionaire for 12 meetings)		5,300	0.26%

Other Board Expenditures

IT Allocation		9,519	0.47%
Grant-in-Aid (decreased to offset new Strategic Investment account)		-160,075	-7.82%
Strategic Investment		150,000	7.33%
Other		800	0.04%

Executive Office

Salaries and Benefits		18,656	0.91%
Conferences and Seminars		5,490	0.27%
Travel		-2,250	-0.11%
Advertising (moved Living in CVRD and Holiday Operating hours to Strategic Services)		-17,192	-0.84%
Legal Services		-2,000	-0.10%
Consultants (Misc unanticipated projects)		15,000	0.73%
IT Allocation (multiple computers previously charged incorrectly)		-6,603	-0.32%
Contingency		-4,208	-0.21%
Other		-1,386	-0.07%

Legislative Services

Salaries and Benefits (COLA and Step increases)		19,855	0.97%
Advertising (\$4K for Leg Services specific (not AAP, Referendum, Election Ads); \$9K for CVRD news weekly mtg calendar insert)		13,000	0.64%
IT and HR Allocations		-1,299	-0.06%
Contingency		-6,206	-0.30%
Other		-2,625	-0.13%

GM Corporate Services

Salaries and Benefits (COLA and Step increases)		-2,783	-0.14%
Contingency		-1,640	-0.08%
Other		-825	-0.04%

Procurement Officer

Salaries and Benefits (COLA and Step increases as well as budget for first full year)		41,741	2.04%
Training and Development		2,000	0.10%
Other		2,675	0.13%

Strategic Services

Salaries and Benefits (COLA and Step increases)		12,164	0.59%
Advertising (moved from Executive Office)		18,000	0.88%
Other		2,175	0.11%

Common Admin Expenditures

Advertising		9,500	0.46%
Insurance Deductibles		-23,100	-1.13%
Building Costs and GIS allocations		45,284	2.21%
Other		-8,104	-0.40%

Finance Expenditures

Salaries and Benefits (COLA and Step increases)		54,939	2.68%
Auditing Services		-12,425	-0.61%
IT and HR allocations		15,950	0.78%
Contingency (previously budgeted for COLA for 2017)		-15,049	-0.74%
Other		2,278	0.11%

Summer Student Program

		-447	-0.02%
--	--	------	--------

Internal Recoveries

Insurance Deductibles		26,141	1.28%
General Government recovery		-78,463	-3.83%

Subtotal section A \$154,373 7.54%

B) Prior Year One-time Items

Requisition \$ Increase (Decrease) R 9 **R16**

Decreased Capital - Furniture, Fixtures & Equip		-35,000	-1.71%
Decreased Surplus (\$85,342 for GIA funded in 2017)		85,342	4.17%
Common Administrative Expenditt	Asset Management (going from full FTE to 34% of FTE)	-16,811	-0.82%
Other Board Expenditures	Consultants (\$45K Rec Facility Use Analysis; \$10K Regional Rec Pub Engagement)	-55,000	-2.69%
	Consultants (\$20K of the Rec Master Plan complete)		0.00%
Legislative Services	Computer Software Upgrade (\$88K Electronic Meeting Management project complete)		0.00%
	Consultants (Records Management Assessment complete)	-25,000	-1.22%
	Subtotal section B	<u>-46,469</u>	<u>-2.27%</u>

Subtotal sections A + B **\$107,904** **5.27%**

C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Requisition</u>	<u>Requisition % Increase</u>
1) Procurement - Sourcing Software				
Annual licencing fee	Operating	10,800	10,800	0.53%
2) Increase Asset Management to full-time position	Operating	\$36,041	\$36,041	1.76%
3) Legislative Services - Corporate Records Officer				
Wages	Operating	\$77,228	\$85,000	4.15%
Benefits		\$21,624	\$23,800	1.16%
Conferences		\$1,363	\$1,500	0.07%
Travel		\$727	\$800	0.04%
Telephone		\$2,181	\$2,400	0.12%
Training		\$454	\$500	0.02%
Memberships		\$227	\$250	0.01%
Office Supplies		\$454	\$500	0.02%
Miscellaneous Equipment		\$4,543	\$5,000	0.24%
4) Strategic Services - Training and Communitcation	Operating	\$20,000	\$20,000	0.98%
5) Cowichan 2050	Operating	\$125,000	\$125,000	6.11%
6) PlaceSpeak software subscription	Operating	\$5,000	\$5,000	0.24%
	Subtotal section C	<u>\$305,641</u>	<u>\$316,591</u>	<u>15.47%</u>

Subtotal sections A + B + C **\$424,495** **20.74%**

Notes:

- 1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$485,871.
- 2) The Capital Reserve balance for this function as at December 31, 2017 is estimated to be \$18,518.

2018 Budget - Supplemental Item

Title	Corporate Records Officer	Department	CORPORATE SERVICES	Attachment D
Division	LEGISLATIVE SERVICES	Function	100 - General Government	
Type	Operating - On-going	Priority	1	

Description

The April 2017 Records Management Assessment and Strategic Plan identified the pressing need for a Corporate Records Officer (CRO). The CRO would be a central, corporate records management authority tasked with the responsibilities of maintaining a healthy, corporate records management program and given the authority to require specific records management activities take place regularly and correctly.

Benefits

The CRO would develop clear records and information management policies; enforce regular disposition processing; manage corporate software tools for the control and tracking of individual files; consolidate offsite storage of physical files in storage locations with security and environmental controls appropriate to the needs of the files; establish greater control over email, scanning and electronic records; and maintain a current records management manual to instruct and inform existing records staff in each Department.

Risks

Inconsistent records management across the organization making it more difficult to develop or procure records management policies, procedures, manuals, classification and retention schedules, training, schedules, and software. There can be legal implications if the organization is unable to locate and retrieve documents for court proceedings. As well, there is ever increasing storage costs with keeping paper files when disposition should have occurred.

Financial Information

Capital							
Funding Sources	2018	2019	2020	2021	2022	5 Year Total	
Requisition	108,800	123,926	126,145	128,408	130,718	617,997	
						-	
						-	
	108,800	123,926	126,145	128,408	130,718	617,997	
Expenses	2018	2019	2020	2021	2022	5 Year Total	
Wages	77,228	86,700	88,434	90,202	92,006	434,570	
Benefits	21,624	24,276	24,761	25,256	25,762	121,679	
Allocations	0	7,000	7,000	7,000	7,000	28,000	
Conferences	1,363	1,500	1,500	1,500	1,500	7,500	
Travel	727	800	800	800	800	4,000	
Telephone	2,181	2,400	2,400	2,400	2,400	12,000	
Training	454	500	500	500	500	2,500	
Memberships	227	250	250	250	250	1,250	
Office Supplies	454	500	500	500	500	2,500	
Miscellaneous Equipment	4,543	0	0	0	0	5,000	
	108,800	123,926	126,145	128,408	130,718	618,998	

Administration

Author	Joe Barry	Date Prepared	Aug 15, 2017
Approval Date			

2018 Budget - Supplemental Item						
Title	FTE Asset Manager			Department	ENGINEERING SERVICES	
Division				Function	571 - Asset Manager	
Type	Operating - On-going			Priority	1	
Description						
<p>The Asset Coordinator position was introduced in 2017 where it combined responsibilities of the Sr. Environmental Analyst - Energy (Energy Manager) with other high level strategic planning accountabilities. Responsibilities of the new position include preparing staff reports, presenting to elected officials, and working with all departments to:</p> <ul style="list-style-type: none"> •Coordinate the development of the CVRD's Asset Management Plan - this includes updating the asset inventory, defining levels of services, developing various strategies and policies, preparing terms of reference and tender documents, project/contract management, monitoring and reporting on progress of developing an Asset Management Plan. •Update and implement the Strategic Energy Management Plan - this includes identifying energy projects reporting on Gas Tax – Community Works Fund projects - this includes identifying projects, budgets & priorities, researching grants and preparing applications, preparing terms of reference and tender documents, project/contract management, analyzing energy consumption data, monitoring and reporting on progress towards achieving reduction targets. • Prepare annual Climate Action Revenue Incentive Program reporting requirements - this includes analyzing fuel consumption data, researching best practices, monitoring and reporting of the annual greenhouse gas emissions inventory, and the implementation of the greenhouse gas reduction strategy. • Organize and report on Gas Tax – Community Works Fund projects - this includes identifying projects, budgets & priorities, meeting with Electoral Area Directors, monitoring and reporting on the status of projects. <p>Funding for this position in the past has included Provincial Climate Action Grant (CARIP), BC Hydro Energy Manager Program, and federal Gas Tax – Community Works Fund. A majority of this funding will end in mid 2018. Total costs for this position includes one full time person with management and secretarial support. In total, \$131,040 for these combined wages and benefits, \$29,910 for allocations and \$3,400 for other expenses. Estimated funding for 2018 is approximately \$76,327 with approximately \$90,103 unfunded. Funding comes from a combination of CARIP (10%), Gas Tax - CWF (50%), and General Government (40%). General government recovery will come from requisition.</p>						
Benefits						
<p>This position contributes to the Strategic Focus Areas of Responding to Climate Change and Asset Management Planning. The outcomes of this work will be integral to the development of the CVRD's 2050 vision. The strategic nature of this position is interdisciplinary and interdepartmental, as asset management, energy planning, grant writing and project management support has been provided to:</p> <ul style="list-style-type: none"> • Facilities & Transit • Recycling and Waste Management • Parks and Trails • Public Safety • Water Management • Environmental Services 						
Risks						
<ul style="list-style-type: none"> •Corporate knowledge, expertise and support in asset management and energy management will be lost. •There will be delays in the development of the CVRD's Asset Management Plan. •Some capital projects may not meet goals set out by the corporate strategic plan. •Finding a compatible replacement with the interdisciplinary knowledge and experience will be challenging. •Reducing energy costs protects against increasing electricity rates. •Reducing greenhouse gas emissions contributes to reducing associated climate risks. •Grants may not be identified. 						
Financial Information						
Operating						
Funding Sources	2018	2019	2020	2021	2022	5 Year Total
CARIP (10%)	9,010	16,976	17,315	17,662	18,015	78,978
Community Works Gas Tax (50%)	45,052	84,879	86,577	88,308	90,075	394,891
General Government (40%)	36,041	67,903	69,262	70,647	72,060	73,501
	90,103	169,759	173,154	176,617	180,149	547,370
<hr/>						
Expenses	2018	2019	2020	2021	2022	5 Year Total
Wages	68,640	106,080	108,202	110,366	112,573	505,860
Benefits (28%)	19,219	29,702	30,296	30,902	31,520	141,641
Allocations	-	30,508	31,118	31,741	32,376	125,743
Conferences	-	-	-	-	-	-
Travel	-	-	-	-	-	-
Telephone	264	408	416	424	433	1,946
Training	1,980	3,060	3,121	3,184	3,247	14,592
Memberships	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-
Miscellaneous Equipment	-	-	-	-	-	-
	90,103	169,759	173,154	176,617	180,149	789,782
Administration						
Author	Hamid Hatami			Date Prepared	Aug 15, 2017	
Approval Date						

2018 Budget - Supplemental Item

Title	Community Engagement	Department	EXECUTIVE OFFICE
Division	STRATEGIC SERVICES	Function	100 - General Government
Type	Operating - On-going	Priority	1

Description

Community Engagement has been identified as a Strategic Focus Area by the CVRD Board in its Strategic Plan. Following a Board workshop, staff were directed to create a Community Engagement Policy to ensure more consistent and coordinated community engagement by CVRD staff and directors. This policy is expected to be approved by the Board in late 2017. A key part of rolling out this policy and ensuring its success is community engagement training for staff and elected officials, as well as the development of a Community Engagement Handbook. The budget for 2018 also includes launching the new approach to community engagement. Budgets for future years will be allocated for appropriate training for staff and directors to future improve their skills (as well as orientate the new Board).

Benefits

CVRD staff and directors will have better tools for community engagement, an improved understanding on the purpose of the engagement activities and commitment to the community as well as resources available to further enhance their community engagement plans.

Risks

By not funding the centralized community engagement training and handbook, the CVRD's approach to community engagement will remain status quo and no progress will be made on fulfilling the Board's strategic focus area. While our community is demanding better coordinated and implemented community engagement plans, our staff will not have the resources, tools or expertise to meet these demands, resulting in ineffective and inconsistent application of community engagement, policies & practices.

Financial Information

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Operating						
Funding Sources	2018	2019	2020	2021	2022	5 Year Total
Requisition	20,000	10,000	10,000	10,000	10,000	60,000
						-
						-
	20,000	10,000	10,000	10,000	10,000	60,000
Expenses	2018	2019	2020	2021	2022	5 Year Total
Training	10,000	8,000	8,000	8,000	8,000	42,000
Communications Materials	10,000	2,000	2,000	2,000	2,000	18,000
						-
	20,000	10,000	10,000	10,000	10,000	60,000

Administration

Author	Cynthia Lockrey / Allison Nelson	Date Prepared	Sep 11, 2017
Approval Date			

2018 Budget - Supplemental Item

Title	Procurement Sourcing Software	Department	Corporate Services
Division	PROCUREMENT OFFICER	Function	100 - General Government
Type	Operating - On-going	Priority	1

Description

In order to oversee and streamline the bid solicitation process the CVRD needs to utilize a procurement software tool such as Bonfires. The tool will give the CVRD the ability to: publicly post our bid solicitation documents, accept digital submissions, view and evaluate on line, manage vendor contracts, generate reports and monitor Key Performance Indicator's.

Benefits

Streamline workflows, automate the bid solicitation process, gives us the ability to score and evaluate submissions on line and in one place. Gives us the ability to defend and justify the decisions we make.

Risks

The workload is currently excessive for an individual to manage via a manual paper based process to comply with our obligations under the trade treaties. This exposes the CVRD to a wide variety of risks and legal challenges which have been made easier under the new trade treaties

Financial Information

Operating						
Funding Sources	2018	2019	2020	2021	2022	5 Year Total
Bid Solicitation	10,800	10,800	10,800	10,800	10,800	54,000
						-
	10,800	10,800	10,800	10,800	10,800	54,000
Expenses						
Expenses	2018	2019	2020	2021	2022	5 Year Total
Computer Software	10,800	10,800	10,800	10,800	10,800	54,000
	10,800	10,800	10,800	10,800	10,800	54,000

Administration

Author	Anthony Jeffery	Date Prepared	Aug 15, 2017
Approval Date			

2018 Budget - Supplemental Item

Title	Cowichan 2050 - Part 2	Department	CORPORATE SERVICES
Division	COMMUNITY & REGIONAL PLANNING	Function	100 - General Government
Type	Operating - One-time	Priority	2

Description

This supplemental budget request is intended to support the regional planning initiative called Cowichan 2050 by building on its success and creating an on-going legacy project to maintain momentum. The project will continue to engage our municipalities, the CVRD and local citizens in the process of placemaking in order to provide new models for community development and create a better connected, more collaborative framework for local government. With an emphasis on the economic, social, cultural and environmental benefits of place-making, this project will provide a meaningful investment in the future of the region. Project components will include a second phase speaker series, a series of "how to" videos that capture the essence of placemaking in Cowichan and provide a leadership tool, a second stage design competition, as well as arts activities that centre around celebrating the growth of our creative economy and the benefits of public art.

Benefits

By creating a legacy project associated with Cowichan 2050, the benefits of the plan will be firmly entrenched in the community and will have an ongoing impact on our communities. The video will be a concise way to summarize Cowichan 2050 and key learnings to the broader community, and can be used to kick-start community engagement activities, explaining how ideas from Cowichan 2050 will be included in the project (example OCPs, Economic Development sector planning).

Risks

Without a dedicated budget for creating a Cowichan 2050 Legacy Project, resources for continuing the work of this vital community engagement activity will not be attainable -- nor will there be a resource to leverage against when applying for other government or corporate funding. Lack of funding will mean Cowichan 2050 is limited to a report, rather than an ongoing conversation and movement in the Valley.

Financial Information

Capital								Operating						
Funding Sources	Total Funding	2018	2019	2020	2021	2022	5 Year Total	Funding Sources	2018	2019	2020	2021	2022	5 Year Total
							-	Requisition	125,000					125,000
							-							-
							-							-
	-	-	-	-	-	-	-		125,000	-	-	-	-	125,000
Expenses	Total Expenses	2018	2019	2020	2021	2022	5 Year Total	Expenses	2018	2019	2020	2021	2022	5 Year Total
							-	Speakers Series	50,000					50,000
							-	Video Communication Tool	25,000					25,000
							-	High School Design Competition	25,000					25,000
							-	2050 Arts/ Culture Projects	25,000					25,000
	-	-	-	-	-	-	-		125,000	-	-	-	-	125,000

Administration

Author	Bev Suderman	Date Prepared	Sep 21, 2017
Approval Date	Sep 21, 2017		

2018 Budget - Supplemental Item

Title	PlaceSpeak software subscription	Department	EXECUTIVE OFFICE
Division	STRATEGIC SERVICES	Function	100 - General Government
Type	Operating - On-going	Priority	1

Description

After the supplemental budget was submitted, the Manager Strategic Services learned of a change to the cost of the PlaceSpeak software subscription for 2018. The submitted budget included \$13,598.88 allocated for the CVRD's portion of the subscription. However, recently the City of Duncan and Town of Ladysmith requested their allocation be reduced from \$5,000 to \$2,500 each per year, asking the CVRD to cover the remaining \$5,000. In order to cover this expense, a supplemental budget request of \$5,000 is being requested for the Manager Strategic Services' budget in General Government.

Benefits

By funding this request, we can ensure a continued region-wide approach to PlaceSpeak with Duncan and Ladysmith being included in the use of the community engagement platform. For 2019 we are looking at having the cost of the PlaceSpeak subscription allocated to the participating local governments on a per population basis, and staff will budget accordingly.

Risks

If the supplemental budget is not approved, this could impact the use of PlaceSpeak as the 2018 subscription costs is a region-wide subscription, at a discount rate due to the four local governments involved.

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Financial Information

Operating						
Funding Sources	2018	2019	2020	2021	2022	5 Year Total
Requisition	5,000	5,000	5,000	5,000	5,000	25,000
	5,000	5,000	5,000	5,000	5,000	25,000
Expenses						
Expenses	2018	2019	2020	2021	2022	5 Year Total
Subscription Fees	5,000	5,000	5,000	5,000	5,000	25,000
	5,000	5,000	5,000	5,000	5,000	25,000

Administration

Author	Cynthia Lockrey	Date Prepared	Jun 27, 2017
Approval Date	Jun 28, 2017		



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 4, 2017
MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017
FROM: General Manager
 Community Services Department
SUBJECT: 2018 Budget Review – Function 101 Community Health Network
FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to present the 2018 Budget for Community Health Network.

RECOMMENDED RESOLUTION

That the 2018 Budget for Function 101 – Community Health Network be approved.

BACKGROUND

The 2018 Budget Process and 2018 Budget Calendar were approved at the April 26, 2017 Board meeting. One new change to the process was the preparation of the 2018 budget based exclusively on core expenses and presenting any proposed non-core expenses as supplemental items.

In keeping with this process a draft budget was prepared for Community Health Network based on core expenses and existing service levels. In addition, a comparative analysis worksheet was prepared contrasting the 2018 draft budget to the 2017 amended budget with an explanation of significant changes.

ANALYSIS

Core Budget

Overall, the Community Health Network budget decreased \$118,696 or 36.05% due to the following:

Contingency decreased \$139,635 (77.38%). This budget does not include requisition, with grants from Island Health as the revenue source. In 2016, Island Health provided a grant of \$240,000 for expenses outside staffing. The intent is that this funding is for three years, to March 31, 2019. It has been placed in the contingency line item. Each year the unspent contingency is surplus, and becomes the funding for the following year's operations.

Consultants increased \$25,000 (100%). Every two years the Health Network creates a Community Health Profile, a data rich document outlining Cowichan's strengths, and where more work is needed.

Various other decreases of \$4,061.

Prior Year, One-Time Items

There were no prior year, one-time items.

Supplemental Items

There are no supplemental items.

FINANCIAL CONSIDERATIONS

There is no requisition in this budget.

Uncommitted Operating Reserve balance - \$46,831, May 31, 2017.

COMMUNICATION CONSIDERATIONS

N/A

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This budget process will improve the financial planning process and supporting information to promote greater awareness of and confidence in the CVRD five-year financial plan as per 3.3 of the CVRD’s Regional Strategic Focus Areas.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



John Elzinga
General Manager

Reviewed by:

Not Applicable
Not Applicable

Not Applicable
Not Applicable

ATTACHMENTS:

- Attachment A – Vadim Budget
- Attachment B – 5 Year Plan
- Attachment C – Year over Year Comparative Analysis

Cowichan Valley Regional District
Budget Report by Cost Center



Attachment A

Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND						
		101 - COMMUNITY HEALTH NETWORK						
		2016	2016	2017	2017	2018		
		ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET		
OPERATING REVE								
2000 GRANTS								
01-1-2000-2111	PROVINCIAL GRANT	-3,648	-3,648	0	0	0		
01-1-2000-2121	PROVINCIAL CONDITIONAL	-320,000	-320,000	-80,500	-80,000	0		
Total GRANTS		-323,648	-323,648	-80,500	-80,000	0	0	0
4433 RECOVERY OF COSTS								
01-1-4433-2132	FROM OTHER FUNCTIONS	-5,486	-5,000	-3,000	0	0		
Total RECOVERY OF COSTS		-5,486	-5,000	-3,000	0	0	0	0
9110 SURPLUS/DEFICIT - CURRENT YEAR								
01-1-9110-0000	SURPLUS/DEFICIT	-42,464	-42,464	-202,402	-249,233	-210,537		
Total SURPLUS/DEFICIT - CURF		-42,464	-42,464	-202,402	-249,233	-210,537	0	0
Total OPERATING REVENUES		-371,598	-371,112	-285,902	-329,233	-210,537		
OPERATING EXPE								
1120 GENERAL EXPENDITURES								
01-2-1120-2210	ADVERTISING	0	1,500	0	2,000	1,000		
01-2-1120-2330	CONSULTANTS	15,016	25,000	500	25,000	50,000		
01-2-1120-2340	TRAINING & DEVELOPMENT	0	2,250	0	3,000	2,250		
01-2-1120-2379	SECURITY	516	885	0	885	0		
01-2-1120-2575	CONTRACT SERVICES - LEAD	78,824	80,000	46,667	80,000	80,000		
01-2-1120-2576	CONTRACT SERVICES - SUPP	560	1,875	280	2,500	1,875		
01-2-1120-4100	ALLOC - GENERAL GOVERNMI	0	0	0	0	3,249		
01-2-1120-5121	MEETING EXPENSES	2,403	2,000	1,516	3,000	3,000		
01-2-1120-5920	SUPPLIES - OFFICE	1,242	1,500	712	1,900	1,500		
01-2-1120-5982	AIRSHED STRATEGY	6,034	5,000	327	0	0		
01-2-1120-5983	OPIOID DIALOGUES	0	0	436	0	0		
01-2-1120-7500	GRANT IN AID	16,050	15,000	0	20,000	20,000		
01-2-1120-9910	CONTINGENCY	0	225,602	0	180,448	40,813		
Total GENERAL EXPENDITURES		120,645	360,612	50,436	318,733	203,687	0	0
1128 COMMUNITY FORUMS								
01-2-1128-2210	ADVERTISING	0	2,500	0	2,500	1,000		
01-2-1128-2610	RENTALS - BUILDING	166	1,000	193	1,000	600		
01-2-1128-2671	AUDIO/VISUAL	0	500	0	500	250		
01-2-1128-2672	REFRESHMENTS	0	0	591	0	2,000		
01-2-1128-5121	MEETING EXPENSES	0	2,500	0	2,500	0		



CVRD

Account Code : - - - To : - - -

Function Type : Selective

		GENERAL REVENUE FUND			
		101 - COMMUNITY HEALTH NETWORK			
	2016	2016	2017	2018	
	ACTUAL	AMEND BUDGET	ACTUAL	AMEND BUDGET	DRAFT BUDGET
Total COMMUNITY FORUMS	166	6,500	784	6,500	3,850
1129 COMMUNICATIONS					
01-2-1129-2005 COMMUNITY INFORMATION	554	3,000	0	3,000	2,000
01-2-1129-2352 WEB PAGE	1,000	1,000	955	1,000	1,000
Total COMMUNICATIONS	1,554	4,000	955	4,000	3,000
Total OPERATING EXPENSES	122,365	371,112	52,175	329,233	210,537
Surplus/Deficit	-249,233	0	-233,727	0	0

Cowichan Valley Regional District
Budget Report by Cost Center



CVRD

Account Code : - - - To : - - - Function Type : Selective

	2016 ACTUAL	2016 AMEND BUDGET	2017 ACTUAL	2017 AMEND BUDGET	2018 DRAFT BUDGET
Summary Total Revenues	-371,598	-371,112	-285,902	-329,233	-210,537
Summary Total Expenses	122,365	371,112	52,175	329,233	210,537
Summary Surplus/Deficit	-249,233	0	-233,727	0	0

COWICHAN VALLEY REGIONAL DISTRICT

Attachment B

2017-2021 FINANCIAL EXPENDITURE PROGRAM

Service: Community Health Network

Function: 101

TOTAL EXPENDITURE	2017	2018	2019	2020	2021	2022
Operational Costs	\$329,233	\$210,537	\$0			
Long Term Debt						
Short Term Debt						
Capital						
Transfer to Capital Reserve						
TOTAL APPLICATION OF FUNDS	\$329,233	\$210,537	\$0	\$0	\$0	\$0
SOURCES OF FUNDS						
Requisition/Parcel Tax						
User Fee						
Transfer from Operating Reserve						
Other	80,000		0			
Debt Proceeds						
Surplus/(Deficit)	249,233	210,537				
TOTAL SOURCE OF FUNDS	\$329,233	\$210,537	\$0	\$0	\$0	\$0

2018 Year over Year Comparative Analysis

Function: 101 - Community Health Network

A) Core Budget

	<u>2017 Revenue</u>	<u>Proposed 2018 Revenue</u>	<u>Revenue \$ Increase (Decrease)</u>	<u>Revenue % Increase (Decrease)</u>
	\$329,233	\$210,537	-\$118,696	-36.05%
Explanation of increase/decrease:				
Decreased Contingency			(139,635)	-42.41%
Increased Consultants			25,000	7.59%
Various other decreases			-4,061	-1.23%
	Subtotal section A		-\$118,696	-36.05%

B) Prior Year One-time Items

	<u>Revenue \$ Increase (Decrease)</u>	<u>Revenue % Increase (Decrease)</u>
	0	0.00%
	Subtotal section B	0.00%
	\$0	0.00%

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Subtotal sections A + B **-\$118,696** **-36.05%**

C) Supplemental Items

	<u>2018</u>	<u>Cost</u>	<u>Revenue</u>	<u>Revenue % Increase</u>
				0.00%
	Subtotal section C	\$0	\$0	0.00%

Subtotal sections A + B + C **-\$118,696** **-36.05%**

Notes:

- 1) The Operating Reserve balance for this function as at December 31, 2017 is estimated to be \$46,831
- 2) The Capital Reserve balance for this function as at December 31, 2017 is estimated to be \$0



STAFF REPORT TO COMMITTEE

DATE OF REPORT October 10, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: Environmental Services Division
Engineering Services Department

SUBJECT: Watershed Management Service Development

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to provide an update and a continuing forum for discussions related to a potential integrated watershed management service, and more specifically to address what should be included and what geographic areas may be appropriate.

RECOMMENDED RESOLUTION

For direction regarding proposed geographic area and scope of services.

BACKGROUND

At the April 26, 2017 Regular Board Meeting, a resolution was passed “that an analysis of the various options to support a watershed function for the CVRD (watershed specific, sub-regional or regional) for the committee’s review and further public input be developed.”

Watersheds matter and provide the basis for the sustainability of our current and future communities, economies and ultimately the health of our residents. The CVRD has a role to play in structured watershed planning and operational management to meet those objectives of master planning. This involves closer alignment to provincial acts and regulations as well as enhanced professional relationships with a variety of provincial ministries and public entities.

Currently, neither the financial nor the organization’s internal structures and processes support such a shift in master planning and operations without the formation of a new function. In addition, the direction and support of the Board in its cross-functional implementation will be critical. The CVRD currently has a number of functions (such as environmental initiatives, community planning, water and sewer utilities, flood management, liquid waste plans, and the South Cowichan water management) which have all arisen based on community needs. Each of these functions is discreet and does not support the budget and technical integration required to pull the necessary teams together. The existing Environmental Initiatives function is neither robust enough, nor does it provide clear and unambiguous public assent for those integrated services anticipated in such a cross-functional budget and program.

The CVRD also provides support to community-based groups with watershed stewardship objectives, including the Shawnigan Basin Authority, Cowichan Watershed Board, Cowichan Stewardship Roundtable, and the Cowichan Lake and River Stewardship Society including grants in aid, staff support, or direct financial contribution. No overarching objectives and goals have been explored to ensure that the resources provided to community-based groups meet the needs and objectives of the CVRD or that the level of support provided is appropriate to meet the groups’ needs. Once resources are provided, the objectives and outcomes are neither integrated nor responsive to changing conditions internally or externally.

ANALYSIS

A watershed-based function could be exceptionally broad and, in a perfect world, it would be highly integrated to ensure efficiencies. What this would mean is that master planning for water supply, liquid waste management, and land use planning would be functionally integrated to ensure the best management of the resource possible.

We recognize that local communities have evolved over time with a focus on settlement and an assumption the both water supply and the watershed's ability to assimilate wastes would always be in balance. At the same time, both federal and provincial regulations and expectations have increased in line with a growing concern that the foundational function of the region's watersheds may be under pressure.

The CVRD's primary function is the orderly development of our communities, including the responsibility to undertake master planning exercises to ensure that both the natural capital (clean and ample water) as well as infrastructure planning and provision support our communities' projected growth. It is with this lens that the following options are provided.

Options for Consideration in Developing a Proposed Service**Elements/activities:**

- a. Development of **integrated drinking water and watershed protection strategies**, tools and frameworks (source supply and quality, infrastructure, monitoring, etc.).
- b. Long term **infrastructure planning** for bulk water supply (surface and ground) including partnership agreements for infrastructure development and/or management.
- c. Development of **liquid waste management plans** to ensure that the receiving environment is protected.
- d. Applying focused watershed management considerations into **community planning strategies, regulations and guiding documents** to protect key areas affecting water resources to support land use decisions.
- e. **Flood and hazard management** related to watershed dynamics. E.g., systematic and aligned strategies, policies and programs that protect the community.
- f. Prevention of **water resource contamination**, updating of regional hazards, monitoring and data tracking.
- g. Establishment of and/or **financial support or grants** for entities that are engaged in watershed-related public outreach, public initiatives, stewardship, or advisory/governance roles.

Geographic scope:

Regional – this would include all electoral areas and municipalities with provision of services to First Nations by agreement and service model development.

Sub-regional – Based on four regions encompassing the populated zones and draining to the east coast (areas draining to the west would not be addressed at this time). The four regions would be:

- South Cowichan (Shawnigan Creek plus the many small benchland drainages in the Malahat and Satellite Channel area. This sub-region is generally aligned with the South Cowichan Water function area which would be dissolved to create a more integrated function rather than electoral)
- Cowichan –Koksilah (Cowichan and Koksilah Rivers)
- Chemainus – Bonsall (including the Chemainus benchlands)

- North (Bush, Holland, and Stocking Creek watersheds, plus the Saltair and Yellow Point benchlands)

Watershed – by watershed basin grouping including the coastal bench lands. This is the smallest scale that should be considered and does not necessarily make ecological nor hydrological sense as groundwater resources do not necessarily function at this scale nor follow the same boundaries.

Next Steps

Based on general direction from the Committee, staff will prepare a draft service scope with associated budget/cost estimates and an accompanying strategy for reaching out to the community for further input.

FINANCIAL CONSIDERATIONS

Financial projections will be based on committee direction and provided at a follow up meeting.

COMMUNICATION CONSIDERATIONS

An engagement strategy will be developed to solicit input from community members and key stakeholders.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This initiative is in support of the Board’s strategic focus areas: 4. Protection of Water Resources; 2. Response to Climate Change; and 3. Engaging our Communities.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Planning & Development Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

Kate Miller, MCIP, RPP, LEED AP
Manager

Reviewed by:

Not Applicable
Not Applicable

Brian Carruthers
Chief Administrative Officer

ATTACHMENT: Expanded backgrounder

BACKGROUND

Regional Services Committee Meeting of October 25, 2017

The Problem

Watersheds provide the basis for the sustainability of our current and future communities, economies and ultimately the health of our residents. Currently neither the financial nor the organization's internal structures and processes support such a shift in master planning and operations without the formation of a new function.

A watershed-based function could be exceptionally broad and in a perfect world it would be highly integrated to ensure efficiencies. What this would mean is that master planning for water supply, liquid waste management, and land use planning would be functionally integrated to ensure the best management of the resource possible. Individuals in our communities would understand how watersheds work and would have a way to be involved in experiencing them at a personal level to enhance their lives, avoid harm, and feel connected to their neighbours. This is critical because unless we, as individuals and organizations, feel empowered to take responsibility for the good management of these resources, they will be overused, mistreated and ultimately fail to maintain their function to the detriment of all.

We recognize that local communities have evolved over time with a focus on settlement, management of community wastes, and now water supply, as reserves diminish and populations grow. At the same time, both federal and provincial regulations and expectations have increased resulting in increasing pressure for local oversight and internal professional knowledge and expertise at a local government level.

Current situation

While it may be uncomfortable, we have to ask ourselves if the way we make decisions, share information or work across the organization to meet objectives is effective to meet these new realities – how could our processes be improved and what are the barriers to meeting these goals? The public and communities around our region are already voicing concerns with the state of the watershed resources, confusion about multiple levels of government and roles, increasing costs of service provision, and growing concern about the future as climate impacts are felt. We also see an exciting explosion in groups wanting to take part in collaborative models of participatory decision making, or simply to “help”. It is overwhelming and easy to pull back and let the situation sort itself out over time by assuming that an environmental non-governmental organization (ENGO) can take on the responsibilities for watershed management. This expectation is unfair and should be approached with caution to ensure that the objectives are sustainable and integrated, as well as institutionally linked to decision makers and their mandates at all levels (federal, provincial, local governments and communities) through regulatory and policy means.

Why does it matter if local governments are key players? Water-based master planning defines the form and function of our communities now and into the future; it also has substantial implications on the impacts to our watershed and the resources we need. It matters how land is developed; it matters where we get water and how much we pull; it matters in both the big and small conversations. Our primary job must be sustainable and effective service provision to our communities. Quite simply, what happens on the land affects the quality and quantity of water, the cost to our communities, and the quality of life. This means giving consideration to taking a watershed-based planning approach more seriously in both natural and built environments.

Across the region, many discrete initiatives have responded at a community level, but without a long term and coordinated management strategy, local government investment in such programs is potentially ineffective and costly, as the focus is quite often outside of the role of local government. Local stewardship or watershed groups can develop plans and strategies, but without a way to put these plans into institutional action, their effectiveness is limited. Groups can collect

data and information, but without a structure how can it be used? The question then becomes ‘what is the role of watershed management in CVRD planning and governance, and how can it be used to bring efficiencies to service provision and to increase role clarity to help local groups participate effectively?’

The Walkerton E. coli tragedy was the beginning of reframing Canadian and provincial water policy, both with a major overhaul of drinking water standards as well as source water supply and protection. Local governments are now expected to consider and protect water quality at a watershed level in order to protect and reduce the cost of eventual treatment in servicing populations. There are no mechanisms within our current functions (land use, utilities or environmental initiatives) beyond limited participation in provincial and trans-regional working committees. Furthermore, each water utility works and acts as a discrete unit without a larger frame of reference taking into account the more than 50% of the population that relies on the watersheds’ resources without oversight or management. Our financial and decision making structure is not currently designed to support this integrated master planning nor its operational requirements for monitoring or management either by structural or non-structural methods.

The Cowichan Water Management Plan in the early 2000’s brought forward the desire and need for more cross-organizational communication and decision making (and in particular the valuable voice of First Nations in collaborative management of water and impacts on biodiversity). Current CVRD OCP’s reference environmental protection in broad terms, but no current planning process or function is tasked with establishing targets and mechanisms for oversight to protect these values, nor monitoring their effectiveness. In addition, when lands are reviewed and approved for development or taken for parks acquisition or public amenities, little or no environmental planning consideration is given to watershed-based principles or long term management for enhanced function beyond development or recreational purposes.

Ongoing concerns with water supply in both the southern and northern parts of the region have resulted in a watershed function for the South Cowichan; however, the function has had little financial support historically and is not integrated into land use planning or other master planning processes, resulting in sub-optimal results and inefficiencies. South Cowichan is one of the fastest growing areas in our region and current analyses indicate that groundwater resources in some areas will be insufficient to meet community needs in the near future. No funding is currently in place to undertake information gathering to effectively understand water supply and water balances throughout the remainder of the region, nor to ensure the supply backstops current and future development with infrastructure investments. We have a lot of discreet pieces, but not a structured framework to which to tie it, nor the direction of the Board to reorganize internal planning structures for effective management going forward, in particular where it may affect land use.

Potential Structures

Much discussion has taken place in the region focused on collaboration and integration, but for the CVRD there still remains the critical question of *what is our role in water and water management planning?* And what, more specifically, is our role in relation to the many community-based stewardship entities who are working throughout our region. A CVRD function similar to that of the Regional District of Nanaimo’s would allow for both the development of structured and clear, science-based watershed planning, monitoring and protection plans that are integrated organizationally, as well as providing structured support to community initiatives. These plans would provide guiding information for land use planning, infrastructure investments, and monitoring. The plans would also provide a clear framework in which relationships with other entities (such as the Cowichan Watershed Board) could occur with clear role definition and accountability. That is, local governments would play a leadership role in ensuring that communities are protected from hazards, have the resources required to sustain them, and have the effective public policy infrastructure in place to ensure their good management. We are not

the only critical players in this process, but our role is important to ensure our communities can thrive under our future growth strategies and official community plans.

Options for Consideration in Developing a Proposed Service

The CVRD's primary function is the orderly development of our communities and with this comes the responsibility to undertake master planning exercises to ensure that both the natural capital (clean and ample water) and infrastructure planning and provision support our communities' projected growth. It is with this lens that the following options are provided.

Elements/activities:

- a. Development of **integrated drinking water and watershed protection strategies**, tools and frameworks (source supply and quality, infrastructure, monitoring, etc.). E.g., reducing organizational silos and developing inter agency and internal process and mechanism that support watershed objectives;
- b. Long term **infrastructure planning** for bulk water supply (surface and ground) including partnership agreements for infrastructure development and/or management. E.g., emergency drought management plans and strategies such as long term well field development, aquifer recharge, or surface water storage upgrades;
- c. Development of **liquid waste management plans** to ensure that the receiving environment is protected. E.g., current provincial recommendations are that updated liquid waste plans need to take into consideration, storm water management, non point source controls (septic and agricultural inputs) as well as ongoing attainment monitoring of the receiving environment;
- d. Applying focused watershed management considerations into **community planning strategies, regulations and guiding documents** to protect key areas affecting water resources and provide clear requirements for land use decisions. E.g., effective protection of hydrologically sensitive areas (groundwater infiltration zones, riparian and wetland areas), groundwater protection and storm water management;
- e. Coordination of policy and decision making affecting watershed-based impacts across multiple organizational units, creating cross-functional team environments to address complex issues currently not possible within the existing structure. E.g., development of both internal and external technical watershed and drinking water teams;
- f. **Flood and hazard management** related to watershed dynamics. E.g. systematic and aligned strategies, policies and programs that protect the community, updated mapping and monitoring programs;
- g. Prevention of **water resource contamination**, updating of regional hazards, monitoring and data tracking. E.g., development of regulatory frameworks for the protection of groundwater quality ;
- h. Establishment of and/or **financial support or grants** for entities that are engaged in watershed-related public outreach, public initiatives, stewardship, or advisory/governance roles. E.g., support to the Cowichan watershed Board, Shawnigan Lake Authority, Stewardship Roundtable and others.

The province has indicated that liquid waste master planning should take into consideration watershed-based planning in both point and non-point source management. The South Sector Liquid Waste master plan is the first such example of this locally. There are currently four liquid waste planning areas in the region (South Sector, Central Sector, West Sector, and the Northern areas) with various level of alignment to provincial direction. It is recommended that at this time the potential to include liquid waste master planning under the umbrella of watershed plans is

deferred until a later time. This gives the potential for a watershed function time to mature and for the provincial guidelines to become clearer with regards to liquid waste management objectives.

Geographic scope:

Regional – this would include all electoral areas and municipalities with provision of services to First Nations by agreement and service model development. There are efficiencies in scale and analysis as well as resourcing at this level which allows for tactical support for priority areas over time. From an administrative perspective, this scale would allow the most flexibility to develop “water management regions” relevant to communities but still allowing for overall synergy. This structure would send a clear message to the public that their issues and situations matter as much as the rest, in particular when some issues such as groundwater and resource allocation are much more challenging to communicate. This approach also makes the function a priority of the Board as a whole rather than an area of interest to one or more directors and communities. Watersheds do not follow political boundaries and groundwater does not follow watershed boundaries. Our residents may live in one area, but shop, work, and relax in another.

Sub-regional – Based on four regions encompassing the populated zones and draining to the east coast (areas draining to the west would not be addressed at this time). The four regions would be:

- South Cowichan (Shawnigan Creek plus the many small benchland drainages in the Malahat and Satellite Channel area. This sub-region is generally aligned with the South Cowichan Water function area which would be dissolved to create a more integrated function rather than electoral)
- Cowichan –Koksilah (Cowichan and Koksilah Rivers)
- Chemainus – Bonsall (including the Chemainus benchlands)
- North (Bush, Holland, and Stocking Creek watersheds, plus the Saltair and Yellow Point benchlands)

A sub-regional approach would allow more effective integration of surface and groundwater management but more limited synergies with the provision of services and funding overall. If there are multiple sub-regional functions, should all the functions provide the same level of service to the communities? This is particularly important in instances where one community’s perception of risk may be higher than the actual risk. How does timing and sequencing work if some areas are experiencing more stress than others?

Watershed – by watershed basin grouping including the coastal bench lands. This is the smallest scale that should be considered and does not necessarily make ecological nor hydrological sense as groundwater resources do not necessarily function at this scale nor follow the same boundaries. This unit also has the most challenging efficiencies of scale as resources are limited but needs may be varied. It is also the level at which local governments’ roles are the likely to be the most politically challenging for consistent management decisions. Typically the highest level of public concern is on the Cowichan system where fisheries and water supply to Crofton are the key drivers; however, both the southern and northern areas are currently facing the highest level of risk to water supply loss to developed communities and directly relevant to local government’s current areas of responsibility – managed growth.

Please refer to the table and map on the following pages for more detailed information about the watersheds and proposed sub-regions.

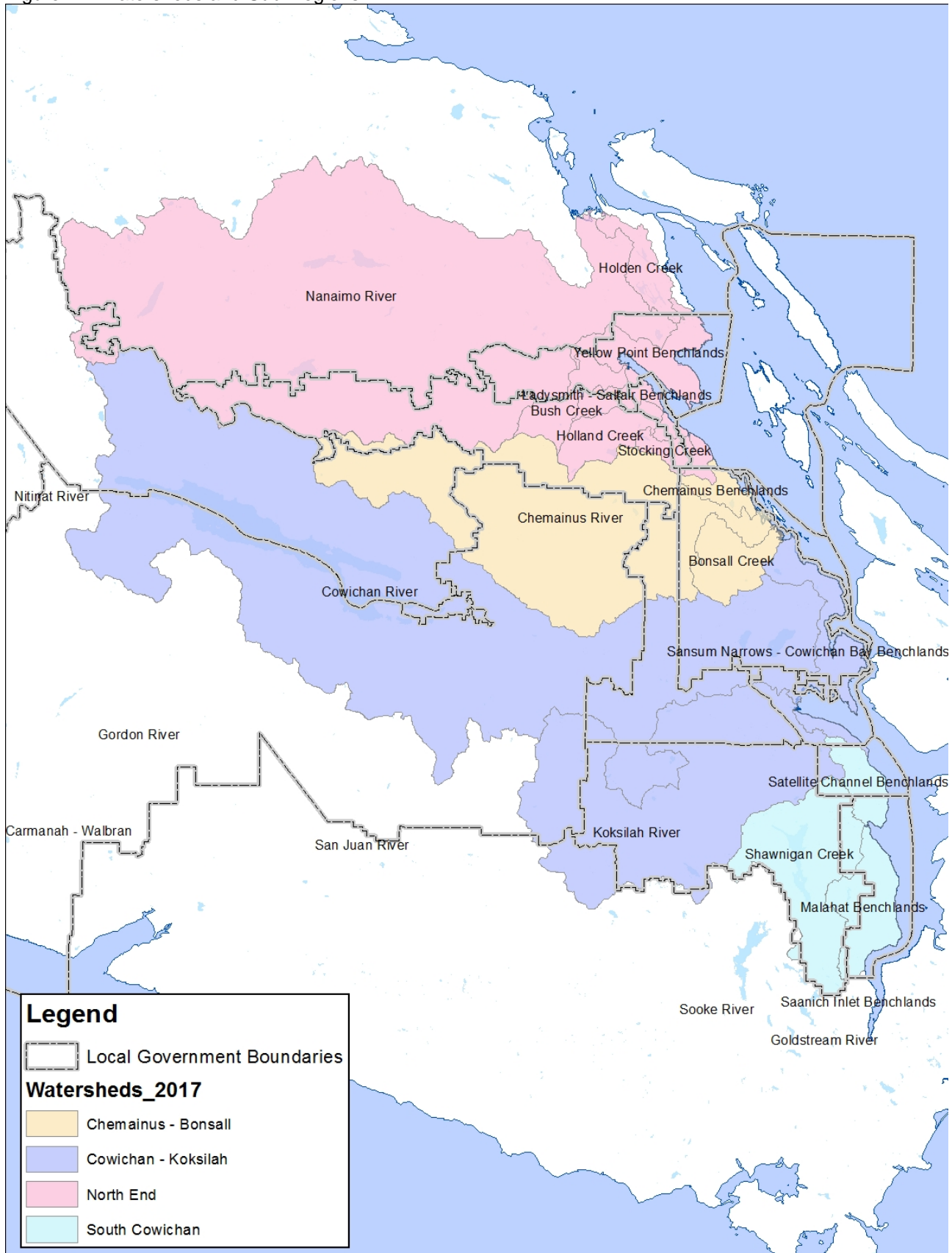
Table 1. Watershed and Sub-Regional Summaries

Watershed	Area (ha)	Approximate Dwellings*	LAND USE (% of land within CVRD portion of watersheds)				
			RESIDENTIAL	COMMERCIAL / INDUSTRIAL / MIXED	AGRICULTURAL	FORESTRY	OTHER**
North End							
Bush Creek	2,814	9	1.0%	-	10.7%	86.7%	1.6%
Holden Creek	75	9	21.9%	-	0.1%	-	78.1%
Holland Creek	3,067	442	3.6%	2.5%	-	93.8%	0.1%
Ladysmith - Saltair Benchlands	2,654	4,306	32.2%	3.3%	12.4%	46.7%	5.5%
Nanaimo River	18,070	284	1.3%	0.0%	4.1%	94.0%	0.5%
Stocking Creek	1,038	152	6.7%	5.4%	21.0%	60.7%	6.2%
Yellow Point Benchlands	3,471	498	17.9%	1.6%	31.7%	7.7%	41.1%
Sub-Regional Total	31,189	5,700	6.2%	0.9%	8.7%	78.3%	5.9%
Chemainus - Bonsall							
Bonsall Creek	3,597	294	0.2%	0.3%	55.7%	40.6%	3.2%
Chemainus Benchlands	1,314	2,198	23.2%	18.0%	26.2%	24.8%	7.7%
Chemainus River	35,507	155	0.1%	0.1%	3.0%	96.5%	0.3%
Sub-Regional Total	40,419	2,647	0.8%	0.7%	8.4%	89.2%	0.8%
Cowichan - Koksilah							
Cowichan River	91,891	15,519	5.4%	1.1%	6.4%	74.8%	12.3%
Koksilah River	28,430	1,439	1.0%	0.6%	16.6%	79.1%	2.7%
Sansum Narrows - Cowichan Bay Benchlands	4,545	2,594	14.2%	4.0%	33.9%	26.0%	21.9%
Sub-Regional Total	124,866	19,552	4.7%	1.1%	9.7%	74.0%	10.5%
South Cowichan							
Malahat Benchlands	4,810	989	16.0%	5.6%	0.0%	68.0%	10.3%
Satellite Channel Benchlands	2,262	1,787	25.1%	4.5%	67.2%	-	3.2%
Shawnigan Creek	10,800	4,074	23.9%	1.5%	10.0%	53.9%	10.7%
Sub-Regional Total	17,872	6,850	21.9%	3.0%	14.5%	50.9%	9.7%
Regional TOTAL	214,345	34,749	5.6%	1.1%	9.7%	75.6%	7.9%

*Dwelling count is approximate and does not include First Nations. These values should be used only to give a sense of the relative population distribution among watersheds / sub-regions, and not as an actual estimate of the current population of any geography.

**Other includes Parks & Institution, Utility, First Nations, Transportation, and Water

Figure 1 – Watersheds and Sub-Regions





STAFF REPORT TO COMMITTEE

DATE OF REPORT October 16, 2017

MEETING TYPE & DATE Regional Services Committee Meeting of October 25, 2017

FROM: General Manager
Community Services Department

SUBJECT: Recreation Management Software

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to recommend to the Board the purchase of Perfect Mind recreation software for Cowichan Lake Recreation, the Island Savings Centre, and South Cowichan Recreation.

RECOMMENDED RESOLUTION

That it be recommended to the Board to enter into a five-year agreement with Perfect Mind to provide recreation management software.

BACKGROUND

The CVRD Board on October 14, 2015 approved a memorandum of understanding for Cowichan Valley Local Governments to develop requirements and procure new recreation management software, as the current CLASS software would no longer be supported as of December 31, 2017.

The requirements were developed, and a Request For Proposal (RFP) was distributed by the Municipality of North Cowichan on behalf of North Cowichan, Ladysmith, and the CVRD. After an extensive evaluation process, Legend software was selected.

At the end of the initial three months using Legend software, it was determined that services required and agreed upon through the RFP process were not being delivered. As a result, it was decided to return to the previous CLASS software in the short term until expanded research and assessment was carried out.

The Legend contract for Cowichan Lake Recreation, Island Savings Centre, and South Cowichan Recreation combined for implementation, maintenance, and an online portal was \$40,835.

At the close of the agreement with Legend, the final negotiated costs for the CVRD are \$21,157, or \$7,052 per division (\$5,121 per division for implementation, \$1,931 for maintenance).

Each division also had to pay for maintenance costs for CLASS during 2017, varied per division:

- Cowichan Lake Recreation \$7,122
- Island Savings Centre \$9,203
- South Cowichan Recreation \$8,640.

Total software costs for 2017 then were:

- Cowichan Lake Recreation \$14,174
- Island Savings Centre \$16,255
- South Cowichan Recreation \$15,692.

ANALYSIS

Since ending the agreement with Legend, the CVRD, North Cowichan and Ladysmith have joined the Parks and Recreation Management Software Consortium (PRMS) that includes over 25 local governments to develop replacement requirements and issue a joint RFP. The desire of the PRMS was to leverage volume pricing that improves with expansion, thus reducing costs for all initial and new participants, standardizes the client experience, and reduces the number of competitions being held for the same service. At this time, a number of municipalities have executed signed contracts with their selected vendor, Perfect Mind. For the CVRD to participate in the PRMS there is a deadline of October 31, 2017 to agree to terms submitted within the PRMS request.

Staff have also investigated the current CLASS software's cloud-based option, Active Network. Active Network has provided pricing for going with their solution.

Staff have also met with colleagues from the Regional District of Nanaimo and Oak Bay's recreation departments to view and discuss their selected software (Active Network for RDN, and Perfect Mind for Oak Bay). The review has resulted in a follow-up presentation by Perfect Mind that addressed questions. At the conclusion of this evaluation process which included both financial impact and quality of product, Perfect Mind was deemed to be the preferred proponent.

It should be noted that Perfect Mind was evaluated as second choice in the original RFP issued by North Cowichan.

FINANCIAL CONSIDERATIONS

Active Network has an implementation cost of \$53,990 (\$17,997 per division). Perfect Mind has an implementation cost of \$63,448 (\$21,149 per division). Each division would also have maintenance fees, for CLASS and then the new vendor.

A complicating factor is that if the CVRD selects Perfect Mind, CLASS / Active Network maintenance fees will triple for the anticipated nine months of implementation until Perfect Mind is up and running.

However, Perfect Mind's annual maintenance fees are \$6,675 lower than Active Network's annual fees for the CVRD.

For the agreement's five year period, the total anticipated costs for Active Network are \$197,936, and for Perfect Mind, \$196,592.

Another financial consideration is that every year past the five year mark, Perfect Mind is \$6,675 cheaper than Active Network.

Another financial consideration is that this purchase is a partnership with North Cowichan and Ladysmith, and for the municipalities, the numbers are even better for Perfect Mind. For Ladysmith for instance, a five year cost for Active Network is \$67,502, for Perfect Mind, \$44,703.

COMMUNICATION CONSIDERATIONS

Proponent would be notified of the approval.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

Not applicable.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology*)

- Engineering Services *(Environmental Services, Capital Projects, Water Management, Recycling & Waste Management)*
- Planning & Development Services *(Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails)*
- Strategic Services

Prepared by:

Reviewed by:

John Elzinga
General Manager

Not Applicable
Not Applicable

Not Applicable
Not Applicable

ATTACHMENTS:

Attachment A – Legend Recreation Software Agreement

Master Agreement

AGREEMENT FOR PARKS AND RECREATION MANAGEMENT SOFTWARE SYSTEM

AGREEMENT NUMBER: **16-001**

This Agreement is effective September 26, 2017 (“Effective Date”).
date

BETWEEN:

Cowichan Valley Regional District
(the “Local Government”)
OF THE FIRST PART

AND:

PerfectMind Inc.
(the “Contractor”)
OF THE SECOND PART

WHEREAS:

- A. The Contractor has developed and owns the copyright and all other proprietary rights pertaining to and subsisting in certain computer programs and related documentation generally as set out in Schedule A; and
- B. The Local Government, either directly or through an independent third party service provider, desires to use such computer programs and documentation and work with the Contractor to modify, customize and enhance such computer programs and documentation for the Local Government’s specific needs; and
- C. The Contractor will retain ownership in and to any such computer programs and documentation in existence prior to this Agreement, and in any modifications, upgrades, improvements, customizations and enhancements of such computer programs and documentation created during the Term of this Agreement; and
- D. The Local Government will retain ownership in and to any computer programs and documentation which are developed by or on behalf of the Local Government and which interface or are used in conjunction with the Contractor’s computer programs

and documentation (other than such programs and documentation developed by the Contractor which will remain the property of the Contractor); and

- E. The Contractor submitted a proposal for supply of a Parks and Recreation Management Software, dated September 26, 2017, the terms of which, along with any written clarifications thereto, form part of this Agreement except where there is a conflict with this Agreement, in which case this Agreement shall prevail over the Contractor's accepted proposal.

THEREFORE in consideration of the payment of one (\$1.00) dollar and other good and valuable consideration paid by each of the parties to the other (the receipt and sufficiency of which is hereby acknowledged) the Local Government and the Contractor agree as follows:

1 INTERPRETATION

1.1 Definitions

- 1.1.1 Whenever used in this agreement, any schedules, appendices, or addenda to this agreement, the following terms shall have the meanings assigned below. Other capitalized terms used in this agreement are defined in the context in which they are used.
- (a) **"Agreement"** means this Agreement between the Local Government and the Contractor, inclusive of all schedules, attachments, addenda and other documents incorporated by reference;
 - (b) **"Confidential Information"** includes but is not limited to, any information, recorded or otherwise, that relates to the business of the Local Government or the Contractor, its products, services, inventions, computer software and the information contained therein, data (including with respect to the Local Government, Local Government Data, including oral information that would be Local Government Data if in written form), sales methods, prices, customers, former customers, potential customers, suppliers, trade secrets, business methods, policies or plans, and any other information or document that either party advises the other is confidential, whether verbally or in writing;
 - (c) **"Consortium Member"** means a local government (or public sector organisation) participating in the PRMS collaborative to purchase a replacement Parks and Recreation Management Software system;
 - (d) **"Contractor Intellectual Property"** means all patents, trade-marks, copyrights, industrial designs, confidential information, trade secrets and know how, including but not limited to all information, data, documentation, customer lists, customer data, computer programs and systems, source code, object code, software, artistic and literary works, blueprints, schematics, inventions, concepts, ideas, designs, prototypes,

models, methods, techniques, procedures, skill, experience, drawings, notes and reports that have been made, conceived, developed, acquired or first reduced to practice in whole or in part by the Contractor, its employees, shareholders, directors, officers, agents and contractors at any time prior to the Contractor becoming an independent contractor of the Local Government, and includes, for certainty, the Documentation;

- (e) **“Data Compromise”** means any actual or reasonably suspected unauthorized access to or acquisition of computerized Local Government Data that compromises the security, confidentiality, or integrity of the Local Government Data, or the ability of the Local Government to access the Local Government Data;
- (f) **“Documentation”** has the meaning set out in Section 2.7.1;
- (g) **“Emergency Maintenance”** means the implementation of changes to the software, operating systems, or computing and network hardware of a third party that is required or recommended by any third party service provider of the Contractor and that is of an emergency nature, such as critical system or security patches, or maintenance required to maintain overall system stability. For certainty, regular patch cycles, enhancements, or system upgrades recommended or required by the Contractor do not constitute Emergency Maintenance;
- (h) **“Local Government Data”** means all information, in written (including electronic) form, created by or in any way originating with the Local Government, and all information that is the output of any computer processing or other electronic manipulation of any information that was created by or in any way originating with the Local Government, its employees, shareholders, directors, officers, agents, contractors, successors and assigns in the course of using and configuring the services provided under this Agreement;
- (i) **“Local Government Enhancements”** means any patents, trade-marks, copyrights, industrial designs, confidential information, trade secrets and know how, including but not limited to all information, data, documentation, customer lists, customer data, computer programs and systems, source code, object code, software, artistic and literary works, blueprints, schematics, inventions, concepts, ideas, designs, prototypes, models, methods, techniques, procedures, skill, experience, drawings, notes and reports, including software, processes, developed by or on behalf of the Local Government which interfaces or is used in connection with the PRMS (but which are not a part of the PRMS and which is not developed by the Contractor);
- (j) **“Local Government Intellectual Property”** means all patents, trade-marks, copyrights, industrial designs, confidential information, trade secrets and know how, including but not limited to all information, data, documentation, customer lists, customer data, computer programs and systems, source code, object code, software, artistic and literary works,

blueprints, schematics, inventions, concepts, ideas, designs, prototypes, models, methods, techniques, procedures, skill, experience, drawings, notes and reports that have been made, conceived, developed, acquired or first reduced to practice in whole or in part by the Local Government, its employees, shareholders, directors, officers, agents and contractors at any time prior to the Contractor becoming an independent contractor of the Local Government;

- (k) **“New Intellectual Property”** means all patents, trade-marks, copyrights, industrial designs, confidential information, trade secrets and know how, including but not limited to all information, data, documentation, customer lists, customer data, computer programs and systems, source code, object code, software, artistic and literary works, blueprints, schematics, inventions, concepts, ideas, designs, prototypes, models, methods, techniques, procedures, skill, experience, drawings, notes and reports, which are a part of the PRMS that have been or will be made, conceived, developed, acquired or first reduced to practice, by the Contractor, its employees, shareholders, directors, officers, agents, contractors, successors and assigns, at the request of the Local Government;
- (l) **“Parks and Recreation Management Software”** (PRMS) shall mean the software or technology platform provided by the Contractor as a service for the Local Government’s use under this Agreement and as set out in the Schedules herein;
- (m) **“Parks and Recreation Software Services”** (PRMS Services) shall mean the professional services provided by the Contractor to the Local Government under this Agreement and as set out in the Schedules herein;
- (n) **“Scheduled Maintenance”** means the installation into the PRMS of Standard Enhancements or New Intellectual Property or both and the implementation of changes to the software, operating systems, computing and network hardware in connection with the PRMS, including Standard Enhancements and New Intellectual Property;
- (o) **“Scope of Work”** means the services to be provided by the Contractor to the Local Government and set out in the Schedules herein;
- (p) **“Standard Enhancements”** means any improvements, modifications, upgrades, updates, fixes, revisions and/or expansions to the Parks and Recreation Management Software (PRMS) that the Contractor may develop or acquire and incorporate into its standard version of the PRMS or which the Contractor has elected to make generally available to its customers; and
- (q) **“Security Incident”** means an event of Data Compromise or a security breach at a physical host (data centre) location, where indications are that a security policy may have been violated or a security safeguard may have failed.

1.2 Schedule

1.2.1 The following attached Schedules are a part of this Agreement:

- (a) Schedule A – Technical and Functional Specifications;
- (b) Schedule B – Fees and Payment;
- (c) Schedule C – Privacy Protection; and
- (d) Schedule D – Service Level Agreement.

1.3 Contact Person for Notices

1.3.1 Any notice, report or other document that either party may be required or may wish to give to the other must be in writing, unless otherwise provided for, and will be deemed to be validly given to and received by the addressee, if delivered personally, on the date of such personal delivery, if delivered by email, on transmission or, if by mail, five calendar days after posting. The addresses for delivery will be as follows:

- (a) The Local Government:
Cowichan Valley Regional District
175 Ingram Street
Duncan, British Columbia V9L 1N8

Attention: John Elzinga, General Manager, Community Services
 E-mail:
 Phone:

- (b) The Contractor:
PerfectMind Inc.
2nd floor, 4333 Still Creek Dr,
Burnaby, BC V5C 6S6

Attention: Vahid Shababi
 E-mail: vahid.shababi@perfectmind.com
 Phone: 1-877-737-8030 Ext. 6715

2. SERVICES AND LICENSE

2.1 Services and License

The Contractor agrees to provide PRMS Services to the Local Government and provide the Local Government with the use of the PRMS during the Term of this Agreement.

2.1.1 This Agreement sets forth the terms and conditions under which the Contractor agrees to supply the PRMS system and provide all other services including PRMS Services

necessary for the Local Government's productive use of the PRMS, as further set forth in the attached Schedules. The Contractor agrees to work with the Local Government to ensure proper change management and assist in identifying any required technology upgrades within the Local Government's network in support of this implementation. The Contractor and the Local Government shall use commercially reasonable efforts to fulfill their respective obligations in a timely manner in order to achieve the agreed milestones and dates set forth in this Agreement.

- 2.1.2 The Local Government and any of its employees, agents, contractors, suppliers of services, participants of the public, or other designated users that have a need to use the PRMS for the benefit of the Local Government shall have the right to operate and use the same. As part of the PRMS, Local Government shall have the responsibility for all user identification and password change management.
- 2.1.3 Nothing herein shall be deemed to preclude the Local Government from retaining the services of other persons or entities undertaking the same or similar functions as those undertaken by the Contractor hereunder.
- 2.1.4 Subject to Section 2.4.4, the Contractor hereby grants to the Local Government and the Local Government hereby accepts from the Contractor a non-exclusive, transferrable (provided that the transferee is an entity that the Local Government designates or appoints as the operator of its parks and recreation service), royalty-free (for certainty, other than for the fees as set out in this Agreement) license to use the PRMS, Standard Enhancements and New Intellectual Property in accordance with the terms and conditions of this Agreement at any location and by any number of users under the direct or indirect control of the Local Government.
- 2.1.5 The Contractor agrees to extend the terms and conditions of this Agreement, including the terms of Schedule B, to all current and future Consortium Members at their request, and to enter into an agreement on such terms and conditions with a requesting Consortium Member, provided such agreements are entered into prior to 180 days after the effective date of the First Consortium Member Agreement. The parties agree that this Section 2.1.5 may be enforced as against the Contractor by the Local Government or by any such Consortium Member as a third party beneficiary.

2.2 **Restrictions and Limitations**

- 2.2.1 The Local Government acknowledges and agrees that:
 - (a) it shall not authorize any third party to use, copy, modify, distribute, share, sublicense or otherwise reproduce any of the Contractor Intellectual Property without the prior written permission of the Contractor;
 - (b) it shall not attempt to decompile, reverse-engineer or otherwise disassemble any of the Contractor Intellectual Property;

- (c) it shall not reproduce and not remove, obscure or amend any Contractor or third party proprietary notices contained in the Contractor Intellectual Property;
- (d) it shall comply with all applicable laws in performing its obligations hereunder and shall have obtained all necessary permits and governmental permissions required to perform its obligations under this Agreement;
- (e) it may issue accounts to individuals whom it selects as account-holders for using the PRMS and that only account-holders may access or use the PRMS and each account-holder's access to the PRMS requires valid login credentials, including at least user identification and secure passwords (each an "**Account**"). The rights of an account-holder may not be used by more than one individual, unless the Account of the account-holder is reassigned in its entirety to another account-holder, in which case the prior holder of the Account shall no longer have any right to access or use the Platform. The Local Government is fully responsible for Accounts assigned by it or at its request and the acts and omissions of each account-holder, including the creation of Account credentials by any person, the maintenance, confidentiality and security of all passwords related to Accounts, and any and all activities that occur under Accounts assigned by or at request of the Local Government. The Local Government will not make any Account available to anyone, or permit anyone to access the any Account, other than account-holders;
- (f) it shall not knowingly post, upload, reproduce, distribute or otherwise transmit on the PRMS: (i) pyramid schemes or (ii) any material that contains a virus, cancelbot, Trojan horse, worm or other harmful, disruptive or surreptitious component;
- (g) it shall not knowingly disable or circumvent any access control or related process or procedure established with respect to the PRMS; and
- (h) it shall not post, upload, reproduce, distribute or otherwise transmit on the PRMS defamatory, profane, obscene, infringing or otherwise unlawful software, materials or information.

The Contractor expressly recognizes that the Local Government does not have control over the general public who may interact with the PRMS, and, therefore, the Local Government has no ability to ensure that, or any responsibility for ensuring that, the general public complies with these restrictions.

2.3 Copies of Documentation and Test Environment

2.3.1 Without restricting the ownership rights described in this Agreement:

- (a) the Contractor will, as part of the PRMS, provide to the Local Government a test environment for the PRMS with the ability for the Local Government to set up multiple training accounts and configurations, sufficient to facilitate

the training of Local Government personnel or other persons in the use of the PRMS and to permit the Local Government to test new business processes and other similar activities;

- (b) with respect to Documentation associated with the PRMS, the Local Government may make as many copies of the Documentation in either paper based or electronic form as the Local Government may reasonably require for its own internal purposes or for its users; and
- (c) the Local Government may incorporate portions of the Documentation in other materials, such as training and reference manuals, provided that such materials are used solely for the internal purposes of the Local Government or for its users.

2.4 Ownership of Rights

2.4.1 The Local Government is and will be the sole owner of all Local Government Intellectual Property, Confidential Information of the Local Government, Local Government Data and Local Government Enhancements.

2.4.2 The Contractor is and will be the sole owner of all Contractor Intellectual Property, Confidential Information of the Contractor, Standard Enhancements and New Intellectual Property.

2.4.3 Neither party may transfer or assign its rights and obligations under this Agreement without first obtaining the other party's prior written consent such consent not to be unreasonably withheld or delayed. The Contractor may assign this Agreement to: (i) a parent, subsidiary or affiliate; (ii) an acquirer of substantially all of its assets; or (iii) a successor by merger or acquisition, on written notice to the Local Government, provided that in all such cases the assignee first executes an agreement in favour of the Local Government to be bound by the terms and conditions of this Agreement. Notwithstanding the above, the Local Government may assign this Agreement to any entity that the Local Government designates or appoints as the operator of its parks and recreation service.

2.4.4 Subject to Section 11.1.4(b), upon termination or expiry of this Agreement, the license granted under Section 2.1.4 shall be revoked and the Contractor shall remove the Local Government's Intellectual Property (if any), Confidential Information of the Local Government (if any), Local Government Data, and Local Government Enhancements (if any) from the PRMS.

2.4.5 The Local Government understands and agrees that any third party software provided to the Local Government under this Agreement is provided under license and is subject to the license terms of this Agreement and the Local Government shall comply with the guidelines provided with the third party software as identified herein or as provided to the Local Government from time to time by the Contractor.

2.5 **Amendment of PRMS**

2.5.1 The Local Government may request to vary at any time the Scope of Work to be provided by the Contractor as part of the PRMS Services, including the development of New Intellectual Property, and such variation shall be implemented upon the written agreement of the parties. In that case and where this Agreement contains a limit as to the maximum fees and disbursements to be paid to the Contractor for all or any part of the PRMS Services, such limit or limits shall be adjusted as agreed to by both parties in writing or, failing such agreement, in accordance with the following hourly rates:

Service	Hourly Rate (excluding GST)*
Project Management	\$150
Configuration	\$150
Training	\$150
Custom Development	\$250
Data Migration	\$150

*Rates do not include travel cost, which will be an additional \$550 per day. Any transportation by air will be reimbursed at cost.

Should the Contractor consider that any request or instruction from the Local Government constitutes a change in the Scope of the Work; the Contractor shall so advise the Local Government within ten days in writing. Without said written advice within the period specified and written agreement between the parties, the Local Government shall not be obligated to make any payments of additional fees to the Contractor. Approval of any such proposed changes, modifications or amendments will not be unreasonably withheld (it being acknowledged that any such material changes may require modifications to the consideration paid, and timelines governing, the PRMS).

2.5.2 If the Contractor eliminates any functionality of the PRMS provided under this Agreement and subsequently offers that functionality in other or new products (whether directly or indirectly through agreement with a third Party), then the portion of those other or new products that contain the functions in question, or the entire product if the functions cannot be separated out, shall be provided to the Local Government at no additional charge and under the terms of this Agreement, including technical support. If the Contractor incorporates the functionality of the PRMS provided under this Agreement into a newer product and continues to offer both products, the Local Government may, in its sole discretion, exercise the option to upgrade to the newer product at no additional cost.

2.6 Standard of Care

2.6.1 The Contractor will perform the PRMS Services with that degree of care, skill and diligence normally provided by a qualified and experienced practitioner performing services similar to the PRMS Services, and on the understanding that the Local Government is relying on the Contractor's experience and expertise. The Contractor represents that it has the expertise, qualifications, resources and relevant experience to provide the goods and services that are the subject of this Agreement.

2.7 Documentation

2.7.1 "**Documentation**" shall mean, collectively: (a) all materials published or otherwise made available to the Local Government by the Contractor that relate to the functional, operational and/or performance capabilities of the PRMS; (b) all user, operator, system administration, technical, support and other manuals and all other materials published or otherwise made available by the Contractor that describe the functional, operational and/or performance capabilities of the PRMS; and (c) the results of any tests provided by the Contractor to the Local Government.

2.8 Escrow

2.8.1 At the request of the Local Government, the Contractor shall place all source code for the PRMS, the Standard Enhancements and the New Intellectual Property, in the Contractor's possession or under its control, sufficient to allow for all of the functionality of the PRMS provided under this Agreement, and all Documentation necessary to explain how to deploy and operate the PRMS, including all licensed third party elements, in escrow with an independent third party, under the terms of an Escrow Agreement approved as to form and content by the Local Government. The source code shall be kept current with the latest releases of the software.

2.8.2 All fees and expenses charged by an escrow agent will be borne by the Local Government.

2.9 Warranties, Representations and Covenants

2.9.1 The Contractor represents and warrants that:

- (a) the PRMS provided to the Local Government under this Agreement shall conform to, perform, function, and produce results, all substantially in accordance with the Documentation; and
- (b) the Contractor shall provide the Local Government levels of PRMS availability and support as set out in Schedule D, or as offered by the Contractor to any of its customers, whichever is greater.

- 2.9.2 The Contractor shall comply with all applicable laws in performing its obligations hereunder and shall have obtained all necessary permits and governmental permissions required to perform its obligations under this Agreement.
- 2.9.3 The Contractor represents, warrants and agrees that, to the Contractor's knowledge after due investigation and to the extent of the Contractor's control, exercising reasonable diligence in accordance with industry standards, the PRMS does not contain and the Local Government will not receive from the Contractor any virus, worm, trap door, back door, timer, clock, counter or other limiting routine, instruction or design, or other malicious, illicit or similar unrequested code, including surveillance software or routines which may, or is designed to, permit access by any person, or on its own, to erase, or otherwise harm or modify any the Local Government system or Data (a "**Disabling Code**").
- 2.9.4 In the event a Disabling Code is identified, the Contractor shall take all steps necessary, at no additional cost to the Local Government, to: (a) restore and/or reconstruct any and all Data lost by the Local Government as a result of Disabling Code; (b) furnish to the Local Government a corrected version of the PRMS without the presence of Disabling Codes; and (c) as needed, re-implement the PRMS at no additional cost to the Local Government. This warranty shall remain in full force and effect as long as this Agreement remains in effect. The Contractor will, to the extent that the Contractor is liable pursuant to Section 2.9.3, reimburse the Local Government for all costs associated with the Local Government's staff time in order to assist with repair of any issues associated with Disabling Code.
- 2.9.5 The Contractor represents, warrants and agrees that: the Contractor has all intellectual property rights necessary to provide the PRMS to the Local Government for its use in accordance with the terms of this Agreement; the Contractor is the sole owner or is a valid licensee of all software, text, pictures, audio, video, logos and copy that provides the foundation for provision of the PRMS, and has secured all necessary licenses, consents, and authorizations with respect to the use of these underlying elements; the PRMS does not and shall not infringe upon any patent, copyright, trademark or other proprietary right or violate any trade secret or other contractual right of any third Party; and there is currently no actual or threatened suit against the Contractor by any third Party based on an alleged violation of such right. This warranty shall survive the expiration or termination of this Agreement.
- 2.9.6 The Contractor represents and warrants that it has not and will not infringe on any person's intellectual property rights in the course of creating or assisting in the creation of any New Intellectual Property, and will indemnify and save harmless the Indemnitees, from and against any and all losses, liabilities, claims, actions, damages and expenses, including legal fees, arising out of resulting from any breach of the Contractor's representations and warranties set out herein. This indemnity will survive the

termination or completion of this Agreement and, notwithstanding such termination or completion, will continue in full force and effect for the benefit of the Indemnitees.

- 2.9.7 The Contractor will not enter into any agreements, execute any documents, or do anything that in any way diminishes the Local Government's past, present or future rights in and to any Local Government Intellectual Property or Local Government Enhancements.
- 2.9.8 The Contractor agrees that it will not at any time challenge or participate directly or indirectly in a challenge to the Local Government's claim to any present or future rights in and to any Local Government Intellectual Property or Local Government Enhancements.
- 2.9.9 The Contractor agrees that it will maintain the confidentiality of all Local Government Intellectual Property, all Local Government Enhancements and Confidential Information of the Local Government, and will not, at any time, disclose or permit the disclosure of any Local Government Intellectual Property, Local Government Enhancements and Confidential Information of the Local Government to any party without the prior written consent of the Local Government unless such disclosure is made pursuant to a valid license agreement between the Contractor and a third party licensee.
- 2.9.10 The Contractor agrees to treat all Local Government Intellectual Property, Local Government Enhancements and Confidential Information of the Local Government with at least the same degree of care that the Contractor, acting reasonably, should exercise with regard to its own confidential or proprietary information.
- 2.9.11 At any time and from time to time during the Term of this Agreement:
- (a) the Local Government may download from the PRMS the Local Government Data (not including relational data (data dictionary or schema)) stored on the PRMS, and the Contractor will, at no additional cost to the Local Government, ensure that the PRMS at all times during the Term permits the Local Government to perform such download without assistance from the Contractor and that the Local Government Data will be available for such download by the Local Government in a comma separated value (.csv) or extendible markup language (.xml), or such other form acceptable to the Local Government; and
 - (b) at the request of the Local Government, the Contractor will provide to the Local Government any copies of any Local Government Intellectual Property and Confidential Information of the Local Government that relates to the business of the Local Government. Notwithstanding the foregoing, if the Local Government requests the Contractor to return any Local Government Data, the Contractor may charge the Local Government for the return any Local Government Data (including relational data (data

dictionary or schema)) stored on the PRMS based on the time required for such task at the hourly rates set out in the table in Section 2.5.1, which Local Government Data will be provided for download by the Local Government in a comma separated value (.csv) or extendible markup language (.xml), or such other form acceptable to the Local Government

- 2.9.12 The Contractor acknowledges and agrees that any breach of the provisions of this Agreement relating to the protection of the Confidential Information of the Local Government by the Contractor would result in irreparable harm to the Local Government and that monetary damages would not be sufficient to compensate the Local Government for such breach. The Contractor hereby agrees that the Local Government, in addition to and without limiting any other remedies or rights that it may have, will have the right to an injunction or other equitable relief in any Court of competent jurisdiction enjoining such breach and The Contractor hereby waives any and all defences they may have to the granting of such relief.
- 2.9.13 Each party represents and warrants that it has the right to enter into this Agreement. The Contractor represents and warrants that it has the unrestricted right to provide the PRMS, and that it has the financial viability to fulfill its obligations under this Agreement. The Contractor represents, warrants and agrees that the PRMS shall be free and clear of all liens, claims, encumbrances or demands of third Parties. The Contractor represents and warrants that it has no knowledge of any pending or threatened litigation, dispute or controversy arising from or related to the PRMS. These warranties shall survive the expiration or termination of this Agreement.
- 2.9.14 The Contractor will assign to the Local Government all third Party warranties and indemnities that the Contractor receives in connection with any products provided to the Local Government. To the extent that the Contractor is not permitted to assign any warranties or indemnities through to the Local Government, the Contractor agrees to specifically identify and enforce those warranties and indemnities on behalf of the Local Government to the extent the Contractor is permitted to do so under the terms of the applicable third Party agreements.
- 2.9.15 The Contractor represents and warrants to the Local Government that the PRMS provided will accurately process date and time-based calculations under circumstances of change including, but not limited to: century changes and daylight saving time changes. The Contractor must repair any date/time change defects at the Contractor's own expense.
- 2.9.16 The Contractor represents and warrants and agrees that the PRMS and other fees stated herein are and shall be the lowest fees the Contractor charges any of its other customers with substantially similar profile as the Local Government, including number and size of facilities operated, revenue of the facilities, volume of the transactions processed, number and types of users of the PRMS (e.g. front desk, administration,

fulltime/part-time instructor users), number and types of members, usage of features and functionalities within the PRMS, and including consideration of whether the customer is part of a group of customers who negotiated and entered into substantially similar agreements with the Contractor together as a group. In any case where the Local Government fees are found to be higher, then the Contractor will provide the Local Government with a retroactive refund for any overpayment.

- 2.9.17 The warranties set forth above are in lieu of all other warranties, express or implied, with regard to the PRMS pursuant to this agreement, including, but not limited to, any implied warranties of merchantability and fitness for a particular purpose.
- 2.9.18 The Contractor shall be responsible for the professional quality, technical accuracy, and the coordination of all software, designs, drawings, statement of work, and other services furnished by or on behalf of the Contractor under this Agreement. The Contractor, without additional compensation, shall correct or revise any errors or omissions in the software, designs, drawings, statement of work, and/or other the Contractor services immediately upon notification by the Local Government. The obligation provided for in this section with respect to any acts or omissions during the Term of this Agreement shall survive any termination or expiration of this Agreement and shall be in addition to all other obligations and liabilities of the contractor.

2.10 **Warranty Against Planned Obsolescence**

- 2.10.1 The Contractor warrants that the PRMS solution proposed to and acquired by the Local Government under this agreement is new and of current manufacture, and that it has no current plans for announcing a replacement line that would be marketed by Contractor as a replacement for any part of the PRMS provided to the Local Government under this Agreement and which would result in reduced support for the product line within which the PRMS solution furnished to the Local Government is contained. The Contractor further warrants that, in the event that a major change in hardware, software, or operating system occurs that radically alters the design architecture of the System and makes the current design architecture obsolete within five years of full execution of this agreement, and if the Local Government continues its annual maintenance contract with the Contractor, the Contractor shall provide the Local Government with a replacement hardware, software, or operating system(s) that continues the full functionality of the systems, at no extra cost to the Local Government.

2.11 **Software Upgrades and Enhancements**

- 2.11.1 The Contractor shall supply:
- (a) at no additional cost, beyond standard maintenance, updated versions of the PRMS, Standard Enhancements, New Intellectual Property and related

software to operate on upgraded versions of operating systems, upgraded versions of firmware, or upgraded versions of web browsers; and

- (b) at no additional cost, beyond standard maintenance, updated versions of the PRMS, Standard Enhancements, New Intellectual Property and related software that encompass improvements, extensions, maintenance updates, error corrections, or other changes that are logical improvements or extensions of the original Software supplied to the Local Government.

2.11.2 Unless otherwise mutually agreed to in writing, the Contractor shall maintain any and all third party Software products at their most current version and at no additional charge. However, the Contractor shall not maintain any third-party Software versions, including one version back, if any such version would prevent the Local Government from using any functions, in whole or in part, or would cause deficiencies in the system. If implementation of an upgrade to a third-party Software product requires personnel in addition to the staff proposed in the response to the Parks and Recreation Management Software system's Request for Proposal, the Local Government and the Contractor shall discuss whether to implement such an upgrade and, if mutually agreed upon in writing, any additional charges to be paid by the Local Government for such upgrade. Any additional costs that are charged by a third-party Software manufacturer for an upgrade to a third-party Software product that is not covered by such product's maintenance agreement shall be charged to and paid for by the Contractor.

2.11.3 The Contractor shall provide the Local Government with all Standard Enhancements and associated Documentation that are provided as general releases to the PRMS, in whole or in part, as part of the hosted services. Such Documentation shall be adequate to inform the Local Government of the problems resolved including any significant differences resulting from the release which are known by the Contractor. The Contractor warrants that each such Standard Enhancements general release shall be tested and perform according to the Specifications. The Contractor agrees to correct corrupted Data that may result from any System Deficiency introduced by the Standard Enhancement at no cost to the Local Government. Standard Enhancements to correct any Deficiency shall be provided to the Local Government at no additional cost and without the need for a work order. Should the Contractor not be able to correct the hosted system so that it complies with the specifications in the Statement of Work and/or Service Level Agreement, to the Local Government's reasonable satisfaction in a timely manner, the Local Government may terminate this Agreement, in accordance with Section 11.

3. TIME

3.1 Time of the Essence

3.1.1 Time is of the essence.

4. TERM

4.1 Term

4.1.1 The Contractor will license the Local Government to use the PRMS for the period commencing on the date that the “Project initiation, discovery and solution design” phase of the implementation of the PRMS, as contemplated in Section 2 of Schedule B, begins (the “**Kick-off Date**”) and terminating on the date that is 64 months after the Kick-off Date (the “**Term**”). Unless a party gives written notice to the other party no later than six months prior to the end of the Term that it does not intend to extend the Term, the Term will automatically extend for a one year period without further action from either party. If the Term is extended, then:

- (a) the provisions of the Agreement will remain in force except where amended in writing by the parties; and
- (b) either party may terminate the Agreement on six months’ written notice to the other party with the effective date of the termination being at the end of such six months’ notice.

4.2 Additional PRMS Rights Co-Terminus with Term

4.2.1 Any additional PRMS rights acquired by the Local Government will be co-terminus with the Term of the initially acquired PRMS.

5. PERSONNEL

5.1 Qualified Personnel

5.1.1 The Contractor will provide only professional personnel who have the qualifications, experience and capabilities to provide services related to the PRMS.

5.2 Sub-Contractors

5.2.1 The Contractor will not engage any sub-contractors or sub-contract its obligations under this Agreement, in whole or in part, without the prior written approval of the Local Government and any attempt to do so shall be void and without further effect.

5.2.2 The Contractor shall identify all of its strategic business partners related to the services provided under this Agreement, including but not limited to all sub-contractors or other entities or individuals who may be a party to a joint venture or similar agreement with the Contractor, and who shall be involved in any application development and/or operations.

5.3 Agreements with Sub-Contractors

5.3.1 The Contractor will preserve and protect the rights of the Local Government with respect to any services performed under sub-contract and incorporate the terms and conditions of this Agreement into all sub-contracts as necessary to preserve the rights of the Local Government under this Agreement. The Contractor will be as fully responsible to the Local Government for acts and omissions of sub-contractors and of persons directly or indirectly employed by them as for acts and omissions of persons directly employed by the Contractor.

5.4 Separation of Duties and Non-Disclosure

5.4.1 The Contractor shall enforce separation of job duties, require commercially reasonable non-disclosure agreements, and limit staff knowledge of the Local Government Data to that which is reasonably necessary to perform job duties.

5.5 Right to Remove Personnel

5.5.1 The Local Government shall have the right at any time to require that the Contractor remove from interaction with the Local Government any Contractor or Sub-Contractor representative who the Local Government believes is detrimental to its working relationship with the Contractor. The Local Government shall provide the Contractor with notice of its determination, and the reasons it requests the removal. If the public jurisdiction signifies that a potential security violation exists with respect to the request, the Contractor shall immediately remove such individual. The Contractor shall not assign the person to any aspect of the contract or future work orders without the Local Government's written consent.

6. LIMITED AUTHORITY**6.1 Independent Contractor**

6.1.1 The Contractor is an independent contractor. This agreement does not create the relationship of employer and employee, a partnership, or a joint venture. The Local Government will not control or direct the details, means or process by which the Contractor performs the services. The Contractor will determine the number of days and hours of work required to properly and completely perform the services. The Contractor is primarily responsible for performance of the service and may not delegate or assign any services to any other person except as provided for in this agreement. The Contractor will be solely liable for the wages, fringe benefits, work schedules and work conditions of any partners, employees or sub-contractors.

7. FEES AND PAYMENT

7.1 Fees

7.1.1 The Local Government will pay to the Contractor the fees as set out in Schedule B. Payment by the Local Government of the fees will be full payment for the license to use the PRMS, Standard Enhancements and New Intellectual Property developed by the Contractor, as well as for the PRMS Services, and the Contractor will not be entitled to receive any additional payment from the Local Government, including in respect of any supply of updated versions of the PRMS, Standard Enhancements and New Intellectual Property as described in Section 2.11.1.

7.2 Payment

7.2.1 The Contractor will submit an invoice (each, an “**Invoice**”) for the applicable implementation fees upon completion of each milestone set out in Section 2 of Schedule B.

7.2.2 The Contractor will submit an Invoice for the subscription fees as described in Section 1 of Schedule B as follows:

- (a) the invoice for the first subscription fee will be submitted no earlier than the Kick-off Date and will reflect payment for the first 16 months of the Term notwithstanding that such fee is and will be based on a 12 month subscription fee; and
- (b) each subsequent invoice for subscription fees will be submitted no earlier than each anniversary of the date that is 16 months after the Kick-off Date.

7.2.3 Each Invoice submitted by the Contractor will include the following information:

- (a) an invoice number;
- (b) the Contractor's name, address and telephone number;
- (c) the Local Government's reference number for the PRMS, PO # _____;
- (d) description of service;
- (e) total amount due;
- (f) taxes (if any); and
- (g) the Contractor's representative Name, Title, Location and Department.

7.2.4 If the Local Government reasonably determines that any portion of an Invoice is not payable then the Local Government will so advise the Contractor, including as described in Section 8.3.1.

7.2.5 The Local Government will pay the portion of an Invoice which the Local Government determines is payable within 30 days of receipt of the invoice or of agreement that the milestone has been met, whichever is later.

7.2.6 All fees are payable in Canadian dollars.

7.2.7 With the exception of maintenance subscriptions, the Local Government will not make advance payments.

7.3 **Invoicing**

7.3.1 Invoices will be submitted by the Contractor by mail or email to:

Name: _____
 Street address: _____
 Post code: _____
 Email: _____
 Attn: _____

7.3.2 Invoices and supporting documentation shall be prepared at the sole expense and responsibility of the Contractor. The Local Government will not compensate the Contractor for any costs incurred for Invoice preparation. The Local Government may request, in writing, changes to the content and format of the Invoice and supporting documentation at any time. The Local Government reserves the right to request reasonable additional supporting documentation to substantiate costs at any time.

7.4 **Fees Adjustment**

7.4.1 As additional Consortium Members enter into agreements with the Contractor for the provision of the PRMS and PRMS Services, provided that such agreements are entered into within 180 days after the effective date of the first agreement entered into by a Consortium Member with the Contractor for the provision of the PRMS and PRMS Services (such agreement, the “**First Consortium Member Agreement**”), the fees payable by all Consortium Members, including the fees to be paid to the Contractor by the Local Government under this Agreement, will be adjusted in accordance with Schedule B.

7.4.2 The parties agree that all fees as set out in this Agreement will remain in force for the initial Term of this Agreement.

7.5 Non-Residents

7.5.1 If the Contractor is a non-resident of Canada and does not provide to the Local Government a waiver of regulation letter, the Local Government will withhold and remit to the appropriate governmental authority the greater of:

- (a) 15% of each payment due to the Contractor; or
- (b) the amount required under applicable tax legislation.

7.6 Right of Set Off

7.6.1 The Local Government may set off, as against any amounts due to the Contractor, any amount owing from the Contractor to the Local Government, including credits and other amounts as payable under this Agreement.

8. LOCAL GOVERNMENT RESPONSIBILITIES**8.1 Local Government Information**

8.1.1 The Local Government will, in co-operation with the Contractor, make efforts to make available to the Contractor information which the Local Government has in its files that relate to the delivery of the PRMS. The Contractor will review any such material upon which the Contractor intends to rely and take reasonable steps to determine if that information is complete or accurate. The Contractor will advise the Local Government in writing if in the Contractor's judgment the information is deficient or unreliable and undertake such new surveys and investigations as are necessary but the Contractor will not be responsible for such incompleteness or inaccuracy.

8.2 Local Government Decisions

8.2.1 The Local Government will in a timely manner make all decisions required under this agreement, examine documents submitted by the Contractor and respond to all requests for approval made by the Contractor pursuant to this Agreement.

8.3 Notice of Defect

8.3.1 If the Local Government believes in good faith that some portion of the PRMS Services (or the PRMS prior to completion of commissioning of the PRMS system) has not been completed or is not performing satisfactorily, the Local Government may withhold payments to the Contractor pursuant to Section 7.2.4 and require the Contractor to correct such work prior to the Local Government releasing such payments. In such event, the Local Government will provide the Contractor with an explanation of the concern and the remedy that the Local Government expects. Subject to the foregoing,

the Local Government will release payments to the Contractor after the Local Government:

- (a) is satisfied that such work has been corrected and is in compliance with the Agreement; and
- (b) accepts the deliverable provided by the Contractor, as evidenced by the Local Government's acceptance in writing of the deliverable.

9. INTELLECTUAL PROPERTY INFRINGEMENT INDEMNIFICATION

9.1 Intellectual Property Infringement Indemnification

- 9.1.1 The Contractor shall indemnify, defend and hold the Indemnitees harmless from any and all actions, proceedings, or claims of any type brought against the Local Government alleging that the PRMS, Standard Enhancements or New Intellectual Property, and any related Documentation, or the Local Government's use of the PRMS, Standard Enhancements or New Intellectual Property, and any related Documentation, constitutes a misappropriation or infringement upon any patent, copyright, trademark, or other proprietary right or violates any trade secret or other contractual right of any third Party. The Contractor agrees to indemnify, defend against, and hold the Indemnitees harmless from, any claims and to pay all litigation costs, all reasonable attorneys' fees, settlement payments and all judgments, damages, costs or expenses awarded or resulting from any claim. The Local Government shall, after receiving notice of a claim, advise the Contractor of it. The Local Government's failure to give the Contractor timely notification of said claim shall not affect the Contractor's indemnification obligation unless such failure materially prejudices the Contractor's ability to defend the claim. The Local Government reserves the right to employ separate counsel and participate in the defence of any claim at its own expense.
- 9.1.2 If the PRMS and/or Documentation, or any part thereof, is the subject of any claim for infringement of any patent, copyright, trademark, or other proprietary right or violates any trade secret or other contractual right of any third Party, or if it is adjudicated by a court of competent jurisdiction that the PRMS and/or Documentation, or any part thereof, infringes any patent, copyright, trademark, or other proprietary right or violates any trade secret or other contractual right of any third party, and the Local Government's use of the PRMS and/or Documentation, or any part of it, is enjoined or interfered with in any manner, the Contractor shall, at its sole expense and within thirty (30) calendar days of such injunction or interference, either: (a) procure for the Local Government the right to continue using the PRMS and/or Documentation free of any liability for infringement or violation; (b) modify the PRMS and/or Documentation, or parts thereof, with non-infringing PRMS and/or Documentation of equivalent or better functionality that is reasonably satisfactory to the Local Government; or (c) replace the PRMS and/or Documentation, or parts thereof, with non-infringing PRMS and/or

Documentation of equivalent or better functionality that is reasonably satisfactory to the Local Government.

- 9.1.3 The Contractor shall have no obligation to indemnify the Local Government pursuant to Section 9 if: (a) the Local Government uses the PRMS in a manner contrary to the provisions of this Agreement and such misuse is the cause of the infringement or misappropriation; or (b) the Local Government's use of the PRMS in combination with any product or system not authorized, approved or recommended by the Contractor and such combination is the cause of the infringement or misappropriation.
- 9.1.4 The indemnities described in Section 9.1.1 will survive the termination or completion of this Agreement and, notwithstanding such termination or completion, will continue in full force and effect for the benefit of the Indemnitees.
- 9.1.5 No limitation of liability set forth elsewhere in this Agreement is applicable to the intellectual property infringement indemnification set forth herein.

10. INDEMNITY, INSURANCE AND DAMAGES

10.1 Indemnity

- 10.1.1 The Contractor will indemnify and save harmless the Local Government and all of its elected and appointed officials, officers, employees, servants, representatives and agents (collectively the “**Indemnitees**”), from and against all claims, demands, causes of action, suits, losses, damages and costs, liabilities, expenses and judgments (including all actual legal costs) for damage to or destruction or loss of property, including loss of use, and injury to or death of any person or persons which any of the Indemnitees incur, suffer or are put to arising out of or in connection with any failure, breach or non-performance by the Contractor of any obligation of this Agreement, or any wrongful or negligent act or omission of the Contractor or any employee or agent of the Contractor.
- 10.1.2 The Local Government hereby agrees to indemnify and hold the Contractor and its affiliates, sub-contractors and agents (and each of their respective shareholders, officers, directors, employees and the Contractors) harmless from and against any and all third party claims and resulting losses and damages including, but not limited to, reasonable legal fees, fines and expenses, resulting from, relating to or arising out of (i) any breach of the terms and conditions of this Agreement by the Local Government or (ii) the negligence or willful misconduct of the Local Government or its directors, officers, employees, or agents.

10.2 Survival of Indemnity

10.2.1 The indemnity described in Sections 10.1.1 and 10.1.2 will survive the termination or completion of this Agreement and, notwithstanding such termination or completion, will continue in full force and effect for the benefit of the indemnitees.

10.3 Limitation of Liability

10.3.1 Unless expressly provided otherwise in this Agreement, in no event shall either party be liable for any loss of data, re-procurement costs, loss of profits, loss of use or for any other consequential, indirect, exemplary, special or incidental damages arising under or in connection with this Agreement, even if the other party has been advised of the possibility of such damages.

The entire liability of the Contractor to the Local Government for any and all damages, costs and expenses from any cause whatsoever, and regardless of the form of action or the cause of action, whether in contract, tort, strict liability, fundamental breach or otherwise, in connection with this Agreement will be limited to an amount equal to the aggregate of:

- (a) the subscription fees payable under this Agreement for five (5) years of the Term, as described in Section 1 of Schedule B, without the application of any service credits; plus
- (b) the implementation fees payable under this Agreement, as described in Section 2 of Schedule B.

10.4 Contractor's Insurance Policies

10.4.1 The Contractor will, without limiting its obligations or liabilities and at its own expense, provide and maintain throughout the Term of this Agreement the following insurances in forms and amounts acceptable to the Local Government from insurers licensed to conduct business in Canada:

- (a) Cyber liability insurance, including, without limitation, coverage for errors and omissions, media liability, network and information security liability and security breach remediation and notification, for a minimum of \$2,000,000 per occurrence and \$10,000,000 annually in the aggregate for claims for first and third party costs or damages resulting from or arising during the performance of this Agreement. The policy will have a per occurrence deductible of no more than \$25,000. The policy will name the Local Government as additional named insured.

10.5 Insurance Requirements

10.5.1 The Contractor will provide the Local Government with evidence of the required insurance prior to the commencement of this agreement. Such evidence will be in the form of a completed certificate of insurance acceptable to the Local Government. The Contractor will, on request from the Local Government, provide certified copies of all of the Contractor's insurance policies providing coverage relating to this Agreement, including without limitation any professional liability insurance policies. The Contractor will provide the Local Government with thirty (30) days advance written notice of cancellation or material change restricting coverage. The Contractor will be responsible for deductible amounts under the insurance policies. All of the Contractor's insurance policies will be primary and not require the sharing of any loss by the Local Government or any insurer of the Local Government.

10.6 Contractor Responsibilities

10.6.1 The Contractor acknowledges that any requirements by the Local Government as to the amount of coverage under any policy of insurance will not constitute a representation by the Local Government that the amount required is adequate and the Contractor acknowledges and agrees that the Contractor is solely responsible for obtaining and maintaining policies of insurance in adequate amounts. The insurance policy coverage limits shall not be construed as relieving the Contractor from responsibility for any amounts which may exceed these limits, for which the Contractor may be legally liable.

10.7 Additional Insurance

10.7.1 The Contractor shall place and maintain, or cause any of its sub-contractor to place and maintain, such other insurance or amendments to the foregoing policies as the Local Government may reasonably direct.

10.8 Waiver of Subrogation

10.8.1 The Contractor's insurance will contain a waiver of subrogation against the Local Government and its elected officials, shareholders, directors, officers, employees and agents.

11. TERMINATION**11.1 Termination for Cause**

11.1.1 The Local Government may terminate this Agreement for cause as follows:

- (a) if the Contractor is adjudged bankrupt, or makes a general assignment for the benefit of creditors because of its insolvency, or if a receiver is

appointed because of its insolvency, the Local Government may, without prejudice to any other right or remedy the Local Government may have, terminate this Agreement by giving the Contractor or receiver or trustee in bankruptcy written notice; or

- (b) if the Contractor is in material breach of any term or condition of this Agreement, and such breach is not remedied to the reasonable satisfaction of the Local Government within fifteen (15) days after delivery of written notice from the Local Government to the Contractor, then the Local Government may, without prejudice to any other right or remedy the Local Government may have, terminate this Agreement by giving the Contractor further written notice.

11.1.2 If the Local Government terminates this Agreement as provided in Section 11.1.1(a), then the Local Government:

- (a) shall be provided full and immediate access to all Local Government Data with the ability to export such data without interference; and
- (b) shall be provided with the source code held in escrow and shall be permitted to continue to use, directly or indirectly through another contractor, the source code for the PRMS, Standard Enhancements and New Intellectual Property without payment of any further fees, license fees or compensation, in order to continue to run the PRMS.

11.1.3 If the Local Government terminates this Agreement as provided in Section 11.1.1(b) prior to completion of commissioning of the PRMS system, then the Local Government:

- (a) may enter into a contract(s), as it in its sole discretion sees fit, with another entity to obtain a replacement parks and recreation management software system for the PRMS system and replacement services for the PRMS Services; and
- (b) shall be provided full and immediate access to all Local Government Data with the ability to export such data without interference.

11.1.4 If the Local Government terminates this Agreement as provided in Section 11.1.1(b) after completion of the commissioning of the PRMS system, then the Local Government:

- (a) may enter into a contract(s), as it in its sole discretion sees fit, with another entity to obtain a replacement parks and recreation management software system for the PRMS system and replacement services for the PRMS Services;
- (b) may continue to use the PRMS and require the Contractor to provide the PRMS Services (and the Contractor will make the PRMS available to the Local Government and will provide the PRMS Services) until the time specified in a written notice from the Local Government to the

Contractor, or twelve (12) months after the effective date of termination, whichever occurs first.

If the Local Government continues to use the PRMS and require the Contractor to provide the PRMS Services as described in this Section 11.1.4(b), then (1) the Local Government will pay the Contractor the subscription fees as set out in Schedule B, on a pro-rated basis; and (2) notwithstanding Section 2.4.4, the license granted under Section 2.1.4 will continue in effect and shall be revoked, and the Contractor shall remove the Local Government’s Intellectual Property (if any), Confidential Information of the Local Government (if any), Local Government Data, and Local Government Enhancements (if any) from the PRMS, at the time specified in the written notice from the Local Government to the Contractor, or twelve (12) months after the effective date of termination, whichever occurs first; and

- (c) shall be provided full and immediate access to all Local Government Data with the ability to export such data without interference.

11.1.5 The Contractor acknowledges and agrees that if the Local Government terminates this Agreement as provided in Section 11.1.1(b), then the Local Government is entitled to be placed in the position it would have been in had the Contractor performed this Agreement, taking into account the functionality and services that were to be provided under this Agreement and the functionality and services obtained through the replacement contractor(s).

11.1.6 If the Local Government fails to pay to the Contractor any amount properly due and owing under this Agreement, and such breach is not remedied to the reasonable satisfaction of the Contractor within forty-five (45) days after delivery of written notice from the Contractor to the Local Government, then the Contractor may without prejudice to any other right or remedy the Contractor may have, terminate this Agreement by giving the Local Government further written notice.

12. APPLICABLE LAWS

12.1 Applicable Laws

12.1.1 This Agreement will be governed by and construed in accordance with the laws of the Province of British Columbia. The Local Government and the Contractor accept the jurisdiction of the courts of British Columbia and agree that any action under this Agreement be brought in such courts.

12.2 Codes and By-Laws

12.2.1 The Contractor will provide the PRMS in full compliance with all applicable laws and regulations.

12.3 Interpretation of Laws

12.3.1 The Contractor will, as a qualified and experienced professional, interpret laws and regulations applicable to the performance of the PRMS. If an authority having jurisdiction imposes an interpretation which the Contractor could not reasonably have verified or foreseen prior to entering into this Agreement, then the Local Government will pay the additional costs, if any, of making alterations so as to conform to the required interpretation.

13. DATA PRIVACY**13.1 Use of Local Government Data**

13.1.1 The Contractor will use the Local Government Data only for the purpose of fulfilling its duties under this Agreement and for the Local Government's sole benefit, and will not share such Data with or disclose it to any third Party without the prior written consent of the Local Government or as otherwise required by law. By way of illustration and not of limitation, the Contractor will not use such data for the Contractor's own benefit and, in particular, will not engage in "data mining" of the Local Government Data or communications, whether through automated or human means, except as specifically and expressly required by law or authorized in writing by the Local Government.

13.2 Storage of Local Government Data

13.2.1 All the Local Government Data will be stored on servers located solely within Canada.

13.3 Access to Local Government Data

13.3.1 The Contractor will provide access to the Local Government Data only to those that are the Contractor's employees, contractors and subcontractors who need to access the data to fulfil the Contractor obligations under this Agreement. The Contractor will ensure that, prior to being granted access to the Local Government Data, the Contractor staff who perform work under this Agreement have all undergone and passed criminal background screenings; have successfully completed annual instruction of a nature sufficient to enable them to effectively comply with all data protection provisions of this Agreement; and possess all qualifications appropriate to the nature of the employees' duties and the sensitivity of the data they will be handling.

13.4 Measures to Protect Local Government Data

13.4.1 To assist the Local Government in meeting its confidentiality and disclosure of information obligations, the Contractor will implement, maintain, and use appropriate and sufficient administrative, technical, and physical security measures to protect the confidentiality and integrity of all electronically maintained or transmitted the Local Government Data. The Contractor will protect said data according to commercially acceptable standards and no less rigorously than it protects its own confidential information.

14. CONFIDENTIALITY AND DISCLOSURE OF INFORMATION

14.1 No Disclosure

14.1.1 Except as provided for by law or otherwise by this Agreement, the Contractor and the Local Government will keep strictly confidential any Confidential Information supplied to, obtained by, or which comes to the knowledge of the Contractor and the Local Government as a result of the performance of the PRMS and this Agreement, and will not, without the prior express written consent of the Contractor and the Local Government, publish, release, disclose or permit to be disclosed any such Confidential Information to any person or corporation, either before, during or after termination of this Agreement, except as reasonably required to complete the PRMS.

14.2 Freedom of Information and Protection of Privacy Act

14.2.1 The Contractor acknowledges that British Columbia Local Governments are subject to the *Freedom of Information and Protection of Privacy Act* of British Columbia and agrees to any disclosure of information by the Local Government required by law.

15. SECURITY

15.1 Security

15.1.1 The Contractor shall disclose its non-proprietary security processes and technical limitations to the Local Government such that adequate protection and flexibility can be attained between the Local Government and the Contractor. For example: virus checking and port sniffing. The Local Government and the Contractor shall understand each other's roles and responsibilities. The Contractor and the Local Government recognize that security responsibilities are shared. The Contractor is responsible for providing a secure application service and/or infrastructure within the context of the PRMS being provided to the Local Government. The Local Government is responsible for securing the Local Government owned and operated infrastructure.

15.2 Access to Data, Security Logs and Reports

15.2.1 The Contractor shall provide reports to the Local Government in a format agreed to by both the Contractor and the Local Government. Reports shall include user access, user access IP address, user access history and audit logs and login history logs for all the Local Government files related to this Agreement.

15.2.2 Audit logs and login history logs shall be kept by the Contractor for a period of no less of than 12 months, and shall include the following minimum requirements:

- (a) Audit logs (in a filterable and exportable.csv format): user, date and time of change (add or update), previous value of field, current value of the field, object; and
- (b) Login history logs: IP address that attempted login, date and time and success/fail.

15.2.3 The Local Government shall have the ability to export its own data piecemeal or in entirety at its discretion without interference from the Contractor. This includes the ability for the Local Government to export its own data to/from other service providers.

15.3 Security Incident Notification

15.3.1 The Contractor shall inform the Local Government of any Security Incident:

- (a) Incident Response: The Contractor may need to communicate with outside parties regarding a Security Incident, which may include contacting law enforcement, fielding media inquiries, and seeking external expertise as mutually agreed upon, defined by law or contained in the contract. Discussing Security Incidents with the Local Government should be handled on an urgent as-needed basis, as part of the Contractors communication and mitigation processes as mutually agreed upon, defined by law or contained in the Agreement;
- (b) Security Incident Reporting Requirements: The Contractor shall report a Security Incident to the Local Government contact identified in this Agreement immediately.

15.4 Security Incident Responsibilities

15.4.1 The following only applies when a Security Incident occurs potentially affecting personal data within the possession or control of the Contractor:

- (a) the Contractor shall immediately notify the Local Government by telephone and email if it reasonably believes there has been a Security Incident;

- (b) the Contractor, unless stipulated otherwise, shall promptly notify the Local Government within 24 hours or sooner by telephone and email, unless shorter time is required by applicable law, if it confirms that there is, or reasonably believes that there has been a Security Incident. The Contractor shall (1) cooperate with the Local Government as reasonably requested by the Local Government to investigate and resolve the Security Incident, (2) promptly implement necessary remedial measures, if necessary, and (3) document responsive actions taken related to the data breach, including any post-incident review of events and actions taken to make changes in business practices in providing the PRMS, if necessary; and
- (c) unless otherwise stipulated, if a Security Incident is a direct result of the Contractor's breach of its contract obligation to encrypt personal data or otherwise prevent its release, the Contractor shall bear the costs associated with (1) the investigation and resolution of the data breach; (2) notifications to individuals, regulators or others required by law; (3) a credit monitoring service required by law; (4) a website or a toll-free number and call centre for affected individuals and (5) complete all corrective actions as reasonably determined by service provider based on root cause; all [(1) through (5)] subject to this contract's limitation of liability.

15.5 Data Protection

15.5.1 Protection of personal privacy and data shall be an integral part of the business activities of the service provider to ensure there is no inappropriate or unauthorized use of the Local Government information at any time. To this end, the Contractor shall safeguard the confidentiality, integrity and availability of the Local Government information and comply with the following conditions:

- (a) the Contractor shall implement and maintain appropriate administrative, technical and organizational security measures to safeguard against unauthorized access, disclosure or theft of personal data and non-public data. Such security measures shall be in accordance with recognized industry practice and not less stringent than the measures the Contractor applies to its own personal data and non-public data of similar kind;
- (b) all personal data shall be encrypted at rest and in transit with controlled access. Unless otherwise stipulated, the Contractor is responsible for encryption of the personal data;
- (c) the Contractor shall encrypt all non-public data at rest and in transit. The public jurisdiction shall identify data it deems as non-public data to the service provider;
- (d) at no time shall any data or processes — that either belong to or are intended for the use of the Local Government or its officers, agents or

employees — be copied, disclosed or retained by the Contractor or any party related to the Contractor for subsequent use in any transaction that does not include the Local Government; and

- (e) the Contractor shall not use any information collected in connection with this Agreement for any purpose other than fulfilling the Contractor’s obligations under this Agreement.

15.6 Data Ownership

15.6.1 All Local Government Data obtained by the Contractor in the performance of this Agreement shall become and remain the property of the Local Government.

15.7 Data Destruction

15.7.1 The Contractor acknowledges and agrees that, upon termination or expiry of this Agreement, or at any time during the Term of this Agreement at the Local Government’s request, all the Local Government Data in the possession of the Contractor shall be destroyed using a “Purge” or “Destroy” method, as defined by NIST Special Publication 800-88, such that ensures that data recovery is infeasible.

15.7.2 The Contractor agrees to provide a “Certificate of Sanitization/Disposition” for each piece of media that has been sanitized which includes, at a minimum, the following information:

- (a) Type of Media Sanitized;
- (b) Description of Sanitization Process and Method Used;
- (c) Tool Used for Sanitization;
- (d) Verification Method;
- (e) Date of Sanitization; and
- (f) Signature of the Contractor.

15.8 PCI Attestation

15.8.1 A current certificate of attestation for PCI-DSS compliance is required at all times during the Term of the Agreement. This certificate must be completed by a Qualified Security Assessor.

16. DATA SECURITY AND INTEGRITY

16.1 Standards for Cloud Computing and Hosting Services

16.1.1 The Contractor will use the cloud computing and hosting services of a third party service provider for storing the Local Government Data, provided that such third party meets or exceeds the security standards used by Amazon Web Services. The third party hosting

service provider will be responsible for implementing the following: all facilities used to store and process the Local Government Data will implement and maintain administrative, physical, technical, and procedural safeguards and best practices at a level sufficient to secure such data from unauthorized access, destruction, use, modification, or disclosure. Such measures will be no less protective than those used to secure the Contractor's own data of a similar type, and in no event less than reasonable in view of the type and nature of the data involved.

- 16.1.2 Without limiting the foregoing, the Contractor warrants that all the Local Government Data identified through the Local Government's Privacy Impact Assessment process will be encrypted in transmission (including via web interface) using Transport Layer Security (TLS) at an encryption level equivalent to or stronger than 128-bit AES encryption. Further, the Contractor warrants that all the Local Government Data will be encrypted while at rest at an encryption level equivalent to or stronger than 256-bit AES encryption.
- 16.1.3 The Contractor shall at all times use industry-standard and up-to-date security controls, technologies and procedures including, but not limited to firewalls, strong authentication, anti-malware protections, intrusion detection and prevention, regular patch management and vulnerability scanning, security event logging and reporting, and transport and storage encryption in providing the services under this Agreement.
- 16.1.4 The Contractor will only use a hosting service provider who engages an independent third party to conduct a SOC 2 Type II audit which audit shall be conducted on an annual basis and in accordance with industry standards, such as the attestation standards established by the American Institute of Certified Public Accountants (AICPA) and assurance standards established by the Chartered Professional Accountants of Canada (CPA Canada) and the Trust Services Principles and Criteria for Security, Availability, and Confidentiality, or any other generally-accepted audit that may replace SOC 2 Type II audit in future. Any time during the Term, if the Contractor intends to use its own data facilities for storing the Local Government Data, the Contractor shall provide at least 90 (ninety) days prior written notice of its intention to the Local Government. Upon receipt of the Contractor's notice, the Local Government may demand in writing that that the Contractor meet the requirements set out in Sections 16.1.5 – 16.1.8 inclusive.
- 16.1.5 For hosted solutions, the Contractor will at its expense conduct the following at least once per year, and immediately after any actual or reasonably suspected Security Incident:
- (a) Audit of the Contractor's security policies, procedures and controls;
 - (b) Certification for compliance to (SOC) 2 Type 2 attestation, ISMS Family of Standards including ISO/IEC 27001/27002/27017/27018, and SSAE 16 certification

- (c) A vulnerability scan, performed by a Local Government-approved third Party, of the Contractor's systems and facilities that are used in any way to deliver service under this Agreement; and
- (d) A formal penetration test, performed by a process and qualified personnel approved by the Local Government, of the Contractor's systems and facilities that are used in any way to deliver service under this Agreement.

16.1.6 The Contractor will provide the Local Government the reports or other documentation resulting from the above audits, certifications, scans and tests within seven (7) business days of the Contractor's receipt of such results.

16.1.7 Based on the results of the above audits, certifications, scans and tests, the Contractor will, within 30 calendar days of receipt of such results, promptly modify its security measures in order to meet its obligations under this Agreement, and provide the Local Government with written evidence of remediation.

16.1.8 The Local Government may require, at its expense, that the Contractor perform additional audits and tests, the results of which will be provided to the Local Government within seven business days of the Contractor's receipt of such results.

17. RESPONSE TO LEGAL ORDERS, DEMANDS OR REQUESTS FOR DATA

17.1 Response to Legal Orders, Demands or Requests for Data

17.1.1 Except as otherwise expressly prohibited by law, the Contractor will:

- (a) if required by a court of competent jurisdiction or an administrative body to disclose the Local Government Data, the Contractor will notify the Local Government in writing immediately upon receiving notice of such requirement and prior to any such disclosure;
- (b) consult with the Local Government regarding its response;
- (c) cooperate with the Local Government's reasonable requests in connection with efforts by the Local Government to intervene and quash or modify the legal order, demand or request; and
- (d) upon the Local Government's request, provide the Local Government with a copy of its response.

17.1.2 If the Local Government receives a subpoena, warrant, or other legal order, demand or request seeking the Local Government Data maintained by the Contractor, the Local Government will promptly provide a copy to the Contractor. If the Local Government requests assistance from the Contractor in connection with the Local Government's response, then the Contractor will promptly and without delay provide such assistance as the Local Government. If the Contractor provides such assistance, then the Local

Government shall pay the Contractor for such assistance in accordance with the hourly rates set out in Section 2.5.1.

18. DATA COMPROMISE RESPONSE

18.1 Data Compromise Response

18.1.1 The Contractor shall report, either orally or in writing, to the Local Government any Data Compromise involving the Local Government Data that the Contractor has actual knowledge of or suspects, or circumstances that could have resulted in unauthorized access to or disclosure or use of the Local Government Data, not authorized by this Agreement or in writing by the Local Government, including any reasonable belief that an unauthorized individual has accessed the Local Government Data. The Contractor shall make the report to the Local Government immediately upon discovery of the unauthorized disclosure, but in no event more than 48 hours after the Contractor reasonably believes there has been such unauthorized use or disclosure. Oral reports by the Contractor regarding Data Compromises will be reduced to writing and supplied to the Local Government as soon as reasonably practicable, but in no event more than 48 hours after oral report.

18.1.2 Immediately upon becoming aware of any such Data Compromise, the Contractor shall fully investigate the circumstances, extent and causes of the Data Compromise, and report the results to the Local Government and continue to keep the Local Government informed on a daily basis of the progress of its investigation until the issue has been effectively resolved.

18.1.3 The Contractor's report discussed herein shall identify: (1) the nature of the unauthorized use or disclosure, (2) the Local Government Data used or disclosed, (3) who made the unauthorized use or received the unauthorized disclosure (if known), (4) what the Contractor has done or shall do to mitigate any deleterious effect of the unauthorized use or disclosure, and (5) what corrective action the Contractor has taken or shall take to prevent future similar unauthorized use or disclosure.

18.1.4 Within five calendar days of the date the Contractor becomes aware of any such Data Compromise, the Contractor shall make all commercially reasonable efforts to have completed implementation of corrective actions to remedy the Data Compromise, restore the Local Government access to the PRMS as directed by the Local Government, and prevent further similar unauthorized use or disclosure.

18.1.5 The Contractor, at its expense, shall cooperate fully with the Local Government's investigation of and response to any such Data Compromise incident.

- 18.1.6 Except as otherwise required by law, the Contractor will not provide notice of the incident directly to the persons whose data were involved, regulatory agencies, or other entities, without prior written permission from the Local Government.
- 18.1.7 Subject to the limitation of liability provisions of this Agreement but notwithstanding any other provision of this Agreement, and in addition to any other remedies available to the Local Government under law or equity, if a failure, breach or non-performance by the Contractor of any obligation of this Agreement, or any wrongful or negligent act or omission of the Contractor or any employee or agent of the Contractor causes or contributes in any way to a Data Compromise, then the Contractor will promptly, to the extent of its contribution, reimburse the Local Government in full for all costs incurred by the Local Government in any investigation, remediation or litigation resulting from any such Data Compromise, including but not limited to providing notification to third Parties whose data were compromised and to regulatory bodies, law enforcement agencies or other entities as required by law or contract; establishing and monitoring call centre(s), and credit monitoring and/or identity restoration service to assist each person impacted by a Data Compromise in such a fashion that, in the Local Government's sole discretion, could lead to identity theft; and the payment of legal fees and expenses, audit costs, fines and penalties, and other fees imposed by regulatory agencies, courts of law, or contracting partners as a result of the Data Compromise.

19. DATA RETENTION AND DISPOSAL

19.1 Data Retention and Disposal

19.1.1 The Contractor will retain data in a Local Government's account, including attachments, until the Local Government deletes them or for the time period mutually agreed to by the parties in this Agreement.

19.1.2 The Contractor will:

- (a) fully back up the Local Government Data once per week;
- (b) conduct differential backups of the Local Government Data once per day;
and
- (c) back up transaction logs every 15 minutes.

All backup copies will be retained for a minimum of three (3) months.

19.1.3 At the Local Government's written instruction, the Contractor will securely destroy any backup copies of the Local Government Data. The Contractor will supply the Local Government a certificate indicating the records disposed of, the date disposed of, and the method of disposition used.

19.1.4 Not used.

19.1.5 The Contractor will immediately place a “hold” on data destruction or disposal under its usual records retention policies of records that include the Local Government Data, in response to an oral or written request from the Local Government indicating that those records may be relevant to litigation that the Local Government reasonably anticipates. Oral requests by the Local Government for a hold on record destruction will be reduced to writing and supplied to the Contractor for its records as soon as reasonably practicable under the circumstances. The Local Government will promptly coordinate with the Contractor regarding the preservation and disposition of these records. The Contractor shall continue to preserve the records until further notice by the Local Government.

20. DATA TRANSFER UPON TERMINATION OR EXPIRATION

20.1 Data Transfer Upon Termination or Expiration

20.1.1 If at any time the Contractor ceases to be an independent contractor of the Local Government, the Contractor will, no less than 30 days prior to deleting any originals or copies of the items described in Section 2.9.11, including, for certainty, the Local Government Data (including relational data (data dictionary or schema)), provide written notice to the Local Government of the Contractor’s intention to delete such originals or copies. The Local Government may by written notice to the Contractor direct the Contractor to return any or all such originals or copies to the person identified in such notice, at no cost to the Local Government.

20.1.2 The Contractor will provide the Local Government with no less than 90 calendar days notice of impending cessation of its business or that of any of its subcontractors, and its contingency plans, in the event of notice of such cessation. This includes immediate transfer of the Local Government Data, and providing the Local Government access to the Contractor facilities to remove and destroy the Local Government-owned assets and data.

21. INTERRUPTIONS IN SERVICE; SUSPENSION AND TERMINATION OF SERVICE; CHANGES TO SERVICE

21.1 Interruptions in Service; Suspension and Termination of Service; Changes to Service

21.1.1 Notwithstanding the Force Majeure provisions contained herein, but in addition to the provisions of Schedule D, the Contractor shall be responsible for providing disaster recovery services if the Contractor experiences or suffers a disaster. The Contractor shall take all necessary steps to ensure that the Local Government shall not be denied access to the PRMS for more than five hours in the event there is a disaster impacting any of the Contractor infrastructure necessary to provide the PRMS. The Contractor shall maintain the capability to resume provisions of the PRMS from an alternative location

and via an alternative telecommunications route in the event of a disaster that renders the Contractor's primary infrastructure unusable or unavailable, provided that the Contractor shall not be liable for any failure to provide the PRMS due to a telecommunication service failure that is pervasive across a large segment of internet users or over a large geographical area. If the Contractor fails to restore the PRMS within five hours of the initial disruption of service, the Local Government may declare the Contractor to be in default of this Agreement and the Local Government may seek alternate services, which would have otherwise been provided under this Agreement, from third Parties.

- 21.1.2 From time to time it may be necessary or desirable for either the Local Government or the Contractor to propose changes in the PRMS. Upon agreement of the parties, such changes shall be made to any software used by the Contractor to provide the PRMS that simply improve the speed, efficiency, reliability, or availability of existing service and do not alter or add functionality, and such Enhancements will be implemented by the Contractor on a schedule no less favourable than provided by the Contractor to any other customer receiving comparable levels of service.
- 21.1.3 The Contractor will provide the Local Government with no less than seven (7) calendar days prior notice of any times that the PRMS will be unavailable due to Scheduled Maintenance. In the event of unscheduled and unforeseen times that the PRMS will be unavailable for any reason (including, for certainty, for Emergency Maintenance), except as otherwise prohibited by law, the Contractor will immediately notify the Local Government and cooperate with the Local Government's reasonable requests for information regarding the PRMS being unavailable (including causes, effect on service, and estimated duration).
- 21.1.4 The Local Government may suspend or terminate (or direct the Contractor to suspend or terminate) an end user's access to PRMS in accordance with the Local Government's policies. The Local Government will assume sole responsibility for any claims made by end user regarding the Local Government's suspension/termination or directive to suspend/terminate such service.
- 21.1.5 The Contractor may suspend access to PRMS by the Local Government immediately in response to an act or omission that reasonably appears to jeopardize the security or integrity of the Contractor's service or the network(s) or facilities used to provide the PRMS. Suspension will be to the minimum extent, and of the minimum duration, required to prevent or end the security issue. The suspension will be lifted immediately once the breach is cured. The Contractor may suspend access to PRMS by the Local Government in response to a material breach by the Local Government of any terms of use the Local Government has agreed to in connection with receiving the PRMS. The Contractor will immediately notify the Local Government of any suspension of the Local Government access to PRMS.

21.1.6 The Contractor may suspend access to PRMS by the Local Government in response to an act or omission that poses a significant threat to the security or integrity of the Contractor's service or the network(s) or facilities used to provide the PRMS. The Contractor will provide the Local Government with at least fifteen business days advance written notice of intent to suspend and justification for suspension. The Local Government will have fifteen business days to review and respond to such notice, and to correct any such action or omission prior to suspension. If the Local Government's response resolves the issue to the parties' mutual satisfaction, suspension will not occur. If the Local Government is unable to resolve the issue within the stated timeframe, then suspension will be to the minimum extent, and of the minimum duration, required to prevent or end the security issue. Any such suspension will be lifted immediately once the breach is cured.

22. RIGHTS AND LICENSE IN AND TO LOCAL GOVERNMENT DATA

22.1 Rights and License In and To Local Government Data

22.1.1 The parties agree that as between them, all rights, including all Intellectual Property Rights, in and to the Local Government Data shall remain the exclusive property of the Local Government, and the Contractor has a limited, nonexclusive license to access and use these data as provided in this Agreement solely for the purpose of performing its obligations hereunder.

22.1.2 All the Local Government Data created and/or processed by the PRMS is and shall remain the property of the Local Government and shall in no way become attached to the PRMS, nor shall the Contractor have any rights in or to the Local Government Data.

22.1.3 This Agreement does not give a party any rights, implied or otherwise, to the other's data, content, or intellectual property, except as expressly stated in the Agreement.

22.1.4 The Local Government retains the right to use the PRMS to access and retrieve the Local Government Data stored on the Contractor's service infrastructure at any time at its sole discretion.

23. WORKERS' COMPENSATION BOARD, AND OCCUPATIONAL HEALTH AND SAFETY

23.1 Workers' Compensation Board, and Occupational Health and Safety

23.1.1 The Contractor will, at its own expense, procure and carry full Workers' Compensation Board coverage for itself and all workers, employees, servants and others engaged in the supply of the goods and services. The Local Government has the unfettered right to set off the amount of the unpaid premiums and assessments for the Workers' Compensation Board coverage against any monies owing by the Local Government to the Contractor. The Local Government will have the right to withhold payment under

this Agreement until the Workers' Compensation Board premiums, assessments or penalties in respect of the goods and services have been paid in full.

- 23.1.2 The Contractor will provide the Local Government with the Contractor's Workers' Compensation Board registration number and a letter from the Worker's Compensation Board confirming that the Contractor is registered in good standing with the Workers' Compensation Board.
- 23.1.3 The Contractor agrees that it is the prime contractor for the PRMS for the purposes of the *Workers Compensation Act*. The Contractor will have a safety program in place that meets the requirements of the Workers' Compensation Board Occupational Health and Safety Regulation and the *Workers Compensation Act*. As prime contractor, the Contractor will be responsible for appointing a qualified coordinator for insuring the health and safety activities for the location of the service. That person will be the person so identified in this Agreement, and the Contractor will advise the Local Government immediately in writing if the name or contact number of the qualified coordinator changes.
- 23.1.4 Without limiting the generality of any other indemnities granted by the Contractor in this Agreement, the Contractor will indemnify and save harmless the Indemnitees from and against all claims, demands, causes of action, suits, losses, damages, costs, liabilities, expenses, judgments, penalties and proceedings (including all actual legal costs) which any of the Indemnitees incur, suffer or are put to arising out of or in any way related to unpaid Workers' Compensation Board assessments owing from any person or corporation engaged in the performance of this Agreement or arising out of or in any way related to the failure to observe safety rules, regulations and practices of the Workers' Compensation Board, including penalties levied by the Workers' Compensation Board. This indemnity will survive the termination or completion of this Agreement and, notwithstanding such termination or completion, will continue in full force and effect for the benefit of the Indemnitees.
- 23.1.5 The Contractor will ensure compliance with and conform to all health and safety laws, by-laws or regulations of the Province of British Columbia, including without limitation the *Workers Compensation Act* and Regulations pursuant thereto.
- 23.1.6 The Local Government may, on 24 hours written notice to the Contractor, install devices or rectify any conditions creating an immediate hazard existing that would be likely to result in injury to any person. However, in no case will the Local Government be responsible for ascertaining or discovering, through inspections or review of the operations of the Contractor or otherwise, any deficiency or immediate hazard.

24. DISPUTE RESOLUTION

24.1 Dispute Resolution

24.1.1 The parties will make reasonable efforts to resolve any dispute, claim, or controversy arising out of this Agreement or related to this Agreement (“**Dispute**”) using the dispute resolution procedures set out in Section 24.

- (a) The parties will make reasonable efforts to resolve any Dispute by amicable negotiations and will provide frank, candid and timely disclosure of all relevant facts, information and documents to facilitate negotiations.
- (b) If all or any portion of a Dispute cannot be resolved by good faith negotiations within 30 days, either party may by notice to the other party refer the matter to mediation. Within seven days of delivery of the notice, the parties will mutually appoint a mediator. If the parties fail to agree on the appointment of the mediator, then either party may apply to the British Columbia International Commercial Arbitration Centre for appointment of a mediator. The parties will continue to negotiate in good faith to resolve the Dispute with the assistance of the mediator. The place of mediation will be the central offices of the Local Government. Each party will equally bear the costs of the mediator and other out-of-pocket costs, and each party will bear its own costs of participating in the mediation.
- (c) If within 90 days of the request for mediation the Dispute is not settled, or if the mediator advises that there is no reasonable possibility of the parties reaching a negotiated resolution, then either party may without further notice commence litigation.

25. JURISDICTION AND COUNCIL NON-APPROPRIATION

25.1 Jurisdiction and Council Non-Appropriation

25.1.1 Nothing in this Agreement limits or abrogates, or will be deemed to limit or abrogate, the jurisdiction of the Council of the Local Government in the exercise of its powers, rights or obligations under any public or private statute, regulation or by-law or other enactment.

25.1.2 The Contractor recognizes and agrees that the Local Government cannot make financial commitments beyond the Local Government's current fiscal year. The Local Government will annually make *bona fide* requests for appropriation of sufficient funds to cover all payments covered by this Agreement. If the Local Government Council does not appropriate funds, or appropriates insufficient funds, the Local Government will notify the Contractor of its intention to terminate or reduce the services so affected within 90 days after the non-appropriation becomes final. Such termination shall take effect 90

days from the date of notification, shall not constitute an event of default and shall relieve the Local Government, its officers and employees, from any responsibility or liability for the payment of any further amounts under this Agreement. The Local Government will be responsible to make payment for all services received.

26. PROTECTION OF PERSONAL INFORMATION

26.1 Protection of Personal Information

26.1.1 Schedule C outlines the Contractor's obligations with respect to protection of personal information.

27. GENERAL

27.1 Entire Agreement

27.1.1 This Agreement, including the Schedules and any other documents expressly referred to in this Agreement as being a part of this Agreement, contains the entire Agreement of the parties regarding the provision of the PRMS and no understandings or agreements, oral or otherwise, exist between the parties except as expressly set out in this Agreement. This Agreement supersedes and cancels all previous agreements between the parties relating to the provision of the PRMS.

27.2 Amendment

27.2.1 This Agreement may be amended only by agreement in writing, signed by both parties.

27.3 Contractor's Terms Rejected

27.3.1 In the event that the Contractor issues an invoice, packing slip, sales receipt, or any like document to the Local Government, the Local Government accepts the document on the express condition that any terms and conditions in it which constitute terms and conditions which are in addition to or which establish conflicting terms and conditions to those set out in this Agreement are expressly rejected by the Local Government.

27.4 Survival of Obligations

27.4.1 All of the Contractor's obligations to perform the service in a professional and proper manner will survive the termination or completion of this Agreement.

27.5 Cumulative Remedies

27.5.1 The parties' remedies under this Agreement are cumulative and in addition to any right or remedy which may be available to the party at law or in equity.

27.6 Unenforceability

27.6.1 If any provision of this Agreement is invalid or unenforceable, it will be severed from the Agreement and will not affect the enforceability or validity of the remaining provisions of the Agreement.

27.7 Headings

27.7.1 The headings in this Agreement are inserted for convenience of reference only and will not form part of nor affect the interpretation of this Agreement.

27.8 Singular, Plural and Gender

27.8.1 Wherever the singular, plural, masculine, feminine or neuter is used throughout this Agreement the same will be construed as meaning the singular, plural, masculine, feminine, neuter or body corporate where the context so requires.

27.9 Waiver

27.9.1 No waiver by either party of any breach by the other party of any of its covenants, obligations and agreements will be a waiver of any subsequent breach or of any other covenant, obligation or agreement, nor will any forbearance to seek a remedy for any breach be a waiver of any rights and remedies with respect to such or any subsequent breach.

27.10 Signature

27.10.1 This Agreement may be executed in or one or more counterparts all of which when taken together will constitute one and the same agreement, and one or more of the counterparts may be delivered by fax or PDF email transmission.

27.11 Force Majeure

27.11.1 Neither party shall be liable to the other for failure or delay of performance hereunder due to causes beyond its reasonable control. Such delays include, but are not limited to, earthquake, flood, storm, fire, epidemics, acts of government, governmental agencies or officers, war, riots, or civil disturbances. The non-performing party will promptly notify the other party in writing of an event of force majeure, the expected duration of the event, and its anticipated effect on the ability of the party to perform its obligations, and make reasonable effort to remedy the event of force majeure in a timely fashion.

27.11.2 The performing party may terminate or suspend its performance under this Agreement if the non-performing party fails to perform its obligations under this Agreement for

more than fifteen consecutive calendar days. The Local Government’s payment obligations shall be suspended automatically if it is denied access to the PRMS for more than five hours in any 24 hour period.

27.12 **Enurement**

27.12.1 This Agreement shall enure to the benefit of and be binding upon the respective successors and permitted assigns of the Local Government and the Contractor.

Cowichan Valley Regional District

by its authorized signatories:

(Signature of Authorized Signatory)

(Signature of Authorized Signatory)

(Print Name and Position of Authorized Signatory)

(Print Name and Position of Authorized Signatory)

PerfectMind Inc.

by its authorized signatory(ies):

(Signature of Authorized Signatory)

(Print Name and Position of Authorized Signatory)

**SCHEDULE A TO AGREEMENT NO. 16-001
PARKS AND RECREATION MANAGEMENT SOFTWARE SYSTEM**

TECHNICAL AND FUNCTIONAL SPECIFICATIONS

1. Introduction:

This Schedule A sets out the technical and functional requirements for the PRMS and the PRMS Services that will be provided by the Contractor to the Local Government.

The Contractor represents and warrants that all of the following technical and functional requirements will be met as of the Effective Date.

2. Local Government’s Responsibilities:

The Local Government will provide clarity to the Contractor on any and all requirements presented in this Schedule A so that the Local Government is confident the requirement is understood. The Local Government will not alter scope through the issuance of clarifications.

3. Contractor’s Responsibilities:

The Contractor will:

- Unless expressly stated otherwise in this Schedule A, ensure that all requirements described in this Schedule A are met to the satisfaction of the Local Government during and as of the completion of implementation.
- Maintain good communication with the Local Government at all times.
- Provide monthly roadmap updates to the Local Government. The monthly roadmap will contain, at a minimum, for each Standard Enhancement or New Intellectual Property then in development:
 - a description;
 - the Contractor’s target completion date; and
 - the Contractor’s target implementation date.
- Charge no fees to the Local Government for functionality provided by the requirements found within this Schedule.

4. Requirements and Elaboration

The following requirements represent those met by the Contractor’s presented solution that both the Local Government and the Contractor agree to:

Requirement Type	Requirement Number	Requirement	Requirement Elaboration	Contractor Response
Finance	1001	Ability to bill a third party (as a method of payment) for any authorized transaction	Example: For children registering into an activity which will be later billed to the Home School or Jump Start organization. Invoice will be generated and sent to the customer after space reservation is done.	Third party billing is configurable in our system to limit it only to family members or non-family members
Finance	1002	Ability to generate an invoice for 3rd party organizations that are paying for children in approved programs	Example: Jump Start, Home School organizations	This can be done by using our "subsidy/custom method of payment" and "payment plan"
Finance	1003	Ability to enforce refund by method of payment including but not limited to credit card, debit card, EFT, subsidy funds, etc	Refund to be issued to payer and not customer unless customer is the payer. There should be no time limit on ability to issue refunds unless specified by a policy (for example, ability to limit a cash refund to \$25)	To limit a maximum number of refunds, further configuration is needed
Finance	1004	Allow Partial refund	Example: Refund \$25 from a \$75 credit balance leaving \$50 credit on the account.	PerfectMind has full or partial refund options available, accommodating multiple payment types (credit card, debit card, or other method of payment)
Finance	1005	Ability to credit multiple customers simultaneously with option to refund some or all customers	Example: In case class or activity is canceled, credit customer accounts registered for this class or activity with the option to refund some or all customers	Payments that are processed within PerfectMind can be refunded or credited at any time.
Finance	1006	Ability to limit amount by refund types	Example: prohibit cash refunds over \$25	To limit a maximum number of refunds, further configuration is needed

Finance	1007	Ability to modify credit card numbers and expiry dates for post dated transactions and refunds, without impacting historical transactions	Example: Refunds to credit card require accurate credit card number and expiry dates	You can process our future transaction at anytime with different method of the payment
Finance	1008	Allow accounts receivable reconciliation/adjustment	Example: Ability to write off the balance for a client	
Finance	1009	Ability to alert staff on Past Due customer's accounts on account access		Within PerfectMind you can send notifications through SMS, Voice Broadcast, and emails for all types of activities. Example: Past due amounts
Finance	1010	Ability to send text message and/or email reminders (notifications) for pre-authorized, outstanding payments or on declined post-dated payment		
Finance	1012	Ability for time or shift based cash outs	Example: end of the shift, end of the day cash out	
Finance	1013	Allow collection and distribution of payments including the applicable taxes for multiple external agencies by their GST/PST number or by agency name. Ability to assign GST/PST number or agency name at the fee level	Example: sale of passes/memberships at different locations should be recorded under different GST numbers or agency name for non-profit organizations with no GST/PST number. Same is applicable to space reservations, POS sale, etc. One location can offer various courses run by different organizations each having different GST/PST number. Payments collected for each course registration should be recorded by GST/PST number or name of the external organization running the course or program.	
Finance	1014	Ability for GST/PST numbers to be shown on receipts, broken down by transaction.	Example: membership purchased from centre a, program from centre b, in one payment, must show all applicable GST/PST numbers on the receipt	
Finance	1015	Ability to generate report showing all payments collected for external agency by their GST/PST number for selected period of time.		

Finance	1016	Allow to issue a Complimentary pass with unique serial number.	Example: At times a pool may need to be closed down unexpectedly due to, for example, health reasons. In these cases, complimentary passes are offered to the customers using the pool instead of offering them a refund. These are serial numbered form letters entitling the bearer to a \$X credit for specified activity	You can create a new membership and call it complimentary pass" and make it 0 dollars or use 100% discount and sell that membership when you want to give a complimentary pass
Finance	1017	Allow pre-authorized hold on credit card	Example: skates rental deposit, pre-authorized hold similar to the credit card hold by hotels and gas stations.	
Finance	1018	Allow collection and refund of deposits	Refunds can be partial, full, no refunds. See Rental deposits refund policy	
Finance	1020	Ability to apply various discounts.	Accounting for reduced rate can be accomplished through fee structure, discounted rates or the use of subsidies from a 3rd party. Does the vendor support all 3 options?	
Finance	1021	Describe how you handle discounts for seniors, youth, low income individuals, families and group discounts, employees, etc. within the system		Within PerfectMind you can create any types of discounts and have them available with any activity booking, facility booking etc, (example: 2 for 1, % discounts, early bird discount, promo code, senior discount, etc)
Finance	1023	Allow setting various fees for programs, activities, classes, space reservation	Example: Employee rate, group rate, family rate, senior rate. Application fees for Leisure Access Assistance Program, administrative fee.	
Finance	1025	Ability to charge service fees based on method of payment and/or cancellations, withdrawals etc.		
Finance	1026	Ability to adjust fee by fee override		

Finance	1027	Allow individual fee changes by % and/or by \$ amount with ability to specify effective date		
Finance	1028	Allow multiple fees changes by % and/or by \$ amount with ability to specify effective date	Example: for all programs or contracts starting next year	For specific modules and objects.
Finance	1030	Ability to apply additional fees to an activity	Example: supplies fees	Within PerfectMind you can set extra fees for product, memberships, and equipment rental on activity or facility bookings.
Finance	1031	Ability to apply dynamic pricing based on demand		
Finance	1032	Allow multiple formulas to determine fee for program, activity, class, or space reservation	Examples: ((Price per hour) X (# of hours)); ((Price per session) X (# of sessions));	
Finance	1033	Ability to load and reload gift cards		System can load and sell gift cards
Finance	1034	Ability to customize the text on a gift card	Example: "Only redeemable for services or merchandise"	
Finance	1035	Ability to manage Gift Card inventory by Gift Card numbers		This can be done in our inventory management module.
Finance	1036	Ability to limit what gift cards can be eligible for		
Finance	1037	Ability to cancel specific gift card		
Finance	1038	Ability to attach gift card reference to account		Gift cards can be attached to the client account that purchased the card.
Finance	1039	Ability to generate, print and e-mail statement of account, invoices and receipts, and any other documents related to customer transactions	Registration confirmation, refund requests	Within PerfectMind you can have all of your documents in the online document module, and these documents can be printed or emailed at anytime.
Finance	1040	Ability to report on subsidy fund balance		

Finance	1041	System provides a mechanism to balance accounting records in PRMS with city Financial system		There are two options for balancing accounting records within PerfectMind. The city can generate a report and balance the accounting records with their financial system, or there can be an intergration with the city's financial system through our own open API (Extra cost will apply for integration).
Finance	1042	Ability to run a deferred revenue report including revenue generated and deferred		The city can report on any information within our built-in reporting engine as long as the data is within the system.
Finance	1043	Ability to run cash report by till at the end of shift		
Finance	1044	Ability to run Income statement report by location, activity, GL codes, and/or date range		
Finance	1045	Ability to report on discounts and other promotions by location, activity, GL codes, and/or date range	Report on discounts given by reason for discount	The city can report on any information within our built-in reporting engine as long as the data is within the system.
Finance	1046	Ability to generate a report for an account, listing activities registered in, within a given date range for fitness and arts income tax credit		
Finance	1047	System allows scheduling automatic reports generation and distribution by email		
Finance	1048	System allows ad-hoc query of non-sequential GL accounts or locations	Some financial systems have limitations that they can only report on sequential GL strings. Would like to be able to pick-and-choose non-sequential GLs for reporting within the system.	
Finance	1049	Ability to generate Liability accounts report		
Finance	1050	Ability to monitor and report expiring credit cards		
Finance	1051	Ability to generate Declined payments report		

Finance	1052	Ability to generate number of drop-ins report		
Finance	1053	Report on complimentary passes issuance and uses		A report can be created based on "Complimentary Membership" to keep track of all those passes
Finance	1054	Ability to report the number of subsidies setup for a period of time		
Finance	1055	System allows retrieval of up to 7 years of historical transactions by client		Default data retention policy is 90 days for recovery purposes, however the database remains accessible indefinitely as long as client is 'active' status. Extra fees may apply depending on requirements. Client has ability to export (via csv) data from PerfectMind.
Finance	1056	Ability to generate refunds report for selected period of time, for selected activities		
Finance	1057	Ability to generate Fee Adjustment report for selected period of time, for selected activities, by location		
Finance	1058	Ability to generate aged Account Receivable Report with customizable aging		
Finance	1059	Allow to maintain a log of issuance of complimentary passes to customers by each front counter.	This report should record the quantities, the customers, the reasons, the dates, and cashiers' name	A report can be created based on "Complimentary Membership" group by users (who sold them)
Finance	1060	Ability to report on classes held by contractors within given time period		
Finance	1061	Ability to report on classes held by staff instructors within given time period		
Finance	1062	Ability to customize reports titles		

Finance	1063	Ability to search payment transactions by a customer or company's cheque number detail or last four digits of credit card number		PerfectMind's search function includes multiple search methods including related objects fields and multiple field searches. The city can search for payment transactions by a customer or company's cheque number or last four digits of credit card number.
Finance	1064	Application provides control reports for all data conversion processes including balances and counts		
Finance	1065	Application has ability to quickly determine all customers with a credit or debit balance		
Finance	1066	Application has a full accounting audit trail that shows who made a particular accounting transaction, what the transaction was, and where it was made		Audit logs and trails in PerfectMind are tracked for each and every record, allowing you to view which user made what changes and the time it occurred. In fact, sign in/out sheets are recorded and time stamped for all activities across facilities and locations. These audit logs are kept and never deleted.
Finance	1067	Application has the ability to generate an account statement upon customer's request.		
Finance	1068	Ability to report subsidy used by an individual customer, customer user group and organization wide		
Finance	1069	Ability to generate report on various taxes collected		
Finance	1070	Ability to generate summary and hourly sales reports		
Finance	1072	Allow for revenue allocation to appropriate GL accounts		
Finance	1073	Allow revenue splitting by % and/or amount to different GL accounts (splitting one fee into multiple GL accounts)	A program may have aqua and playground activities. When customer registers for such program, revenue should be allocated to "aqua" and "playground" GL accounts accordingly.	

Finance	1074	Allow Deferred Revenue Management for accurate revenue recognition	Allow deferral of revenue based on date of event, fiscal year end, financial period, etc.	User can go to the setting for the deferral option which can be configure the deferred revenue account for membership/facility booking/course etc. and as well as define when the user wants to defer the revenue until (start of payment, membership activates or activity is held (when is the service delivered etc.)
Finance	1075	Ability to recognize and report on revenue loss when fees are altered because of applied subsidy, discounts, promotions, complimentary passes, etc.		There are few reports that can be created to keep track of all subsidy used, discounts and promo code used for different transactions
Finance	1076	Ability for system to utilize fund accounting to permit use of different fund centres	A method of segregating resources into categories (i.e. funds), to identify both the source of funds and the use of funds. Fund Group: A separate entity with a self-balancing set of accounts consisting of assets, liabilities, fund balance, and, where appropriate, revenue and expenditure accounts.	
Finance	1077	Allow journal entries and adjustments.	(i.e. allow transfers between GL accounts, allow amendments to customer account balance).	

Finance	1078	Allow GL attribution (where the items sold)	Ability to split GLs by amount/processes (allocating the entirety of one fee to different GL accounts <u>based on the location of the sale</u>). "Goggle" example: goggles can be sold at multiple locations. Goggle inventory should be tracked by location and revenue from goggles sale should be recorded by location. Avoid creating GL account for each location where goggles are sold. Example 2: Application provides ability to use multiple GL accounts for one course and assign a percent of revenue received for each.	
Finance	1079	Ability to keep track of all batches (all money accounted for during selected period of time) exported from PRMS and posted to Financial system		
Finance	1080	Ability to automatically update the Parks and Recreation Management system when invoices are paid in full/partially and processed in Finance system		If there's an integration with your finance system, this action will be done automatically.
Finance	1082	Allow system to charge customer the appropriate amount for the service or merchandise they are purchasing using any method of payment allowed or multiple methods of payments at once.	Example: customer wants to put part of the fee on a credit card and pay the rest in cash. System must present all payment options and not force use of credit on account	PerfectMind allows users to split the payment between two different payment methods (Credit card, gift card, debit, cash, check) or two different people.
Finance	1083	Ability for online or phone-app payment by credit card		
Finance	1084	Ability for online or phone-app payment by debit card		We need more clarification on this. If you talk about using google Wallet or apple pay, it depends on the processor and their level of integration with PerfectMind
Finance	1085	Ability for online or phone-app payment by EFT		
Finance	1086	Ability for online or phone-app payment by gift card		

Finance	1089	Allow in-person payment by credit card		
Finance	1090	Allow in-person payment by debit card		Depends on the processor and therefrom integration with PerfectMind. Moneris currently supports this feature
Finance	1091	Allow in-person payment by cash		
Finance	1092	Allow in-person payment by cheque		
Finance	1093	Allow in-person payment by gift card		
Finance	1094	Allow in-person payment by complimentary passes		you can create a "custom payment method" under billing for free passes and use it when someone wants to pay by that method of payment. You can also assign GL accounts to these type of payment method
Finance	1095	Allow over-the-phone payment by credit card		
Finance	1096	Allow over-the-phone payment by debit card		
Finance	1097	Allow over-the-phone payment by EFT		
Finance	1098	Allow over-the-phone payment by gift card		
Finance	1099	Allow immediate payment processing for program registrations, space reservation, memberships, admissions, and sale of merchandise and tickets	Immediate payment is required for retail/concession sales, admissions and program registrations, on-site drop-ins	All transactions in PerfectMind are in realtime.
Finance	1100	Ability for system to support customer service model of one-stop-shopping for all transactions related to Parks and Recs services, at all facilities, seven days per week during all operating hours	One stop shopping, for example, registration, space reservation and merchandise purchase at once at the same counter (or online)	
Finance	1101	Ability to integrate Credit Card transactions with PRMS		PerfectMind currently has integrated financial products such as Moneris payment processing gateway, or there can be an integration with the city's current credit card processors through our own open API (Extra cost will apply for integration).

Finance	1102	Ability to handle declined credit card payments	Failed payment by credit card should cancel the payment, cancel the registration and notify customer that registration failed (and provide reason for failure)	
Finance	1103	Allow multiple payers	Example: multiple payers on one receipt (mom and dad pay 50/50; partial payment using subsidy or any other funds from a 3rd party)	The city can split payments between card holders and accommodate blended families or various household structures with PerfectMind's transaction management module
Finance	1104	Allow rounding	Example: Rounding a total amount of cash transaction to the nearest 5c, \$1, etc	
Finance	1105	Ability to retain and retrieve payment history by customer	including payment from 3rd party. available through a self-service portal	
Finance	1106	Ability to retain communication history on payments (late payment notice, NSF, etc)		All transaction (success/fail and etc) will be under transactions under each contract/account. Also under log, System created "system logs" for a lot of cases and manual notes can be made as well.
Finance	1109	Ability to adjust individual or multiple payments that have been processed by the system already		We need more information this.
Finance	1110	Ability to amend individual or multiple payments scheduled in the future	Example: Ability to modify and/or cancel post dated payments and/or dates.	
Finance	1112	All transactions and associated receipts should reference the staff member who processed the transaction for auditing purpose		The clerk (User) is already on the receipt
Finance	1113	System must produce a receipt for every payment (all transactions on one receipt)	Single receipt requirement for all transactions for each payer	
Finance	1114	Ability to setup various individual (customizable) payment plans		
Finance	1115	Ability to process automated payments according to predetermined schedule (payment plan)		

Finance	1116	Ability to accept post-dated payments		In regards to post-dated transactions, the user has the ability to manually create and modify a post-dated transaction; in fact, the software solution has a pay now or pay later feature creating a user friendly Point of Sale system for all that access the site.
Finance	1117	Ability to prohibit back dated payments		Past Invoices can't be changed
Finance	1118	Ability to setup GL account format and accommodate multiple formats	Chart of Accounts must accommodate municipal Financial System. GL account format - free text, include numbers and dashes, spaces, dots (1111-1111-111111-111111)	PerfectMind has an internal general ledger that tracks financial accounting for all transactions, such as revenues related to classes, programs, and facility rentals, and the city has the ability to create unlimited General Ledger accounts with multiple formats.
Finance	1119	Ability to complete transactions not associated with a customer account	Example: Ability to record payments from customers who do not want to setup customer account	
Finance	1120	Ability to control payment type by customer account type	Example: Don't take cheques from individuals but do from organizations	
Finance	1121	Payment reference information can be entered during transaction processing	Example: customer cheque number.	
Finance	1122	Ability to link/unlink payments to specific receivables	Example: customer has booked three facilities for a total of \$300. Customer wants to pay for the first booking and the last booking but not the second because they only have \$200 available. The Application correctly links the payment to the appropriate receivables	
Finance	1123	Ability to apply payments to a customer account and then associate the charge to the rental contract rather than applying payment toward the rental contracts directly,	Example: Community Group may have several rental contracts outstanding and remit a single cheque for amount not equal to amount outstanding. Staff would prefer to apply payment to the account balance and then allocate it to a specific rental contract.	You can add credit to the customer account for the entire amount of the check and use that credit to pay for each rental separately You can sell credit to that contact/account for the entire amount and use that credit to pay for different rentals or other outstanding invoices.

Finance	1124	Ability to record, reverse payment, and/or add service fee on returned cheques, credit card chargeback, and EFT NSF		The city can create service fee and charge clients that have returned cheques, credit card chargeback, and EFT NSF.
Finance	1125	Ability to process pre-authorized credit card payments without manual intervention producing a confirmation to staff and receipt to customer (notifying on approved or declined).	System applies payments when they are due and notifies on declined and approved payments	
Finance	1127	Ability to change payment amount and/or payment type for past transactions without canceling the registration	Example: refund money to customer and apply subsidy without having to cancel the registration which would prevent somebody from the waiting list to fill the spot. Allow to independently modify registration and payment.	We need more information on this but Future invoices that is already created in the system (scheduled) can be processed earlier by any type of payment
Finance	1128	System allows price adjustments with the ability to adjust by a flat dollar amount or a percentage amount and adjustments can be applied on individual items or the entire transaction.	Example: Coupons, discounts, pricing errors.	
Finance	1129	Ability to pay a charge before it is due		any future transaction can be processed manually with different method of the payment by approved users
Finance	1130	Ability to centrally manage subsidies at the customer account level.(i.e. approve eligibility, apply maximum for eligible time period, view history, amount/percentage subsidized, withdrawals and cancelations)		Support of subsidies, grants, scholarships, and donations with full auditing capabilities within PerfectMind.
Finance	1131	Ability to manage subsidies for all family members from one screen.		
Finance	1132	Allow Sponsors management	Multiple sponsors can donate money to subsidy funds	
Finance	1133	Ability to process municipal grant applications	Facility Rental fee grant - when municipality allows use of facility for free or at reduced rate (partial grant)	This can be achieved by our subsidy module

Finance	1134	Ability to apply for subsidy or grant online		A form can be created for applying
Finance	1135	Allow electronic submission of subsidy supporting documentation including electronic signature		PerfectMind provides the ability to scan, upload, share, and manage documents in the hosted database within the cloud. The document management solution has the ability to obtain a physical signature or an electronic signature that can be stored in the system.
Finance	1136	Allow history retention of a subsidy applications and supporting documentation		
Finance	1137	Ability to record a receipt of payment for 3rd Party invoices	Record payment of invoices from 3rd Party	
Finance	1138	Ability to draw payment from Subsidy accounts with appropriate authority	Ability to draw payment from subsidy for registration in person, on the phone or for online.	We need more information on this. In our system you can have a subsidy to be "family/account" based rather than "contact based" so anybody in that account or family can pay for activities for others as long as the register satisfies all other conditions such as age. You are also able to pay by the registrant or payer subsidy in our system
Finance	1139	Ability to set subsidy dollar limit per transaction type (registrations, membership passes) or universally on customer account for customizable time period	Example: City policy requires that children receive a \$300 annual subsidy and adult receive \$150 annual subsidy for program registration.	You can setup specific rules based on transaction type (Activities/Facilities/Memberships/Products), time validation, percentages to cover the cost, maximum allocation, age and etc.
Finance	1140	Ability to report unused/expired subsidy amounts no longer available after end of eligible time period		
Finance	1141	Allow multiple subsidies for the same customer at the same time.	Example: \$300 annual discount for program registrations and 75% off the membership fee; or \$150 annual discount for program registrations and free membership	This functionality can be done with additional configuration.

Finance	1143	Ability to set the minimum payable by percent or amount per registration	Example: customer pays \$5 and the rest is covered by subsidy of subsidy limit permit allows.	you can set the criteria for the subsidy, when you create the subsidy (under setup>>Billing)
Finance	1144	Ability to apply a subsidy administration fee		
Finance	1145	Ability for system to display remaining amount of eligible subsidy	For the specified period per customer or customer user group as applicable; periods can be set time-frame, season, quantity of classes, etc.	
Finance	1146	Ability to qualify and utilize subsidy for an individual customer or a customer user group	Example: Subsidy may be used by one child within a family or for the family as a whole	
Finance	1148	Withdrawals return amount subsidized to available total		
Finance	1149	Ability to apply taxation rules on various fees based on customer type, age, program, effective date		
Finance	1150	Describe how the system would handle a legislated tax change	like we have seen in BC 4 times in the last 10 years	Within PerfectMind the city staff can create new Tax % as they get changed, and it will be adjusted throughout the system.
Finance	1151	System settings allow for choice of individual fees to include or exclude any specified tax(es) including but not limited to GST, PST, PST liquor, PST parking, etc.		
Finance	1152	System allows for multiple tax rates to be applied to a single sale/line item		
Finance	1153	System calculates taxes at the time deferred/unearned revenue is set up and not included in the deferral	CRA Regulation	
Finance	1155	Fees applied to specific days or time periods		
Finance	1156	Fees applied for specific customer groups		

Finance	1157	Ability to manage (track distributed/redeemed, create new, set expiry dates, etc.) online digital coupon codes or offer codes similar to gift card management		
Structured Programming	2001	Notify customer if they miss the first class of a course		Within PerfectMind you can send notifications through SMS, Voice Broadcast, and emails for all types of activities. Example: Past due amounts
Structured Programming	2002	Send notification to customers as a reminder for upcoming programs		
Structured Programming	2003	Track attendance for each class		
Structured Programming	2004	Enter attendance remotely, through mobile technology	Instructors of offsite programs	
Structured Programming	2005	Ability to send course evaluations to customers which can be completed online with option to have them automatically sent to registrants if desired		
Structured Programming	2007	Create a course with specified dates, times, ages/grades, max # of registrants, space (graphical view), prerequisites, fees, instructor, additional information to be collected, notifications, account(s) for revenue, season, supervisor, description, extra fees, setup/clean-up time and instructions, room equipment		
Structured Programming	2008	Create customizable fields to record additional course information that can be used to group courses	Marketing attributes/tags, expense/revenue categories	Fields can be added and changed to suit your organizations' preferences. The platform has been designed with our clients branding and implementation needs in mind; allowing for a solution that is familiar and works for your organization.
Structured Programming	2009	Course dates based on patterns (weekly, etc.) or calendar dates		

Structured Programming	2010	In what ways can you duplicate a course to create a new course which occurs on different dates/times?	Example: Swim kids 1 offered on Monday at 4:30pm and also on Tuesday at 6pm and again at 8pm.....	The solution can auto create semester and seasonal programs with various rollover options giving you the ability to ensure full course loaded schedules are in place with selected details for the following seasons. The other option is to clone the course to create a new course which occurs on different dates/times.
Structured Programming	2011	Search courses by outcome/purpose	Make Friends, Lose Weight, etc	
Structured Programming	2012	Create notification when changes made to course so marketing material, as indicated in course, configuration can be updated		
Structured Programming	2013	Describe the degree to which programmers can access a larger body of information during course creation	Total number of classes within a course, etc.	Programmers can be given access to change or create any information needed for setting up a course or activity. Example: total number of classes within a course, Multiple and various fee structures, Pre- Requisites, Wait list and full roster management, start and end dates, etc.
Structured Programming	2014	Track setup/clean-up times and details, including those occurring within the course times. How would we best optimize use of our maintenance resources/equipment?	Room configuration changes, bulkhead moves, ice floods.	Once the facility is booked, staff, and maintenance will be alerted with instructions for facility set up. PerfectMind has the ability to add any equipment, services, additional costs, and multiple fees to a reservation using built in and customizable pull down menus.
Structured Programming	2015	Attach documents/images of set up needed for courses		
Structured Programming	2016	Track equipment used by course	Projectors, etc.	

Structured Programming	2017	Default configuration settings are inherited by all courses in activity/section/etc with the ability to break inheritance and change any setting at the course level		
Structured Programming	2018	Ability to propagate a change made to one class within a course, to all class	Example: A course occurs at 4pm on Monday for 10 weeks, when it is updated to 3pm all weeks are changed	
Structured Programming	2019	Mass copy courses by season, location, supervisor and any other criteria configured within the course		This can be done with our rollover module.
Structured Programming	2020	Maintain audit log of all changes		Audit logs and trails in PerfectMind are tracked for each and every record, allowing you to view which user made what changes and the time it occurred. In fact, sign in/out sheets are recorded and time stamped for all activities across facilities and locations. These audit logs are kept and never deleted.
Structured Programming	2021	History of similar courses available to staff during configuration.	Course cancelled in previous 3 seasons, are you sure you want to create another course at this time/day?	
Structured Programming	2022	Explain what business intelligence can be leveraged during course configuration.		With PerfectMind, you can effortlessly create limitless custom reports for finance, operations, marketing, and other divisions without relying on additional software. Whether your staff wants to capture facility utilization, memberships sold, or gender demographics, the sophisticated built in reporting engine provides you with the flexibility to customize and filter specifics, fields, or data to ensure the report you want captured is feasible

Structured Programming	2023	Archive courses to prevent further changes. Courses should still be easily referenced and available for copying. May be automated based on a customizable number of days after the last day of the course		
Structured Programming	2024	Discounts restricted/available based on course		
Structured Programming	2025	Additional, optional fees which can be added to a registration for equipment, etc		Within PerfectMind you can set extra fees for product, memberships, and equipment rental on activity or facility bookings. These extra items can be optional or required during registration.
Structured Programming	2026	Calculate course fees based on hours, number of classes, flat fee for a course, customer attributes		
Structured Programming	2027	Centrally managed course fees, may be applied to multiple courses, and be based on effective dates		
Structured Programming	2028	Track instructor wages and other budgeting restrictions to calculate minimum number of registrants required (break even point)		Within PerfectMind's staff management module the city can easily manage staff wages and setup their available and unavailable schedules.
Structured Programming	2029	Create course without booking a specified space or create a one-time use space	out trips, birthday parties	
Structured Programming	2030	Book course into space with or without dividing the space	Indicate portion of field/room/pool being used as note, specific details (temporary basis)	PerfectMind allows for the city to set Dependent Facilities/Rooms and the system will notify the staff if there's any conflict between the facilities.
Structured Programming	2031	Double book a space for a course (can overlap with another course but not with a rental)		
Structured Programming	2032	Book multiple spaces for the same course	Birthday parties, camps	

Structured Programming	2033	Show availability of multiple locations/calendar of availability when creating courses		
Structured Programming	2034	Ability to assign instructors to courses based on qualifications, seniority, contract requirements		the contract requirements, seniority and qualification for each instructor can be save in PerfectMind and be visible to supervisors for booking them for classes.
Structured Programming	2035	Ability to populate templates for newsletters, schedules and other pre-branded marketing from course description		
Structured Programming	2036	Ability to attach/link videos, photos to courses		
Structured Programming	2037	Unique ID for each course generated by the system		
Structured Programming	2038	Ability to assign one or more instructors and pay rates per instructor to each course		
Structured Programming	2040	Application provides ability to block dates off for statutory holidays/closures and have the application adjust program dates. Holidays are adjustable by location.		
Structured Programming	2041	Ability to automatically apply appropriate fee for a course based on age, residence and/or membership status		
Structured Programming	2042	Ability to specify a registration end date per course	Example: May not register 2 weeks before course start date	
Structured Programming	2043	How do you display courses which occur over different dates/times/locations?	Example: Advanced lifesaving course which runs Friday 5pm - 8pm in Room A and continues Saturday 9am - 3pm in the pool	Within PerfectMind the city can create courses that occurs in multiple dates/ time/location. This can be setup during the creation of the course.

Structured Programming	2044	Ability to track instructor availability and assign instructor to courses based on availability	Please specify the methods in which instructor availability can be entered Example: through staff side application, through mobile interface)	Within PerfectMind's staff management module the city can easily manage staff wages and setup their available and unavailable schedules.
Structured Programming	2045	Ability to assign an instructor for a single class within a course, with a different pay rate	Example: substitute instructor	
Structured Programming	2048	Maximum number of registrants managed across multiple courses while courses remain separate (for marketing, class lists, etc.)	Example: Multiple first-aid classes taught by the same instructor	
Structured Programming	2049	Combination drop-in and registered programs	If course allows 20 participants and 12 are registered, 8 spots are available for drop in	
Structured Programming	2050	Ability to set gender restrictions on programs	Example: Women's only swimming lessons	
Structured Programming	2051	Ability to restrict number of registrations allowed online	If a course has 25 spots, only 15 can be registered online	
Structured Programming	2052	Notify staff of low registration (under minimum required) at a set time prior to course start		
Structured Programming	2053	Instructor ability to message participants	Approval workflow may be necessary	The City can create easy to use custom workflow charts to streamline your team's processes and communications.
Structured Programming	2054	Automatically reserve spaces for those on the waitlist when max # of registrants is increased		
Structured Programming	2055	Notify the programmer when a certain number of customers on the waitlist is reached		We have this available through report for each course and can also be filtered by different criteria
Structured Programming	2056	Display registration start/end dates for each course to the customer		

Structured Programming	2057	Search for courses by time/facility/age, search using multiple sets of criteria simultaneously (by staff and through public access)	Example: looking for courses for multiple children in a family.	You can search by location/service/ and many other filters such as age group on the left hand side both on the member side and admin side. This is currently functionality and we support multi select. The only item we don't have in our live environment for public search for courses is days of the week which is available in Alpha and is going to live in 2017. (day of the week is available in admin side as a filter)
Structured Programming	2058	Display search results in calendar		Search is customizable and the result page shows all calendar items meeting the search criteria. Search is customizable and will be in list format. or you can create views under calendar to only see what you want based on your filters
Structured Programming	2059	Notify customer of facility in which their course is taking place during online registration		
Structured Programming	2061	Customers submit request for course to be added on specific dates/times		Forms can be created to submit request and staff can manually handle these request.
Structured Programming	2062	Allow option to provide link to similar courses in other municipalities		
Structured Programming	2063	Customer may indicate instructor/trainer preferences (individual or characteristics)	Private lessons/Personal training, specifically request a trainer with sports injury experience	
Structured Programming	2064	Display bio of program instructors		
Structured Programming	2065	Downloadable customer schedule of registered programs	For an individual and/or family	Events can be added to their own calendar one by one after each booking or download it in PDF

Structured Programming	2066	Ability for customer to process their own online withdrawals with automatic refunds (minus any administrative fees) within a configurable period of time with notification to staff		
Structured Programming	2067	Ability to feature courses on the website	Example: Promote courses with low enrollment	This is done manually with the PerfectMind widget.
Structured Programming	2069	Allow customers to withdraw from a course online within a specified time period		
Structured Programming	2070	Enable or restrict ability to register online at a course level		
Structured Programming	2071	Ability to control display of courses to customers (online, mobile, etc) with specified start and end dates or choose not to display specified courses		
Structured Programming	2072	Ability to register, through online registration, for a course that has been hidden from the general public	Example: Staff only inservices are not shown online however staff are given access to register through public access	
Structured Programming	2073	Ability for customer to process their own registrations through the web application		
Structured Programming	2074	Ability to display detailed program information through the web application including current available spots, instructors, fees, dates, times, ages, etc.		PerfectMind's online responsive platform will allow users to access to the City's recreation services from any device regardless of screen size or browser type.
Structured Programming	2075	Ability to specify time restrictions for when extra fees can be refunded		
Structured Programming	2076	Require co-requisite registrations for specified courses	In order to register in after camp care you need to be registered in camp at the same time	
Structured Programming	2077	Fees based on time of registration	Early bird or late registration charges different fees	

Structured Programming	2079	Show registration and subsidy history for customer, visible to staff and customer		
Structured Programming	2080	Customizable view of registration history (show days, instructor, etc)		
Structured Programming	2082	Automatic notifications to staff and customer at time of registration	May be specific to course	
Structured Programming	2083	Automated distribution of forms/documents to customers at the time of registration based on the course		
Structured Programming	2084	Audit trail of emails sent to customer and responses		The city can track emails with comfort and ease through PerfectMind's robust reporting module. In just a few clicks, users can view bounced emails, unopened emails, and recalled emails within the system allowing you to view history of communication efforts within your facility.
Structured Programming	2086	When purchasing multiple visits, ability for the customer to schedule some and retain others for future use (with an option to allow carry over multiple seasons/years)	Personal training, private lessons	
Structured Programming	2089	Remove courses from registration screen when no longer available		
Structured Programming	2090	Track reasons for registration with customizable choices	"How did you hear about us?"	
Structured Programming	2091	How does the system notify staff of special needs/additional resources, medical conditions/allergies indicated by customer during registration?		City staff can create alerts and notifications for special needs/additional resources, medical conditions/allergies indicated by customer during registration, and the system will notify the staff as soon as they search for that client's name. Also Medical condition field can be displayed during the check-in for instructors.

Structured Programming	2092	Alert indicated staff member of registrations/withdrawals after course starts		
Structured Programming	2093	Ability to electronically sign in/out of courses	Example: Parents signing children in/out of childcare	
Structured Programming	2094	Ability to manually enter completed prerequisites on a customer's account to grant them the eligibility to register for the next level course	Passed level 5 at another municipality, evaluation by lifeguard, etc	
Structured Programming	2095	Ability to auto register customer for a course at the next level based on the same time/date as their current registration, notify customer for payment		Clone has the functionality to copy all attendees from one course to a new one.
Structured Programming	2096	Collect customer information specific to the course at the time of registration	T-shirt size	
Structured Programming	2097	Allow staff to reserve a spot in a class for a customer without payment		
Structured Programming	2099	Electronically store waivers/forms/documents, capture e-signatures through public access		Within PerfectMind you can have all of your documents in the online document module, and these documents can be printed or emailed at anytime.
Structured Programming	2101	Ability for 3rd parties to register their clients on line	e.g. Home schools and JumpStart	If they are under the same account, they can register everyone in that account
Structured Programming	2102	Ability to alert customer when attempting to register if they are not eligible for the course (age restrictions, etc). Alert should include the details of why they are not eligible.		
Structured Programming	2104	Ability to register a customer in multiple courses simultaneously (in one transaction)		
Structured Programming	2105	Ability to identify holidays dates and dates excluded from the course and specify these dates on the receipt.	Example: Course occurs every Monday in September and October except Thanksgiving	

Structured Programming	2106	Ability to notify customer of required equipment/resources for courses at time of registration	Visible online and prompted during front desk registrations	
Structured Programming	2109	Ability to provide prioritized registration for returning participants	Example: Being able to provide the current Preschool registrants registration priority, in next year's preschool programs, over the general public.	
Structured Programming	2111	Ability to cancel or move all classes for a day in the event of an unexpected facility closure		
Structured Programming	2112	Notify customers and instructor of cancelled, changed courses or classes within a course		
Structured Programming	2113	Add or reduce classes to existing registration; add or subtract additional fees as required		
Structured Programming	2114	Ability for system to provide alternative options in notification of cancelled classes i.e. "ballet is cancelled but you may also enjoy tap dancing" with links to register. Alternatives may be selected by staff or based on configurable criteria.		
Structured Programming	2115	Ability to transfer customers from one course to another		Workaround available – staff would have to manually delete the client from the course and add him into the new course. This can be done in under three clicks.
Structured Programming	2116	Print name tags from class list		
Structured Programming	2117	Provide customizable grading/evaluation options	Alternatives to pass/fail, complete/incomplete	
Structured Programming	2118	Class list including customer photos		
Structured Programming	2120	Summary report of programs offered by demographic and genre/section		

Structured Programming	2121	Describe the process for creating a leisure guide and/or other marketing materials from the program data in the system. Provide examples of output from these processes		PerfectMind can provide an export in XML that is import friendly for creating a leisure guide and/or other marketing materials from program data in the system.
Structured Programming	2122	Describe statistics available for registration data (i.e. - based on location, age, etc)	What areas are we serving/not serving	Any fields can be added and changed to suit your organizations' preferences. The platform has been designed with our clients branding and implementation needs in mind; allowing for a solution that is familiar and works for your organization. The city can report on any of the fields that has been added for any information that they want to collect from their clients.
Structured Programming	2123	Ability for instructor to print or view class list from an externally accessible website or mobile app		
Structured Programming	2124	Ability to view participant ages/grades/birthdate on a previewed class list and on registration screen.		
Structured Programming	2128	Ability to create a monthly calendar that shows all courses (including selected details) offered at a location		
Structured Programming	2129	Create instructor contract and schedule (internal to PRMS system)		
Structured Programming	2130	How does the system incorporate staff scheduling and in what ways can schedules be modified and communicated to staff?		Within PerfectMind's staff management module the city can easily manage staff available and unavailable schedules, you can give access to your staff to edit their own schedule within PerfectMind. The system will alert you when there's a conflict between the staff and the facility schedules.

Structured Programming	2131	Ability to track skills/awards/certifications/qualifications of staff/instructors/contractors including expiry dates	Example: Ensure all staff have valid CPR certification	
Structured Programming	2132	Ability to trigger notification to specified individual when staff qualifications/certifications are x days prior -to expiry		
Structured Programming	2133	Option to automatically notify a customer on the waitlist when a spot in the course becomes available		
Structured Programming	2134	Ability for the system to manage waitlists for programs	How does the system manage interest in courses beyond capacity?	PerfectMind's solution allows the creation of prerequisites (requirements as a prior condition) for classes, activities, or events at the time of registration. Customizable and easy to manage, these can include gender, age, and enrollment level; additionally, you can configure the platform to run reports, while simultaneously ensuring registration of the required courses and activities.
Structured Programming	2135	Ability to provide a summarized waitlist view and track unique number of individuals on waitlists for an entire activity	Example: One view of all waitlists for Swim Kids 1 that shows 3 customers for Monday 3pm course, 2 customers for Tuesday 5pm course but Tuesday waitlisted customers are also waitlisted for Monday so there are only 3 unique	Waitlist report can show this information This a report that can be created is already created for many of our customers
Structured Programming	2138	Ability to prompt user/customer attempting to register in a course which has reached its maximum to be placed on the waitlist		
Structured Programming	2139	Ability for staff to override waitlist notifications when making changes to the registrations in a course	Example: If withdrawing/re-registering a customer, the first person on the waitlist isn't notified. Emails would not be sent, reports would not be printed.	

Structured Programming	2142	Ability to configure the amount of time a customer from the waitlist has to register (after notification) before the spot is given to the next customer on the waitlist	Example: A customer has 24 hours to register or the spot is given to the next customer.	
Structured Programming	2144	Ability to disable waitlisting for a course	Example: A public dance does not accept waitlists	
Structured Programming	2145	Ability to view all courses a customer is waitlisted for in a single view		Create a view under attendance to show all records with status waitlist.
Structured Programming	2146	Additional administrative charge (withdrawal fee) can be added automatically based on timing of withdrawal	Charge for withdrawing less than 24 hours before the start of a course	
Structured Programming	2147	Ability to prorate course fees returned when customer is withdrawn during course. Calculated amount can be manually adjusted by staff	If withdrawing after 2 classes of an 8 class course, customer is returned 75% of the course fee	
Structured Programming	2148	Automated credit to customer for fees paid based on cancelled class(es)		
Structured Programming	2149	Reason for withdrawal selected from centrally maintained customizable list or entered at the time of withdrawal		
Structured Programming	2150	Ability to notify staff and/or instructor when customer withdraws		
Structured Programming	2151	Ability to specify a withdrawal end date based on time or classes relative to course start date, or a specified calendar date	Example: Customers can not withdraw after 2 classes or 48 hours prior to course start	
Structured Programming	2152	Ability to add specific set-up or take-down instructions for a specific class (not the entire course)		
Structured Programming	2153	Ability to retain waitlist history after a customer is removed	Example: who was waitlisted (time/day/who did it), when waitlist status changed, who changed the status, notification history	This information can be found in the audit logs.
Structured Programming	2154	Option to allow customer to view their position on a waitlist		

Unstructured Recreation	3001	Ability to check-in via smart phone	Ability for customers to display a digital ID card on their phone displaying information including: full name, birthdate, barcode, picture	
Unstructured Recreation	3002	Ability to serve customers away from the front desk ie check-in for drop in programs on remote sports fields	Allow staff to access course lists, membership validation, customer records via smart phone/tablet	Staff can be given complete access to programs, memberships, online stores, and facilities from any computer, tablet, or smart phone 24/7/365 days a year. PerfectMind is fully functional across all operating systems (iOS, Android, and Windows), allowing for full operation on all platforms and devices (mobile, tablet, PC, and MAC).
Unstructured Recreation	3003	Ability to display customer alerts on check-in	Example: Balance due, last admission, expiration date approaching etc.	Different messages and alerts can be shown on "check-in" screen
Unstructured Recreation	3004	Physical access controls (gates, turnstiles, locked doors) triggered by pulse emitter/gate kicker	Example: Secured weight room only available to members with a specific membership, locker rooms and/or other premium services that require a specific service to access	
Unstructured Recreation	3005	Automated location wayfinding (upcoming courses, events and other material presented to customers without having to talk to staff)		
Unstructured Recreation	3006	Single ID card to access multiple locations		
Unstructured Recreation	3007	Dynamic check-in screen to allow customers to self-identify which drop-in course or building area they are going to attend when they scan their ID card at the front desk.	Example: Expand the membership validation screen with POS styled buttons representing drop-in activities that occur at that location. When a customer scans their ID card to select one of these buttons to assign the customer to that drop-in course.	
Unstructured Recreation	3008	Limit check-in based on space occupancy limits	i.e. yoga mats, spin bikes or fire code room capacity	

Unstructured Recreation	3009	Allow staff to enter more detail on where a customer is going when they validate their ID card.	Example: Is a customer planning to use the weight room, gym, track, pool etc.	We can do this by using stations of event selection but not completely how the requirement is worded.
Unstructured Recreation	3010	Ability to notify Parent/Guardian of check-in of minors	Example: Optional automated email/text based notification to parents when their children check into the location	
Unstructured Recreation	3011	Track scans in/out of a building	Allow for better tracking of fire code limits	
Unstructured Recreation	3012	Lost ID card process to deactivate lost ID cards and print a replacement	Example: Ability to inactivate a customer's previous ID card when they report it lost or stolen and assign a new number	
Unstructured Recreation	3013	Complimentary guest pass with expiry	Example: For use with out of town visitors or VIP customers to allow them temporary access without requiring a customer account with optional payment	
Unstructured Recreation	3014	Print complimentary pass	Example: Provide a POS receipt sized barcode that could be scanned within X days when a location is closed early or a customer has a poor experience.	
Unstructured Recreation	3015	Limit family pass participants for punch pass redemption (20 punch pass family must be used by both adults and children 10 each)	Assign business rules to limit the sale and redemption of family passes i.e. number of adults, children and what ages define each group	
Unstructured Recreation	3018	Flexibility to print cards with a barcode, encoded magnetic stripe, or RFID for validation		Currently barcode and magnetic stripe cards are available to be printed within PerfectMind.

Unstructured Recreation	3019	Ability to configure audio recordings to play upon a customer checking in. List the types of events that can trigger sounds in your application i.e. valid swipe, invalid swipe, balance owed, birthday etc.		
Unstructured Recreation	3020	Ability to scan and validate customer entries in the background while a staff member is using the application to serve another customer.	For example: A customer entering the facility with a valid pass should be able to scan/validate their account without interrupting the transaction currently being processed by an employee working on the same computer.	
Unstructured Recreation	3021	Option to set a minimum time between scans to prevent a card from being scanned for X seconds or minutes after being used.		
Unstructured Recreation	3022	Flexibility to bulk enter attendance information from locations that are not connected to the system i.e. remote outdoor pools.	Example: Remote locations that are not connected directly to the system should be able to manually enter daily, weekly, monthly attendance numbers that were collected outside of the system. .	
Unstructured Recreation	3023	Ability to set validation priority when customers check-in with a combination of memberships, punch passes, drop-in registrations, program registrations and rentals on their account	Staff intervention should not be required when customers have purchased multiple products that are valid at a location.	
Unstructured Recreation	3024	Allow drop-in purchase online/via mobile phone		
Unstructured Recreation	3025	Verify drop-in via printed receipt or mobile phone		
Unstructured Recreation	3027	Ability to rollover drop-in programs per: instructor, location, activity	Create drop in programs by copying existing schedules based on instructor, location, activity, etc.	
Unstructured Recreation	3028	Ability to repeat modification	When changes are made to a drop in program, replicate that change to other similar courses.	

Unstructured Recreation	3030	Ability to display drop-in activities on a calendar view for customers to search via public access		You can make a widget to only show single bookings events. Example like how Richmond Oval does it today.
Unstructured Recreation	3031	Universal search by interest to show both drop-in and registered programs		
Unstructured Recreation	3032	Age verification during drop-in	Show customer's age to staff during check in. Ensure they are eligible for drop in program being offered.	
Unstructured Recreation	3033	Allow entry of attendance for all classes in a single screen.		Perfectmind checkin application allows scanning for all classes from one place.
Unstructured Recreation	3034	Allow pre-reservation for drop-in courses X hours before the start	Example: Allow customers to register for drop-in programs 24-48 hours in advance.	
Unstructured Recreation	3035	Allow customers to share their participation in drop-in courses via social media		
Unstructured Recreation	3036	Ability for staff to identify customers who no-show for drop-in programs		
Unstructured Recreation	3037	Drop-in attendance/trend analysis and tracking		
Unstructured Recreation	3038	Manual attendance batch entry screen		
Unstructured Recreation	3039	Ability to advertise trainer/instructor availability for private lessons and personal training	Also included in structured programming for instructors	
Unstructured Recreation	3041	Display real-time running total for drop-in courses	Example: 9/10 spin bikes are taken	
Unstructured Recreation	3042	Supplement open spots in registered courses with drop-in participants when appropriate	Example: If you have 2 open spots in a 12 week long yoga class allow for customers to attend individual classes at the drop-in rate	We need more information about this business case
Unstructured Recreation	3043	Ability for staff to restrict customers who no-show for drop-in programs from registering		

Unstructured Recreation	3045	System allows for withdrawals/cancellations with the flexibility to pro-rate the refund based on the service used, or set a cutoff date for withdrawals		
Unstructured Recreation	3046	Ability to set a renewal rate, if renewed on or before expiry, which is different from the rate of a new pass.		
Unstructured Recreation	3047	Allow for membership suspension	Track duration of suspension and reason.	PerfectMind's solution can freeze or suspend all access to the facility as a temporary measure (e.g. due to vacation or a member's payment in arrears).
Unstructured Recreation	3048	Allow for membership extension	Track duration of extension, reason and history of extensions per customer.	PerfectMind allows for membership extensions, Simply use the extend functionality and specify the desired dates to extend the membership.
Unstructured Recreation	3049	Automated alerts for missing documents after membership purchase (i.e. waiver)		
Unstructured Recreation	3050	Ability for customer to view their participation history online ie membership utilization		
Unstructured Recreation	3051	Allow third parties to pay for all or part of a membership pass	Allow companies to sponsor employee participation and pay all or part of the costs	
Unstructured Recreation	3052	Ability to renew memberships online	Business rules controlling which passes are available for online renewal should be enforced	
Unstructured Recreation	3053	Ability to cancel membership extensions		
Unstructured Recreation	3054	Ability to cancel membership suspensions		
Unstructured Recreation	3055	Automated customer reminders for expiring memberships		

Unstructured Recreation	3056	Enforce a structured membership workflow during the sales process	Example: After sale requirement to complete a weight room orientation before being allowed access to the weight room	
Unstructured Recreation	3057	Offer stepped pricing for multiple membership purchases	Example: First membership is full price, second 5% off, second 10% etc.	
Unstructured Recreation	3058	Track memberships for external groups including payment/remittance of revenue		
Unstructured Recreation	3059	Membership pre-requisites for other memberships	Example: Seniors pass is required for shuffle board membership	
Unstructured Recreation	3060	Pause recurring payments	Example: Customer is away on vacation	
Unstructured Recreation	3061	Attach forms to memberships online		
Unstructured Recreation	3062	Ability to add additional charges at time of product sale	i.e. lock, towel service other add ons	
Unstructured Recreation	3063	Customizable membership card layout (orientation, graphics, format, information, picture etc.)		
Unstructured Recreation	3065	Track personal training session schedules and remaining sessions	Example: Allow customers to view their used/scheduled personal training sessions as well as a balance of how many sessions remain to be used	
Unstructured Recreation	3066	Ability to adjust a punch pass	i.e. add a swipe when a pass is double scanned, extend the expiration date	
Unstructured Recreation	3067	Offer complimentary pass promotions	Example: Buy 12 months and get 1 free	You can do this using promo code or discounts. There are many ways to achieve this. We talked about 2 options above (Free pass or 100% discount) but what we recommend for this one is to use a "Promo Code" to provide compliancy passes to certain customers and you can run a report on that

Unstructured Recreation	3069	Ability to configure membership expiration dates including punch passes		
Unstructured Recreation	3070	Customers can elect to have their memberships automatically renewed along with providing a payment method to charge upon renewal.		
Unstructured Recreation	3071	Allow the sale of multiple private lessons online (i.e. 1, 5 or 10 lessons) with the option to book some, all or no times at time of sale.	Pre-paid visits, scheduled visits, request instructor	
Unstructured Recreation	3072	Ability to record customer preferences for time and/or instructor when buying personal training	Any payment method (online, in-person, etc.)	We have online appointment booking which customer can request any available time.
Unstructured Recreation	3073	Ability to restrict how many consecutive private lessons can be booked online	Example: Prevent customers from booking X consecutive private lesson time slots	
Unstructured Recreation	3074	Ability to create private lesson schedules per instructor	Example: Instructor availability can be entered and lesson lengths recorded allowing their shift to be divided into available private lesson time slots.	
Unstructured Recreation	3075	Ability to sell memberships online	Business rules controlling which passes are available for online sale should be enforced	
Unstructured Recreation	3076	View detailed information on current and past purchases including effective dates, usage (visits), expiration dates, renewal information if applicable, receipts		A report can be created to keep track of scan time of each member/card. We required additional customization (enhancement) for them to be grouped based on membership
Unstructured Recreation	3077	Staff can control which products are available for sale/renewal online		
Unstructured Recreation	3078	Time based statistics/usage		
Unstructured Recreation	3079	Membership retention statistics		

Unstructured Recreation	3080	Ability to track who is in the building at any given time	Example: If a lost child or theft is reported a list of all customers who were in the building regardless of the service they were using should be available.	
Unstructured Recreation	3082	Report to identify future expiring memberships (promotions, discount codes etc. to retain existing customers)	So that staff can follow up to retain existing customers by offering renewal reminders, promotions, discount codes, etc.	
Unstructured Recreation	3084	Ability for staff to view and print a profile of customer ID card history	View the customers history of membership scans, attendance, participation on one screen and print for the customer	
Point of Sale	4001	Ability to handle third-party billing	Example: Swim club pays for goggles purchased by swim club members.	
Point of Sale	4002	Explain how system can manage tax exemptions/overrides at point of sale.	Example: Customer purchases an adult size t-shirt for large child who is still exempt from the clothing tax.	Authorized Staff can adjust the tax during the checkout processes.
Point of Sale	4003	Ability to order any items	Examples: Food, merchandise, other POS attached items	
Point of Sale	4004	Ability for sales to be integrated with inventory	Example: Customer orders a drink with one ounce of vodka in it. Inventory is updated to show that the bottle of vodka now has one ounce less.	
Point of Sale	4005	System can scan barcode labels	UPC and others	
Point of Sale	4006	System can track item balance/counts (number sold & number received).	Example: When one item is sold the system will automatically reduce the inventory count for that item by one. Conversely, when one item is received the system will automatically increase the inventory count for that item by one.	

Point of Sale	4007	System can link to customer account for inventory item purchase history.	Example: Mom purchases goggles for child. On next visit child loses goggles and dad doesn't know size to buy, so employee looks up details of last goggle purchase.	
Point of Sale	4008	System can track reduced inventory for items lost		
Point of Sale	4009	Ability to automatically update inventory amounts when receiving new inventory based on scanned invoice	Example: When invoice is scanned into system, inventory amounts on invoice are automatically identified and the inventory is adjusted accordingly.	This can be done based on the status of the work-order and ordered number will be added to available quantity
Point of Sale	4010	Ability to create new items in real-time and add them to lookup lists		
Point of Sale	4011	Ability to run inventory reports including but not limited to, counts, price lists, sales comparisons	Including item numbers, descriptions, unit of measure, and current inventory levels.	
Point of Sale	4012	Ability to set reactive low inventory alerts for when items fall below a specified threshold.	Example: Staff sells a pair of swimming goggles. Alert is sent to staff notifying them to order more swimming goggles because the item is now below a certain threshold.	
Point of Sale	4013	Describe the audit trail for the inventory process	Partnered with the Finance Chapter	PerfectMind offers a complete audit log/trail that tracks all changes within the system for inventory, clients, activities, and facilities which keeps record of the person that made the change as well as all details of the change such as time and date.
Point of Sale	4014	System allows for system generated OR user-defined (ad-hoc), alpha-numeric codes for each inventory item.		

Point of Sale	4015	Each transaction code may have as many system generated or user-defined alpha-numeric inventory item codes associated with it as needed.	Example: The transaction code is clothing and there are 300 unique, individual clothing inventory items. If limit, explain.	
Point of Sale	4016	Explain if there are limits to how many inventory item codes can be associated with a transaction code.		There is no limit on how many inventory item codes can be associated with a transaction code within PerfectMind.
Point of Sale	4017	System is able to handle unlimited numbers of inventory items.		
Point of Sale	4018	Ability to create and print UPC barcodes for items without product barcodes.	If hardware is required, explain.	The city would need to purchase printers for printing barcodes. Please see section Hardware Recommendations for more detail.
Point of Sale	4019	Ability to link UPC codes to each inventory item.		
Point of Sale	4020	Ability to link a storage location identifier to each inventory item.	Example: Inventory item has bin or shelf number, facility, etc. attached to record.	
Point of Sale	4021	Ability to set retail price manually or automatically via flat mark-up percentage based on cost, or by margin.		
Point of Sale	4022	Ability to set a sale date range, with an associated sale price, to automatically apply to start and end for dates/items entered.		
Point of Sale	4025	System allows for the return of an item which adds the item back into inventory.		

Point of Sale	4026	Describe how they accommodate large volumes of items and item categories within a POS screen (i.e. drill-down screens).	If not, explain how system handles large volume of items or limitations in the system.	Within PerfectMind there are two POS module that the city can use, one is for Low traffic and the other is for high traffic use. The POS with the high traffic use can be tailored for each location within the city that will have all of the items that are sold frequently at that location, for example Inventory items, activities, passes etc. this will help with drilling down on the large volumes of items and item categories within a POS screen.
Point of Sale	4027	Ability to create physical count worksheets for inventory control		
Point of Sale	4028	Ability to generate inventory sales report by customer	Shows purchases by each customer if sales have been associated to the customer at the time of receipt	
Point of Sale	4029	Ability to transfer inventory items between locations.	Example: When item is moved from one location to another, item record can be updated to show it has been transferred.	
Point of Sale	4030	Ability to set predictive low inventory alerts for busy times/seasons.	Example: Notification is sent to staff notifying them to order more tennis balls in preparation for the upcoming tennis season.	
Point of Sale	4031	Ability to print report that displays mapping of POS screens with item names.	A visual hierarchy of the POS screens and functions.	You can assign different products to favourite buttons in POS
Point of Sale	4032	Ability to link facility space reservations to POS payments with multiple accounts/contracts		
Point of Sale	4033	Ability to link existing accounts at time of transaction	Process should not be ownerous and/or cause a greater than small delay to the transaction process	

Point of Sale	4034	Describe options available for a cash-out report		As mentioned before, within PerfectMind built-in reporting engine the city can create any reports with any information needed as long as the data is within the system.
Point of Sale	4035	Ability to group reports by facility		
Point of Sale	4036	Ability to create dynamic reports real-time (multi-select features)	Uses a base report where the end-user can change the parameters (i.e. facility/location) on the go.	
Point of Sale	4037	System allows for multiple screens/pricing/item/service set-ups to allow selling specific items/services based on facility, function, or line of service delivery		
Point of Sale	4038	Item barcode scanning does not interfere with pass scanning.	Not a one-or-the-other situation, should accommodate both at the same time.	Within PerfectMind barcode scanning does not interfere with pass scanning.
Point of Sale	4039	Point-of-sale system is integrated into the overall system even if it is provided by a third-party vendor or hosted externally.	POS system cannot duplicate work within the entire system for example, employees, staff, customers, inventory, sales records, etc., should not be separate in the POS from the rest of the system.	PerfectMind POS module is built in to the platform.
Point of Sale	4040	Ability to modify transactions at any point within the transaction	Items like: Food, merchandise, other POS attached items Example: Customer places food order and then decides to change the order after the money transaction is complete.	
Point of Sale	4041	System should be able to calculate and apply all taxes automatically.		
Point of Sale	4043	System has the ability to use time/day based pricing	Example: Happy Hour pricing; drinks are \$1 less for a two-hour duration.	
Point of Sale	4044	System has an online store/shopping cart functionality.		

Point of Sale	4045	System allows guests to make purchases/transactions without requiring them to create a customer account in the system.	Example: Customer is visiting from out of town and wishes to purchase a pool pass and a pair of goggles, but does not want to create a customer account/profile.	
Point of Sale	4048	Ability to track cash balances for shared workstations/cashiers with two cash drawers (separate log-ins).	Example: Employee #1 uses cash drawer #1 and employee #2 uses cash drawer #2, but both cash drawers are connected to the same computer. Computer is logged on with separate accounts.	Each user can login/logout on each station and fill out their own "daily cash-out" beyond that, we can't do at this time but we are interested to learn more about your requirements on this
Point of Sale	4049	Ability to add on extra cash to transactions - overtendering.	Example: Customer pays for gym drop-in and requests extra cash to pay for parking or to rent a locker.	
Point of Sale	4050	Ability to alert customer they are the ### customer	Example: Congrats, you are the 1,000,000th customer!	Custom workflows can be created based on different critria and send an email or notification
Point of Sale	4051	Ability to create custom messages on receipts	Example: Recreation benefits or disclaimer	
Point of Sale	4052	Ability to control account credits so customer can choose to use credit at a later date (online/self-service option for this as well)		
Point of Sale	4053	Ability to tie low income discounts/subsidies to customer accounts for sensitivity/discrete payment by customer.	Example: Customer has previously arranged a subsidy flag/notification on their account and therefore do not have to produce any cards (for discretionary reasons). Discounts are automatically applied.	
Point of Sale	4054	Ability to remotely add funds/credits to accounts in real-time via self-service/online.	Example: Teenager shows up to go swimming, but forgot wallet. Phones mom and she goes online to add \$5 credit to sons account in real-time.	

Point of Sale	4055	Ability to handle consignment purchases and have them linked to seller/artist account	Example: Artist has painting in art gallery and painting is sold by municipality on behalf of artist.	
Point of Sale	4056	Ability to create pre-defined pricing look-up list to attach to items (similar to fee list functionality when setting up programs)	Example: If you have different admission prices for children, youth, adult & seniors, you would have a central price list of 4 items. At each Point of Sale terminal at the various sites, a Point of Sale item would be created for Children, Youth, Adult & Senior admissions with site specific info (ie: GL Code) but it would link to the central price list. So, on an annual basis, when price changes occur you only have to update the 'youth admission' in the central list & the youth admissions at all locations that reference the central list will automatically be updated for the new price. If you have 5 sites, you are not updating the youth fee 5 times, only once.	
Point of Sale	4057	Ability to capture new customer details (or missing details) at POS screen	Example: New customer arrives at counter to use facilities and does not have an account in the system. POS screen allows the employee to capture this information.	
Point of Sale	4058	Ability to create "sales bundles" (i.e. Buy swimming lesson and receive discount on goggles) or complimentary passes for other locations	Example: Buy swimming lesson and receive a discount on goggles. Or buy a gym membership and receive a discount on your next visit to the arena.	

Point of Sale	4059	Describe ability to change/optimize POS screen during busy times in order to reduce customer wait times.		PerfectMind high traffic POS can be tailored for each location within the city that will have all of the items that are sold frequently at that location, for example Inventory items, activities, passes etc. this will help to reduce customer wait time during busy times at the facilities.
Point of Sale	4060	System can create/accept ticket sales w/unique barcodes		
Point of Sale	4061	Explain how system can track out-of-town customer details	Preference to not create an account	An Account will need to be created, interested to learn more about this requirement. Maybe walkin can be used and no account needed.
Point of Sale	4062	System has a detailed transaction report that is itemized		
Point of Sale	4064	Allows for the sale of unlimited number of line items for each transaction.		
Point of Sale	4065	Describe any transaction line item count limitations		There are no limitations on transaction line item within PerfectMind.
Point of Sale	4066	Ability to provide cost information without actually selling an item.		
Point of Sale	4068	System has the ability to use suggestive selling within its online store.	Example: Customer pays for swimming lessons online and system asks if they would also like to buy a locker rental or goggles.	
Point of Sale	4070	System automatically emails supervisor with deposit/cash-out balances		
Point of Sale	4072	System has a visual order confirmation screen for customer	Example: Small screen faces customer to display the customers order, the price for each item, and the total amount for the transaction.	

Point of Sale	4073	Ability to create coupons/courtesy passes.	Example: Pool is unexpectedly closed, so staff issue a courtesy pass to customers to be used on a future visit.	
Point of Sale	4074	Describe methodology/process for how staff can quickly/easily finish a shift and remove till/float, so next staff member can add their float.	(minimal wait for customer - swipe card).	they can use our "successful transaction" report or "daily cashout" module to wrap up their day
Point of Sale	4075	Describe self-service/kiosk options for ticket sales and program registration.		Any touch screen tablet or smart device can be used for self-service purposes, clients can check in at a member kiosk for program registration and ticket sales.
Point of Sale	4076	Ability to display detailed account history/transaction history (not just "POS")	Itemized details such as goggles, swimming drop-in, swimming lessons, etc.	
Point of Sale	4077	Describe ability to show a filtered/reduced view of reports so staff only need to see what is relevant to them.		PerfectMind's built-in reporting engine supports standard filtered criteria and basic charting. City staff can filter the reports so they only see what is relevant to them.
Point of Sale	4078	Ability in the POS to have prompts for employee to capture missing information from user account (also time-based)	Example: Alert appears for staff to capture postal code from customer; Alert appears for staff to capture updated user information based on user's age.	
Point of Sale	4079	Ability in the POS to have on-going prompts for employees to remember to include data at certain points	Example: When adding artwork into the system for re-sale, include artist's name with entry.	
Point of Sale	4080	Ability to add one or more pictures to items in POS	This should be for the POS touchscreen for staff as well as the POS touchscreen for public kiosks.	
Point of Sale	4081	Ability to use organization specific SKU codes for items	City can create their own numbering system.	

Point of Sale	4083	Ability to add POS items to other transactions	add a textbook onto a registration	
Point of Sale	4084	Ability to link POS transactions with accounts and programs	Customers can pre-order goggles to be ready for pick-up on the first day of a new class.	
Point of Sale	4085	Ability for customer to print paper tickets at home.	Customer can buy theatre or arena ticket at home and print a ticket with a barcode or QR code.	
Point of Sale	4086	Ability for customer to show tickets on a mobile device.		
Point of Sale	4087	Ability to pre-order show merchandise when buying a theatre ticket.		
Space Management	5001	Ability to check in/out equipment with or without a cost		Work around to sell and return an item or we should have an object for check in check out
Space Management	5002	Equipment quantities are tracked separately from rental attendance or other metrics.	Example: If the expected attendance is 300, equipment should be able to be applied independently of that total.	
Space Management	5003	Ability to track make, model and/or serial number of each piece of equipment		
Space Management	5004	Ability to add customer to wait list by space		If you use our facility booking and define your lockers as facility, you can use the type in that object to achieve this goal We need more information on this one. Are you referring to facility booking?
Space Management	5005	Customer facing decision tree to narrow down best available complex options based on criteria	Example: outdoor wedding, detailed search criteria, capacity, amenities, etc.	
Space Management	5006	Ability to view details about spaces online	Open/close times, contact information (address/phone number), room details, amenities etc.	

Space Management	5007	Ability for staff to make changes to a space reservation		
Space Management	5008	Ability to customize facility space reservation grid including colour coding	Option to customize colours for different customer types, event types etc.	
Space Management	5010	Ability to modify a facility setup/configuration		
Space Management	5011	Ability to attach a list of requirements for a complex so it prompts space reservation staff	Workflow for space reservation i.e. restrictions, limitations, requirements	
Space Management	5012	Ability to select resources or staff to add to the space reservation		
Space Management	5013	Ability to repeat space reservation pattern i.e. third sat in April/may/June	Example: was every Tuesday and Thursday for 3 weeks	
Space Management	5014	Ability to visibly identify/track/prevent usage conflicts in spaces that overlap with other spaces or that can be configured in different ways in the scenario of a room with a moveable divider.	Example: large room split in half or overlapping fields (soccer and baseball diamond partially overlapping)	PerfectMind allows for the city to set Dependent Facilities and the system will notify the staff if there's any conflict between the facilities.
Space Management	5016	Ability to add internal events to reserve space without charging a fee	Example: admin bookings for internal use/meetings	
Space Management	5018	Ability to enter and track actual attendance of any space reservation	Attendance should be able to be entered remotely	This can be done through "check in" app, by clicking the top left to see different categories of events/booking and you can take attendance for any of those
Space Management	5019	Ability to report actual attendance of any space reservation		A report can be made to keep track of all people who attended "facility booking" events
Space Management	5020	Ability to roll over, from one year to another, specified dates with different rates and black out dates (where space is unavailable)		

Space Management	5021	Ability to notify staff member when approval is needed in order to complete a space reservation	Workflow, permissions based on business rules	The City can create easy to use custom workflow charts to streamline your team's processes and communications.
Space Management	5024	Ability to provide limited public access to reserve designated spaces	Example: Picnic shelter or court reservations,	
Space Management	5025	Ability to provide limited public access to modify existing reservations for designated spaces	Example: soccer tournament, assign fields Flexibility to provide additional utilization details (locker room assignments etc.)	
Space Management	5026	Ability to setup Global calendar of complex availability	Example: set work hours and stats	
Space Management	5027	Ability to have space reservations over multiple days	campsites, boat slips etc. where customers have the space reserved across midnight	
Space Management	5028	Ability to adjust booking usage time within contract and have impacted bookings adjusted automatically	Example: Tournament starts earlier or later, change reflects in all dependent or associated events, including ice cleans/breaks/set up/take down	You can open a booking in a contract and adjust the time of that booking and that automatically will re-calculate the fees based the changes and create an amendment. More enhancement has been coded and will be release by end of the year
Space Management	5029	Close a space for maintenance with ability to repeat		
Space Management	5030	Option to assign amenities/attributes to facilities and spaces	Attach key attributes to spaces to allow customers to select the most relevant spaces for their needs	
Space Management	5031	Ability to Complete/close contracts to prevent further changes		
Space Management	5032	Ability to track tentative/cancelled contracts		
Space Management	5033	Limit the amount of time (days/hours) into the future that spaces can be booked by the public		
Space Management	5035	Online equipment reservation is available either as part of a larger space reservation or individually		Equipment reservation is available only with space reservation at this time.

Space Management	5036	Detailed booking information is available to be added directly to a customer's calendar at checkout online or at the front desk		Customer's detail booking information can be sync with iCal, outlook, and other calendars.
Space Management	5037	Space availability reflects all scheduled uses	Example: creating a course that takes place in a space results in that space being automatically reserved.	
Space Management	5038	Ability for staff to search spaces based on relevant criteria including keywords, location, features/amenities, availability, capacity etc.		
Space Management	5039	Calendar views are user customizable allowing each staff member to customize how they want to view their screens. Options such as date and time increments, which spaces are visible and the order they are listed in should be user defined.		
Space Management	5040	Multiple spaces should be able to be viewed and booked from a single screen.		
Space Management	5041	System warns users of potential conflicts when booking spaces	Incompatible activities next to each other Preston	PerfectMind has the ability and intelligence to understand conflicts. Conflict management looks at variables such as: · Instructors; · Date; · Time; · Facility; · Holidays. If preferred, the solution allows for individual resolution as well.
Space Management	5042	System assigns a unique booking number to each space reservation; this number should be searchable by staff		

Space Management	5043	System allows for set-up and clean-up time to be tracked when reserving a space and it is visible to maintenance staff who perform the work.		
Space Management	5044	Ability to book one space with multiple simultaneous users	Example: A single gym being booked for 1 volley ball team and 1 badminton team; A single sheet of ice being booked by 2 different hockey teams for half-arena practice	
Space Management	5046	Rental users can be allowed into the facility using card scanner or other method of customer identification		
Space Management	5047	Option to record how the space will be used during booking	Event Type	
Space Management	5048	List of event types should be customizable with the option to limit the options available for each space.		
Space Management	5049	Ability to track contracts longer than 1 year	Example: Marina rentals	
Space Management	5052	Ability to return to the same point in the system after making changes	Example: Have booking display grid stay on the day that it was on when you make other changes	Return to activities or contract link is in confirmation page after you finish a transaction in POS. we need more information, where you need the return link on
Space Management	5053	Search within a contract in order to do modifications	Example: Search for bookings made at a particular time or location in order to make changes	You can search by contract ID to find the contract you are looking for and make any adjustment
Space Management	5054	Ability to set different facility configurations at different days/times of the week	Extending 5031, if a pool is 50m Mon Wed Fri and 25/25 TuTh, it gives you ability to book based on set-up	
Space Management	5055	Ability for all settings/options related to a space to be inherited from defaults and be overridable at the individual space level		

Space Management	5056	Predefined additional fees should be automatically added; optional fees can be manually added; and any fees can be manually changed or removed	Option to include staffing costs such as security or lifeguards to a reservation	
Space Management	5057	Ability to collect and remit regulator fees	Example: Socan, resound and insurance	
Space Management	5058	Ability to add a fee structure to a customer user group and have those fees default when space reservations are made by that group	Option to override and add additional fees beyond the default selections	
Space Management	5059	Prime/non prime fees based on time, date, customer type and/or location		
Space Management	5060	Ability to collect and (return or retain) all or part of security deposits		
Space Management	5061	Ability to discount certain items on a contract	Example: Hourly rates, extra fees, equipment costs etc.	
Space Management	5062	Ability to set certain items as discountable or not		
Space Management	5064	Ability to assign a locker to a customer for a designated period of time i.e. 1 month, 1 semester, 1 year		<p>PerfectMind can integrate to a locker management system for an additional cost or there are work arounds to use our equipment and space rental module to achieve this.</p> <p>You can use our facility booking by defining all your lockers as facility (type=locker) so during the booking system can check the availability and also you can assign each locker to each person.</p> <p>If you use facility booking for locker management, you can assign different lockers for different time period.</p>
Space Management	5065	Ability to renew a locker assignment with option to notify customer that locker assignment is expiring and give them an option to renew same locker for another period online or in person		PerfectMind can integrate to a locker management system for an additional cost or there are work arounds to use our equipment and space rental module to achieve this.

Space Management	5066	Ability to record the locker combination with security permissions on who can view combination		A custom object can be created for this purpose You can add a number or text field to track the locker combination. That field can be in specific page layouts so not all users can see that field
Space Management	5068	Ability to create different locker types i.e. full, half, tote etc.		PerfectMind can integrate to a locker management system for an additional cost or there are work arounds to use our equipment and space rental module to achieve this. If you use our facility booking and define your lockers as facility, you can use the type in that object to achieve this goal
Space Management	5071	When changing a contract show the net difference along with date of contract change, all debits and credits, old total, new total	Amendment workflow/business process - option to see both	
Space Management	5072	System should include within the contract all policy and procedures relevant to space reservation	Notify/ display for acceptance in the form of 'I agree' button or digital signature	
Space Management	5074	Clear easy to read contracts for customer	Reporting, UI/UX	
Space Management	5075	Ability to renew contracts		
Space Management	5076	Flexibility to change status of contracts		
Space Management	5077	Ability to charge for modifications/cancellations based on business rules	Example: Cancellations withing 15 days costs X	
Space Management	5078	Ability to restrict cancellations based on business rules	Example: No cancellations with a week of the event	We need more information on business rules cases

Space Management	5079	Ability for customer to submit a space reservation request online that would trigger internal approval workflow and require staff to approve or reject the request.		
Space Management	5080	Ability for customers to search for spaces online based on relevant criteria i.e. keywords, location, features/amenities, availability, capacity etc.		
Space Management	5081	Provide for control of which spaces will be visible to the public online		
Space Management	5082	System allows for either mandatory or optional payment at time of space reservation		
Space Management	5083	Ability for the customer to download the most up-to-date version of the rental contract online.		
Space Management	5084	Ability to roll over or copy existing space reservation with the option to modify resulting in a new space reservation		
Space Management	5086	Option for system to notify, on demand or automatically, all parties if event or facility is cancelled or closed due to emergency	Example: Weather, maintenance issue etc.	We can set automated email to go out as well. However most of our clients prefer to do it while they are cancelling and send a notification
Space Management	5087	Option for system to notify, on demand or automatically, waitlisted customers if space becomes available		
Space Management	5088	Ability to add staff permissions to be able to View and print schedules	Flexibility to show staff what they need to see for spaces they are permitted to access based on user security roles.	PerfectMind is profile based and this can be configured as one of the profiles and you can assign users to that profile
Space Management	5089	Ability to view all documents by customer user group	example - flexibility to see documents attached in different ways either at the account level or for each transaction/rental	

Space Management	5090	Workflow to track what documents have been collected and what are outstanding	alerts sent based on a time parameter that will notify all parties(internal and external) connected to the space reservation that the following documents are outstanding and due	Workflow can be created to email someone or create a task about all Facility contract which necessary information has not been collected for yet.
Space Management	5091	Ability to report on all space reservation history including admin, cancelled etc.	Improved reporting on all space reservations	
Space Management	5092	Report to show how space is utilized	Example: how many hours each type of event is taking up in a space	
Space Management	5093	Show calendar of events for maintenance showing what needs to be completed today, daily calendar format listing events, required setup/takedown and other key notes. Including program space allocations and rentals		
Space Management	5094	Notification of planned service disruptions on receipt/contract (proactive)		This can be done manually and we may be able to create a workflow or automated email on this but we need more information on this business case
Space Management	5096	Ability to print grid view of booked spaces	Example: Facility schedule for maintenance staff	The city can print grid view of booked spaces or give access to the maintenance staff to see these calendar in their profile in PerfectMind.
Space Management	5098	Ability to include customizable terms and conditions of use text on the rental contract		
Space Management	5099	Ability to hold space without a contract, payment or program with option to specify hold time limit	Workflow item to hold a space while details are being finalized	At this time, you can create a service with \$0 value for this purpose and book the space by using that service

Customer Relations	6001	Customizable fields/attributes/text boxes to capture customer information	Examples: Health information, allergies, community	Fields can be added and changed to suit your organizations' preferences. The platform has been designed with our clients branding and implementation needs in mind; allowing for a solution that is familiar and works for your organization.
Customer Relations	6002	Remove view of unwanted or redundant customer information fields	Example: gender, birthdate	
Customer Relations	6003	Customer information fields context sensitive allowing additional fields/questions to be presented based on previous answers		You can have any type of question to be asked (txt, picklist, and etc.) but One question can't be done based on another question.
Customer Relations	6004	Capture a preferred name in addition to a legal name in a searchable field		A custom field can be added to keep track of that
Customer Relations	6005	Identify sensitive information and control staff access/visibility based on security groups	Sensitive information - medical, etc	
Customer Relations	6006	Prompt for update of stale dated (configurable time frame for 'stale dated') or non-existent customer information at the time of transaction with the customer	Photos of children, certifications, ParQs, etc	
Customer Relations	6007	Link customer accounts to create customer user groups	Associate two or more individuals as a family, organization, team, etc.	PerfectMind offers the ability to have people attached to more than one household and/or company (this can include divorced households, blended families, and various groups). Contacts are easily grouped together as a family or team using this Family Account feature, identifying who is related; preventing unnecessary emails and keeping payments simple.
Customer Relations	6008	Each customer may be linked to more than one customer user group	Bob may be associated with his family members and also with the soccer team he coaches	

Customer Relations	6009	Move a customer between customer user group accounts	Couples who have split up, adult children no longer associated with parents' account	
Customer Relations	6010	Remove a customer from a customer user group account	Deceased family members or individuals no longer associated with an organization	
Customer Relations	6011	Deactivate/reactive customers within a customer user group, keep archived historical data related to customer		
Customer Relations	6012	Control which customers in a customer user group can perform registrations, access credits and perform other functions	Manager of a team, parent in a family	Customer need to be checked as "primary person" in that account/family
Customer Relations	6013	Search by portion of name/address/etc (fuzzy search)		
Customer Relations	6014	View of historic transactions related to customer user group account for both staff and customers, with consolidated and filtered views		Transactions can be filtered by status. and you can see all transactions under each contact and/or Account/Family
Customer Relations	6015	Capture and manage alerts related to customers and/or customer user groups, retain in historical/archived data once removed with appropriate security		
Customer Relations	6016	Ability to set configurable expiry date for customer alerts, with the option to have them automatically removed upon expiry		
Customer Relations	6017	Ability to automatically update all associated mailing lists, notifications when a customer account email address is updated		
Customer Relations	6020	Capture a customer's organizational positions/titles with associated date range	John was president of the club in 2014 but Jack became president in 2015	
Customer Relations	6021	Personal information and registration history stays with individual customer record		

Customer Relations	6022	Ability to make specified customer information required and ensure value entered is valid	Example: last name must be entered and must be at least 2 letters	
Customer Relations	6023	Ability for customers to have a centralized account utilized in multiple municipal systems (library, parks & rec, etc)	If the customer's address is updated at the library it is reflected in the PRMS system as well	This depends on the software that the library uses, if they are using PerfectMind all changes will be in real-time, if they are using 3rd party software, through our Open API the city can intergrade in to that software. (Extra cost will apply for integration).
Customer Relations	6024	Describe the tools available in the system for managing accounts and validation to avoid duplicate account entries/redundancy		<p>PerfectMind Platform will alert the user that they are about to create a duplicate account system. Duplicate accounts can quickly and easily be merged in the platform. PerfectMind has an automatic search for duplicate accounts, the system will search the data base for each unique account identifier name, phone number, email, Facebook account and then the user can quickly and easily select all duplicates and merge. Data from account with most recent history will be merged with the native account.</p> <p>Duplication views that can be customized based on different Criteria. PerfectMind also doesn't create duplicate account online and force people to reset their passwords if they are using the an account which is already in the system</p>
Customer Relations	6025	Ensure at least one individual over a specified age is part of every customer group and is the main contact on the account		<p>Configuration required</p> <p>A workflow is being created for customers who need this . This workflow will email organization email anytime a primary contact is added below the age of 18. We can change the criteria or have different type of notification. In addition to that, we can also create one report with the same criteria that can be monitored by managers</p>

Customer Relations	6026	Capture emergency contact name, phone numbers and relationship to customer. May be based on program, customer age, etc		
Customer Relations	6027	Track date of last usage of each customer account		
Customer Relations	6028	Ability to merge duplicate customer accounts from any type of customer user group		
Customer Relations	6029	Capture and store a photo of each customer		
Customer Relations	6030	Ability to display an alert when a frozen account is accessed or returned in a search		
Customer Relations	6031	Ability to update information within a customer's account including credit card and/or bank account information		
Customer Relations	6032	Ability to utilize a membership card/alternate key from another system as an identifier in the PRMS system	Example: customer can use library card to scan in at the recreation centre	PerfectMind will allow programmatically access client data from other systems through API integration. Frequency of data interchange and level of detail are determined by client. PerfectMind requires a session with the City's team to determine the scope of integration and what items within PerfectMind will need to automatically import into your solution. The Product Managers will need to estimate the amount of time needed to integrate the two products. Extra cost will apply for integration.
Customer Relations	6033	Ability to freeze a customer or customer group (account)	Prevents use of the account for transactions or entering the facility (using a membership)	
Customer Relations	6034	Send customer feedback surveys which can be submitted online and automatically summarized		

Customer Relations	6037	Ability to have survey responses attached to a customer's account		Questionnaire can be linked back to customers account. This can be done with our Survey module or create a registration/web form.
Customer Relations	6038	Ability to recognize customer loyalty.		
Customer Relations	6039	Describe the capability of the system to administer a loyalty program.		PerfectMind cash rewards can be used for referral, Online visits, purchases and joining the website.
Customer Relations	6040	Ability to recognize customer referrals and provide benefits to the referrer (discount/promo/freebie/etc)	Ability for customer to email course details to a friend and track if the friend then registers for the course. Track the sender's account.	"cash reward" can be used to give credit to customers who send referrals
Customer Relations	6041	Ability for customer to receive targeted marketing based on current location and age	"You are near the Langley Event Centre - we have basketball on tonight, why not drop in?"	Smart list in "PerfectMind Email Application" can be setup based on all the criteria mentioned and then automated going forward. Smart list can be setup based on all the criteria mentioned and then automated going forward.
Customer Relations	6042	Allow customers to provide their preferences for what they are interested in	Example: fitness, arts, senior's'	
Customer Relations	6043	Customer can identify preferred method of communication (text, email, etc)		
Customer Relations	6044	Staff can filter by area /age/interest when sending messages, emails or push notifications		
Customer Relations	6045	Describe how the system provides a mechanism for staff to follow up with customer when usage patterns change.	Example: Able to identify regular customers who have not been in lately	Customers can be rated automatically based on their attendance

Customer Relations	6046	Describe how system allows for targeted marketing.	Examples: by past usage, age, location	PerfectMind built in marketing application has the ability to track customer behavior, recommend new products and services and activities. PerfectMind can fully automate the process of tracking lost transactions and sending targeted communication to customers. PerfectMind will allow the city to create coupons and discount codes for use in marketing campaigns. PerfectMind can then report on these codes to track marketing campaigns and their effectiveness. PerfectMind will also allow the city to create internet discount codes to be used when registering online.
Customer Relations	6047	Ability to track membership retention/purchase behaviour		
Customer Relations	6048	Ability for customers to identify activities and events based on their location	Search based, customer can find information rather than it being provided to them	Widget has a location picker that can be selected during the setup of your widget and if you do, your customers can also select to see activities from one or a combination of locations.
Customer Relations	6049	Single login for a customer user group	Ability to register multiple family members using one login	
Customer Relations	6050	Customer can utilize common account log ins (FaceBook, Twitter, Google+ etc)		
Customer Relations	6051	Allow customers to reset their own passwords		
Customer Relations	6052	Select specific information customers can see online related to their accounts and account history		
Customer Relations	6053	Customers able to customize their view of the system based on preferences		
Customer Relations	6056	Customer and/or staff able to upload documents to account	Waivers, photo release forms, medical forms, custody documents, etc	

Customer Relations	6057	Customer can produce a customized, printable leisure guide at home including only those locations/programs in which they are interested		
Customer Relations	6058	Allow customers to view billing information online		
Customer Relations	6059	Customizable online knowledgebase of articles/videos/etc. available for customers		
Customer Relations	6060	Link all courses to calendar. Ability to see all courses a customer has registered for in a calendar view		
Customer Relations	6061	Allow patrons to update only specific account information online	Example: Allow update of phone number but not birthdate to avoid parents changing ages to allow registration for children or Add people to family	
Customer Relations	6062	Ability to prevent online transactions for specified customers		
Customer Relations	6063	Ability to export or save calendar of registered courses, space reservations, personal training sessions, etc to google calendar, Outlook, etc.		
Customer Relations	6065	Ability to view courses in a calendar display	Ability to color code calendar items by facility	in the admin side its possible for online side it will show the list of all the sessions of the course.
Customer Relations	6066	Ability to allow customers to perform multiple transactions (registrations, etc) for one or more individuals in the customer user group and make a single payment		
Customer Relations	6068	Ability to refine a search for customer account	Search for 'John Smith' and within 100 results have the ability to refine the search to those with birthdates after 1980, etc	

Customer Relations	6069	Ability to add temporary customers to a customer user group	Example: International student here for 9 months added to an existing account	
Customer Relations	6070	System supplied unique ID assigned to each customer		
Customer Relations	6071	Ability to identify highly engaged clients	(i.e. - those who open emails, respond to surveys, engage in social media)	
Customer Relations	6072	Customer facing decision tree to match a registered program or service with a customer's need.		
Customer Relations	6074	Ability to send triggered communications based on latency or recency business rules	A fitness member comes to the gym or attends a class every week for 4 months and then doesn't come for a couple of weeks. This triggers an email with a link to a customer survey.	
Technical and Non Functional	7001	Explain your overall business continuity plan.	<p>If possible, address the following questions:</p> <ul style="list-style-type: none"> • Does your BCP have defined purpose and scope, aligned with relevant dependencies? • Is your BCP accessible to and understood by those who will use them? • Is your BCP Owned by a named person(s) who is responsible for their review, update, and approval? • Does your BCP have defined lines of communication, roles, and responsibilities? • Does your BCP have detailed recovery procedures, manual work-around, and reference information? • Does your BCP have a method for plan invocation? 	PerfectMind's Business Continuity Plan is owned by our Product Development team and our IT Manager. It contains defined lines of communication, roles and responsibilities and meets the expectations outlined in details under "Elaboration" (to left).

Technical and Non Functional	7002	Explain your business continuity plan testing methodology and implementation.		Please refer to proposal Section B.1.9 Business Continuity and Disaster Recovery
Technical and Non Functional	7003	Explain how your datacenter utilities services and environmental conditions are secured, monitored, maintained, and tested for continual effectiveness; and if they provided automated fail-over or other redundancies in the event of planned or unplanned disruptions.		Datacenters are monitored and maintained 24x7x365 using state-of-the-art technologies from the physical layer to virtual appliances and network. Each datacenter has multiple layers of redundancy but in the event of a site wide failure, automatic failover will take place to a sister datacenter
Technical and Non Functional	7004	Explain your datacenter's physical protection against damage from natural causes and disasters, as well as deliberate attacks including fire, flood, atmospheric electrical discharge, solar induced geomagnetic storm, wind, earthquake, tsunami, explosion, nuclear accident, volcanic activity, biological hazard, civil unrest, mudslide, tectonic activity, and other forms of natural or man-made disasters.		<ul style="list-style-type: none"> • 24-hour on-site security staff • Card key and biometric access • Surveillance cameras, alarms, monitoring • Reinforced building structure Fire-, bullet- and shatterproof glass • Battery backup for entry access system • fire suppression • State-of-the-art laser detection system for heat and smoke • Combination dry-pipe/pre-action fire suppression sprinklers • Two-stage system triggered when two zone sensors go off simultaneously • Zone-specific discharge • Extinguishers strategically placed throughout building • Direct link to the Fire Department • On-site staff fully trained in fire suppression techniques

Technical and Non Functional	7005	<p>Explain your datacenter's location and if the location was selected for the purpose of limiting environmental and man-made (including security) risks.</p>		<p>Datacenters are located in Rimouski, QC and Kamloops, BC and provide failover mechanisms should any environmental emergencies occur. From a security perspective the sites are monitored 24/7/365 and include biometric and smartcard access to mitigate risk of breach.</p>
Technical and Non Functional	7006	<p>Explain if you have a defined and documented method for determining the impact of any disruption to the organization (cloud provider, cloud consumer) and if it includes some or all of the following provisions (identify each):</p> <ul style="list-style-type: none"> • Identify critical products and services • Identify all dependencies, including processes, applications, business partners, and third party service providers • Understand threats to critical products and services • Determine impacts resulting from planned or unplanned disruptions and how these vary over time • Establish the maximum tolerable period for disruption • Establish priorities for recovery • Establish recovery time objectives for resumption of critical products and services within their maximum tolerable period of disruption • Estimate the resources required for resumption 		<p>A disaster recovery test is performed bi-annually to capture all unforeseen events and mitigate threats to critical services PerfectMind provides for our clients. PerfectMind also measures the amount of time and effort required to complete the test to further improve the efficiency and sustainability of our system(s).</p>

Technical and Non Functional	7007	Explain how your organization prioritizes restoration of services and how that prioritization applies to a municipality's data being restored and brought online during an outage incident.	Examples: In a major host outage, are other cities' services brought up before ours? or Are specific services for our city brought up in a certain order like program registration first, point of sale second, etc.?	Restoration of services is prioritized by the failover provided in our hosted architecture; by default all PerfectMind clients' databases are stored in a shared-tenancy environment and subject to our failover procedures.
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Technical and Non Functional	7008	Explain your change management, release, and testing policies as they apply to both internal developers within the organization and external business partners, and if the policies differ.	Example: ITIL Service Management best practices	All of the components of the PerfectMind application whether developed by PerfectMind or supplied by 3rd party goes through PerfectMind extensive testing and verification. PerfectMind features are specified in requirement documents which would then be used to prepare test cases as well as design and development. Features developed are unit tested, integration tested, regression tested and released on multiple environments from internal, alpha, beta, and finally live releases. The release follow an almost monthly cycle. No feature or enhancement is released to live with outstanding critical or high defects. Feature enhancements and defects are reviewed by product development team and if needed requirements documents are prepared for the change and the work is scheduled in iteration planning. Releases require minimum downtime (after hours for clients) and announced ahead of time. All new features and enhancements are released to all clients served by a deployment since there is only one version of the code maintained at all time. Some features or enhancements can be switched on/off for individual clients. Data fixes or changes might not require downtime at all and can be applied to the databases. These changes still follow the same rigorous testing process.
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Technical and Non Functional	7009	Explain how your change management and testing processes establish baselines, and release standards, and your overall focus on system availability, confidentiality, and integrity of systems and services.	Example: ITIL Service Management best practices	As mentioned in Req # 7008, change and releases happen on multiple environments to ensure minimal disruption on the actual live environment. system availability is provided by having critical data ship logged while regular backup is always available for other data. Complimenting the service availability of the data centers, we have implemented fast turn around of restoring servers and environments and have developed the platform to be able to get restored in a different data center in cases of extreme emergency.
Technical and Non Functional	7010	Explain if you perform annually (or more frequently) independent reviews and assessments of your organization against established policies, standards, procedures, and compliance obligations.		Security and confidentiality of data is ensured through stringent permission levels imposed on data. Access to client data is limited at different levels and always at a need to basis. Confidential information is saved encrypted and visible to no one.
Technical and Non Functional	7011	System should allow compliance with FoIPPA	FoIPPA (Freedom of Information and Protection of Privacy Act)	
Technical and Non Functional	7012	System provides functionality controls to allow municipality to remain compliant with CASL including opt-in details recorded in the database	CASL (Canada Anti-Spam Legislation)	PerfectMind implemented and complies with CASL (Canadian Anti-Spam Legislation) from the Canadian government.
Technical and Non Functional	7013	Provide evidence that host is certified and compliant to latest PCI DSS standards	PCI DSS (Payment Card Industry Data Security Standard)	PerfectMind does not keep the 16 digits of the credit card and bypass the token to the processor. PerfectMind works with Telus for hosting servers.
Technical and Non Functional	7014	Provide evidence that system is certified and compliant to latest PA-DSS standards	PA-DSS (Payment Application Data Security Standard)	Please refer to proposal Section B.1.11 PCI Compliance

Technical and Non Functional	7015	System has flexibility to retain data at municipal required retention levels	Example: 2 years, 7 years, indefinitely	Default data retention policy is 90 days for recovery purposes, however the database remains accessible indefinitely as long as client is 'active' status. Extra fees may apply depending on requirements. Client has ability to export (via csv) data from PerfectMind.
Technical and Non Functional	7016	Explain system's ability to comply with disabilities regulations such as ADA in support of disabled staff and customers	ADA (Americans with Disabilities Act)	Allowing for interactive accessibility, PerfectMind includes ADA compliant features providing users with the same services as clients who are not disabled. PerfectMind's solution has the ability to accommodate the assortment of individuals within a community allowing for equal access for participants with visual, hearing, or cognitive disabilities. Information is accessible in various formats to ensure everyone has a similar understanding of programs, services, and activities. PerfectMind future roadmap will make our platform available for Staff with disabilities.
Technical and Non Functional	7017	Link customer account to document management system and restrict access to authorized users only		
Technical and Non Functional	7018	Manage documents associated with a customer - including ability to add, edit, and delete documents	Example: Photos, MCFD documents, insurance, immunizations.	
Technical and Non Functional	7019	Data input and output integrity routines shall be implemented for application interfaces and databases to prevent manual or systematic processing errors, corruption of data, or misuse.	Example: Reconciliation and edit checks	

Technical and Non Functional	7020	Explain how your software supports extracting data and what frequency and volume of data extracts are supported	Example: Data like customer information and metrics Frequency like real-time, every X-minutes, hourly, daily For reporting/BI purposes (hosted solutions)	The information in our system can be exported at any time for any object. All data in our system is real-time. If the City wishes, exports can be done automatically at different frequencies. Additional configurations can be done for an additional cost.
Technical and Non Functional	7021	System provides ability to access and manipulate data directly by staff	Example: Direct SQL queries, ability to download data dumps in timeframes and frequencies determined by customer	
Technical and Non Functional	7023	System supports data and query exports in multiple formats including XLS, CSV, TXT, XML, .DOC, .PDF, .XML. Please detail any additional formats available.		
Technical and Non Functional	7024	System supports multiple data exchange methodologies including Native API, web service, messaging.	Example: Native API, Web Service, Messaging, ETL	
Technical and Non Functional	7026	System allows data anonymization for other environments (test/training/etc)		Our RESTful API uses the same authentication and limited information is available through it. Tokens are used to allow API connections and can be revoked if necessary. CSV exports and SQL connections are also supported.
Technical and Non Functional	7027	System supports data import in multiple formats including XLS, CSV, TXT, XML.		
Technical and Non Functional	7028	Detail additional data import formats system supports		You can import any CSV file into PerfectMind
Technical and Non Functional	7029	Create customizable fields to record additional information that can be used and/or reported on		

Technical and Non Functional	7030	Explain what physical security perimeters are implemented to safeguard sensitive data and information systems.	<p>Example: Fences, walls, barriers, guards, gates, electronic surveillance, physical authentication mechanisms, reception desks, and security patrols</p>	<p>Physical access to the facility is controlled by a combination of zoned Photo ID/Keycard authentication, biometric scanning technology and Access Master List verification.</p> <p>All TELUS Internet Datacenters maintain 365x24x7 Security Officer presence. A minimum of two (2) Security Officers are on duty at all times to monitor and patrol all interior and exterior regions of the IDC. A central security surveillance station allows Officers to monitor all activities in and around the IDC including the Managed and Co- Location fields, as well as persons entering and leaving the IDC via Close Circuit Television (CCTV). The images captured on the CCTV system are digitally archived for historical purposes.</p> <p>State of the art door alarm /locking and fire detection systems are present throughout the IDC with master control panels located within the central security surveillance station.</p> <p>Each TELUS IDC has a Security Team Lead and a IDC Facility manager who coordinates, implements and oversees all security operations in accordance with TELUS Corporate Security Policy and National Data Centre Operations.</p> <p>Physical Security falls into three (3) categories: Access Control, Security Surveillance and Property Control</p>
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Technical and Non Functional	7031	Explain what authorizations are required to be obtained prior to relocation or transfer of hardware, software, or data to an offsite premise.		Clients' data will never leave the physical premise of the primary and secondary datacenters. In the event PerfectMind decides to switch to a different hosting provider, this will be communicated to the client in a reasonable timeframe.
Technical and Non Functional	7032	Explain what policies and procedures are established for the secure disposal of equipment (by asset type) used outside the organization's premises and if this includes a wiping solution or destruction process that renders recovery of information impossible.	If wiping solution used, erasure consists of full overwrite of the drive to ensure that the erased drive is released to inventory for reuse and deployment, or securely stored.	The underlying storage and all volumes are encrypted and files are securely deleted using US DoD 5220.22-M standard method.
Technical and Non Functional	7033	All documentation including information system documentation shall be made available to authorized personnel to ensure the following: <ul style="list-style-type: none"> • Configuring, installing, and operating the information system • Effectively using the system's security features • Detailed requirements review 	Example: Administrator and user guides, product guide, architectural diagrams	PerfectMind will provide documentation, upon notification of being the preferred vendor.
Technical and Non Functional	7034	Audit trail information is collected and maintained showing when data is entered/changed and which staff member made the change. Each change should be stored not just the most recent.	Ensure audit trail is searchable and exportable as a larger theme	
Technical and Non Functional	7035	Ability to digitally identify how many people are actually on-site at unmanaged spaces		This can be done by setting up self check-in station on-site at unmanaged spaces. In the attendance module within PerfectMind the city can track and identify how many people are actually on-site.

Technical and Non Functional	7037	Explain what on premise desktop-side hardware and peripherals your software supports.	Example: Physical desktops and peripherals (pinpads, scanners, printers, gates)	PerfectMind supports most recognized USB software. Please see section Hardware Recommendations for more details.
Technical and Non Functional	7038	Explain your policy on staying current with new third-party hardware	Example: Desktops, peripherals	PerfectMind's product team and business analysts always research for the latest technologies & hardware to ensure consistent updates. We are also open to feedback from our clients to achieve this.
Technical and Non Functional	7039	Explain your Integration/operability with Card Scanning hardware and tools for membership pass cards, one cards, barcode/coupons, and gift cards		As a cloud-based solution, PerfectMind has no required hardware and can work with most Card Scanning hardware.
Technical and Non Functional	7040	System is compatible with desktop hardware virtualization Infrastructure	Example: VDI, XenDesktop, XenApp	PerfectMind is a hosted cloud-based solution
Technical and Non Functional	7042	System supports IP based hardware and peripherals.	Example: Pinpads, scanners, printers.	
Technical and Non Functional	7044	System allows processing payments using wireless pinpads		Dependant on City's processing partner
Technical and Non Functional	7047	Ability to use POS on tablet device (mobile POS)	Example: staff walks to long line-up with tablet to help reduce bottle-neck during busy times.	
Technical and Non Functional	7049	Explain your policy on staying current with new third-party applications	Example: Operating systems, web browsers, database software	PerfectMind's product team researches for 3rd party systems on an ongoing basis to help our customers with integration. We also provide the community the ability to add all 3rd party integrations which have been provided once (and paid by one client) to be provided to all clients at no charge.
Technical and Non Functional	7051	System has ability to create multiple environments.	Example: Development; Testing; Training; Disaster Recovery; Production	

Technical and Non Functional	7052	System provides SMS Text messaging services or be capable of interfacing with VOIP/Phone systems or external third-party systems		
Technical and Non Functional	7053	Identify any software components that must be deployed to the desktop or mobile devices (staff or end users)	Example: Plug-ins, Java, Software	There are no components that must be deployed to the desktop or mobile devices.
Technical and Non Functional	7054	Identify web browsers and versions your mobile System is compatible or NOT compatible with		PerfectMind works with all popular web browsers.
Technical and Non Functional	7055	Identify web browsers and versions your online System is compatible or NOT compatible with		PerfectMind works with all popular web browsers.
Technical and Non Functional	7057	Ability to integrate Web Application with Google analytics (or equivalent services)		
Technical and Non Functional	7058	Explain the ability to integrate with building automation systems.	Example: 1. Lighting Controls 2. Physical security controls and gate access, and ability to deny access based on frozen/suspended accounts 3. HVAC systems 4. Sound systems	If your facility is currently working with a third party lighting system, PerfectMind can integrate this within our solution. Allowing for the software to automatically administer the lighting of the company, turning it on and off with predetermined hours. PerfectMind currently is integrated with MUsco lighting and Skylogix (available Q4 2016). PerfectMind also is currently integrated with Gate Kicker technology.

Technical and Non Functional	7059	<p>Explain how your software supports natively and/or through Application Programming Interface (API) read/write access for integration with third-party software, hardware, and systems.</p>	<p>Third-Party Application/Type List:</p> <ol style="list-style-type: none"> 1. Enterprise Resource Planning (ERP) 2. Customer Relationship Management (CRM) 3. Content Management Systems (CMS) 4. Business Intelligence (BI) and Performance Management (PM) 5. Enterprise Content Management (ECM) 6. Closed-circuit television (CCTV) Security Systems 7. Staff Scheduling 8. The Red Cross 9. Geographic Information Systems (GIS) and other third-party mapping technologys like Google, BING, etc. 10. Inventory and Asset Management Systems 11. Open Data initiatives 12. Health Insurance Companies 13. Enterprise Service Bus (middleware) 14. Notification service (Google, Apple) 15. Social media (Facebook, Twitter, etc) 16. Real-time chat services 17. External web services 18. Activity Tracking Hardware & Software (Fitbit, Nike + Running, etc.) 19. Theatre Manager 	<p>PerfectMind has an open application program interface allowing for easily adaptable integration with external applications supporting fluid, userfriendly interconnectivity and collaboration across platforms. Additional integrations may have extra fees/cost.</p>
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Technical and Non Functional	7060	Provide detailed documentation and manuals for your API	Example: 1. Enterprise Resource Planning (ERP) 2. Customer Relationship Management (CRM) 3. Content Management Systems (CMS) 4. Business Intelligence (BI) and Performance Management (PM) 5. Enterprise Content Management (ECM) 6. Closed-circuit television (CCTV) Security Systems 7. Staff Scheduling 8. The Red Cross 9. Geographic Information Systems (GIS) and other third-party mapping technologies like Google, BING, etc. 10. Inventory and Asset Management Systems 11. Open Data initiatives 12. Health Insurance Companies 13. Enterprise Service Bus (middleware) 14. Notification service (Google, Apple) 15. Social media (Facebook, Twitter, etc) 16. Real-time chat services 17. External web services 18. Call-center technology 19. E-mail marketing software	PerfectMind will provide documentation, upon notification of being the preferred vendor.
Technical and Non Functional	7062	Ability to manage physical security devices such as gates and gate kickers		

Technical and Non Functional	7063	Ability for system to integrate with and update social media streams	Example: Facebook, Twitter, Instagram, Face Time, notification that 10 people in your area have registered for an event or Push out notification to a specific Facebook group	
Technical and Non Functional	7065	Explain System licensing model(s) for cloud hosted, hybrid implementations.	Example: User based, location based, enterprise based, revenue based	Unlike “transaction-based” pricing models, which come at a significantly higher cost with every transaction, PerfectMind’s tiered pricing is simple and affordable. Our pricing is built based on the usage of the system, estimated annual revenue, and the number of facilities within the City; this allows us to ensure we are providing you with the most competitive, fair, and reasonable pricing model. Fees remain the same for the duration of contract even if revenue increases.
Technical and Non Functional	7067	Describe any rights the vendor assumes with respect to the System or data placed within the System for all hosting models (Self, Hybrid, Cloud)		The vendor owns the software and the technology hosted on the cloud solution, question requires clarification if any details related to data not respective to cloud environment.
Technical and Non Functional	7068	Explain licensing requirements for hosting multiple environments including those surrounding testing, development, and disaster recovery environments	Are there any licensing requirements, restrictions, or allowances for multiple environments and specific uses. Some companies allow unlimited development or test environment for example.	Any requirements involving multiple environments for testing and development need to be discussed during the scoping stage to determine if required and any additional cost. One additional database for Sandbox (testing) is included the licensing fee.

Technical and Non Functional	7069	Explain what ability system provides for creating custom workflows.	<p>Example: On new customer creation have system send definable information through integration to external marketing system</p> <p>or Ability to customize alerts and notifications to be sent based on certain activities such as alerting staff on a system change or flag that is set</p> <p>or Staff can view the required tasks for a customer who is on a predetermined fitness plan or personal training schedule. Examples include scheduling an initial orientation session, placing a reminder or check in phone call or booking a personal training appointment.</p>	The City can create easy to use custom workflow charts to streamline your team's processes and communications.
Technical and Non Functional	7070	Explain what ability system provides to trigger email or other alert notifications		Within PerfectMind the city can send notifications through SMS, Voice Broadcast, and emails.
Technical and Non Functional	7071	System allows for the selection of the item/service to be sold by each of the following methods: selecting the item from a list, barcode (UPC or other) scanning, programmable keyboard, keypad, or touch screen monitor.		
Technical and Non Functional	7072	Explain how your System handles staff authentication scenarios including password resets and self-service capabilities (ability to change passwords without service-desk support) and support for multi-factor authentication	Multi-factor authentication	PerfectMind is currently integrated with LDAP

Technical and Non Functional	7073	Explain if your System provides a thin-app (low impact) or web-based client for staff and what functionalities are available/not-available in this offering		Modules can be limited based on the profiles and you can have unlimited profiles with different level of access
Technical and Non Functional	7074	Describe helpdesk support hours with critical response escalations, knowledge base, user forums, and other User Group opportunities.		During implementation, a dedicated Help Desk team will be assigned to the City. This team will help ensure a smooth implementation phase and will be available to answer any questions the City may have during that time. Post-implementation and upon go-live, our Help Desk will be available 24/7/365 to help the City resolve any issues that may arise.
Technical and Non Functional	7075	Users Groups independently lead but supported by company.		
Technical and Non Functional	7076	Explain ability, process/methodology, restrictions, and limitations for migrating existing Class software data into new System and provide details on effort required to facilitate data migration.	Data quality assurance	The information gathered during the discovery phase is used as a basis for the design requirements of the solution. This planning and discovery stage is where PerfectMind and the City will discuss the details regarding data conversion; in more detail, the objects, tables, length, and history of the data the City wants converted into the new solution. Internal Data Migration tools will be used to migrate and validate the data upon completion of the migration. It is important to note that the amount of data that can be transferred is not limited.
Technical and Non Functional	7077	Explain how your System handles customer authentication scenarios including password resets and self-service capabilities (ability to change passwords without service-desk support)		PerfectMind allows any User to change their Email, username or even to reset their own password through the system.

Technical and Non Functional	7078	Ability to create custom reports (against all fields) and share report template with other municipalities	Custom reports can be imported/exported	
Technical and Non Functional	7079	System allows the inclusion of customized documentation into the internal help system	To allow municipalities to include their own custom documentation and processes into the System so all documentation and procedures are in one location	
Technical and Non Functional	7080	Describe how system behaves with record contention and what staff will see	Example: Two staff members updating the same account at the same time	Multiple staff members can access the same record at the same time, whomever updates the record first their update will apply. Unless the 2nd (or beyond) user refreshes their screen the update will not appear until refresh.
Technical and Non Functional	7081	Describe how system behave with record contention and what customers will see	Example: 4 customers attempting to register for a course with only 1 slot left at the same time	Multiple staff members can access the same record at the same time, whomever updates the record first their update will apply. Unless the 2nd (or beyond) user refreshes their screen the update will not appear until refresh.
Technical and Non Functional	7082	System operates in real-time and does not require scheduled batch processing	Example: Upon the completion of a program registratio, the rosters, client accounts, all financials, schedules, statistics, reports, and other related details are updated automatically.	PerfectMind operates in real-time
Technical and Non Functional	7083	System can synchronize between multiple environments		

Technical and Non Functional	7084	Multiple search methodologies - type ahead, auto complete, fuzzy search - enabled in all searches within the application		Auto complete is available where it makes most sense for efficient processes, e.g. finding students for check-in in system. PerfectMind does not recommend implementing auto search across the board, e.g. for generic search. PerfectMind's search function includes multiple search methods including related objects fields and multiple field searches.
Technical and Non Functional	7086	Ability to override any maximums or minimums specified in the system or restrict functionality with security and authority controls in place	<p>Example: One staff unable to perform a refund can get an override from a supervisor</p> <p>OR If you set a maximum age for a specific program, staff should be able to override this maximum for a specific registrant</p> <p>OR If you set a minimum period of rental, staff should be able to override this for a specific rental booking</p>	
Technical and Non Functional	7087	Describe options for identifying patrons for drop-in classes and memberships	<p>Example: Card scans, fingerprints, retina, etc.</p>	PerfectMind allows customers to scan themselves in at the front desk, or manually check in with a staff member. Improve retention with live class statistics, and much more;
Technical and Non Functional	7088	Ability to import new fees and updates to fee amounts from another system, CSV, etc.		System allows to Import any set of data in CSV format to any Object
Technical and Non Functional	7089	Ability for administrators to define default field element behaviour and layouts for staff or security groups		
Technical and Non Functional	7090	System provides internal documentation and online-help for staff and customers		

Technical and Non Functional	7091	Ability to export design content for inclusion in marketing tools and/or materials	Example: Adobe InDesign and import to online web format without losing style (font, size), etc.	PerfectMind can provide an export in XML that is import friendly for InDesign
Technical and Non Functional	7092	Capability to provide self-service (ad-hoc) reporting for business SMEs (subject matter experts)		
Technical and Non Functional	7093	Ability to customize front desk search results based on user (display and defaults) and option to save settings for that user for the next login	Example: One staff member may prefer course results returned in date order, another in alphabetical order. Default to search for courses at a given location. Move to Technical (added Surrey #1)	
Technical and Non Functional	7094	Describe system's ability to centrally manage POS screen so different screens can be pushed out to networked workstation, eliminating any need to visit the physical workstation to setup the screen.		POS Can be run on any Browser of any computer and doesn't require a physical workstation. POS enhancements are pending in future roadmap.
Technical and Non Functional	7096	Describe restrictions related to ability to undo functions within system	Example: Ability to undo a course cancellation or undo customer information changes	Anything transaction based is handled through dedicated feature (e.g. refunds through refund feature). System allows you to change the status back from cancelled to any other as long as no refund or other action has been made while cancelling.
Technical and Non Functional	7097	Describe any limitations on number of characters in all text fields - title, description, etc.		Most of the fields character limit are customizable. Text boxes can hold up to 255 characters and long text areas can be set up to 32,000 characters.
Technical and Non Functional	7098	Provide samples of all standard reports available and description of purpose/use case of the report itself		Please refer to proposal Section B.2.6. Reporting.

Technical and Non Functional	7099	Explain system's ability to create centralized dashboards including real-time statistics		PerfectMind offers a customizable smart dashboard for staff and employees that need to track reports and run comparisons on a daily, weekly, monthly, or yearly basis; thus, giving the City the flexibility to filter desired data and view it in various formats. The engine supports standard filtered criteria and basic charting. All reports can be exported to Microsoft Excel for printing.
Technical and Non Functional	7100	Explain if any formal disciplinary or sanction policy is established for employees who have violated security policies and procedures. Also detail if employees are made aware of what action might be taken in the event of a violation, and if disciplinary measures are stated in the policies and procedures.		Employees who violate PerfectMind's security policies (outlined in employment agreements) will be removed from the accounts and placed on probation; repeat violations will result in termination.
Technical and Non Functional	7101	Explain if all organizationally-owned assets are returned within an established period upon termination of workforce personnel and/or expiration of external business relationships (third party or subcontractors).		All organizational assets are returned immediately after employee termination.
Technical and Non Functional	7102	Explain if all employment candidates, contractors, and third parties are subjected to background verification proportional to the data classification to be accessed, the business requirements, and acceptable risk, pursuant to local laws, regulations, ethics, and contractual constraints.		All newly hired employees must go through a security background check prior to their first day.

Technical and Non Functional	7103	Explain if non-disclosure or confidentiality agreements reflecting the organization's needs for the protection of data and operational details are identified, documented, and reviewed at planned intervals.		To exchange confidential information, both parties are required to sign a non-disclosure agreement which will protect the parties throughout the term of the agreement.
Technical and Non Functional	7104	Explain if access to, and use of, audit tools that interact with the organization's information systems are appropriately segmented and restricted to prevent compromise and misuse of log data.		Access to the application level logs is restricted to those with certain security clearance defined within the application. Further clarification needed for any additional details you may require.
Technical and Non Functional	7105	Explain if access to our own developed applications, program, or object source code, or any other form of intellectual property (IP), and use of proprietary software are appropriately restricted following the rule of least privilege based on job function as per established user access policies and procedures.		PerfectMind owns the code and the IP and access to IP is restricted to those with proper access level (i.e. platform level, application level, database level, User Interface, etc.)
Technical and Non Functional	7106	Ability to run/create auditor reports		
Technical and Non Functional	7107	Explain Systems capability for managing data retention policies.	Example: 1. Archiving select data 2. Migrating select data to secondary/alternate storage 3. Identifying and/or purging old "stale" data	All client databases are kept intact indefinitely while the client is still active and has a valid contract on file. Once a client leaves PerfectMind, their databases are marked as inactive, backed up and kept for 90 days as part of the default policy.
Technical and Non Functional	7108	Explain systems upgrade and patch strategy		Updates to the (PaaS) environment usually happen quarterly and users of the system are notified one week in advance.

Technical and Non Functional	7109	Describe ability to maintain full access to data when contract expires, system provider is acquired, or terminates business operation including data export capabilities.		Upon contract expiration PerfectMind will provide the City with a full export of its data. The City of will have access to its data at all times and can export data at any time.
Technical and Non Functional	7111	Payment processing system deposits settlements directly into municipal bank account at configurable intervals		This arrangement is dependent on the City's processing partner. PerfectMind does not touch the funds directly and only transfers necessary information to the financial processor's gateway.
Technical and Non Functional	7112	Explain what penalties and remedies are in place if SLA and/or agreed Quality of Performance metrics are breached		PerfectMind is obligated to meet the established SLA. Any missed SLA will result in financial penalty; all details will be included in the agreement.
Technical and Non Functional	7113	Explain your Quality of Service guarantees including those related to service availability, performance response time and latency, reliability, recoverability, retention, disposal, archiving, and sequencing		Please see PerfectMind's service level agreements in Section A.3.1 Customer Support.
Technical and Non Functional	7114	Explain any known incompatibilities with System as evidenced in previous deployments	Example: Incompatibilities with certain installed third-party applications, browsers, hardware, integrations, etc.	PerfectMind currently does not have any known incompatibilities. Upon receiving any information on defects, PerfectMind's team will fix according to our SLA.
Technical and Non Functional	7115	Disclose your related partner companies including third-party vendors and subcontractors and what services they provide		There are no related partner companies including third-party vendors and subcontractors that will work on this project.
Technical and Non Functional	7116	Detail what security certifications you hold for physical and logical security of the service and supporting systems and provide copies of your certifications	Example: SAS 70 Type II, ISO-27001, SSAE 16	SAS70, SSAE 16, CAAS 3416, and PCI compliance.

Technical and Non Functional	7117	Explain how you protect against cyber attacks, virus threats, malware, or hacking.		PerfectMind's servers are protected by a firewall with tight ACLs and enterprise-grade antivirus programs. Servers are monitored, audited and scanned on regular basis. Two-layered firewalls are in place (frontend and backend). Network intrusion prevention (IPS) system is in place and enforced by Telus. TELUS IPS service provides deep packet inspection.
Technical and Non Functional	7118	Explain if network traffic screened and describe any network intrusion detection and prevention in place.		PerfectMind is a cloud based solution with logical security including firewall, intrusion detection and prevention, and denial of service attack protection.
Technical and Non Functional	7119	Explain how user permissions are validated, tracked, and audited on a regular basis.		There is a full audit log available for your organization
Technical and Non Functional	7120	Explain how the vendor or subcontractors will notify a municipality in the event of a security breach, including timelines and communication channels.		PerfectMind incident response plan provides an action plan for a variety of scenarios. PerfectMind will contact the city via phone and email within one business hour of breach being detected.
Technical and Non Functional	7121	Explain how the vendor or subcontractors will notify a municipality if law enforcement requests access to their data and what restrictions are there on the use and disclosure of the data.		If law enforcements request access to the City, PerfectMind will immediately notify the City of that request and will fully cooperate with both parties.
Technical and Non Functional	7122	Explain how Security Incident information will be made available to all affected customers and providers.	Example: Portals, newsletters	All customers and providers will be immediately contacted via email and informed of any security breach. PerfectMind has not experienced any Security Incidents since inception.

Technical and Non Functional	7124	Explain if policies and procedures are established, and supporting processes and technical measures implemented, for timely detection of vulnerabilities within organizationally-owned or managed applications, infrastructure network and system components to ensure the efficiency of implemented security controls.	Example: Network vulnerability assessment, penetration testing	The entire infrastructure that PerfectMind resides on is monitored 24/7/365 and undergoes quarterly audits using in-house and 3rd party vulnerability testing.
Technical and Non Functional	7125	Explain your best-case scenario RTO and RPO options for cloud/hybrid disaster recovery scenarios	RTO (Recovery Time Objective) RPO (Recovery Point Objective)	RPO 30 minutes, RTO 4 hours
Technical and Non Functional	7126	Ability to synchronize clock for all relevant information processing systems to facilitate log tracing and reconstitution of activity timelines.		
Technical and Non Functional	7127	Provide, if possible, network architecture diagrams and clearly identify high-risk environments and data flows that may have legal compliance impacts.		Network architecture diagrams can be shared with the City upon PerfectMind being selected as preferred Vendor.
Technical and Non Functional	7128	Provide, if possible, detailed information on technical measures implemented to apply defense-in-depth techniques in detecting and responding to network-based or system attacks	Example: Protections against MAC spoofing, ARP poisoning, Distributed Denial-of-Service (DDoS)	PerfectMind is a cloud based solution with logical security including firewall, intrusion detection and prevention, and denial of service attack protection.
Technical and Non Functional	7129	Explain logical and physical segmentation of network traffic between trusted and untrusted sites/hosts and detail how often these configurations are audited, reviewed, and if detailed documentation and justification is available		PerfectMind is a cloud based solution and its database servers are confined within a private network and the front-end servers are protected using physical and virtual firewall appliances, and network ACLs, intrusion detection and prevention, and DDoS.

Technical and Non Functional	7130	Describe your organization's security policy and measures in place to ensure protection against external data breaches	Example: BYOD mobile device policy and any security impact it may have on system and protection from staff bringing in external USB sticks	PerfectMind's Privacy and Security policy is attached as Appendix A.
Technical and Non Functional	7131	Explain your policy and practices for hardening operating systems (desktop and server environment).		This is only applicable to Server environment as PerfectMind is a SaaS offering. All server and system patches (security, upgrades, etc.) are performed in a staging environment (alpha, beta to production), audited & performed on a quarterly basis
Technical and Non Functional	7133	Ability to prevent staff from registering or withdrawing themselves to/from programs through front desk application (security)		
Technical and Non Functional	7135	System create a security audit log for the following security events: <ul style="list-style-type: none"> • Successful logon • Failed logon attempt • Authorized data access attempt • Unauthorized data access attempt • System change • Data change 		

Technical and Non Functional	7136	Ability to include the following information in system security audit log: <ul data-bbox="541 285 892 657" style="list-style-type: none">• User ID• User Action• Date & Time• Data Acces• Data Deletion• Data Modification• Data Output / Export• Application Configuration Change• Application Start-up / Shutdown• User Role• User Permissions• User IP Address• User Group		
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Technical and Non Functional	7137	<p>System supports the following password management features:</p> <ul style="list-style-type: none"> • Passwords that are not displayed in clear text when they are being entered • Configurable passwords expiry that allows for definable expiration timeframes including but not limited to 30, 60, 90 and 120 day expiry • Passwords that are either encrypted, or hashed and salted if store in the application or application database • Password strength and complexity can be configured to require definable amount of characters (15 character passwords permitted) and the use of numbers, upper case characters, special characters and any combination of • First-time passwords to be set to a unique value for each user and changed immediately after the first use. • Prevention of the reuse of a configurable number of previous passwords 		<ul style="list-style-type: none"> · Minimum password Length (6-16) · Password Expiry (30 days, 60 days, 90 days, 1 year, Never) · Password complexity (allows you to choose if you want “Lowercase Letter, Uppercase Letter, Number and Punctuation mark” in the passwords) · Enable Password History (means user can’t use any of last 5 passwords that they have already used) · Enable Security question · Allows Maximum number of Invalid Login attempts to lock the account (3,5,10) · Allows you define the lock period for 15,30,60 minutes · Allows to define session timeout
Technical and Non Functional	7138	System should encrypt data while at rest with a minum of 128-bit AES encryption or greater.	Data encryption at rest	
Technical and Non Functional	7139	System must disabled inactive accounts after a configurable period of time.		System keeps track of activity dates and can generate a report or list of all inactive customers so they can be inactivated manually.

Technical and Non Functional	7140	Explain if points of contact for applicable regulation authorities, national and local law enforcement, and other legal jurisdictional authorities are maintained and regularly updated to ensure direct compliance liaisons have been established and to be prepared for a forensic investigation requiring rapid engagement with law enforcement.	Example: Change in impacted-scope and/or a change in any compliance obligation	The contact information for required points of contact is established and updated on a regular basis.
Technical and Non Functional	7141	Ability to manage accounts either directly in the System or through integration with external authentication schemes	So that system administrator does not need to manage account lockouts or passwords by directly connecting to the database server	
Technical and Non Functional	7142	Ability to restrict access by individual or groups of municipal or 3rd party staff, to data specific to a 1 or more facilities	Some munis have 3rd parties managing facilities that are not municipal staff and it is desirable to restrict the 3rd party staff to data specific to the facility or facilities they are managing	
Technical and Non Functional	7143	System should have Single Sign-On and Federated accounts capabilities supporting various authentication schemes.	Example: built-in/native, OAuth2, SAML2-compliant/WSFed, Active Directoryv	
Technical and Non Functional	7144	Granular role-based security management for individual and groups of municipal or 3rd party staff	Some munis have 3rd parties managing facilities that are not municipal staff	We need more information on what needs to be limited but as it was explained earlier PerfectMind is a role based system and we can configure different profiles with different level of access
Technical and Non Functional	7145	Describe system's ability to track activity and history for audit purposes	Examples: System can track price changes, discounts, order voids, login attempts/failures, time clock changes, removing items from orders, security overrides, price overrides, and other theft prevention auditing capabilities.	

Technical and Non Functional	7146	Ability to secure System or areas of System on shared computers	Example: Kiosks, unsupervised computers, or multiple-staff accessible computers	
Technical and Non Functional	7147	Hosted System audited for security and compliance by independent 3rd party		
Technical and Non Functional	7148	Granular role-based security management for individuals or groups of customers		
Technical and Non Functional	7149	Explain System staff-authentication capabilities such as password complexity requirements, account expiration handling, and ability to simplify the authentication process in select cases (auto-login or pin access)		You can set your password rules in PerfectMind
Technical and Non Functional	7150	System automatically lock accounts after a set or definable login failure threshold		
Technical and Non Functional	7151	Ability for system to automatically unlock accounts after a set or definable time-out period		Unlocking customer accounts must be done manually but staff account will be locked automatically
Technical and Non Functional	7153	Explain if System interface and data/information transmission is secured and/or encrypted	Does hosted application use SSL or encryption, is data transmission and integration points securable, etc	PerfectMind use SSL for all online registration pages
Technical and Non Functional	7154	Describe the physical security of the facility(ies) hosting the service.		<ul style="list-style-type: none"> • Robust physical security including biometrics and smartcard access; • 24/7/365 interior and exterior surveillance monitoring facility access; • Logical security including firewall, intrusion detection and prevention, and denial of service attack protection; • SSAE 16, CAAS 3416, and PCI compliance.

Technical and Non Functional	7155	Describe the security architecture for the service.		Information is provided in an individual database in a multi-tenant environment, within the database security is at the user level and defined through profile with access authenticated at that level. All pages are SSL.
Technical and Non Functional	7156	If a multi-tenant environment exists, what technologies are utilized to provide network traffic separation for clients if any.	Example: VLAN, VPN.	Each client has their own dedicated database, which is encrypted. The front-end server would establish a secure and encrypted connection to that specific database which eliminates the need to implement network separation.
Technical and Non Functional	7157	Explain how access is granted to administrators and users to hosted backend	Example: What kinds of controls are in place to verify access requests before granting access to backend systems such as database servers or administrative consoles	Access control is defined as part of the change management process. Please refer to Section A.3.3 Software Updates and Patches for a detailed diagram outlining PerfectMind's change request process.
Technical and Non Functional	7158	Explain security capabilities for maintaining confidentiality, integrity, and non-repudiation.		PerfectMind stores client data within client specific databases on an industry standard secured datacentre. All data transmissions are secured and encrypted in and out of this datacentre.
Technical and Non Functional	7159	Explain the encryption capabilities offered, how the encryption keys are managed and who is the owner of the encryption keys.		Encryption is one of the most effective data protection controls available today. Encryption is a primary data (and application) protection technique, and as such, PerfectMind clients have their dedicated databases which are individually encrypted for their protection.
Technical and Non Functional	7160	Explain who within hosted organization controls security access to backend system(s)		IT Department – more details available in the Privacy and Security process attached as Appendix A

Technical and Non Functional	7161	Explain what are the processes and timelines to receive access to user log files if requested.		Client has access to the user audit logs through the application.
Technical and Non Functional	7162	If System stores accounts locally within the database, explain how passwords are stored in the database, what kind of encryption is used, and if it is decryptable	Example: Clear text, HASH without salt, HASH with salt, other	PerfectMind encrypts passwords in the database using the TripleDES algorithm, and passwords can be decrypted.
Technical and Non Functional	7163	Explain if proper forensic procedures, including chain of custody, are followed for the presentation of evidence to support potential legal action subject to the relevant jurisdiction after an information Security Incident.		The immediate priority for PerfectMind is to ensure the incident is contained and the data is safe. Upon learning about the Security Incident, the IT team works diligently to contain the issue and ensure no further damage is caused; while addressing the root cause and taking corrective actions to mitigate the impact. Also provide all details pertaining to the incident to client (i.e. source of the incident, time, audit logs, impact, course of action to rectify the situation)
Technical and Non Functional	7164	Explain what mechanisms are in place to monitor and quantify the types, volumes, and costs of information Security Incidents.		Monitoring tools are in place to monitor security breaches at the server level. Application logs also keep track of application level incidents. Cost associated with each incident will be determined upon analysis of the each particular case.
Technical and Non Functional	7165	Ability for system to encrypt data during transmission with a minimum of 128-bit AES encryption using TLS version 1.2 or greater.	Data encryption during transmission	

Technical and Non Functional	7166	Explain if upon notification, customers and/or other external business partners impacted by a security breach are given the opportunity to participate as is legally permissible in a forensic investigation after an information Security Incident.		PerfectMind allows all affected parties to participate in the investigation (as applicable).
Technical and Non Functional	7167	Ability to allow/restrict access to certain customer information fields to specific security roles or staff members		
Technical and Non Functional	7171	<p>Explain if your standard SLA agreement between providers and customers (tenants) incorporates at least the following mutually-agreed upon provisions and/or terms:</p> <ul style="list-style-type: none"> • Scope of business relationship and services offered (e.g., customer (tenant) data acquisition, exchange and usage, feature sets and functionality, personnel and infrastructure network and systems components for service delivery and support, roles and responsibilities of provider and customer (tenant) and any subcontracted or outsourced business relationships, physical geographical location of hosted services, and any known regulatory compliance considerations) • Information security requirements, provider and customer (tenant) primary points of contact for the duration of the business relationship, and references to detailed supporting and relevant business processes and technical measures implemented to enable effectively governance, risk management, assurance and legal, statutory and regulatory compliance obligations by all impacted business relationships • Notification and/or pre-authorization of any changes controlled by the provider 		All above points are addressed in the master service agreement; some are included in the SLA but some are addressed in their respective section in the agreement.

		<p>with customer (tenant) impacts</p> <ul style="list-style-type: none"> • Timely notification of a Security Incident (or confirmed breach) to all customers (tenants) and other business relationships impacted (i.e., up- and down-stream impacted supply chain) • Assessment and independent verification of compliance with agreement provisions and/or terms (e.g., industry-acceptable certification, attestation audit report, or equivalent forms of assurance) without posing an unacceptable business risk of exposure to the organization being assessed • Expiration of the business relationship and treatment of customer (tenant) data impacted • Customer (tenant) service-to-service application (API) and data interoperability and portability requirements for application development and information exchange, usage, and integrity persistence 		
Technical and Non Functional	7173	System can be used in different functional areas within the core business.	Example: skate shop, theatre, pro shop, equipment rentals, gift cards, locker rentals, garbage tags, etc.	
Technical and Non Functional	7174	System provides a self-service option for printing receipts online or having receipts emailed to them from counter.		

Technical and Non Functional	7175	Describe system's ability for messaging staff or groups of staff	Example: Supervisor assigns task/message to employee working on a later shift so message/task appears on screen at time of user sign-on.	PerfectMind comes with Task Management module that allows city staff to send auto tasks to one or group of staff within the organization, this module is connected to our workflow engine that allows the city to generate easy to use workflow charts to streamline your team's processes and communications.
Technical and Non Functional	7176	Ability to automatically validate and format text input based on configurable requirements.	Example: E-mail addresses, Street Addresses, Phone Numbers, Postal Codes, and handle case sensitivity Vendor should describe other features of System that help improve data entry efficiency.	
Technical and Non Functional	7178	Ability to customize application views and interfaces system wide		
Technical and Non Functional	7179	Ability to customize application views and interfaces for an individual staff member and have those views and interfaces follow the staff member to different desktops		
Technical and Non Functional	7180	System allow data entry through remembered defaults and/or data import capabilities		
Technical and Non Functional	7181	Reporting services are mobile-friendly, responsive design		Are reports are available to be check on any mobile devices. We are having an enhancement to have a full responsive design for all reports with different chats in Q2, 2017

Technical and Non Functional	7182	Describe staff mobile application/interfaces and their capabilities.	Examples: 1. Validate memberships 2. Allocate building space 3. Manage class rosters and attendance 4. Review current schedules	PerfectMind allows the System Administrator to create profile permission and/or role-based permission that grant security rights to various functions of the system. Each group can be given read/write or read-only access to these functions, where applicable. Security rights are at the sole discretion of the Administrator. PerfectMind does not limit the number or types of profiles/permissions the city can create. During the initial implementation PerfectMind will create all of the user groups/profiles required by the city. Profiles/permissions can be modified at any time by the Administrator.
Technical and Non Functional	7186	Ability to provide training options for staff including on-site and online options	Describe training strategy available, including timelines, training required by role, etc	City is responsible for the cost of travelling for onsite training
Technical and Non Functional	7187	Ability to link to external web services or URLs on Web Application	Example: Customizing the web interface to provide a link for a course or facility, to a Google map or to Translink's website for direction information	
Technical and Non Functional	7188	Web application provides ability to completely customize the "look and feel" of the website where all changes are supported through upgrade (for example: through cascading style sheets)	So that web site can be integrated or appear consistent with a municipality's website	
Technical and Non Functional	7189	Customer accounts can be created and activated immediately or upon later user approval, depending on pre-determined system parameters (set by system administrator)		

Technical and Non Functional	7191	Ability for customers to update and access account information details which can be restricted by system administrator	Example: Update account fields, components, details Access usage statistics, attendance, attended course history	
Technical and Non Functional	7192	Explain how your Web Application allows customers to upload documents		You can have an attachment field for customers to upload documents
Technical and Non Functional	7193	Ability for website portal to include a self-service search tool where customers can enter questions and the system will provide suggested responses and answers to other similar questions		PerfectMind's Lounge allows Public/Members to go to the website and look for a common question that has been asked and it's official answer or ask or vote on New questions to be answered.

5. Requirements on Future Roadmap

The following requirements represent those on the Contractor’s official roadmap for the presented solution that both the Local Government and the Contractor agree to:

Requirement Type	Requirement Number	Requirement	Requirement Elaboration	Contractor Response
Finance	1011	Ability to set Cash Drawer Limits and alert staff to move excess cash to a safe when limit is reached		The full version of this item for our new POS is planned to be released in 2017
Finance	1019	Allow different types of deposits to be held in different GL accounts	Example: damage deposits for different spaces, key deposits. Deposits are fully or partially refundable and can not be used as a form of payment	This feature is on Alpha and going to be released in Q1, 2017
Finance	1022	Fees, damage deposits, and initial payments have ability to be charged on a schedule based on applicable rules.		Custom Payment plan can be set per item (membership, Contract and etc). More enhancement on new POS is coming in Q1, 2017
Finance	1024	Ability to automatically charge interest on overdue account with the ability to reverse and/or override those charges		Currently this can be done manually. It's in our roadmap to make this automated
Finance	1029	Ability to automatically prorate fees If a customer registers after the activity has started		Online pro-rating is in alpha and will be released by end of 2016
Finance	1087	Ability for online or phone-app payment by PayPal		Available Q4 2016
Finance	1108	Ability to manually or automatically set US exchange rate daily/monthly and/or by effective date		Available Q1, 2017
Finance	1111	Ability to void payments		at this time you can withdraw and refund then you should re-process. There is an enhancement for this feature planned for Q1, 2017

Finance	1126	Ability to close an accounting period, preventing any financial transaction from being processed in that time period	Example: 7 days after the end of the month, close the last month's accounting period, preventing any back-dated transactions from being posted in that time period	Previous Invoices can't be changed in PerfectMind. This feature is part of future roadmap
Finance	1142	Ability to post subsidy transaction to multiple GL and reduce revenue at time of registration.		This will be available in early 2017
Finance	1154	Ability to record cash drawer access without transaction		This is not available in our new POS at this time but it's one of the enhancement for our New POS
Structured Programming	2006	Describe the functionality and capability of the system to administer leagues, including league creation, maintenance, results tracking and associated automatic decision making, as well as functionality associated with manual management of the league details.	On occasion, leagues may be required to be managed by the system. These leagues can involve either individuals and/or teams (collectively, Participants). Single individuals can be part of or moved between various teams during the course of the league. Further, single individuals involved in the league may need to be identified based on multiple criteria, such as position, ranking and skill level. Leagues can transition from an inclusive format where all Participants are involved to an elimination format, where Participants would be included in the league but either not an active Participant based on their results, or provided with an amended participation schedule based on their result and the results of other Participants in the league.	PerfectMind is the exclusive partner for the teamsideline and first phase of integration will be done in early Q4, 2016
Structured Programming	2039	Ability to combine courses after registration begins and generate appropriate notifications, adjust min/max registrants with the option for staff to adjust	Swim Kids 3 and Swim Kids 4 are combined to create Swim Kids 3/4	combining courses is part of our roadmap for 2016

Structured Programming	2046	Age/grade requirements for registrants are displayed with optional validation based on first day of the course/end of year/other specified dates		Currently it is first day of the course. Our enhancement for this is currently in Alpha to support course start date, course end date, specific date and end of the year. This will be released before end of 2016.
Structured Programming	2047	Ability to set a course specific age validation buffer, which does not impact the display of age requirements for the course	If course requires participants to be 6 years old (and displays as such to customer), staff configuring the course may choose to allow those turning 6 within the next two months to register as well	Age can be a combination of year and month in PerfectMind, when you create that course. There are some minor enhancement we have in plan for online display for better usability
Structured Programming	2068	Ability to set online registration dates/times controlled by customer type with registration priorities	Example: resident/non-resident, member/non-member	Q4, 2016
Structured Programming	2081	Option to have automatic discounts available for registering multiple children in eligible programs		This feature for our new POS is being tested in Alpha to be released in Q1, 2017.
Structured Programming	2085	Choose single day/class or any combination of days during registration in a course (online or in person registration)		Online side on alpha right now and will be released December 2016 for all live customer
Structured Programming	2088	Ability to limit the number of registrations per type by customer	Example: Each child can only be registered in one summer camp week or one aquatics course per set	Q1, 2017
Structured Programming	2098	Allow staff to automatically register all course registrants from a course in another session or from a waitlist		At this time there, there is a work around that staff would have to manually delete the client from the waitlist and add to the similar course. This has been added as a feedback by haven't gotten enough votes to be developed. It may be added in our earlier 2017 releases based on our customers Feedback
Structured Programming	2103	Ability to alert customer during registration if they are already registered in a course which occurs at the same time	Example: Customer will be double booked on X day if they register for this course	Q4, 2016

Structured Programming	2108	Display program price without having to register into the program	Including extra fees, taxes, total cost to customer	You can display the price online through our widget setup (under online booking). We had a feedback from other customers that they want price to includes tax and that feature got enough vote and is under development to be released in Q1, 2017
Structured Programming	2110	Ability to alert customer during registration if another member of their customer group (family) is registered in a course which occurs at the same time at another location		Q4, 2016
Structured Programming	2127	Ability to list the specific dates the course is running on a receipt, including the number of classes		Currently the date range shows but if by specific dates, you want to be the details of that range is not possible today but can be added to our enhancement for receipt in Q1, 2017
Structured Programming	2141	Ability for a customer from the waitlist to register online, in person or through any other supported methods		They can currently register in person or over the phone. They will also receive a notification online. Completing the registration online for waitlisted customers is in our internal environment and is going to be released in 2017
Structured Programming	2155	Ability to create a program package which contains multiple courses	Example: Creating an overall fitness program that contains 2 swimming sessions, 2 mountain climbing sessions, and 3 personal training sessions	Will be available in Q1, 2017
Unstructured Recreation	3017	Ability to control a customer's access to locations based on date, time and day of week		We can prevent access to certain stations and each station can be defined in different location/facilities. We also have our Membership to be restricted by Time/Date and age in our roadmap and is to be released in Q1, 2017.
Unstructured Recreation	3029	Publish min/max spaces but limit pre-registration	Example: Out of 10 spots in a spin class allow 8 to be reserved in advance but keep 2 open for drop-in participants X minutes before the class starts.	Will be available in 2017

Unstructured Recreation	3040	Suggest alternatives when drop-in courses are full		Available Q4 2016
Unstructured Recreation	3044	Equipment sign-out tracking (what equipment, who borrowed it, when is it due back etc.)		At this time, we create a custom object to keep track of all equipment and you can also use Check in/Check out option in that object. We are planning to have a full version of equipment management by Q2, 2017
Point of Sale	4024	Allows linking an inventory item to sub-inventory items to accurately manage inventory quantities while selling items that are made up of smaller stocked inventory parts.	Example: If a hamburger is sold, the system automatically reduces the inventory levels of 1 patty, 1 bun, 1 pickle, 1 slice of cheese, etc.	It's part of our enhancement to our POS which will be released in early Q4, 2016
Point of Sale	4042	System has the ability to accept gratuity in dollar amount or by percentage.		Will be available in 2017
Point of Sale	4046	Ability to have different POS screens for different staff (security levels) and different locations as well as different screens for public (self service options).		Will be available in 2017
Point of Sale	4063	Ability to have cash drawer automatically open during transaction - should be able to set parameters on which transactions will open the cash drawer		This is also one of the features that we are delivering it for our new POS in early 2017 This is feature partially is in alpha for new POS and will be released in Q1, 2017. We need to learn more about the details of what you want to achieve so we can give you more accurate answer
Space Management	5009	Ability to know who/what customer user group is in what dressing room	Be able to assign the dressing rooms within the space reservation	Will be available in 2017
Space Management	5015	Ability to have time slot held during space reservation process to hold the facility while completing the space reservation	Example: While the booking is being entered into the system another customer or staff member should not be able to request the same space at the same time	Q1, 2017

Space Management	5022	Ability to add space reservation priority by group and time		<p>PerfectMind currently only has priority booking for Residents/Non-residents and Members/Nonmembers.</p> <p>The full version of this item to be able to give priority to different groups based on the type of the account is part of our roadmap for Q2, 2017.</p>
Space Management	5023	System has ability to suggest alternate spaces when a space is unavailable		Will be available in 2017
Space Management	5034	Ability for customers to book directly from a graphical representation of the space they are reserving		Booking through map is currently in Alpha and is planned to be released to live environment by Q4, 2016.
Space Management	5045	Ability to limit the amount of time (days/hours) into the future that spaces can be booked by staff		This is available if booking is being made from the online portal by staff or public. This feature is going to also be added to internal view by early 2017
Space Management	5050	Enforce staff/equipment limitations when reserving spaces	Example 1 zamboni or zamboni driver servicing multiple ice sheets	<p>Staff availability can be checked and conflict warning given. Part of future development to check equipments as well.</p> <p>We have this available through report for each course and can also be filtered by different criteria</p> <p>You can also see the available quantity of equipment when you are adding them as extra. More enhancement for this coming in 2017</p>

Space Management	5051	Ability to provide a customer with a quote for a rental providing the price without creating a contract and with the option of holding the space		You can create the reservation in tentative state. As this time, you should create a contract with Tentative status. It's part of our enhancement to facility booking for Q1, 2017 based on our customers feedback since they also suggested a different way for doing this
Space Management	5063	Ability to display visual layout of locker room including locker locations to customers		Will be available in 2017
Space Management	5073	Ability to add notes and amendment date on contract is amended, need to be able to view this information historically	Amendment process above	Q4, 2016
Space Management	5085	Ability to perform mass edits based on user criteria for space reservations	Repeat modification/changes	PerfectMind allows you to change a booking in the reservation or the entire reservation. Mass update of all or some reservations under the contract is planned to be released Q1, 2017
Space Management	5095	Show fee breakdown per time reserved on contract	The rental total should be broken down to show the individual cost of each date/time booked on the contract. This information is useful for customers to know the impact on their total bill in case they make changes to dates in the future.	This feature passed its Beta testing and is on selected databases and going to live in Oct 2016.
Space Management	5097	Ability to report on changes made to a contract showing the customer the before/after results of the change		The new user interface to see amendment Changes is currently in development and based testing (internal databases) and is plan to be released before end of this year

Customer Relations	6018	Ability to prompt for confirmation of preferences/ mailing lists with customer at any time email address is changed		This can be automated by using online registration form during the registration processes to update a field or giving access to public to edit this field. There is an enhancement scheduled to make this fully automated in Q1, 2017
Customer Relations	6019	Ability for a customer user group accounts to have sub-accounts. Transactions (payments, rentals, etc.) can be attached either to the main user group account or to the sub-account with the ability to report at either the sub-account level or the main account as a whole. Sub-accounts may have unique contact information or utilize the same contact information as the main user group account.	Examples: Minor Hockey Association has sub-accounts for tournaments, practices and development programs. Views/reports are able to show the amount owed for practices only or for the association as a whole.	There are 2 ways to achieve this today. You can do this as separate accounts and have a field to leave note for its related account or make one account and have other accounts as its clients (members). We suggest making them as separate account and using Account category to group just for reporting and avoid other issues such as credit. As It mentioned in the demo, we decided to pull back our "multiple account" feature and enhance it to address many other business cases such as more that 4-5 accounts due to teams and etc. This is scheduled to be released in Q1, 2017
Customer Relations	6054	Customers can complete waivers and other forms online and the information is stored for subsequent transactions, with associated expiry dates where appropriate	PAR-Q	Q4, 2016
Customer Relations	6055	Shopping cart feature with reminders for unemptied cart and spots remaining in a program	Similar 'shopping experience' to many online stores	This is not available in our new POS at this time
Customer Relations	6064	Ability for customers to create a wishlist of future registrations (before registration is available) with a calendar display		Available in 2017
Customer Relations	6067	Ability to create 'What to do' list of suggested activities in the area via a map of the customer's current location		Available in 2017
Technical and Non Functional	7041	System supports Bluetooth connected hardware and peripherals		Future Version
Technical and Non Functional	7046	Explain Systems support for point of sale via RFID cards		Future Version

Technical and Non Functional	7085	Ability to sign-out as one staff member then sign-in as another without needing to close entire application down		One person needs to logout and another person to login again or they can open another browser on the same computer. Phase 2 of POS for Q1 2017 will allow switching sales person without logging out.
Technical and Non Functional	7134	Ability to limit access to POS items by time and day; set by system administrator.	Example: PLU item is only valid for 'X' to 'Y' or has a set expiry date or time.	Available in 2017
Technical and Non Functional	7168	Explain Systems support for Access Control via RFID cards and/or Fobs		available in 2017
Technical and Non Functional	7169	Ability to support biometric technology such as fingerprint scanning and/or Iris scanning for items like locker control, membership pass validation.		Future Version
Technical and Non Functional	7183	System has ability to change language options for customer facing interfaces, support localization		Future Version
Technical and Non Functional	7184	System interface has configurable hotkeys/key combinations		Future Version
Technical and Non Functional	7190	Web application allows customer to validate their street address against external database	Examples: Municipality's GIS addressing system, and/or Canada Post	GIS integration will be released in Q4, 2016

**SCHEDULE B TO AGREEMENT NO. 16-001
PARKS AND RECREATION MANAGEMENT SOFTWARE SYSTEM**

FEES AND PAYMENT

1. Fees

Subject to Section 7.2.2 of the Agreement, for each year during the Term, the Local Government will pay to the Contractor an amount equal to:

A x B

where:

A = the parks and recreation revenue collected by the Local Government in the calendar year (i.e. January 1 through December 31) prior to the Effective Date (excluding taxes); and

B = the PRMS Subscription Price percentage (as set out in Table 1).

Table 1 - PRMS Subscription Price

Aggregate PRMS Revenue of all Consortium members	PRMS Subscription Price (Percentage of Individual Local Government PRMS Revenue)
Less than \$1.0 Mil	2%
Greater than equal to \$1.0 Mil and less than \$2.5 Mil	2%-1.5% (prorated)
Greater than equal to \$2.5 Mil and less than \$5.0 Mil	1.5%-1.3% (prorated)
Greater than equal to \$5.0 Mil and less than \$10 Mil	1.3%-1.0% (prorated)
Greater than equal to \$10 Mil and less than \$15 Mil	1.0%-0.90% (prorated)
Greater than equal to \$15 Mil and less than \$20 Mil	0.90%-0.80% (prorated)
Greater than equal to \$20 Mil and less than \$65 Mil	0.80%
Greater than equal to \$65 Mil and less than \$75 Mil	0.79%
Greater than equal to \$75 Mil and less than \$85 Mil	0.78%
Greater than equal to \$85 Mil and less than \$95 Mil	0.78%
Greater than equal to \$95 Mil and less than \$105 Mil	0.77%
Greater than equal to \$105 Mil and less than \$115 Mil	0.77%
Greater than equal to \$115 Mil and less than \$125 Mil	0.76%
Greater than equal to \$125 Mil and less than \$135 Mil	0.76%
Greater than equal to \$135 Mil and less than \$145 Mil	0.75%
Greater than equal to \$145 Mil and less than \$155 Mil	0.75%
Greater than equal to \$155 Mil and less than \$165 Mil	0.74%
Greater than equal to \$165 Mil and less than \$175 Mil	0.74%
Greater than equal to \$175 Mil and less than \$185 Mil	0.73%
Greater than equal to \$185 Mil and less than \$195 Mil	0.73%

The PRMS Subscription Price percentage is determined based on the aggregate parks and recreation revenue (excluding taxes) collected in the one year prior to the effective date of the First Consortium Member Agreement by all Consortium Members who enter into agreements with the Contractor no later than 180 days after the effective date of the First Consortium Member Agreement (for certainty, the Local Government’s parks and recreation revenue will also be included in this calculation). The Local Government will confirm in writing to the Contractor such aggregate revenue.

Every contracted Consortium Member is charged the same PRMS Subscription Price percentage.

If, as a result of additional Consortium Members entering into agreements with the Contractor as provided herein, the fee payable by the Local Government for the first year of the Term is determined to be a lower amount than the amount that the Contractor invoiced the Local Government for, the Contractor shall refund any over-payment received from the Local Government within 45 days after expiration of the 180 day period during which new Consortium Members may enter into agreements with the Contractor.

2. Implementation of the PRMS:

The Local Government will pay to the Contractor a fixed fee in connection with the implementation of the PRMS in the amount set out in Table 2 and showing opposite the Local Government's name, payable in accordance with the schedule for payment shown below Table 2.

Table 2 – Fixed all-inclusive costs for PRMS implementation

Local Government	Fixed All-Inclusive Cost for Implementation
City of Abbotsford	\$94,210.52
City of Chilliwack	\$114,524.67
City of Coquitlam	\$120,992.44
The Corporation of the City of Cranbrook	\$21,009.94
The Corporation of Delta	\$113,449.87
City of Kamloops	\$109,383.57
City of Maple Ridge	\$63,480.46
Greater Vancouver Regional District (Metro Vancouver)	\$25,126.20
District of Mission	\$49,227.05
City of Nanaimo	\$127,092.70
Corporation of the City of New Westminster	\$90,870.66
North Vancouver Recreation and Culture Commission	\$145,972.22
City of Penticton	\$41,411.98
City of Port Moody	\$68,492.16
City of Prince George	\$41,970.86
City of Quesnel	\$30,183.40
Regional District of Central Kootenay	\$56,612.49
The Corporation of the Township of Langley	\$99,806.85
City of Vernon	\$69,757.45
Resort Municipality of Whistler	\$44,303.29
The Corporation of the City of White Rock	\$35,464.32
City of Williams Lake	\$21,000.00
City of Trail	\$21,470.00
Cowichan Valley Regional District	\$63,448.00
Township of Ladysmith	\$18,275.00
Municipality of North Cowichan	\$49,300.00

Implementation Payment Milestones:

- Completion of:
 - a) Project initiation, discovery and solution design 25%
 - b) Configuration 25%
 - c) Training 15%
 - d) User acceptance testing 10%
 - e) Go Live 25%

Implementation Payment Milestones:

Schedule Target Dates	Milestones & Deliverable	Subscription	Implementation	Payment Date
TBD	<p>Project Kick off (Milestone 1)</p> <ul style="list-style-type: none"> • Planning of the project kick off/discovery session • Resourcing and Scheduling for the discovery phase • Preliminary review of the requirements by the project team prior to the first meeting • Creation of the live production environment 	\$23,120.00	\$0.00	Upon completion of Acceptance Form A
TBD	<p>Project Initiation (Milestone 2)</p> <ul style="list-style-type: none"> • Discovery phase • Project work breakdown structure • Initiation of tasks listed under "Scope/Project Management and Planning" 		\$15,862.00	Upon completion of Acceptance Form B
TBD	<p>Software Configuration and Reports (Milestone 3)</p> <ul style="list-style-type: none"> • Application configuration and setup • Security and roles configuration • Setup workflows and business rules <p>Configuration and creations of the reports</p>		\$15,862.00	Upon completion of Acceptance Form C
TBD	<p>Data Conversion Acceptance Testing (Milestone 4)</p> <ul style="list-style-type: none"> • Data Conversion 		\$0.00	Upon completion of Acceptance Form D

TBD	<p>User Acceptance Testing (Milestone 5)</p> <ul style="list-style-type: none"> • System functions • Work flows and business rules • Reports 		\$6,344.80	Upon completion of Acceptance Form E
TBD	<p>Training (Milestone 6)</p> <ul style="list-style-type: none"> • System administrators have been trained on all aspects of system configuration, individual and role-based security profiles, enterprise silo security settings and configurations, document template creation, and report queries and changes. • System administrators are able to complete new configuration items with minimal assistance from PerfectMIND. • End users have been trained on all aspects of the system and can complete tasks within the system. • Training materials and online learning center access have been delivered 		\$9,517.20	Upon completion of Acceptance Form F
TBD	<p>Go-live (Milestone 7) The system is pushed to the Production environment.</p>		\$15,862.00	Upon completion of Acceptance Form G
Total		\$23,120.00	\$63,448.00	

**SCHEDULE C TO AGREEMENT NO. 16-001
PARKS AND RECREATION MANAGEMENT SOFTWARE SYSTEM**

PRIVACY PROTECTION

Definitions

1. In this Schedule,
 - (a) **“access”** means disclosure by the provision of access;
 - (b) **“Act”** means the *Freedom of Information and Protection of Privacy Act* (British Columbia);
 - (c) **“contact information”** means information to enable an individual at a place of business to be contacted and includes the name, position name or title, business telephone number, business address, business email or business fax number of the individual;
 - (d) **“personal information”** means recorded information about an identifiable individual, other than contact information, collected or created by the Contractor as a result of the Agreement or any previous agreement between the Local Government and the Contractor dealing with the same subject matter as the Agreement but excluding any such information that, if this Schedule did not apply to it, would not be under the “control of a public body” within the meaning of the Act;
 - (e) **“privacy course”** means the Province of British Columbia’s online privacy and information sharing training course.

Purpose

2. The purpose of this Schedule is to:
 - (a) enable the Local Government to comply with the Local Government’s statutory obligations under the Act with respect to personal information; and
 - (b) ensure that, as a service provider, the Contractor is aware of and complies with the Contractor’s statutory obligations under the Act with respect to personal information.

Collection of personal information

3. Unless the Agreement otherwise specifies, the Local Government otherwise directs in writing or the Local Government collects the Personal Information, the Contractor may only collect or create personal information that is necessary for the performance of the Contractor’s obligations, or the exercise of the Contractor’s rights, under the Agreement.
4. Unless the Agreement otherwise specifies, the Local Government otherwise directs in writing or the Local Government collects the Personal Information, the Contractor must collect personal information directly from the individual the information is about.

5. Unless the Agreement otherwise specifies or the Local Government otherwise directs in writing, the Contractor must tell an individual from whom the Contractor collects personal information:
 - (a) the purpose for collecting it;
 - (b) the legal authority for collecting it; and
 - (c) the title, business address and business telephone number of the person designated by the Local Government to answer questions about the Contractor's collection of personal information.

Privacy Training

6. The Contractor must ensure that each person who will provide services under the Agreement that involve the collection or creation of personal information will complete, at the Contractor's expense, the privacy course prior to that person providing those services. The Contractor may satisfy this requirement by providing an internal privacy course to its applicable personnel, provided such internal privacy course meets or exceeds the applicable jurisdiction's requirements for privacy training (see, for example, British Columbia's privacy course requirements at <http://www2.gov.bc.ca/gov/content/governments/services-for-government/information-management-technology/privacy/training>)
7. The requirement in section 6 will only apply to persons who have not previously completed the privacy course.

Accuracy of personal information

8. The Contractor must make every reasonable effort to ensure the accuracy and completeness of any personal information to be used by the Contractor or the Local Government to make a decision that directly affects the individual the information is about to the extent such accuracy and completeness is within the sole control of the Contractor.

Requests for access to personal information

9. If the Contractor receives a request for access to personal information from a person other than the Local Government, the Contractor must promptly advise the person to make the request to the Local Government unless the Agreement expressly requires the Contractor to provide such access and, if the Local Government has advised the Contractor of the name or title and contact information of an official of the Local Government to whom such requests are to be made, the Contractor must also promptly provide that official's name or title and contact information to the person making the request.

Correction of personal information

10. Within five Business Days of receiving a written direction from the Local Government to correct or annotate any personal information, the Contractor must correct or annotate the information in accordance with the direction to the extent that the Local Government does not have the requisite access or is otherwise incapable of directly effecting such annotation or correction.
11. When issuing a written direction under section 10, the Local Government must advise the Contractor of the date the correction request to which the direction relates was received by the Local Government in order that the Contractor may comply with section 12.

12. Within five Business Days of correcting or annotating any personal information under section 10, the Contractor must provide the corrected or annotated information to any party to whom, within one year prior to the date the correction request was made to the Local Government, the Contractor disclosed the information being corrected or annotated.
13. If the Contractor receives a request for correction of personal information from a person other than the Local Government, the Contractor must promptly advise the person to make the request to the Local Government and, if the Local Government has advised the Contractor of the name or title and contact information of an official of the Local Government to whom such requests are to be made, the Contractor must also promptly provide that official's name or title and contact information to the person making the request.

Protection of personal information

14. The Contractor must protect personal information by making reasonable security arrangements against such risks as unauthorized access, collection, use, disclosure or disposal, including any expressly set out in the Agreement.

Storage and access to personal information

15. Unless the Local Government otherwise directs in writing, the Contractor must not store personal information outside Canada or permit access to personal information from outside Canada.

Retention of personal information

16. Unless the Agreement otherwise specifies, the Contractor must retain personal information until directed by the Local Government in writing to dispose of it or deliver it as specified in the direction.

Use of personal information

17. Unless the Local Government otherwise directs in writing, the Contractor may only use personal information if that use is for the performance of the Contractor's obligations, or the exercise of the Contractor's rights, under the Agreement.

Disclosure of personal information

18. Unless the Local Government otherwise directs in writing, the Contractor may only disclose personal information inside Canada to any person other than the Local Government if the disclosure is for the performance of the Contractor's obligations, or the exercise of the Contractor's rights, under the Agreement.
19. Unless the Agreement otherwise specifies or the Local Government otherwise directs in writing, the Contractor must not disclose personal information outside Canada.

Notice of foreign demands for disclosure

20. In addition to any obligation the Contractor may have to provide the notification contemplated by section 30.2 of the Act, if in relation to personal information in the custody or under the control of the Contractor, the Contractor:
 - (a) receives a foreign demand for disclosure;

- (b) receives a request to disclose, produce or provide access that the Contractor knows or has reason to suspect is for the purpose of responding to a foreign demand for disclosure; or
- (c) has reason to suspect that an unauthorized disclosure of personal information has occurred in response to a foreign demand for disclosure

the Contractor must immediately notify the Local Government and, in so doing, provide the information described in section 30.2(3) of the Act. In this section, the phrases “foreign demand for disclosure” and “unauthorized disclosure of personal information” will bear the same meanings as in section 30.2 of the Act.

Notice of unauthorized disclosure

21. In addition to any obligation the Contractor may have to provide the notification contemplated by section 30.5 of the Act, if the Contractor knows that there has been an unauthorized disclosure of personal information in the custody or under the control of the Contractor, the Contractor must immediately notify the Local Government. In this section, the phrase “unauthorized disclosure of personal information” will bear the same meaning as in section 30.5 of the Act.

Inspection of personal information

22. In addition to any other rights of inspection the Local Government may have under the Agreement or under statute, the Local Government may, at any reasonable time and on reasonable notice to the Contractor, enter on the Contractor’s premises to inspect any personal information in the possession of the Contractor or any of the Contractor’s information management policies or practices relevant to the Contractor’s management of personal information or the Contractor’s compliance with this Schedule, and the Contractor must permit and provide reasonable assistance to any such inspection.

Compliance with the Act and directions

23. The Contractor must in relation to personal information comply with:
- (a) the requirements of the Act applicable to the Contractor as a service provider, including any applicable order of the commissioner under the Act; and
 - (b) any direction given by the Local Government under this Schedule.
24. The Contractor acknowledges that it is familiar with the requirements of the Act governing personal information that are applicable to it as a service provider.

Notice of non-compliance

25. If for any reason the Contractor does not comply, or anticipates that it will be unable to comply, with a provision in this Schedule in any respect, the Contractor must promptly notify the Local Government of the particulars of the non-compliance or anticipated non-compliance and what steps it proposes to take to address, or prevent recurrence of, the non-compliance or anticipated non-compliance.

Termination of Agreement

26. In addition to any other rights of termination which the Local Government may have under the Agreement or otherwise at law, the Local Government may, subject to any provisions in

the Agreement establishing mandatory cure periods for defaults by the Contractor, terminate the Agreement by giving written notice of such termination to the Contractor, upon any failure of the Contractor to comply with this Schedule in a material respect.

Interpretation

27. In this Schedule, references to sections by number are to sections of this Schedule unless otherwise specified in this Schedule.
28. Any reference to the “the Contractor” in this Schedule includes any subcontractor or agent retained by the Contractor to perform obligations under the Agreement and the Contractor must ensure that any such subcontractors and agents comply with this Schedule.
29. The obligations of the Contractor in this Schedule will survive the termination of the Agreement.
30. If a provision of the Agreement (including any direction given by the Local Government under this Schedule) conflicts with a requirement of the Act or an applicable order of the commissioner under the Act, the conflicting provision of the Agreement (or direction) will be inoperative to the extent of the conflict.
31. The Contractor must comply with the provisions of this Schedule despite any conflicting provision of this Agreement or, subject to section 32, the law of any jurisdiction outside Canada.
32. Nothing in this Schedule requires the Contractor to contravene the law of any jurisdiction outside Canada unless such contravention is required to comply with the Act.

SCHEDULE D TO AGREEMENT NO. 16-001 PARKS AND RECREATION MANAGEMENT SOFTWARE SYSTEM

SERVICE LEVEL AGREEMENT

1. Introduction:

This Service Level Agreement (SLA) describes the levels of support services that the Local Government will receive from Contractor. This SLA should be read alongside the Agreement between the Local Government and the Contractor.

2. Purpose:

The Local Government depends on IT equipment, software and services that are provided, maintained and supported by the Contractor. Some of these items are of critical importance to the business. This SLA sets out what levels of availability and support the Local Government is guaranteed to receive for specific parts of the PRMS system. It also explains what credits will be applied should the Contractor fail to meet these levels. This SLA forms an important part of the Agreement between the Local Government and the Contractor. It aims to enable the two parties to work together effectively.

3. Dates and Review:

This SLA begins on _____ and will run for the balance of the Term.

4. Equipment, Software, and Services:

This SLA covers only the equipment, software, and services in the Agreement. The identified equipment, software, and services may be updated at any time, with agreement from both parties.

5. Exclusions:

This SLA does not apply to:

- Any equipment, software, and services or other parts of the PRMS not identified in the Agreement.
- Equipment, software, and services not purchased from and managed by the Contractor.

Additionally, this SLA does not apply when:

- The problem has been caused by using equipment, software, and services that is or has not been recommended by the Contractor.
- The problem has been caused by factors outside the host's control, including any force majeure event or Internet access or related problems beyond the demarcation point of the host data centre(s)

- The Local Government has made unauthorized changes to the configuration or set up of the affected equipment, software, or services.
- The Local Government has prevented the Contractor from performing required maintenance and update tasks.
- The issue has been caused by unsupported equipment, software, or services.

6. Contractor's Responsibilities:

The Contractor will provide and maintain the PRMS system used by the Local Government. The Agreement between the Local Government and the Contractor includes full details of these responsibilities. The Contractor will:

- Represent and warrants that the service will be performed in a professional manner consistent with industry standards reasonably applicable to such support services.
- Ensure relevant equipment, software, and services are available to the Local Government in line with the uptime levels listed within this document.
- Respond to support service requests within the timescales listed within this document.
- Take steps to escalate and resolve issues in an appropriate, timely manner.
- Maintain good communication with the Local Government at all times.
- Provide the Local Government with any service credit to which the Local Government may be entitled under this SLA.

7. Local Government's Responsibilities:

The Local Government will use the Contractor provided PRMS system as intended. The Local Government will:

- Notify the Contractor of any issues or problems in a timely manner.
- Provide the Contractor with access to equipment, software, and services for the purposes of maintenance, updates, and fault prevention.
- Maintain good communication with the Contractor at all times.
- Assist the Contractor with any PRMS system investigation upon receiving a request from the Contractor.

8. Guaranteed Uptime Levels:

In order to enable the Local Government to do business effectively, the Contractor represents, warrants and covenants that during each year of the Term, each year being the 12 month period starting on the "Go-Live Date" (i.e., the date when the Local Government commences using the PRMS system in production) and every anniversary of the Go-Live Date during the Term thereafter, the PRMS system including equipment, software, and services, will be operational at least 99.9% of the time excluding during

the Scheduled Maintenance window as described below and Emergency Maintenance, provided the required notice has been given to the Local Government.

9. Uptime Measurement and Service Credit:

Annual uptime percentage for each year of the Term is calculated by subtracting from 100% the percentage of minutes any time in which the system is unavailable to users and/or staff of the system excluding during the Scheduled Maintenance and Emergency Maintenance windows as described below, provided the required notice has been given to the Local Government. Uptime percentage measurements exclude downtime resulting directly or indirectly from any of items detailed in the Exclusions section above.

If the uptime falls below any of the levels identified, in any given year of the Term, the Contractor shall provide the Local Government with a credit equal to \$75 for every hour or portion thereof of downtime in excess of what is permitted.

To request service credit, the Local Government shall deliver to Contractor notice in writing, no later than thirty (30) days after the last day of each year of the Term for which credit is being claimed, such notice to specify the number of hours for which service credit is requested. The Contractor will provide the Local Government a cheque in the amount of such service credit no later than ten business days following the Contractor's receipt from the Local Government of the notice in writing requesting such service credit.

To the extent that the Contractor does not receive timely notice from the Local Government as provided above, the Contractor shall have no further obligation to provide the Local Government with any service credit and the Local Government shall be deemed to have waived and released the Contractor from any and all claims for a service credit related to the uptime warranty for the applicable year of the Term.

Each time that the uptime performance level falls below 97.5% uptime in two of any three consecutive months, or each month that the performance level is less than 95% uptime, the Contractor will be deemed to have to be in material breach of a term of condition of the Agreement, and Section 11 of the Agreement will apply. For certainty, under no circumstances will a waiver by the Local Government of its right to terminate the Agreement under Section 11 of the Agreement on account of any one such deemed material breach be considered to be:

- a waiver of the Local Government's right to terminate the Agreement pursuant to Section 11 of the Agreement on account of any other such deemed material breach; or
- a waiver by the Local Government of its entitlement to any service credits under this Uptime Measurement and Service Credit section.

10. Acknowledgement, Response and Resolution Time:

When the Local Government raises a support issue with the Contractor, the Local Government will assign a service level to that support issue based on that support issue's impact on the Local Government's business. The Contractor will assign the appropriate resource to acknowledge, respond and resolve each support issue based on the service level assigned to that support issue.

The service levels indicated in the table below have the following definitions:

- **Critical**: Means a situation where Local Government parks and recreation services management work cannot be conducted, which for certainty includes a situation where one or more of the following conditions is present:
 - A complete inability to use the PRMS or one or more modules of the PRMS that prevents the Local Government from providing services to its customers; or
 - A reoccurring (chronic) inability to use the PRMS or one or more modules of the PRMS that prevents the Local Government from providing services to its customers.
- **High**: Means a situation where Local Government parks and recreation services management work is highly impacted but can still be partially conducted, which for certainty includes a situation where one or more of the following conditions is present:
 - A substantial degradation of PRMS features or functions that impacts the Local Government's ability to provide services to its customers;
 - A significant global performance problem of PRMS; or
 - Failure of one or more significant features or functions of PRMS, including such failures caused by modifications to PRMS.
- **Medium**: Means a situation where Local Government parks and recreation services management work is impacted but can still be conducted, which for certainty includes a situation where one or more of the following conditions is present:
 - Minor degradation of significant features or functions of PRMS; or
 - Degradation of some secondary features or functions of PRMS.
- **Low**: Means any other request that does not impact the daily use of PRMS by Local Government or by the general public who may interact with the PRMS.

Service Level	Written Acknowledgment Time	Response Time	Resolution Time	Service Credit
Critical	Within 30 minutes of submission of an initial support service request	Within 30 minutes of submission of an initial support service request	Within 4 hours of submission of an initial support service request	\$75.00 per occurrence
High	Within 30 minutes of submission of an initial support service request	Within 30 minutes of submission of an initial support service request	Within 24 hours of submission of an initial support service request	\$75.00 per occurrence
Medium	Within 30 minutes of submission of an initial support service request	Within 24 hours of submission of an initial support service request	Estimate of resolution time, as agreed upon by the parties, provided within 7 days of submission of an initial support service request	No Service Credit
Low	Within 7 days of submission of an initial support service request	Not applicable	Mutual agreement on a case by case basis	No Service Credit

The written acknowledgement time, response time and resolution time for a particular support service request are measured from the moment the Local Government submits a support service request via the Contractor's support system (telephone, facsimile, web or email). Times apply 24 hours per day, seven days per week 365 days per year (24x7x365) and include statutory holidays.

The acknowledgement time measures how long it takes the Contractor to provide a written record that a support service request has been logged into the Contractor's support system (telephone, facsimile, web or email). Such written record may be provided by way of an automated reply.

The response time measures how long it takes the Contractor to respond to a support service request. The Contractor is deemed to have responded to a support service request when the Contractor, by the resource assigned to the support issue, has produced a non-automated reply to the Local Government's initial support service request, to either initiate the provision of a solution or to request further information.

Response times depend on the priority of the item affected and the severity of the support issue.

For certainty, neither an acknowledgement, including by way of an automated reply, of the support service request, nor an automatic response to a support service will be considered a response to a support service request.

The resolution time measures how long it takes the Contractor to resolve a support issue to the satisfaction of the Local Government.

In the event that the Contractor's resolution time to a service request is negatively impacted due to the Local Government's delayed response to the Contractor's request for additional information, the resolution time provided above will be extended by an amount of time equal to such delay.

Each time that the Contractor fails to:

- acknowledge a support service request within the applicable 'written acknowledgement time';
- respond to a support service request within the applicable 'response time';
- or
- resolve the support issue within the applicable 'resolution time',

as set out in the table above, the Contractor shall provide the Local Government with a service credit, in the applicable amount as set out in the table above. To request service credit, the Local Government shall deliver to Contractor notice in writing, no later than thirty (30) days after the last day of each year of the Term for which credit is being claimed, such notice to specify the amount of service credit claimed and the details of the failure. The Contractor will provide the Local Government a cheque in the amount of such service credit no later than ten business days following the Contractor's receipt from the Local Government of the notice in writing requesting such service credit.

For each \$5,000 in service credits during a year of the Term, the Contractor is required to provide the Local Government under this Acknowledgement, Response and Resolution Time section, the Contractor will be deemed to have to be in material breach of a term of condition of the Agreement, and Section 11 of the Agreement will apply. For certainty, under no circumstances will a waiver by the Local Government of its right to terminate the Agreement under Section 11 of the Agreement on account of any one such deemed material breach be considered to be:

- a waiver of the Local Government's right to terminate the Agreement pursuant to Section 11 of the Agreement on account of any other such deemed material breach; or
- a waiver by the Local Government of its entitlement to any service credits under this Acknowledgement, Response Resolution Time section.

11. Scheduled Maintenance:

Scheduled Maintenance will be performed during the hours of 11:00 PM (2300) and 4:30 AM (0430) Pacific Time. The Contractor will provide the Local Government written notice of any Scheduled Maintenance in accordance with Section 21.1.3 of the Agreement. If Scheduled Maintenance is in conflict with the Local Government's planned maintenance or event of their system, the Local Government and the Contractor will work together to reschedule the affected Schedule Maintenance or events that will work for both parties.

12. Emergency Maintenance

Emergency Maintenance may be performed by the Contractor at any time. The Contractor will provide the Local Government written notice of any Emergency Maintenance in accordance with Section 21.1.3 of the Agreement.

Physical Literacy Initiative Cowichan Region 2017

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PLAY Cowichan COWICHAN REGION
PHYSICAL LITERACY



Physical Literacy Lives Here

Physical literacy is the key to being
ACTIVE FOR LIFE

physicalliteracy.ca



R20

Definition of Physical Literacy

Physical literacy is the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life.

Steering Committee



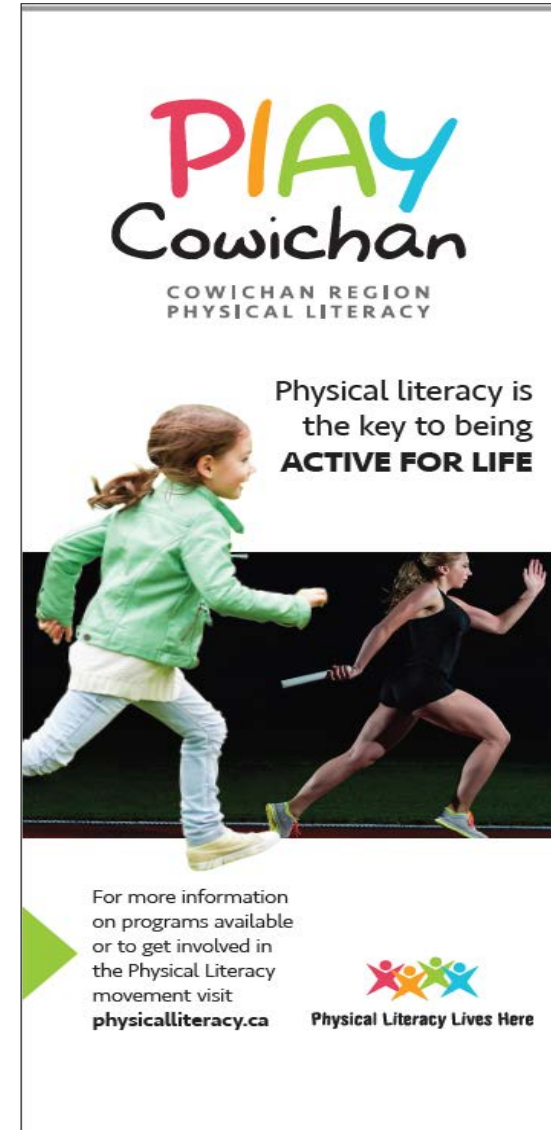
Our Objectives

- Awareness of physical literacy reaches parents, coaches, teachers and community
- Recreation leaders have consistent training and support to implement physical literacy programming
- Environments are altered to encourage physical literacy activities
- Barriers to costs for participation are reduced

Our Brand

Creating a Brand was key to our committee in order for the community to identify with physical literacy.

Creating a Brand, allows us to present messaging in a clear, consistent and effective way.



Marketing Materials

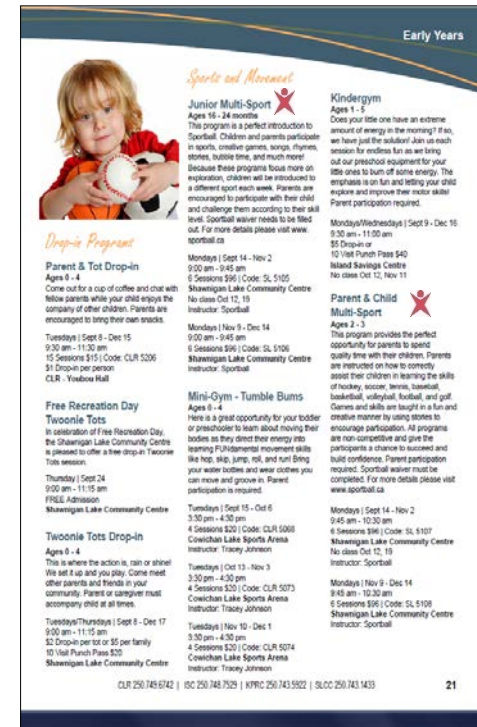
Program Posters



404



Program Icons



R20

In our Community Transit



FREE

Swim OR SKATE

WITH LAST MONTH'S
**EXPIRED
BUS PASS**

PLAY Cowichan

PARTICIPATING LOCATIONS:

- Cowichan Aquatic Centre
- Cowichan Lake Sports Arena
- Frank Jameson Community Centre
- Fuller Lake Arena
- Island Savings Centre
- Kerry Park Recreation Centre





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Program Initiatives within the Community

- K-3 Mentorship Program
- Dr. Dean Summits
- BC Transit Partnership
- Try It Sport Grants
- Physical Literacy for Communities Plan

Physical Literacy for Communities

The development of Cowichan as a physically literate community (1 of 10 across Canada) funded in partnership with:

- 3 local Government Recreation Depts.
- Vancouver Island Health Authority
- School District No.79

Is a multi-year partnership designed to educate, train and mentor leadership in 5 key sectors.

Physical Literacy for Communities

Five Key Sectors Involved

- Education
- Recreation
- Health
- Sport
- Media



Physical Literacy for Communities

Phase 1: Education 2017

- Staff Training for rec leaders, teachers and health professionals
- Build awareness through parent e-learning, marketing and media
- Utilize public health nurses to discuss PL
- Provide information sessions to other local organizations include sport, PACs

Active 4 Life, A Physical Literacy Summit

- Fri night, Nov 24, Sat, Nov 25
- Island Savings Centre
- Speakers are experts in the education, sport, and health fields
- Includes Dr. Dean Kriellaars, professor, University of Manitoba
- \$25 fee, includes Sat lunch, covered by Community Services budget

Thank you Questions?

