

Policy & Priorities Committee Agenda

April 4, 2017

9:00 a.m.



ROCKY VIEW COUNTY
Cultivating Communities
911 – 32 AVENUE NE
CALGARY, AB, T2E 6X6

CALL MEETING TO ORDER

UPDATES/ACCEPTANCE OF AGENDA

A CONFIRMATION OF MINUTES

- March 7, 2017 Minutes

Page 2

B REPORTS

- None

C APPOINTMENTS

MORNING APPOINTMENTS

9:00 A.M.

1. All Divisions – File: 6070-175

2017 Regional Recreation Funding Applications

Presenter: Christine Pennell, President – Springbank Park for All Seasons Agricultural Society
Robin Mitchell, General Manager – Spray Lake Sawmills Family Sports Centre

Staff Report

Page 4

Presentation

Page 7

2. All Divisions – File: 6070-150

Regional Classification for the Langdon Joint Use Lands

Staff Report

Page 155

3. All Divisions – File: 1021-100

2016 Agricultural Service Board Annual Report

Staff Report

Page 181

D GENERAL BUSINESS

-None

E BYLAWS

- None

F UNFINISHED BUSINESS/BUSINESS ARISING

- None

ADJOURN THE MEETING

ROCKY VIEW COUNTY
POLICY AND PRIORITIES COMMITTEE
March 7, 2017

Page 1

A regular meeting of the Policy and Priorities Committee of Rocky View County was held in Council Chambers of the Municipal Administration Complex, 911 – 32nd Avenue NE, Calgary, Alberta on March 7, 2017 commencing at 9:00 a.m.

Present:

Division 4	Councillor R. Ashdown (Chair)
Division 8	Councillor E. Lowther (Vice Chair)
Division 9	Councillor B. Kendall
Division 1	Councillor L. Breakey
Division 2	Councillor J. Arshinoff
Division 3	Councillor M. Bahcheli (arrived at 9:28 a.m.)
Division 5	Deputy Reeve E. Solberg
Division 6	Reeve G. Boehlke
Division 7	Councillor L. Habberfield

Also Present:

- K. Grieg, County Manager
- K. Robinson, General Manager, Corporate Services
- C. O'Hara, General Manager, Development Services
- B. Riemann, General Manager, Infrastructure & Operations Services
- A. Keibel, Manager, Legislative & Legal Services
- C. Satink, Deputy Municipal Clerk, Legislative & Legal Services
- C. McCullagh, Manager, Recreation & Community Services
- N. Parkinson, Legislative Clerk

Call to Order

The Chair called the meeting to order at 9:11 a.m. with all members present.

1-17-03-07-01

Updates/Acceptance of Agenda

MOVED by Councillor Kendall that the March 7, 2017 Policy and Priorities Committee agenda be approved.

Carried

Absent: Councillor Bahcheli

1-17-02-07-02

Confirmation of Minutes

MOVED by Councillor Lowther that the February 7, 2017 Policy and Priorities Committee meeting minutes be approved as circulated.

Carried

Absent: Councillor Bahcheli

1-17-02-07-03 (C-1)

Division 4 – North Bow Community Facility Board Quad Diamond Business Case

File: 6070-150

Presenter(s): Corrie Carrobourg, North Bow Community Facility Board President
Steve Slawuta, RC Strategies + PERC

MOVED by Reeve Boehlke that the North Bow Community Facility Board Presentation be received as information.

Carried

ROCKY VIEW COUNTY
POLICY AND PRIORITIES COMMITTEE
March 7, 2017

The Chair called a recess at 9:57 a.m. and called the meeting back to order at 10:06 a.m. with all previously mentioned members present.

1-17-03-07-04 (C-2)

All Divisions – Airdrie & Area Health Benefits Cooperative (AAHBC) Presentation

File: 6070-150

Presenter(s): Myles Hamilton, AAHBC Board Member
Dr. Tom Feasby, AAHBC President and Chief Executive Officer

MOVED by Councillor Lowther the Airdrie & Area Health Benefits Cooperative Presentation be received as information, and that the Cooperative be encouraged to continue working with Alberta Health Services on ensuring a viable service model exists for the entire Calgary Region.

Carried

Adjournment

MOVED by Councillor Lowther to adjourn the March 7, 2017 Policy and Priorities Committee meeting at 10:39 a.m.

Carried

CHAIR

CAO or Designate



RECREATION AND COMMUNITY SERVICES

TO: Policy & Priorities Committee **DIVISIONS: ALL**
DATE: April 4, 2017
FILE: 6070-175
SUBJECT: 2017 Regional Recreation Funding Applications

¹ADMINISTRATION RECOMMENDATION:

- Motion #1: THAT the funding request for Springbank Park For All Seasons in the amount of \$320,000 be recommended to Council for approval.
- Motion #2: THAT the funding request for Springbank Park For All Seasons in the amount of \$80,000 be recommended to Council for approval.
- Motion #3: THAT the funding request for Spray Lake Sawmills Recreation Park Society in the amount of \$141,950 be recommended to Council for approval.

EXECUTIVE SUMMARY:

Springbank Park For All Seasons Agricultural Society (SPFAS) has submitted two (2) funding requests totaling \$400,000:

1. An operational funding request for \$320,000 to support facility operations and maintenance.
2. A capital funding request for \$80,000 to assist with the replacement of an HVAC unit, two hot water tanks, a programmable logic controller panel control unit, a tractor, and replacement of concrete islands in parking lot with alternate traffic flow controls

Ms. Christine Pennell, President of Springbank Park For All Seasons Agricultural Society, will provide an update about various SPFAS activities, projects, and expansion plans.

Spray Lake Sawmills Recreation Park Society's (SLSRPS) has made an operational funding application for \$141,950 to assist with operations and lifecycle projects, and the purchase and replacement of program equipment.

Mr. Robin Mitchell, General Manager of Spray Lake Sawmills Family Sports Centre, will provide an update about various SLSRPS activities, projects, and expansion activities.

Administration recommends Option #1.

BACKGROUND:

Rocky View County has outsourced recreation services to facilities identified as 'regional' under Community Recreation Funding Policy 317. The criteria for grant eligibility outlines that a regional facility must generate at least \$1 million in annual revenue, be multi-functional, and must service more than one recreation district and/or a municipality where the County has an approved inter-municipal recreation agreement.

Under Policy 317, Council may allocate up to a maximum of \$400,000 annually to SPFAS for either general operational expenses and / or capital project costs.

¹ Administration Resources
Sue De Caen, Recreation & Community Services



Under Policy 317 Council may allocate up to a maximum of \$200,000 annually to SLSRPS for either general operational expenses and / or capital project costs.

Administration has reviewed the applications and all three meet the criteria for Community Recreation Funding Policy #317.

SPFAS Operational Funding Request of \$320,000

This request assists with facility overhead expenses including a portion of the following:

1. Salaries and Benefits- \$810,000
2. Utilities
 - a) Water - \$22,300
 - b) Power - \$160,000
 - c) Heat - \$50,000
3. Repairs and Maintenance and Contract Services - \$160,000

SPFAS Capital Funding Request of \$80,000

This funding request supports the replacement of:

1. The HVAC (Heating Ventilation/Air Conditioning) unit that services the playschool location.
2. Two hot water tanks that provide hot water for two skating rinks and the majority of the main facility.
3. The PLC panel control unit that operates the refrigeration system which supplies indoor ice to the arenas and curling rink.
4. The existing tractor.
5. Broken concrete curbed islands located in the main parking lot with other equipment to direct and control traffic flow.

SLSRPS Operational Funding Request of \$141,950

This request will assist with operations and lifecycle projects, and the purchase and replacement of program equipment at the Spray Lake Sawmills Family Sports Centre.

BUDGET IMPLICATION: These funds are part of the 2017 operational budget.

OPTIONS:

OPTION 1:

Motion #1: THAT the funding request for Springbank Park For All Seasons in the amount of \$320,000 be recommended to Council for approval .

Motion #2: THAT the funding request for Springbank Park For All Seasons in the amount of \$80,000 be recommended to Council for approval.

Motion #3: THAT the funding request for Spray Lake Sawmills Recreation Park Society in the amount of \$141,950 be recommended to Council for approval.

OPTION 2: THAT alternate direction be provided.



Respectfully submitted,

Concurrence,

CHRIS O'HARA

KEVIN GREIG

General Manager, Development Services
CM

County Manager

Attachments:

- Attachment A – Springbank Park For All Seasons Capital Application
- Attachment B – Springbank Park For All Seasons Operational Application
- Attachment C – Spray Lakes Sawmills Operational Application
- Attachment D – Council Policy #317: Community Recreation Funding

Community Recreation Funding
Capital Assistance Grant

Regional Recreation and Cultural Facilities

Please type or print legibly. Applicants must be a district organization serving County residents. All information provided is public.

Organization Information

Organization's Name: Springbank Park For All Seasons Agricultural Society (SPFAS)

Incorporation Act Registered Under (If Applicable): The Alberta Societies Act – Alberta

Incorporation Number: No Incorporation Number Assigned; Incorporation Date – Jan. 25, 1972

Mailing Address: 32224A Springbank Road, Calgary, Alberta

Postal Code: T3Z 2L9

(All correspondence and cheques will be mailed to this address)

Primary Contact:

Name: John Rop

Telephone: (W) 403-242-2223 (Ext 21) (H) No Home Phone (C) 403-618-5136

Email: jrop@springbankpark.com

Alternate Contact:

Name: Mark Phillips

Telephone: (W) 403-242-2223 (Ext 23) (H) No Home Phone (C) 403-880-9302

Email: mPhillips@springbankpark.com

Amount Requested: \$80,000

Facility

Name of Facility: Springbank Park For All Seasons (SPFAS)

Legal Description / Address: Legal Descriptions for 2 Municipal Reserve Lots are as follows:

Main Site: Lot RA Plan 6785 J.K. SW 27-24-3-W5 (Located on east side of RR #33)

Lions Soccer Park: Lot R-1 Plan 7410221 SE 28-24-3-W5 (Located on west side of RR#33)

Registered Holder of Land Title: Rocky View County

Please give us a brief description of your organization: SPFAS Mission Statement: Springbank Park For All Seasons Agricultural Society is a non profit Agricultural Society, registered with the Ministry of Agriculture, Government of Alberta, and a charitable organization, registered with Revenue Canada Charities Division, Government of Canada. Springbank Park For All Seasons is driven by it mission to facilitate and promote agricultural, recreational, social and cultural development of residents of the Rocky View West Recreation District, as defined by Rocky View County.

Please indicate the **number of people** who access your facility, amenity or program for which funding is being sought who reside in:

- Within Rocky View County: More than 5,000 residents of Rocky View County annually
- Outside Rocky View County boundaries: More than 5,000 residents of other municipalities annually

PROJECT TYPE (Please select one)

Acquisition of land or buildings

New facility development

Current facility expansion

Current facility renovation

Facility assessment or study

Other (describe) 5 Capital Life Cycle Replacement Projects = Total Budget of \$160,000

1. PROJECT DESCRIPTION

A. Explain what you wish to do with the capital funds. (This includes a description of the issues and benefits to the region. Attach a separate sheet if required.)

SPFAS is planning to complete 5 capital projects that are included in the Society's Capital Life Cycle Replacement Plan to be completed during the July 1, 2017 – June 30, 2018 fiscal year. The SPFAS Board of Directors approved a motion on February 13, 2017 to proceed with these capital projects and fund them utilizing \$80,000 from the SPFAS capital reserve to match the \$80,000 included in this Capital Grant Assistance Application. These 5 capital projects are identified and described in a document that is attached to this Grant Application.

B. How many people do you estimate will benefit from this grant?

On a cumulative basis, more than 10,000 people will either directly or indirectly benefit from the completion of all 5 of the capital projects included in this Grant Application. These people include participants in the playschool, figure skating, hockey, ringette, curling, soccer, rugby, football, baseball and other activities, programs and events available at SPFAS.

C. Does this project compliment other regional or district facilities in the County? If yes, explain.

Yes. By SPFAS being able to consistently retain an overall sustainable facility and site on a long-term basis, this assists other regional and district facilities by not increasing service demands on those facilities that would arise if SPFAS was not open on a consistent and sustainable basis. In other words, people who access and utilize SPFAS facilities place lesser service demands on other regional or district facilities. SPFAS also compliments other regional or district facilities by providing venues and services not available at or provided by these organizations (including the covered and refrigerated Outdoor Rink that SPFAS maintains during the outdoor skating season, a football field and a playschool).

D. If your grant is successful, how long will it take to complete your project once funding is approved?

SPFAS is planning to complete all 5 capital projects during the Society's fiscal year that runs from July 1, 2017 – June 30, 2018.

PLEASE COMPLETE ITEMS E AND F FOR EXPANSION PROJECTS ONLY

E. Have you met with County Staff to review your expansion project? If yes, please provide details on date, time and contact at County. **If no, please contact County staff prior to completing this application form.**

N/A

F. Has a comprehensive public engagement process been completed? If so, please provide the details of the process and outcomes/findings. *(attach a separate sheet if required):*

N/A

Project Budget

Revenue

Requested Grant Amount	\$80,000	Maximum Rocky View County Funding including grant request cannot exceed 50% of total project costs
Cash Contributions	\$80,000	Please note: Cash contributions and donated in kind represent your matching amount which must equal or exceed grant request
Donated In Kind	\$	
Other Grant Funding	\$	Attach a detailed list of other grant funding which has been applied for or approved for this project
Total Revenue	\$160,000	

Total Project Cost and Donated Components Breakdown

Item/Description	Cost (A)	Quote	Labour* (B)	Donated In-Kind	
				Equipment (C)	
HVAC Unit	11,900	Yes	0	0	
Domestic Boiler	35,800	Yes	0	0	
PLC to operate Refrigeration System for 3 Indoor Rinks	40,700	Yes	0	0	
Fields & Utility Tractor	59,200	Yes	0	0	
Main Parking Lot Upgrades	12,400	Yes	0	0	
Totals	160,000		0	0	

* Volunteer labour valued at \$12 per hour as per Rocky View County Bylaw C-7551-2016

Total Project Costs = \$160,000 (Sum of A + B + C) → This figure must equal 'Total Revenue' above

- Include quotes. If not included, indicate source of estimates

- Include confirmation of all corporate in kind materials and/or services (i.e. letter from donor)
- Cash contribution should be supported by Financial Statements and letters from donors of larger cash amounts

No retroactive funding is permitted for costs that have already been incurred prior to application submission

FINANCIAL ASSISTANCE

- A. If your organization has a current operating surplus, capital reserve or unrestricted cash assets, explain what you plan to do with these funds if they are not being allocated to this project.

SPFAS retains a capital reserve that retains funds dedicated to assist with financing capital life cycle replacement projects and new capital facility development projects. SPFAS is planning to draw \$80,000 of funds from the Society's capital reserve to match the \$80,000 of funding provided by Rocky View County to fully fund the 5 capital projects included in this Capital Assistance Grant Application. SPFAS also retains an operating reserve that provides cash flows for operations so that short-term borrowing and related interest costs are not incurred. Both the operating reserve and the capital reserve also serve as potential immediately available funding sources that can assist SPFAS to address emergency situations, unscheduled operational shut downs, and other unforeseen and unanticipated circumstances.

- B. How will this project support long-term sustainability of your facility?
These 5 capital projects will enhance SPFAS long-term operational sustainability for the main facility, as well as for fields and other outdoor amenities that SPFAS operates and maintains. Completing these projects also assists SPFAS to ensure that reliable equipment is available to provide long-term consistency and sustainability with providing facilities and delivering related services. In addition, the introduction of new equipment assists SPFAS to be sustainable on the long-term basis by reducing operational repairs and maintenance costs.

- C. What future operational funding impact will this project have? Please explain.

The completion of all 5 capital projects will assist SPFAS to: (i) reduce operational repairs and maintenance costs that would otherwise be incurred if the respective capital projects were not completed; (ii) avoid risks of service delivery interruptions that would otherwise arise due to old capital equipment at the ends of their respective life cycles not being replaced on a timely basis by the new capital equipment included in this Capital Assistance Grant Application; (iii) mitigate risks of broken or damaged fixed assets and equipment leading to accidents or injuries (particularly with respect to upgrading the main parking lot); (iv) create energy savings and efficiencies (especially by completing the HVAC and Domestic Boiler capital projects included in the Capital Assistance Grant Application; & (v) enhance SPFAS capacity to meet service delivery demands (including the availability of a new field and general utility tractor that will be used for field maintenance, snow removal and relocation, as well as for retaining clear accesses to parking lots and related lanes).

- D. If you are unsuccessful in getting approved for the total amount of funds requested, how do you plan on completing the project?

Aside from applying to Rocky View County to provide \$80,000 of funding, SPFAS presently has no other formal commitments in place with other organizations to assist with funding this capital project. SPFAS is looking forward to receiving Rocky View County's financial support for this capital project as is included in this Capital Assistance Grant application.

- E. Have you, or are you planning on receiving funding for this project from another government program, municipality or another level of government?

No X

If yes, please explain.

2. Mandatory Attachments – Please see below:

- Minimum of 3 quotes – *Refer to attached quote documents for the 5 capital projects included in this SPFAS Capital Assistance Grant Application to Rocky View County*
- Audited financial statements – *Included with the SPFAS 2017 Operating Assistance Grant Application to Rocky View County*
- Current and proposed operating budget – *Included with the SPFAS 2017 Operating Assistance Grant Application to Rocky View County*
- Financial Operational Sustainability Projections Plan spanning five years – *Included with the SPFAS 2017 Operating Assistance Grant Application to Rocky View County*
- Current business/strategic plan – *Included with the SPFAS 2017 Operating Assistance Grant Application to Rocky View County*
- Documentation on how this project falls within your five year Life Cycle Plan – *All 5 of the capital projects identified in this Grant Application are included in the SPFAS Capital Plan as capital life cycle replacement projects that are scheduled to be completed during the SPFAS July 1, 2017 – June 30, 2018 fiscal year; The SPFAS Board of Directors has previously approved the inclusion of these 5 capital projects in the SPFAS Capital Plan for the above noted fiscal year*
- Documentation on how this project supports other plans that facility utilizes for long-term planning and sustainability – *Refer to the SPFAS information provided above for Item "B" in the Financial Assistance Section of this Grant Application*
- List of organization's officers and directors – *Included with the SPFAS 2017 Operating Assistance Grant Application to Rocky View County*
- Society bylaws – *Included with the SPFAS 2017 Operating Assistance Grant Application to Rocky View County*
- SPFAS Supplementary Document – *Identification and description of 5 capital projects.*

Declaration Statement

We, the two representatives, certify that this application is complete and accurate

Name: Christine Pennell
Christine Pennell

Title: President

Date: February 27, 2017

Name: [Signature]

Title: 2nd VP

Date: February 27, 2017

The personal information on this form is being collected for the purpose of determining eligibility of an applicant to receive a Council grant. This information is collected under the authority of Section 33 (c) of the Freedom of Information and Protection of Privacy Act and may become public information once it is submitted to Council during a Council meeting. Questions regarding the collection of this information can be directed to the FOIP Coordinator at 403.520.8199

Obligations Upon Receiving Grant

Grant recipients will receive a Grant Agreement outlining the approved grant amount, including specific items approved or denied, and the project goals and outcomes expected. Organizations may only spend grant funds on the specific items approved.

Upon completion of the project, recipients must submit a **Project Completion report** detailing how the money was spent and whether or not the stated objectives were achieved. Failure to submit a report may affect future grant application consideration. At any time, grant recipients must permit a representative of Rocky View County to examine records to determine whether the grant funding has been used as intended and approved.

Springbank Park For All Seasons (SPFAS)

Overview of Five Capital Projects Included In 2017 Capital Assistance Grant Application

HVAC Unit: To replace the HVAC (Heating/Ventilation/Air Conditioning) unit that services the Playschool location; Related benefits of replacing this unit are outlined as follows:

- Greater efficiency and reliability available with the operation of a new HVAC unit
- Avoid repairs and maintenance costs to keep existing unit operational
- Greater consistency and quality with air exchange, heat and cooling of Playschool
- Preferred Quote: \$11,900 (rounded to nearest \$100's)

Domestic Boiler: To replace the existing two hot water tanks that provide hot water for two skating rinks (including dressing rooms and showers), as well as the majority of the main facility; Related benefits of replacing the two hot water tanks are outlined as follows:

- Better energy efficiency with operation of a new boiler unit
- Avoid repair costs to keep existing two 16 year old hot water tanks operational
- Greater consistency with hot water supply for majority of main facility
- Preferred Quote: \$35,800 (rounded to nearest \$100's)

PLC Panel for Refrigeration System: To replace and upgrade the PLC panel control unit that operates the refrigeration system which supplies indoor ice to the Joe Phillips and Red Dutton Arenas, as well as the Shane Homes Curling Rink; Related benefits of replacing the existing PLC panel control unit are outlined as follows:

- Enhanced monitoring and diagnostic capability for the refrigeration system
- Avoid risk of old existing PLC panel breaking down (and related shut downs)
- Greater ability to conserve electrical energy using new PLC panel
- Preferred Quote: \$40,700 (rounded to nearest \$100's)

Fields & Utility Tractor: To replace the existing tractor that is used to service the soccer, football and baseball fields as well as the arenas, parking lots and lanes located at SPFAS; Related benefits of replacing this unit are outlined as follows:

- Greater efficiency and reliability available with the operation of a new HVAC unit
- Avoid repairs and maintenance costs to keep existing unit operational
- Greater capacity to move dirt, snow and ice more efficiently
- Preferred Quote: \$59,200 (rounded to nearest \$100's)

Main Parking Lot Upgrades: To remove existing battered and broken concrete curbed islands located in the main parking lot and replace these islands with other equipment to direct and control traffic flows; Related benefits of this upgrade are outlined as follows:

- Avoid risks of vehicle damage and personal injury due to striking broken curbs
- Avoid repairs and maintenance costs to keep existing islands and curbs intact
- Moderately increase parked car capacity by removing existing islands and curbs
- Preferred Quote: \$12,400 (rounded to nearest \$100's)

Supplementary Notes:

GST is not included in the above noted cost figures for each of the 5 capital projects. SPFAS is able to obtain 100% reimbursement of the GST paid for these capital projects.

These 5 capital life cycle projects replace existing equipment and infrastructure items that have reached the ends of their respective life cycles.

Springbank Park For All Seasons (SPFAS)

Quotes Listing for Five Capital Projects Included in 2017 Capital Assistance Grant Application

Supplementary Notes: Three Quotes Obtained for Each of the Five Capital Projects
Quotes Below Exclude GST (100% Recoverable by SPFAS)

HVAC Unit

- Excelair: \$11,870.00 (*) – (Note: Best quality HVAC unit included in this quote)
- Air West: \$8,738.90 + \$900.00 = \$9,638.90 – (Note: Variability in Crane cost)
- Knight: \$14,910.00

Domestic Boiler

- Excelair: \$35,800.00 (*)
- Great Northern Plumbing: \$43,880.00 (Option 1) / \$54,395.00 (Option 2)
- Knight: \$6,320.00 + \$5,800.00 + \$1,566.00 + \$11,220.00 = \$24,906.00

PLC Panel for Refrigeration System

- True North Automation: Phase I re \$7,333.66 + Phase II re \$33,367.74 = \$40,701.40 (*)
- Startec: \$45,585.46
- Conceptsport: \$50,000.00

Fields & Utility Tractor

- Cervus Ag Equipment – Rocky View County: \$59,216.00 (*)
- Cervus Ag Equipment – Trochu: \$65,935.75
- Cervus Ag Equipment – Pincher Creek: \$66,252.90

Main Parking Lot Upgrades

- West Valley Excavating: \$12,400.00 (*)
- Stein Excavation Technologies: \$12,960.00
- A/K Construction: \$12,080.00 (Option 1) + \$5,930.00 (partial Option 2) = \$18,010.00

(*) – Preferred Quote Selected by SPFAS

EXCELAIR MECHANICAL SERVICES LTD.

7, 6115 – 4th Street S.E., Calgary, Alberta T2H 2H9 • Tel. (403) 253-8181 • Fax, (403) 253-8177

February 9, 2017

Springbank Park For All Seasons
32224A Springbank Road
Calgary Alberta T3Z 2L9

Attention: Mark Phillips

Re: Day Care rooftop unit replacement

Dear: Mark

We thank you for the opportunity to quote on the replacement of the Day Care rooftop unit.

Labour and materials to supply and install one 5-Ton Lennox rooftop unit.

To Include:

- One 5-Ton Lennox rooftop unit
- Hail Guards
- Crane
- Gas & electrical
- Environment and Reclaim Fees

Cost \$11,870.00 + GST ✓

Note:

- Delivery of curb adapter 1-2 weeks from order date.
- All work is quoted at regular working hours, (M-F 8:00 A:M-5:00 P:M) if work is to be scheduled after hours or on weekends, an added cost will incur.
- If other associated components are found defective, an added cost will incur for repair.

This Proposal may be withdrawn after 30 days

If you have any other questions or concerns please do not hesitate to call.

Yours truly

Excelair Mechanical Services Ltd.



Doug Oishi



Serviceing Western Canada
Heating – Ventilation – Air Conditioning – Refrigeration – Sheet metal – Plumbing

February 27, 2017

Springbank Park for all Seasons
32224A Springbank Road
Calgary, Alberta
T3Z – 2L9

Attention: Mark Phillips

Reference: RTU Replacement

Scope of work:

1. Disconnect gas and electrical running to units
2. Crane old RTU off of roof
3. Crane up curb adapters and accessories
4. Crane up new RTU (5 ton, single stage cooling / 2 stage heating, 460 V, 3 Phase)
5. Re-install electrical and gas running to unit
6. Install economizer
7. Commission RTU

Cost for the above: \$ 8,738.90 + GST

Crane (approx cost is from the crane company): \$ 900.00 + GST



Please note:

1. This quote does not include any work not listed above (structural, roofing, remodeling, gas/electrical upgrades ect.)
2. Air West Mechanical is not responsible for any existing building deficiencies.
3. Quote is valid for 30 days

If you have any questions or concerns, please contact me at 403 – 984 - 4822. If you wish to proceed with the above service, please sign below and return by fax to 403 – 984 – 4823 or email to sradom@airwestmechanical.ca.

Thank you for using Air West Mechanical for all your HVAC / Refrigeration service requirements.

Sincerely,

Air West Mechanical

Mark Phillips

Per: Shawn Radom

Per: Mark Phillips

Head office 240 River Avenue, Cochrane, Alberta T4C 2C1
Service/Office Line 403-984-4822 Fax 403-984-4823 Email sradom@airwestmechanical.ca



PLUMBING, HEATING & AIR CONDITIONING

201, 10861 50 St SE
Calgary, AB T2C 3K5
Phone: (403)282-1010 Fax: (403)279-9028

February 28 2017

Springbank Park for all Seasons
32224 Springbank Road
Springbank AB, T3Z 2L9
403-242-2223
403-880-9302
Email: mphillips@springbankpark.com

The undersigned proposes to furnish all materials and perform all labor necessary to complete the work described below:

QUOTE #1
↓
BOILER

- ✓ Supply and install indirect fired hot water tank Lochinvaar 119 Gallon
- ✓ Price includes all material and labor necessary
- ✓ Price includes Knight Warranty: 2 years on labor, full manufacturers' warranty
- ✓ Price includes general site clean up

TOTAL: \$6,320.00 + GST (A) - 1

Note: Price subject to change based on site conditions

(A) - 1
(A) - 2
(A) - 3
(A) - 4

- ✓ Supply and install SG270 Mid efficient boiler allied eng
- ✓ Price includes all material and labor necessary
- ✓ Price includes Knight Warranty: 2 years on labor, full manufacturers' warranty
- ✓ Price includes general site clean up

TOTAL: \$5,800.00 + GST (A) - 1

Note: Price subject to change based on site conditions

\$24,906.00
TOTAL

- ✓ Price includes removal of 2 100 gallon hot water tanks gas fired
- ✓ Price includes all material and labor necessary
- ✓ Price includes Knight Warranty: 2 years on labor, full manufacturers' warranty
- ✓ Price includes general site clean up

+ GST **TOTAL:** \$1,566.00 + GST (A) - 3

Note: Price subject to change based on site conditions

- ✓ Price includes venting and boiler hookup pumps and piping
- ✓ Price includes City of Calgary Permit and Inspection
- ✓ Price includes all material and labor necessary
- ✓ Price includes Knight Warranty: 2 years on labor, full manufacturers' warranty
- ✓ Price includes general site clean up

TOTAL: \$11,220.00 + GST (A) - 4

Note: Price subject to change based on site conditions

QUOTE #2
↓
HVAC
(SEE NEXT PAGE)

- ✓ Supply and install 100 MBTU Rooftop unit York.
- ✓ Price includes remove old and crane for install Hail Guard
- ✓ Price includes all material and labor necessary
- ✓ Price includes Knight Warranty: 2 years on labor, full manufacturers' warranty

Quote 2
HVAC

- ✓ Price includes Knight Warranty: 2 years on labor, full manufacturers' warranty
- ✓ Price includes general site clean up

TOTAL:

✓ \$14,910.00 + GST (A-1)

Note: Price subject to change based on site conditions

The above work is to be completed during regular working hours,
(Monday to Friday 8:00 AM - 4:30 PM)
In a good workmanship manner

Signed: _____
[Willi Heinermann]

Acceptance: I hereby authorize the above work and acknowledge my indebtedness to A-Assured Plumbing & Heating Ltd. for the balance on the invoices to follow. All quotations are subject to change without notice and are valid for 30 days only.

Terms: 50% deposit prior to work beginning and 50% upon work completion
2.5% per month of 30% per annum charged on overdue accounts.

I _____, accept the terms of this contract as outlined above.
(Please print name)

Date: _____ Signature: _____

Please provide credit card information so we may process 50% deposit.

Name on card: _____

Credit card #: _____ Expiry date: _____

EXCELAIR MECHANICAL SERVICES LTD.

7, 6115 – 4th Street S.E., Calgary, Alberta T2H 2H9 • Tel (403) 253-8181 • Fax (403) 253-8177

January 24, 2017

Springbank Park for All Season
32224A Springbank Road
Calgary, AB T3Z 2L9

Attention: Mark Phillips

Re: Domestic boiler install

Dear: Mark

I am pleased to provide you with a quotation for the domestic boiler installation in place of the hot water tanks. We propose:

- 1 Raypak MVB 754W domestic water boiler (cupro nickel exchanger)
- 1 AO Smith 175Gal storage tank
- 1 boiler circulator pump (brass body)
- New piping from boiler to storage tank
- New venting of the appliance to common vent
- Gas line
- Electrical
- All permits included
- Removal/disposal of existing tanks

Price: \$ 35, 800.00 plus GST ✓

The current water heaters in operation are generally around 80% efficient when new and this number is reduced significantly over time due to sediment. The new boiler is 85% efficient and utilizes a modulating gas valve to use only the required gas needed to maintain temp in storage the tank. The system will fit into the same foot print as the existing tanks while using the existing venting system and providing a recovery rate of 764 gallon per hour which is better than the existing system by 160 gallons per hour. Please allow 4-6 weeks delivery.

Thank you for considering Excelair Mechanical for this project and please let me know if you have any questions thanks.

Sincerely,



Matt Harland



Great Northern Plumbing Inc.

Plumbing and Heating Contractors
www.greatnorthernplumbing.com

Mechanical Tender

February 28, 2017

To: Springbank Park For All Seasons

Re: Hot Water Heater Replacement

Dear Mark Phillips

We are pleased to submit our mechanical tender, as per the site visit.

To replace the two existing domestic hot water heaters with one new boiler and two domestic storage tanks.

We have allowed for the following

- removal of the old tanks from site.
- Install one new boiler and two storage tanks (both options)
- Repipe the mechanical room for new equipment
- Move combustion air from centre of the room and new venting equipment
- Electrical work
- Mechanical insulation on piping
- HVAC work

Total Option #1 HW-670 Boiler	\$ 43,880.00	✓
--------------------------------------	---------------------	---

Total Option #2 GWH – 750 Boiler	\$54,395.00	✓
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We have specifically excluded the following:

- Painting
- After hours work
- G.S.T.

We trust you will find this satisfactory. If you require any clarification, please do not hesitate to contact us.

Yours truly,

Steve McTeer



Hydronic Heating Boilers

CONSERVATIONIST® Burkay®

ALL NON-FERROUS WATERWAYS

- All castings are made of Bronze or Brass. All water tubes are made from copper. Brazed joints or flare union construction make the heater immune to the effects of thermal shock and thermal cycling. The Burkay® boiler provides one of the smallest foot prints in the industry. Ideal for multiple boiler applications.

EFFICIENT COPPER COIL COMBUSTION CHAMBER

- The combustion chamber is a heat exchanger formed from a two passage coil of tightly wound continuous copper tube. Water circulating through this coil captures radiant heat. A wrap of insulation on the outside of the coil retains the heat captured by the circulating water.
- Up to 82% efficient

COPPER HEAT EXCHANGER

- Directly above the coil and the main burner is a compact, horizontal, copper fin tube heat exchanger. The flue gases must pass through this efficient heat exchanger before leaving the boiler. This unique Burkay coil and heat exchanger design provide maximum heat transfer and proven field durability.

MODELS MEET OR EXCEED THE THERMAL EFFICIENCY AND STANDBY LOSS REQUIREMENTS OF THE U. S. DEPARTMENT OF ENERGY AND CURRENT EDITION OF ASHRAE/IESNA 90.1

BURKAY BURNER MAXIMIZES EFFICIENCY

- The patented Burkay® burner uses primary air injection at up to 72 individual orifices plus secondary entrainment of air.

GAS VALVES

- Step opening or slow opening redundant gas valves ensure smooth light-off without flame roll-out or pilot outage.

THERMAL BALANCER

- Factory supplied for use with primary secondary heating systems. Cycles the secondary pump with the burner, but delays pump shut off at the end of the heating cycle to remove usable heat from the boiler. Virtually eliminates stand-by heat losses at the boiler.

AUTOMATIC SAFETY CONTROLS AND ELECTRONIC IGNITION

- Proven pilot ignition system provides flame failure response in under one (1) second. Redundant high limit controls and gas valves assure safe shut off in the event of overheating or flame failure. Requires 120V 60Hz. Maximum inlet gas pressure 14" W.C. Minimum gas pressure 4.5" W.C. Requires remote temperature system control: loop stat, energy management system, Indoor/ Outdoor Reset control. (Not furnished with the boiler.)

WORKING PRESSURE

- ASME approved, hydrostatically tested and certified for 160 psi. Supplied with ASME relief valve 50#.

OPTIONAL EQUIPMENT

- CSD-1 code, California code, New York code, Low Water Cutoff, Indoor/Outdoor Reset and Sequencing Panel (1-8 Boilers).

LIMITED WARRANTY OUTLINE

- If the coil, heat exchanger or burner should fail within 10 years, under the terms of the warranty; A. O. Smith will furnish a replacement part, installation, labor, handling and local delivery extra. When used for hot water supply or swimming pool application, the coil, heat exchanger and burner warranty is 5 years. This outline is not a warranty. For complete information, consult the written warranty or A. O. Smith Water Products Company.

Not approved for instantaneous applications.

HW-300 THRU HW-670



APPROVED





Commercial Gas Circulating Water Heaters

BURKAY® GENESIS

85% EFFICIENT, ULTRA-LOW NO_x HOT WATER HEATER

A. O. Smith Genesis® Water Heaters offer everything you could ask for in a non-condensing water heater. They provide a near condensing 85% thermal efficiency, outstanding venting flexibility, space-saving stackable design and a clean burning fan assisted combustion system with low NO_x emissions that meet the most stringent California standards.

ELECTRONIC CONTROL WITH PRECISE TEMPERATURE MANAGEMENT

- Controls every electrical water heater function, including pump operation and main burner ignition, delivers precise temperature management, with $\pm 1^\circ$ accuracy.
- Display panel shows current operating status and fault readings
- Display also shows temperature setpoints, outlet temperature, current inlet/outlet differential (DT) and tank temperature.
- Included remote temperature sensor when mounted in the storage tank allows the tank temperature to be set and monitored at the water heater.

STAGE GAS FIRING SYSTEM

- Prevents short cycling and ensures smooth operation, saves fuel and extends product life.
- Delivers maximum output when demand is high, reduced firing rates during off peak times.

ULTRA-LOW NO_x OPERATION

- Meets SCAQMD Rule 1146.2 air quality standards.

COPPER FINNED-TUBE HEAT EXCHANGER

- Gasketless glasslined headers and copper-finned tubes with extruded integral fins deliver exceptional heat transfer.
- Copper is lightweight for easier handling and immune to thermal shock.

SPACE-SAVING DESIGN

- Optional stack rack allows one unit to be stacked on top of another, doubling output within the footprint of a single unit
- If floor space is limited, the Genesis water heater can be installed outdoors with an optional outdoor Vent Cap.

MEETS ASHRAE/IESNA 90.1-2004

MULTIPLE VENTING OPTIONS

- All Genesis models can vent vertically in Category I with double wall "B" vent or horizontally in Category IV with AL29-4C stainless steel vent material.

FACTORY START-UP INCLUDED

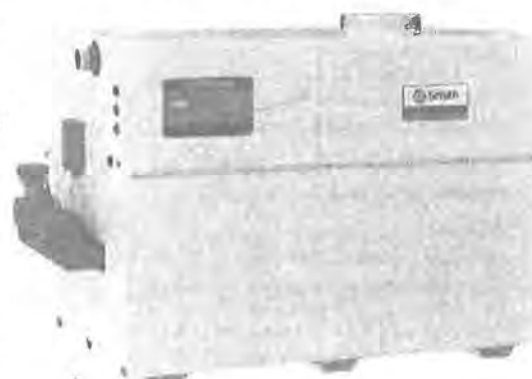
- Required for activating warranty and assuring maximum operating performance. Contact your local sales representative or Authorized Start-Up Agent to arrange a FREE Certified Start-Up.

5-YEAR LIMITED HEAT EXCHANGER WARRANTY

- For complete warranty information, consult written warranty or contact A. O. Smith.

GWH-750

GWH-400 THRU GWH-2100





Commercial Storage Tanks

FACTORY JACKETED AND INSULATED STORAGE TANKS

These A. O. Smith storage tanks are designed for storing potable water. Fitting locations are designed to meet the needs of normal installations plus those for the A. O. Smith Cer-Temp 80® piping methods.

FEATURES

A. O. Smith storage tanks are ideal for use with gas-fired copper heat exchanger equipment for storage of any potable water at temperatures up to 180°F.

GLASS LINED TANK - Alkaline borosilicate composition permanently fused to steel by firing at a temperature of 1600°F, providing years of corrosion protection and dependable use.

HEAVY GAUGE STEEL JACKET - With baked enamel finish.

THREADED OPENINGS - All tanks furnished with threaded openings for thermometer, relief valve, 2" recirculation lines, tankstat, and drain valve.

INSULATION - Storage Tanks meet or exceed R12.5 minimum thermal insulation requirements of the U. S. Department of Energy and current edition of ASHRAE/IESNA 90.1

TJ-80S, TJ-80A, TJV-120M and TJV-120A

- Fits through 30" door
- Magnesium anode for anti-corrosion protection

TJ-80A

- 80 gallons
- High density foam insulation saves energy, helps reduce standby heat loss
- 160 psi ASME standard working pressure

TJV-120A

- 119 gallons
- High density foam insulation saves energy, helps reduce standby heat loss
- 160 psi ASME standard working pressure

TJ-80S

- 80 gallons
- High density foam insulation saves energy, helps reduce standby heat loss
- 160 psi working pressure

TJV-120M

- 119 gallons
- High density foam insulation saves energy, helps reduce standby heat loss
- 160 psi working pressure

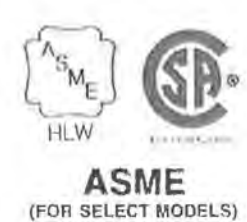
TJV-200-M - 175 GALLONS

- 160 psi ASME standard working pressure
- 2" foam insulation
- Handhole cleanout (Standard)
- Fits through 33" door
- Storage is downsized to 175 gallons for a 32" x 77" envelope for space restrictive installations. Model TJV-200 is available with 200 gallons of storage.
- Magnesium anodes for extra corrosion protection

5 YEAR WARRANTY

If the tank should leak any time during the first 5 years, under the terms of the warranty, A. O. Smith will repair or replace the tank. Installation, labor, handling and local delivery are extra. For complete information, consult the written warranty.

MODELS TJ-80S, TJ-80A TJV-120A, TJV-120M & TJV-200M



SUGGESTED SPECIFICATION

Storage tank shall be A. O. SMITH glasslined storage tank. Tank shall be _____" x _____" and have a nominal capacity of _____ gallons. Tank(s) shall have threaded openings as shown on drawings. Interior of tank(s) shall be glasslined with an alkaline borosilicate composition which has been fused to the steel by firing at a temperature of 1600°F. Glass coating shall be continuous over the entire inner surface of the tank. Outer jacket shall have a baked enamel finish. Meets minimum thermal insulation requirements of the U.S. Department of Energy and current edition of ASHRAE/IESNA 90.1. Cathodic protection shall be provided. Tank shall have a working pressure of _____ psi. Tank shall have a five year limited warranty as outlined in the written warranty.



PLUMBING, HEATING & AIR CONDITIONING
201, 10861 50 St. SE
Calgary, AB T2C 3E5
Phone: (403)282-1010 Fax: (403)279-9028

February 28 2017

Springbank Park for all Seasons
32224 Springbank Road
Springbank AB, T3Z 2L9
403-242-2223
403-880-9302
Email: mphillips@springbankpark.com

The undersigned proposes to furnish all materials and perform all labor necessary to complete the work described below:

QUOTE #1
↳
BOILER

- ✓ Supply and install indirect fired hot water tank Lochinvaar 119 Gallon
- ✓ Price includes all material and labor necessary
- ✓ Price includes Knight Warranty: 2 years on labor, full manufacturers' warranty
- ✓ Price includes general site clean up

TOTAL: \$6,320.00 + GST (A) - 1

Note: Price subject to change based on site conditions

(A) - 1
(A) - 2
(A) - 3
(A) - 4

- ✓ Supply and install SG270 Mid efficient boiler allied eng
- ✓ Price includes all material and labor necessary
- ✓ Price includes Knight Warranty: 2 years on labor, full manufacturers' warranty
- ✓ Price includes general site clean up

TOTAL: \$5,800.00 + GST (A) - 1

Note: Price subject to change based on site conditions

↳
\$24,906.00
TOTAL

- ✓ Price includes removal of 2 100 gallon hot water tanks gas fired
- ✓ Price includes all material and labor necessary
- ✓ Price includes Knight Warranty: 2 years on labor, full manufacturers' warranty
- ✓ Price includes general site clean up

+ GST **TOTAL:** \$1,566.00 + GST (A) - 3

Note: Price subject to change based on site conditions


- ✓ Price includes venting and boiler hookup pumps and piping
- ✓ Price includes City of Calgary Permit and Inspection
- ✓ Price includes all material and labor necessary
- ✓ Price includes Knight Warranty: 2 years on labor, full manufacturers' warranty
- ✓ Price includes general site clean up

TOTAL: \$11,220.00 + GST (A) - 4

Note: Price subject to change based on site conditions

QUOTE #2
↳
HVAC
(SEE NEXT PAGE)

- ✓ Supply and install 100 MBTU Rooftop unit York.
- ✓ Price includes remove old and crane for install Hail Guard
- ✓ Price includes all material and labor necessary
- ✓ Price includes Knight Warranty: 2 years on labor, full manufacturers' warranty

 <p>TRUE NORTH automation VISION. TALENT. TECHNOLOGY.</p>	<p>Startec Springbank Park For All Seasons Arena Control System Upgrades - Phase 1</p>
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Engineering Services Estimate

Rev A - November 25, 2016

True North Automation Project No. 16-0xxx

Basis for this estimate is as follows:

1. Provide the ability for the existing Panelview HMI to have remote access to another PC/Tablet/Smartphone via a secure Internet connection.
2. Add a maintenance screen to the existing Panelview HMI that would allow operations to configure what alarms/shutdowns should callout and what ones should not.
3. Add an alarm beacon outside of the compressor room that would go off on a system alarm/shutdown to notify the operator.

Included in this estimate:

1. **Office Engineering** services that will provided by True North Automation for this project include:
 - a) Modification of the Rockwell Automation FactoryTalk View Machine Edition (ME) HMI application for the existing Panelview Plus application. This will allow for remote view/monitoring capability via a Virtual Private Network (VPN) over the Internet.
 - b) PLC and Panelview Plus HMI modifications for configurable alarm/shutdown callout maintenance screen.
 - c) Existing control system drawing red lines/PLC programming for addition of a local alarm beacon.
2. **On site start-up and commissioning** services provided by True North Automation for this project include:
 - a) 4 hours of start-up assistance and commissioning support.
 - b) Task above includes travel time to/from Springbank Arena/True North Automation office in Calgary (allowance for 1 trip only).
3. **Major Equipment** provided by True North Automation for this project include:
 - a) Required Rockwell Software 2711P-RP8D Panelview Plus 6 logic module
 - b) Required 4 port unmanaged Ethernet switch
4. **Electrical Construction** provided by others but included in this estimate for this project include:
 - a) Supply and installation of local alarm beacon.

Options:

1. Replace existing Panelview Plus 6 1000 with a new Panelview Plus 7 1000. The Panelview Plus 7 would be equipped with the correct logic module for remote connection. As the existing Panelview Plus 6 was installed in 2007 and is now almost 10 years old the risk of it failing is greater. While this replacement could be considered part of Phase 2 there is economic merit to looking at this upgrade in Phase 1.


Not included in this estimate:

1. Modifications to the existing PLC and Panelview Plus HMI program, other than what is required for the above items.
2. The required network connection to the Internet in the engine room control panel.
3. Any services required by Startec.

Commercial Terms

1. The estimate is valid for 30 days and is **budgetary** based on understood scope.
2. Terms are Net 30.
3. Please direct all order correspondence to the direction of:

True North Automation
7180 - 11th Street SE
Calgary, Alberta T2H 2S9
Attn: Tim Lamoureux
Phone: (403) 984-2050
Email: tim.lamoureux@truenorthautomation.com

 <p>TRUE NORTH automation Vision. Talent. Technology.</p>	<p>Startec Springbank Park For All Seasons Arena Control System Upgrades - Phase 1</p>
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Engineering Services Estimate

Rev A - November 25, 2016

True North Automation Project No. 16-0xxx

1.0 System Engineering Services

No.	Task Description	No. Dwgs	PC	Eng	CAD	Admin	Est'd Cost
1.01	Existing Panelview Plus HMI Configuration/Testing - for Remote Access - Set up and configure existing Panelview Plus HMI with FactoryTalk Viewpoint - Create a FactoryTalk View ME application based on existing Panelview Plus		0	12	0	0	██████
1.02	Existing Panelview Plus HMI/Rockwell SLC500 PLC Modifications - addition of an operator configurable HMI screen for alarm callouts		0	4	0	0	██████
1.03	Addition of local alarm beacon - required PLC program modifications - red-line mark-ups of existing control drawings to add alarm beacon		0	2	0	0	██████
1.04	Project Co-ordination/Equipment Specification/Procurement - coordination of electrical contractor		2	0	0	2	██████
Disbursements							██████
Subtotal - Systems Engineering		0	2	18	0	2	\$2,820.14


2.0 Commissioning / Start-up Assistance / Training

No.	Task Description	No. Dwgs	PC	Eng	CAD	Admin	Est'd Cost
2.01	Commissioning/Start-up Assistance/Operator Training - Allowing 8 hours on site - re-commission compressor failure signals from MyPro to PLC/Callout (Qty. of 3) - Includes Travel Time to/from Springbank Arena/True North Office		0	8	0	0	██████
Site Visit Travel Expenses							██████
Disbursements							██████
Subtotal - Commissioning / Start-up Assistance / Training		0	0	8	0	0	\$1,861.51

3.0 Major Equipment Costs

No.	Task Description	Qty.	Unit Cost	ESTIMATE			Est'd Cost
3.01	Rockwell Automation 2711P-RP8D Panelview Logic Module - replacement module to allow remote access	1	\$2,400.00				██████
3.02	Ethernet Switch/Cables - Stratix 4 port/misc cables	1	\$250.00				██████
Misc Equipment Costs							\$0.00
Shipping Costs							\$0.00
Subtotal - Major Equipment							\$2,650.00

Phase 1

 <p>TRUE NORTH automation Vision. Talent. Technology.</p>	<p>Startec Springbank Park For All Seasons Arena Control System Upgrades - Phase 1</p>
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Engineering Services Estimate

Rev A - November 25, 2016

True North Automation Project No. 16-0xxx

4.0 Electrical Construction (Ariel Electric)

No.	Task Description	Qty.	Unit Cost	ESTIMATE		Est'd Cost
4.01	Supply and install alarm beacon	1	\$800.00			████████
Subtotal - Electrical Construction						\$800.00

5.0 Totals

No.	Description	ESTIMATE		Cost
5.10	Subtotal - Systems Engineering			████████
5.20	Subtotal - Commissioning / Start-up Assistance / Training			████████
5.30	Subtotal - Major Equipment			████████
5.40	Subtotal - Electrical Construction			████████
Overall Total (Taxes not included)				\$7,333.66

6.0 Options

No.	Task Description	Qty.	Unit Cost	ESTIMATE		Est'd Cost
6.01	Rockwell Automation 2711P-T10C21D8S Panelview Plus 7 - replacement for existing Panelview Plus 6 minus the 2711P-RP8D Panelview Logic Module (Item 3.01)	1	\$1,200.00			████████
Misc Equipment Costs						\$0.00
Shipping Costs						\$0.00
Subtotal - Options						\$1,200.00

Estimate



Startec
Springbank Park For All Seasons
Arena Control System Upgrades - Phase 2

Engineering Services Estimate

Rev A - November 25, 2016

True North Automation Project No. 16-0xxx

Basis for this estimate is as follows:

1. Replace the current Allen-Bradley SLC500 PLC with a new Allen-Bradley CompactLogix.
- ~~2. Add the capability for Modbus communications to the MyPro compressor panels for advanced diagnostics.~~
3. Update the current system drawings and control narratives to reflect the revisions above.

Included in this estimate:

1. **Office Engineering** services that will be provided by True North Automation for this project include:
 - a) One (1) site inspection/visit has been allowed for upon project award to firm up details.
 - b) Existing control panel layout and wiring revision drawings in AutoCAD format.
 - c) A Control Narrative that details how the system will be programmed.
 - d) PLC Program for this application based on the Control Narrative.
 - e) Modifications to the existing Operator Interface (Panelview Plus HMI) configuration to allow it to communicate to the new PLC.
 - f) System testing at True North Automation, Calgary.
 - g) A control system documentation package that will include:
 - i) As built Control Narrative Document.
 - ii) As built drawings (as listed in item b).
 - iii) Native document files of above and PLC and Panelview Plus HMI program files.
2. **On site start-up and commissioning** services provided by True North Automation for this project include:
 - a) 16 hours of start-up assistance, commissioning support and on site operator training.
 - b) Travel time/expenses to to/from Springbank Arena/Calgary.
3. **Major Equipment supplied** by True North Automation will include:
 - a) Required PLC equipment.
4. **Electrical Construction** supplied by others and included in this estimate will include:
 - a) Installation of the new PLC in the existing control panel.
 - b) Required wiring modifications to the existing control panel to install the new equipment.
 - c) All demolition work to the existing control panel (i.e. removal of existing PLC).
 - d) Re-connection of all existing control end devices to the PLC Control Panel.

Not included in this estimate:

1. **Office Engineering** services that will **not be provided** by True North Automation:
 - a) Customer Factory Acceptance Test (CAT) and signoff at True North Automation, Calgary.
2. Any services required by Startec.

Estimate



Startec
Springbank Park For All Seasons
Arena Control System Upgrades - Phase 2

Engineering Services Estimate

Rev A - November 25, 2016

True North Automation Project No. 16-0xxx

Commercial Terms

1. The estimate is valid for 30 days and is **budgetary** based on understood scope.
2. Terms are Net 30.
3. Please direct all order correspondence to the direction of:
True North Automation
7180 - 11th Street SE
Calgary, Alberta T2H 2S9
Attn: Tim Lamoureux, R.E.T., PMP
Phone: (403) 984-2050
Email: tim.lamoureux@truenorthautomation.com

Clarifications and Exceptions

1. PLC and Panelview hardware pricing includes migration discounts as offered by the manufacturer.
2. The current control panel enclosure will be re-used with the new PLC and Panelview hardware replacing the existing systems. Benefits to this approach are:
 - a) Cost effectiveness as a new control panel enclosure c/w internals will not have to be fabricated.
 - b) Lower environmental impact - less will have to be recycled or sent to the landfill.
 - c) Less downtime - with this approach, the new system can be installed while the plant is online. We estimate only 1 day of running the plant in maintenance.
All existing field wiring is already in place and landed on terminals. With a new system there will be more demolition, more re-connection and commissioning. We would estimate this would take 3-4 days.
3. The Modbus connection of the compressor MyPro panels to the PLC has not been included in this estimate. From our experience this is not a robust design and it can be prone to communication failures. The negatives outweigh the benefits of providing this connection and it is not recommended.

Estimate



Startec
Springbank Park For All Seasons
Arena Control System Upgrades - Phase 2

Engineering Services Estimate

Rev A - November 25, 2016

True North Automation Project No. 16-0xxx


1.0 Engineering Services

No.	Task Description	No. Dwgs	PC/PL	Eng	CAD	Admin	Est'd Cost
1.01	Project Co-ordination /Meetings/Equipment Specification		8	0	0	4	██████
1.02	Control System Drawings - Main Panel Layout (1) - Main PLC Panel AC/DC Power Distribution/ESD Circuit (1) - Main PLC I/O - 8 channel Analog Input (1) - Main PLC I/O - 4 channel Analog Output (1) - Main PLC I/O - 6 channel RTD Input (2) - Main PLC I/O - 32 channel Discrete Input (1) - Main PLC I/O - 32 channel Discrete Output (1) - Motor Control Schematics (5)	13		28	28	0	██████
1.03	Control Narrative - this document forms the basis how the system will be programmed		0	8	0	2	██████
1.04	PLC Programming - Rockwell Automation CompactLogix - convert existing Allen-Bradley SLC500 program to CompactLogix.		0	32	0	0	██████
1.05	HMI Configuration - existing Rockwell Automation Panelview Plus 6 or 7 - database revisions to connect to interface with new PLC		0	6	0	0	██████
1.06	Configuration Testing - System testing at True North Automation, Calgary		0	8	0	0	██████
1.07	Customer Acceptance Test (CAT) at True North Automation, Calgary - Client witnessed acceptance test and signoff No allowance for a CAT		0	0	0	0	██████
1.08	Project Closeout - As Built Documentation - Final project cost reports - Documentation filing etc.		2	2	4	4	██████
Misc Personal Expenses							██████
Subtotal - Systems Engineering		13	10	84	32	10	\$16,733.94

2.0 Commissioning / Startup Assistance / Training

No.	Task Description	No. Dwgs	PC/PL	Eng	CAD	Admin	Est'd Cost
2.01	Commissioning, Startup Assistance, On Site Operations Training - Allowing 2 x 8 hour man days - Installation and testing of remote access to system - Based on PLC hardware checks, wiring complete and rungout.		0	16	0	0	██████
2.02	Travel Time - Allowing for 2 trips to Springbank		0	4	0	0	██████
No. of Days on Site =							2
Vehicle Rental/Fuel							██████
Accommodation							\$0.00
Subsistence							\$0.00
Cell Phone Usage							\$0.00
Programming Laptop Usage							\$0.00
Disbursements							██████
Subtotal: Commissioning / Startup Assistance / Training		0	0	20	0	0	\$2,933.00

Estimate

 <p>TRUE NORTH automation Vision. Talent. Technology.</p>	<p>Startec Springbank Park For All Seasons Arena Control System Upgrades - Phase 2</p>
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Engineering Services Estimate

Rev A - November 25, 2016

True North Automation Project No. 16-0xxx

3.0 Major Equipment Costs

No.	Description	Qty.	Unit Cost	ESTIMATE			Est'd Cost
3.01	PLC Equipment - Rockwell Automation Ethernet CompactLogix PLC c/w required I/O: - Qty. 32 - 120VAC DI's (13 Spare) - Qty. 32 - 24VDC DO's (12 Spare) - Qty. 8 - 4-20mA AI's (2 Spare) - Qty. 4 - 4-20mA AO's (3 Spare) - Qty. 18 - 100 Ohm Plat RTD Inputs (5 Spare) - Qty. 1 - Ethernet Switch	1	\$9,900.00				██████████
	Misc Equipment Costs						\$0.00
	Equipment Shipping Costs						██████████
Subtotal - Major Equipment:							\$10,000.00

4.0 Electrical Construction (Ariel Electric)

No.	Task Description	Qty.	Unit Cost	ESTIMATE			Est'd Cost
4.01	Control Panel modifications and wiring	1	\$4,000.00				\$4,000.00
Subtotal - Electrical Construction							\$4,000.00

5.0 Totals

No.	Description	Qty.	Unit Cost	ESTIMATE			Cost
5.10	Subtotal - Systems Engineering						██████████
5.20	Subtotal - Commissioning / Startup Assistance / Training						██████████
5.30	Subtotal - Major Equipment						██████████
5.40	Subtotal - Electrical Construction						██████████
Overall Total (Taxes not Included)							\$88,367.74 ✓

6.0 Options

No.	Description	Qty.	Unit Cost	ESTIMATE			Est'd Cost
6.01	No Options						
Subtotal - Options:							\$0.00



DATE: February 28, 2017

CUSTOMER NAME:	Springbank Park for All Seasons
ATTENTION:	Mark Phillips
PHONE:	403-242-2223
E-MAIL:	mphilips@springbankpark.com

RE:	Renovations
	Automation System
	Calgary, AB
	STARTEC QUOTE No.: 13580
	SR No:

DEAR: Mark Phillips

Startec Refrigeration Services Ltd. is pleased to provide the following quote for your service requirements.

DETAILED JOB DESCRIPTION:	
*	Proposal for the completion of the phase 1 and phase 2 proposed renovation to the automation system.
*	
*	Phase 1 -
*	*Provide the ability for the existing Panelview HMI to have remote access to another PC/Tablet/Smartphone via a secure internet connection.
*	*Add a maintenance screen to the existing Panelview HMI that would allow operations to configure what alarms/shutdowns should callout and what ones should not.
*	*Add an alarm beacon outside of the compressor room that would go off on a system alarm/shutdown to notify the operator.
*	
*	Phase 2 -
*	*Replace the current Allen-Bradley SLC500 with a new Compact Logix system
*	*Supply updated system drawings and control narrative to reflect any revisions.
*	

EST. UNITS	PRODUCT NUMBER	DESCRIPTION	UNIT PRICE	TOTAL PRICE
			\$ -	\$ -
			\$ -	\$ -
			\$ -	\$ -
PARTS SUB TOTAL				\$ -

Commercial Terms

BUDGET PRICE:

DESCRIPTION			LINE TOTAL
Parts Sub Total	PARTS		\$ -
Extra Freight Charges	FREIGHT		\$ -
Outside Service	OSS		\$ -
Kilometer Charges	KM		\$ -
Service Call	SC		\$ -
Travel Time Reg	TVL		\$ -
Travel Time OT	TVLOT		\$ -
Truck Charge	TRUCK		\$ -
Labour Reg	JM		\$ -
Labour OT	JMOT		\$ -
Night Shift Premium	NS		\$ -
Tool Charges	TOOL		\$ -
Sub Contractors	SUBCON		\$ 45,585.46
Per Diems	SUBSIS		\$ -
Hotels	HOTEL		\$ -
Safety	SAFE		\$ -
Shop Consumables	SHOP		\$ -
TOTAL			\$ 45,585.46

✓ (+GST)



TERMS & CONDITIONS

- ♥ Offer valid for (30) days
 - ♥ All taxes will be extra
 - ♥ Above pricing billed in Canadian dollars
 - ♥ Payment net (30) days from date of delivery
 - ♥ Machining and associated costs if required, will be charged as an extra *
 - ♥ Building modifications, crane and rigging not included *
 - ♥ This quote has been prepared with information you have provided; any scope change will be considered an extra and will be billed accordingly, pending customer approval
 - ♥ Quote based on regular time, overtime if required, will be charged as an extra
 - ♥ Disposal of equipment, fluids and chemicals not included *
 - ♥ Any required business licenses or permit costs are not included
 - ♥ Freight not included *
 - ♥ Parts or repairs not specifically mentioned above will be extra
 - ♥ All cores are assumed acceptable to the exchange program, any core charges will be billed as an extra
 - ♥ Safety orientation time not included *
 - ♥ Start-up extra *
 - ♥ Any electrical work required is not included in this quote and will be billed as an extra
 - ♥ Quote based on ease of access to equipment
 - ♥ To pass along stock order pricing, some parts may require two weeks notice
- Special order parts are non-returnable unless otherwise approved by vendor; re-stocking charges may apply
All international orders will require payment in full before shipment or start of service work

* Unless noted above

Thank you for the opportunity to provide this price and we look forward to working with you. If you require any further information please do not hesitate to contact me.

Regards,

Dan Belliveau
Technical Sales Representative
Office: (403) 516-2409
Cell: (403) 305-5388
Fax: (403) 206-0156
Email: DBelliveau@startec.ca



The Limited Warranty and Conditions of Sale set out herein apply to all sales by Startec Refrigeration Services Ltd., or its affiliates, ("Startec") to the first purchaser ("Buyer") of products, equipment, material or supplies ("Product") and are incorporated into each agreement of purchase and sale ("Agreement") between Startec and the Buyer.

The Limited Warranty and Conditions of Sale form part of every quotation or offer to sell ("Quotation") made by Startec. Every acceptance by Startec of an order or offer to buy ("Order") is expressly conditional on incorporation into the Agreement of the Limited Warranty and Conditions of Sale as set out herein and excludes from the Agreement any conflicting terms, conditions or warranties set out in the form of Order by Buyer.

LIMITED WARRANTY

THIS EXPRESS LIMITED WARRANTY GIVES THE BUYER SPECIFIC LEGAL RIGHTS BUT ALSO LIMITS CERTAIN OTHER RIGHTS WHICH OTHERWISE MIGHT EXIST. SOME JURISDICTIONS MAY HAVE APPLICABLE LAWS WITH THE RESULTS THAT CERTAIN LIMITATIONS OR EXCLUSIONS MAY NOT APPLY.

Express Limited Warranty. Subject to the limitations below, Startec hereby warrants Product of its manufacture supplied hereunder to be free of defects in material and workmanship for a period of 12 months (the "Warranty Period").

In addition, Startec hereby guarantees the workmanship provided that:

- a) suitable types and rates of appropriate lubricants, refrigerants, brine solutions, and any other required chemicals, are employed in a suitable manner
- b) the Product is installed, connected, instrumented, operated, and maintained in accordance with Startec's instructions, and commonly accepted practice; and
- c) the Product is operated at the specified pressures, temperatures, and flow rates as specified in the Design Data from Startec.

This Express Limited Warranty is transferable to any successor in title of the Product which successor shall enjoy the benefit of the unexpired balance of the Warranty Period. A claim under this Express Limited Warranty must be made to Startec within one (1) month of the time any defect becomes apparent and is limited in time to the Warranty Period stated above.

If after inspection at the customer's expense Startec determines that the Product does not conform to the warranty contained herein, Startec will, at its option, repair, modify or replace the non-conforming Product on any piece or component thereof. Startec warrants its work as if it is performed in its own facility and as such the warranty does not cover mileage, travel time, subsistence, or overtime.

Limitation on Express Warranty. This warranty is subject to the following conditions:

- a) The express limited warranty is in lieu of all liabilities or obligations of Startec whether arising under this agreement or otherwise.
- b) There are no representations, conditions, warranties, guarantees or agreements express, implied, statutory or otherwise except as expressly stated herein as to any matter whatsoever including without limitation, the condition of the Product, its merchantability, quality or fitness for any particular purpose. All terms, conditions, representations, warranties and other obligations implied by law are excluded or if incapable of exclusion, but capable of limitation limited to the maximum extent permitted by law.
- c) Startec shall not be liable for any transportation, handling, delivery or installation costs, damage or loss, when done by others, or Buyer.
- d) Startec shall not be liable for any special, indirect or consequential damages or for economic loss or for any claims or demands against Buyer by any other party.
- e) No conduct of Startec shall be regarded as a fundamental breach of this Agreement. For greater certainty without restricting the generality of the foregoing the provisions of this Agreement relating to the express limited warranty, limitations on the Express Limited Warranty and limitations of the liability shall continue to be an enforceable contract between the parties in the event that this Agreement is terminated for any reason including a fundamental breach thereof.
- f) The Buyer has selected the goods and Startec shall not be liable for error in description.
- g) Startec's express limited warranty shall not apply to damage or deficiencies resulting from accident, alteration, modification, misuse, tampering, negligence, improper maintenance, abuse or acts of God including, without limitation, failures or deterioration resulting from operator negligence; improper operation or process conditions; use outside of (or in excess of) design rates; use with other than design process fluids; corrosion, erosion, sulphide stress cracking and/or hydrogen embrittlement; over-stressing, over-firing, overheating; sand or other contaminant deposition (and failures resulting therefrom); coating or paint failure or deterioration; use of inappropriate or impure fuels, chemicals or utilities (including instrument air/gas); freezing damage; other deterioration resulting from normal wear and tear (including valve leakage).
- h) Oral statements of Startec's officers, employees and agents do not constitute representations or warranties and Buyer shall in no event be entitled to rely thereon.
- i) Startec's warranty does not apply to products, equipment, material or supplies sold by it that are not of its manufacture, Startec will however use its best efforts to obtain for the Buyer the benefit of any warranty it has received from the supplier of the products, equipment, material or supplies and pass through the warranty benefits.
- j) In order to validate full warranty coverage on the equipment, an initial start-up service must be performed by an authorized agent of Startec.
- k) Warranty work can only be performed by Startec or by one of its authorized agents.

Limitations of Liability. In no event shall Startec's liability in respect of the Product be greater than the purchase monies paid in respect of the product.

CONCEPTSPORT
CONSULTING INC.
Facility Solutions

244064 Range Road 31
Calgary, Alberta T3Z 3L8
Business: 403.249.6295
Cell: 403.863.8216
jp.sport@telus.net

Date: February 28, 2017
To: Mark Phillips
Operations Supervisor
Springbank Park For All Seasons (SPFAS)
From: John Paulsen
Owner/Director of Conceptsport

Subject: Cost Estimate to Replace PLC Panel for SPFAS Refrigeration System

This capital project estimate includes the following components to replace the PLC panel control unit that is used to operate the Springbank Park For All Seasons refrigeration system for three indoor ice arenas:

Project Components:

- Removal of existing PLC panel control unit
- Engineering for installation of new PLC panel control unit
- Electrical supply and connection
- Installation of new PLC panel control unit
- Training for use of new PLC panel control unit
- Start-up of new PLC panel control unit
- Project management
- Contingency provision

Overall Quote	\$50,000.00
GST	\$ 2,500.00
Total	\$52,500.00


Signed

28/02/2017
Date



Quote Summary

Prepared For:
Springbank Park For All Seasons Agricultural Society
32224a Springbank Rd
Calgary, AB T3Z2L9
Business: 403-242-2223

Prepared By:
Cervus Ag Equipment LP
Ryan Whyte
292177 Crosspointe Road
Rocky View, AB T4A0S3
Phone: 403-280-2200
Mobile: 403-829-5700
rwhyte@cervusequipment.com

Quote ID: 14239240
Created On: 24 October 2016
Last Modified On: 25 October 2016
Expiration Date: 30 November 2016

Equipment Summary	Selling Price	Qty	Extended
JOHN DEERE 3046R Compact Utility Tractor (34 PTO hp)	[REDACTED] X	1 =	[REDACTED]
JOHN DEERE H165 Loader	[REDACTED] X	1 =	[REDACTED]
Frontier AP12F FXDPALFRK2/3/4/500LDR	[REDACTED] X	1 =	[REDACTED]
Equipment Total			\$ 59,200.00

Quote Summary	
Equipment Total	\$ 59,200.00
Tire Recycling Fee	\$ 16.00
SubTotal	\$ 59,216.00 ✓
GST/HST	\$ 2,960.80
Est. Service Agreement Tax	
Total	\$ 62,176.80
Down Payment	(0.00)
Rental Applied	(0.00)
Balance Due	\$ 62,176.80

OUTRIGHT Purchase
ASSUMPTION with
GOVT DISCOUNT

Sales Person: X _____

Accepted By: X _____

Confidential



Quote Summary

Prepared For:

Springbank Park For All Seasons Agricultural Society
32224a Springbank Rd
Calgary, AB T3Z2L9
Business: 403-242-2223

Prepared By:

Cervus Ag Equipment LP
Brendan Penner
102 First Avenue North

Trochu, AB T0M2C0
Phone: 403-442-3982

bpenner@cervusequipment.com

Quote ID: 14816813
Created On: 24 February 2017
Last Modified On: 24 February 2017
Expiration Date: 03 March 2017

Equipment Summary	Selling Price	Qty	Extended
JOHN DEERE 3046R Compact Utility Tractor (34 PTO hp)	██████ X	1 =	██████
JOHN DEERE H165 Loader	██████ X	1 =	██████
Frontier AP12F FXDPALTRK2/3/4/500LDR	██████ X	1 =	██████
Equipment Total			\$ 65,895.75

Quote Summary	
Equipment Total	\$ 65,895.75
Tire Recycling Fee	\$ 40.00
SubTotal	\$ 65,935.75 ✓
Est. Service Agreement Tax	
Total	\$ 65,935.75
Down Payment	(0.00)
Rental Applied	(0.00)
Balance Due	\$ 65,935.75

Sales Person: X _____

Accepted By: X _____

Confidential



Quote Summary

Prepared For:
Springbank Park For All Seasons Agricultural Society
32224a Springbank Rd
Calgary, AB T3Z2L9
Business: 403-242-2223

Prepared By:
Cervus Ag Equipment LP
Ryan Braun
1165 Main Street
Pincher Creek, AB T0K1W0
Phone: 403-627-4451

rbraun@cervusequipment.com

Quote ID: 14816813
Created On: 24 February 2017
Last Modified On: 24 February 2017
Expiration Date: 03 March 2017

Equipment Summary	Selling Price	Qty	Extended
JOHN DEERE 3046R Compact Utility Tractor (34 PTO hp)	████████ X	1 =	████████
JOHN DEERE H165 Loader	████████ X	1 =	████████
Frontier AP12F FXDPALTFRK2/3/4/500LDR	████████ X	1 =	████████
Equipment Total			\$ 66,212.90

Quote Summary	
Equipment Total	\$ 66,212.90
Tire Recycling Fee	\$ 40.00
SubTotal	\$ 66,252.90
Est. Service Agreement Tax	
Total	\$ 66,252.90
Down Payment	(0.00)
Rental Applied	(0.00)
Balance Due	\$ 66,252.90

Sales Person: X _____

Accepted By: X _____

Confidential

WEST VALLEY EXCAVATING

To: Springbank Park For All Seasons (SPFAS)
Date: February 21, 2017

From Perry Lepage

Description: Main Parking lot Curb Removal
And Barricade Installations

Contact Information

8 Littlewood Bay (Springbank)
Calgary , Alberta T3Z 1G3

Phone: 403-862-5408
Email: wvbobcat@telus.net
www.westvalleycontracting.ca
GST #: 842192320RT0001

QUOTE

Description	Description	Amount
Mobilization and Demobilization of Equipment		No Charge
Removal of 11 section curbs in Main Parking Lot/Transfer broken materials offsite for recycling +		
Removal of mulch in Main Parking Lot/Transfer materials to SPFAS Lions Soccer Park +		
Reposition some existing curbs for placement in west side of Main Parking Lot +		
Reposition garbage collection containers in Main Parking Lot	\$	████████
Acquire/Place directional barricades in Main Parking Lot per plan agreed to w/SPFAS (max cost)	\$	████████
	Sub Total	\$ 12,400.00
	GST	\$ 620.00
	Total	\$ 13,020.00

WWW.WESTVALLEYCONTRACTING.CA

Mark Phillips

From: Richard Stein <rjstein2000@msn.com>
Sent: November 23, 2016 7:58 AM
To: John Rop; John Paulsen; Mark Philips
Subject: Parking lot curbs

Gentlemen
Please see the following pricing for removing parking lot curbs and mulch .

Excess concrete hauled to Fish Creek for recycling.
Mulch to remain on property. (Stock piled)

Curb & mulch removal. [REDACTED]

Low pro barrier & pole fence .

Pole fence.
to install post & rail fence
[REDACTED] [REDACTED]

Install low pro jersey barrier (18"X 10')
30/ ft. = [REDACTED]

Total.	\$4500.00
	\$4500.00
	<u>\$3960.00</u>
	\$12960.00 ✓

Please advise , if you wish to carry on with this project or any portion of it .

Richard Stein
403 702 0035
Stein Excavation Technologies

Sent from my Samsung device over Bell's LTE network.



BUDGET QUOTATION

February 24, 2017

Client: Springbank Park for All Seasons
Address: 32224A Springbank Road
Calgary, Alberta. T3Z 2L9
Telephone: (403) 242 2223
Cell: (403) 880 9302
Cell: (403) 618 5136 – John Rop
Fax: (403) 242 3202
Email: mphillips@springbankpark.com
Email: jrop@springbankpark.com

Attention: John Rop / Mark Phillips
RE: Springbank parking lot curb and island repairs (3 OPTIONS)

Atkins / Kuntz Construction Group Inc. is submitting a price as per my site visit, on site measurements, and the following assumptions.

Price includes the following:

Atkins / Kuntz Construction Group Inc will provide all supervision, labor, technical skill and knowledge; as well as the necessary materials, tools and equipment to perform the following scope of work.

Option #1

- Take out approximately 1,261 of existing curbs in parking lot and remove from site [REDACTED]
- Take out and remove from site all earth material from top of island curbs to top of existing asphalt. Maximum 46 cubic meters [REDACTED]

TOTAL PRICE: \$ 12,080.00 ✓

[REDACTED] ✓

TOTAL PRICE: \$ 12,080.00

Option #2

- Take out existing damaged curbs in parking lot (Approximately 842 linear feet)
- Remove the damaged concrete from site
- Complete formwork to replace damaged curb 8' x 6", install 1-10mm continuous rebar, pre drill curbs into existing asphalt 2' 0" maximum
- Supply, place, cure and broom finish new curbs installed
- Remove existing fill from islands to prepare to infill with concrete
- Prep, supply, place and finish 4" concrete within islands as per estimated quantities. Supply and install 10mm rebar in island concrete to fill 24" DIA

TOTAL PRICE: \$ 58,050.00

NOTES:

- G.S.T. is not included in price
- This is a budget quote based on preliminary site measurements. Prior to work being completed, client must advise AK Construction the exact scope of work that must be completed. A final contract price will be submitted based on clarifications so it is understood the quantities involved.

Payment Terms: (G.S.T. not included)

- 30 days.

Respectfully Submitted:


Dave Kuntz.
A/K Construction Group Inc.

Atkins / Kuntz Construction Group Inc.
3303 57 Avenue S.E. Calgary, Alberta T2C 0B2, Ph: 888 4919 Email: dave@akconstructiongroup.ca www.akconstructiongroup.ca



Community Recreation Funding
Operational Assistance Grant
Regional Recreation and Cultural Facilities

Organization Information

Organization's Name: Springbank Park For All Seasons Agricultural Society (SPFAS)

Incorporation Act Registered Under (If Applicable): The Agricultural Societies Act – Alberta

Incorporation Number: No Incorporation Number Assigned; Incorporation Date is Jan. 25, 1972

Mailing Address: 32224A Springbank Road, Calgary, Alberta

Postal Code: T3Z 2L9

(All correspondence and cheques will be mailed to this address)

Primary Contact:

Name: John Rop

Telephone: (W) 403-242-2223 (Ext 21) (H) No Home Phone (C) 403-618-5136

Email: jrop@springbankpark.com

Alternate Contact:

Name: Mark Phillips

Telephone: (W) 403-242-2223 (Ext 23) (H) No Home Phone (C) 403-880-9302

Email: mphillips@springbankpark.com

Facility

Name of Facility: Springbank Park For All Seasons (SPFAS)

Legal Description / Address:

Legal Descriptions for 2 Municipal Reserve Lots:

Main Site: Lot RA Plan 6785 J.K. SW 27-24-3-W5 (Located on east side of RR #33)

Lions Soccer Park: Lot R-1 Plan 7410221 SE 28-24-3-W5 (Located on west side of RR#33)

Registered Holder of Land Title: Rocky View County

Total Amount of Funding Requested: \$320,000

Please give us a brief description of your organization: SPFAS Mission Statement: Springbank Park For All Seasons Agricultural Society is a non profit Agricultural Society, registered with the Ministry of Agriculture, Government of Alberta, and a charitable organization, registered with Revenue Canada Charities Division, Government of Canada. Springbank Park For All Seasons is driven by it mission to facilitate and promote agricultural, recreational, social and cultural development of residents of the Rocky View West Recreation District, as defined by Rocky View County.

Please describe in detail the work to be carried out and the need for this project

(Please attach a separate piece of paper if you need additional space)

This Operational Assistance Grant Application focuses on Rocky View County assisting SPFAS to fund SPFAS operating costs, rather than on project expenses. The SPFAS Board of Directors formally approved a motion at the Board of Directors Meeting held on February 13, 2017 to apply to Rocky View County for \$320,000 of operational funding by remitting this 2017 Operational Assistance Grant Application to the municipality. These funds will be allocated to the SPFAS Operating Budget for the July 1, 2017 – June 30, 2018 fiscal year. In conjunction with planning for the anticipated SPFAS Board of Directors' approval in June of 2017 of a balanced Operating Budget for the SPFAS July 1, 2017 – June 30, 2018 fiscal year, the \$320,000 will be incorporated into this fiscal year's Operating Budget to fund approximately 18.4% of operational expenses in the range of \$1,775,000 that are currently projected to be included in it. SPFAS plans to obtain the other approximate 81.6% of funding required to balance the Operating Budget for the next fiscal year by generating revenues from facility rentals and leases, special events, annual memberships, marketing initiatives and other funding sources. SPFAS will utilize these funds to:

- (i) Operate and maintain facilities
- (ii) Provide a wide array of recreation, culture and other services
- (iii) Provide a wide array of opportunities for individuals and families to access facilities at no cost
- (iv) Retain facilities that are safe, clean and comfortable
- (v) Ensure SPFAS is a vibrant and active Regional Recreation Facility for Rocky View County
- (vi) Serve as an Emergency Support Location for Rocky View County
- (vii) Serve as a Satellite Office for the contracted RCMP service retained by Rocky View County
- (vii) Retain an effective voluntary SPFAS Board of Directors and staffing compliment that work together on an ongoing basis to:

- a) Efficiently operate facilities and support organizations which provide related programs
- b) Generate revenues allocated to balancing annual operating budgets
- c) Examine new revenue generating opportunities
- d) Strive to increase revenues in conjunction with balancing annual operating budgets
- e) Focus on effectively, economically and efficiently managing expenses
- f) Apply to the provincial and federal governments for grants and other funding
- g) Plan for the long-term sustainability and operational viability of current capital assets
- h) Plan for the development, funding and operational viability of new capital facilities
- i) Plan for current and future residential growth
- j) Provide sound organizational governance
- k) Assign priority to providing a safe environment for individuals, families and employees.

Describe how the project will benefit your community and the County:

Springbank Community residents often refer to SPFAS as being "the heart of Springbank". SPFAS serves as the primary gathering center in Springbank where families and individuals come to participate in a wide array of sports activities (including soccer, rugby, football, figure skating, leisure skating, hockey, ringette, baseball and curling), to learn (via physical education, early childhood playschool and other school programs that utilize SPFAS facilities), to socialize and meet (including to attend specifically scheduled community based meetings) and well as to enjoy social and cultural events (including the Springbank Fall Fair and other events held at SPFAS). SPFAS also serves as an Emergency Response Center for Rocky View County.

Please indicate the **number of people** who access your facility, amenity or program for which funding is being sought who reside in:

- Within Rocky View County: More than 5,000 residents of Rocky View County annually
- Outside Rocky View County boundaries: More than 5,000 residents of other municipalities annually

Financial Assistance

If your organization has a current operating surplus, capital reserve or unrestricted cash assets, explain what you plan to do with these funds if they are not being allocated to operationally support your facility.

SPFAS retains an operating reserve that provides cash flows for operations so that short-term borrowing and related interest costs are not incurred. SPFAS retains a capital reserve that retains funds dedicated to assist with financing capital life cycle replacement projects and new capital facility development projects. Both the operating reserve and the capital reserve also serve as potential immediately available funding sources that can assist SPFAS to address emergency situations, unscheduled operational shut downs, and other unforeseen and unanticipated circumstances.

How will your organization reduce the need for operational financial support from the County in the future and be able to create long term sustainability of your facility?

SPFAS has consistently on an ongoing basis incorporated the following principles and actions into the Society's efforts to create and retain sustainable facilities on a long-term basis:

- (i) Implement preventative maintenance plans
- (ii) Implement a long-term capital life cycle replacement plan
- (iii) Generate funds to finance projects included in the long-term capital life cycle replacement plan
- (iv) Pursue new revenue generating opportunities
- (v) Utilize many community volunteers to operate programs and lead activities
- (vi) Utilize funding sources available from all levels of government
- (vii) Implement energy and utility conservation practices in conjunction with seeking related grants
- (viii) Partner with individuals and organizations to receive donations and sponsorships
- (ix) Evaluate how facilities can be deployed in the future to generate incremental revenues
- (x) Plan for Rocky View County to provide a fixed amount of \$320K annually to support SPFAS operations, with all other funding for annual operating budgets to be generated by SPFAS from other sources; As SPFAS has historically planned to provide revenues sufficient to balance annual operating budgets, Rocky View County's fixed \$320K annual contribution to operations has decreased as a percentage of the total revenues included in the Society's annual operating budgets from about 20% in the year when the County's Regional Recreation Funding Model was first implemented to 18.4% of the revenues projected to be included in the Society's annual operating budget for the July 1, 2017 – June 30, 2018 fiscal year.

SUPPORTING DOCUMENTS – Refer to documents attached to this Grant Application

The following documents MUST be attached:

- Minimum of three (3) quotes for project
- Project Completion Form (if the organization received funding in the previous year)
- Audited financial statements
- Organization’s Proposed Operating Budget – include contributions from other sources and detailed expenditures (if applicable)
- Financial Operational Sustainability Projections Plan spanning 5 years
- Current business or strategic plan
- Documentation of how this project falls within Life Cycle Plan
- Documentation on how this project supports other plans that the facility utilizes for long-term planning and sustainability
- List of organization’s officers and directors (if applicable)
- Society Bylaws
- Other documents required for further clarification, as requested

NOTE: Letter of request MUST be signed by the president and/or a director and who has signing authority for the organization.

Declaration Statement

We, the two representatives, certify that this application is complete and accurate

Name: *Christine Pennell*
Christine Pennell

Title: *President*

Date: *February 27, 2017*

Name: *[Signature]*

Title: *2nd VP*

Date: *February 27, 2017*

The personal information on this form is being collected for the purpose of determining eligibility of an applicant to receive a Council grant. This information is collected under the authority of Section 33 (c) of the Freedom of Information and Protection of Privacy Act and may become public information once it is submitted to Council during a Council meeting. Questions regarding the collection of this information can be directed to the FOIP Coordinator at 403.520.8199

Obligations Upon Receiving Grant

Grant recipients will receive a Grant Agreement outlining the approved grant amount, including specific items approved or denied, and the project goals and outcomes expected. Organizations may only spend grant funds on the specific items approved.

Upon completion of the project, recipients must submit a **Project Completion report** detailing how the money was spent and whether or not the stated objectives were achieved. Failure to submit a report may affect future grant application consideration. At any time, grant recipients must permit a representative of Rocky View County to examine records to determine whether the grant funding has been used as intended and approved.

Springbank Park For All Seasons Agricultural Society (SPFAS)2017 Operational Assistance Grant ApplicationSupporting Documents/Supplementary Information for Grant Application

Quotes for Projects: SPFAS is not presently planning to fund any specific capital equipment replacements &/or additions or any capital facility renovation &/or addition projects from the \$320,000 to be allocated to the SPFAS Operating Budget which will, at a later date, be prepared and approved by the SPFAS Board of Directors for the July 1, 2017 – June 30, 2018 fiscal year. The \$320,000 will be allocated to assist with partially funding operational costs included in the Operating Budget for this fiscal year. Therefore, no project quotes are included with this Operational Assistance Grant Application. Quotes and related information for capital projects for which SPFAS is applying to receive 2017 funding from Rocky View County are included in the SPFAS 2017 Capital Assistance Grant Application to Rocky View County.

Project Completion Form: SPFAS utilized the \$320,000 of operational funding provided by Rocky View County in 2016 to assist with financing operating expenses. These expenses did not include any specific capital equipment replacements &/or additions or any specific capital facility renovation &/or addition projects. Examples of how 2016 operational funding received from Rocky View County was utilized to assist with funding approximately 18.6% of budgeted SPFAS operating expenditures for the Society's 2016 – 2017 fiscal year are outlined as follows:

- (i) Repairs and maintenance costs and related contracted preventative maintenance services
- (ii) Utilities (electricity, natural gas, water, phone, internet access plus related carbon taxes)
- (iii) Employee payroll and training
- (iv) Operating, cleaning, safety and administrative materials and supplies
- (v) Fuel and propane
- (vi) Banking charges
- (vii) Professional fees for the annual financial statement audit
- (viii) Insurance premiums
- (ix) Portion of annual capital depreciation/amortization
- (x) Other smaller scale expenses included in the annual SPFAS Operating Budget.

SPFAS Audited Financial Statements: A copy of the most recent SPFAS audited financial statements for the fiscal year ending June 30, 2016 is included with this Operational Assistance Grant Application. These audited financial statements have been approved by the SPFAS Board. These financial statements were presented at the SPFAS Annual General Meeting (AGM) that was held in September of 2016.

Organization's Proposed, Current & Past Fiscal Years' Operating Budgets: SPFAS retains a fiscal year that covers the period from July 1st of one year to June 30th of the following year. The SPFAS Board typically reviews and approves the annual Operating Budget in June (during the last month of the fiscal year that precedes the one for which the annual Operating Budget is prepared). The approved SPFAS Operating Budgets for the current (July 1, 2016 – June 30, 2017) and previous (July 1, 2015 – June 30, 2016) fiscal years are included with this Grant Application along with the initial draft of the Operating Budget for the next fiscal year (July 1, 2017 – June 30, 2018). The current fiscal year's approved Operating Budget serves as the template and foundation that SPFAS will utilize to prepare and approve the Operating Budget for the next fiscal year (July 1, 2017 – June 30, 2018). Subject to final approval of next fiscal year's Operating Budget by the SPFAS Board of Directors this coming June, SPFAS is presently projecting and planning to retain a balanced overall Operating Budget for the next fiscal year that is estimated to be in the \$1,737,600 range. SPFAS is planning to include the \$320,000 outlined in this Operational Assistance Grant Application in next fiscal year's SPFAS Operating Budget. The above noted Operating Budgets are included in the attachment to this document.

Financial Operational Sustainability Projections Plan Spanning 5 Years: On a summary level, SPFAS is presently planning for financial operational sustainability during the next five SPFAS fiscal years (for each respective 12 month period from July 1 – June 30) by taking the following actions:

- (i) Preparing balanced Operating Budgets
- (ii) Operating and maintaining the same facilities as are presently included in operating plans
- (iii) Retaining annual inflation rates generally ranging from 0% to 1% in future annual Operating Budgets
- (iv) Ensuring the Board of Directors retains the authority to review facility rental rates annually
- (v) Ensuring that new facilities or programs incorporated into SPFAS operations are self-sustaining
- (vi) Working with Rocky View County, the Province of Alberta, the Federal Government of Canada and other organizations to increase financial support for funding projects included in the SPFAS long-term capital life cycle replacement plan, as well as pursue capital projects that can generate operational efficiencies &/or new incremental contributions to operating revenues
- (vii) Implementing new energy savings initiatives on an ongoing basis into SPFAS operations
- (viii) Implementing new safety measures and practices on an ongoing basis into SPFAS operations.

SPFAS Fiscal Year	Operating Budget Revenues	Operating Budget Expenses	Balanced Budget
2016/17 (Current)	\$1,720,400	\$1,720,400	Yes
2017/18 (Next *)	\$1,737,600	\$1,737,600	Yes
(This fiscal year's Operating Budget will be formally approved by the SPFAS Board of Directors in June, 2017.)			
2018/19 (*)	\$1,750,000	\$1,750,000	Yes
2019/20 (*)	\$1,775,000	\$1,775,000	Yes
2020/21 (*)	\$1,800,000	\$1,800,000	Yes

(*) – Subject to the prospect of SPFAS potentially adding and operating substantive new recreation and cultural facilities during these fiscal years.

Current Business or Strategic Plan: A copy of the present version of the SPFAS Business Plan, as well as a related Business Plan update, is included with this 2017 Operational Assistance Grant Application. SPFAS is presently looking to update the Business Plan in the next fiscal year. SPFAS will do so in conjunction with working with facility users, Rocky View County and other parties to:

- (i) Address present and future population growth
- (ii) Update and further develop long-term capital life cycle replacement plans
- (iii) Utilize information obtained from the Springbank Community Survey to begin planning for new capital developments
- (iv) Incorporate the direction outlined in the County's new Recreation Policy after SPFAS has received confirmation that it has been formally approved by Rocky View County's Council (currently expected to be made available to SPFAS in the Fall of 2017).

Documentation on how this project falls within Life Cycle Plan: To obtain information regarding SPFAS capital projects for which SPFAS has applied to Rocky View County for 2017 funding, please refer to the SPFAS 2017 Capital Assistance Grant Application that has been remitted to Rocky View County along with this 2017 Operational Assistance Grant Application.

Documentation on how this project supports other plans that the facility utilizes for long-term planning and sustainability: To obtain information regarding SPFAS capital projects for which SPFAS has applied to Rocky View County for 2017 funding, please refer to the SPFAS 2017 Capital Assistance Grant Application that has been remitted to Rocky View County along with this 2017 Operational Assistance Grant Application.

List of SPFAS Officers and Directors: A listing of the current SPFAS Board of Directors is included with this Grant Application.

Society Bylaws: A copy of the current SPFAS Bylaws is included with this Grant Application.

Supplementary Note: The SPFAS Board of Directors formally approved a motion at the Board of Directors Meeting held on February 13, 2017 to apply to Rocky View County for \$320,000 of operational funding by remitting this 2017 Operational Assistance Grant Application to the municipality. These funds will be allocated to the SPFAS Operating Budget for the July 1, 2017 – June 30, 2018 fiscal year.

SPRINGBANK PARK FOR ALL SEASONS (SPFAS)
Initial Draft of 2017 - 2018 Annual Operating Fund Budget
Final 2017 - 2018 Operating Budget to be Approved by SPFAS Board of Directors in June of 2017
For Inclusion With SPFAS 2017 Operating Grant Application to Rocky View County

	2015-2016 Approved Budget	2016-2017 Approved Budget	Initial Draft 2017-2018 Operating Budget
Operating Revenues			
From Activities			
Arena Rentals (Indoor)	\$ 818,100	\$ 765,000	\$ 775,000
Curling Rink Rentals	142,500	145,000	150,000
Dryland Training/Sprint Track	35,500	36,500	40,000
Facility Access Fee (Memberships)	80,000	90,000	85,000
Fields	26,700	28,000	30,000
Front Entry - Concession, Equip Shop	16,700	17,000	18,000
Lounge	13,600	15,000	16,000
Meeting Room	3,100	4,500	3,600
Outdoor Arena - Ice Use	-	50,000	51,000
Outdoor Arena - Non Ice Use	9,000	5,500	7,000
Playschool	9,000	9,400	10,000
Rink Board & Field Advertising	34,000	30,000	30,000
Other	32,800	30,000	30,000
From Fundraising			-
Ag Grants	127,000	125,000	125,000
Casino, net	70,000	-	70,000
Fall Fair, net	(20,000)	(22,500)	(25,000)
Rocky View County RRB Grant	320,000	320,000	320,000
Other External Grants	-	2,000	2,000
Transfer From Operating Reserve - In Lieu Of No Casino	-	70,000	-
Total Income	\$ 1,718,000	\$ 1,720,400	\$ 1,737,600
Operating Expense			
Accounting, Audit & Legal Fees	\$ 17,000	\$ 17,000	17,000
Advertising/Marketing	3,000	3,000	2,500
Bad Debt Expense	-	-	-
Bank Charges & Credit Card Receipt Fees	5,000	3,600	4,000
Contract Services, Repairs & Maintenance	162,500	157,800	160,000
Depreciation	225,000	250,000	255,000
Electricity	190,000	158,000	160,000
Employee Salaries & Benefits (Fall Fair wages reflected under Fall Fair Operating Revenues)	812,500	800,000	810,000
Employee Training	17,500	9,500	10,000
Equipment Rentals	19,000	14,700	15,000
Fuel	7,500	7,500	8,000
Insurance	40,000	39,000	41,000
Miscellaneous (Other & Board Expenses)	500	500	-
Memberships	4,500	4,500	4,500
Natural Gas	60,000	43,500	50,000
Outdoor Arena - Refrigeration Install/Operation	-	50,000	51,000
Outdoor Arena - Refrigeration Operation Contingency	-	15,000	10,000
Safety	7,500	10,000	10,000
Service Charges for Payroll Processing	2,500	2,200	2,300
Small Operational Equipment (All Items Projected To Be In The \$500 - \$2,500 Cost Range)	15,000	15,000	15,000
SPFAS Long-Term Planning (Prepare for Springbank Facilities Business Plan initiative)	-	5,000	-
Supplies	85,000	80,000	80,000
Telephone/Cable/Internet	14,000	12,600	10,000
Water	30,000	22,000	22,300
Total Operating Expenses	\$ 1,718,000	\$ 1,720,400	\$ 1,737,600
Excess of Revenue over Expenses (Balanced Operating Budget)	\$ -	\$ -	\$ -



ATTACHMENT C

Community Recreation Funding
Operational Assistance Grant
 Regional Recreation and Cultural Facilities

Organization Information

Organization's Name: Spray Lake Sawmills Recreation Park Society

Incorporation Act Registered Under (If Applicable): Society's Act

Incorporation Number: 509453312

Mailing Address: 800 Griffin Road East

Postal Code: T4C 2B8

(All correspondence and cheques will be mailed to this address)

Primary Contact:

Name: Robin Mitchell

Telephone: (W) 403-932-1635 (H) 403-874-4902 (C) 403-874-4902

Email: robinmitchell@slssportscentre.com

Facility

Name of Facility: Spray Lake Sawmills Family Sports Centre

Legal Description / Address: PLAN 8111002, BLOCK 1

Registered Holder of Land Title: Town of Cochrane & Rocky View County

Total Amount of Funding Requested: \$ 141,950

Please give us a brief description of your organization

Spray Lake Sawmills Recreation Park Society 'SLS RPS' is a charitable not-for-profit society that manages SLS FSC and the Cochrane Arena on behalf of our owners; the Town of Cochrane and Rocky View County. We rent ice, turf, rooms and gymnasium time to user groups, we house several 3rd party Tenants and we offer memberships and drop-in activities to the general public.

Please describe in detail the work to be carried out and the need for this project

*see list of items attached. The Operational Assistance Grant enables us to carry out small lifecycle and capital projects around the facilities and allows us to purchase and replace program equipment. The grant enables us to accomplish things that we might otherwise not be able to do in a given year.

Describe how the project will benefit your community and the County

The Cochrane Arena was built back in 1974. Sections of the SLS FSC range back to 2001, 2004 and 2008. As the buildings get older, the wear and tear on the facilities starts to show. Sometimes the cost of repairing equipment year over year is better handled by replacing the old. We are constantly looking at ways of making the building and processes more cost effective and energy efficient. We use the program equipment to generate membership and drop-in revenues that we in turn, put that money back into the facility. We often use the program monies to purchase the initial equipment, thereafter, making sure that the programs are sustainable as we go forward. Over the years, we have attracted more and more people from RVC, Cochrane and the surrounding areas. We are a very busy Regional Facility, that will only become busier in future years as Cochrane and RVC grow.

Please indicate the **number of people** who access your facility, amenity or program for which funding is being sought who reside in:

We see approximately 10,000 people a week that come through the facility; as members and program users, user groups (hockey, ringette, figure skating, soccer, lacrosse, baseball, volleyball, basketball) and all of the tenant clients.

- Within Rocky View County: 10% of 10,000 or 1,000 people/week
- Outside Rocky View County boundaries: 90% of 10,000 or 9,000/week

Financial Assistance

If your organization has a current operating surplus, capital reserve or unrestricted cash assets, explain what you plan to do with these funds if they are not being allocated to operationally support your facility.

Each year we have posted a small net surplus. At the end of the fiscal year, this goes into our capital and lifecycle reserves. We have a funding formula for major capital and lifecycle (over \$10,001 - \$1M) whereby SLSRPS is responsible for 50% and each of the owners 25% (RVC & T of C). We need these reserves to handle purchases like these, and for emergencies.

How will your organization reduce the need for operational financial support from the County in the future and be able to create long term sustainability of your facility?

As we continue to attract more and more people, we will be able to grow our revenues. Up until now, since 2001, we have operated on a user pay model, in that we need to generate enough revenues to cover our costs. We have been successful in doing that. We don't rely on grants to fund programs year over year. We try to ensure that all of our programs are sustainable after the first time offering them. We use grant funds to purchase the initial equipment and perhaps cover staffing the first time, thereafter, we rely on the programs to cover their costs and create surplus, thus becoming sustainable.

SUPPORTING DOCUMENTS

The following documents MUST be attached:

- Minimum of three (3) quotes for project
- Project Completion Form (if the organization received funding in the previous year)
- Audited financial statements
- Organization's Proposed Operating Budget – include contributions from other sources and detailed expenditures (if applicable)
- Financial Operational Sustainability Projections Plan spanning 5 years
- Current business or strategic plan
- Documentation of how this project falls within Life Cycle Plan
- Documentation on how this project supports other plans that the facility utilizes for long-term planning and sustainability
- List of organization's officers and directors (if applicable)
- Society Bylaws
- Other documents required for further clarification, as requested

NOTE: Letter of request MUST be signed by the president and/or a director and who has signing authority for the organization.

Declaration Statement

We, the two representatives, certify that this application is complete and accurate

Name: [Signature]

Title: PRESIDENT

Date: FEB 13/2017

Name: Robin Mitchell

Title: General Manager

Date: Feb 13, 2017

The personal information on this form is being collected for the purpose of determining eligibility of an applicant to receive a Council grant. This information is collected under the authority of Section 33 (c) of the Freedom of Information and Protection of Privacy Act and may become public information once it is submitted to Council during a Council meeting. Questions regarding the collection of this information can be directed to the FOIP Coordinator at 403.520.8199

Obligations Upon Receiving Grant

Grant recipients will receive a Grant Agreement outlining the approved grant amount, including specific items approved or denied, and the project goals and outcomes expected. Organizations may only spend grant funds on the specific items approved.

Upon completion of the project, recipients must submit a **Project Completion report** detailing how the money was spent and whether or not the stated objectives were achieved. Failure to submit a report may affect future grant application consideration. At any time, grant recipients must permit a representative of Rocky View County to examine records to determine whether the grant funding has been used as intended and approved.

2017 RVC Operating Grant Money

- boiler for Olympia T2/3
- compressor overhaul at CA
- toilets and urinals in several washrooms (universal washroom)
- Ammonia sensor at CA
- Fitness weight training equip
- PAY ROLL component admin benefits Ceridian
- 1 Hot water heater SLS -
- Roof repairs to the CA -
- Condenser Motor disconnect and relocate - CA
- Washer & dryer in new child minding
- Reno's child minding room -
- Reno's physio room to childminding-
- Bouncer -
- Snow pit melt -
- 2 gates for the track, stairs -
- Carpet guest services -
- Commercial vacuum cleaner -
- Heater in the CA plant room and Oly Room -
- Security camera for Cochrane arena
- Replacing actuators for boiler system
- Board Room Tables and Chairs (plus 2 desks for the physio offices)
- Replacing batteries for ice bear – price to be sent late January
- Score clock LED module - T2
- Cameras for pool and hallways -
- Water fountain in turf area -
- Tables and chairs for common area -
- Snow blower, sweep -
- Re-coat cement floor CA -
- Blinds -
- T2 Reception station -

Total \$141,950



GST#808101406

QUOTE# 134

CLIENT: SPRAY LAKE SPORTS CENTRE
800 GRIFFIN ROAD EAST, COCHRANE

PHONE: 403.333.1513

QUOTED: 20th JAN 2015

GENERAL DESCRIPTION:

Construction of an office space

We provide a high quality professional service and recommend qualified and approved sub-trades for all our projects, we urge you to visit our Testimonial's on our website for assurance of the work/service that we provide.

SCOPE OF WORK (See attached plan):

- Supply and install steel stud partition walls (NOTE – Two week notice required for steel order)
- Supply and install doubled up steel stud track for ceiling structure
- Supply and install ½" drywall to all new partitions (both sides) and ceiling structure
- Supply and install ½" plywood to the roof of the office
- Supply and install one (1) 30" pre-hung primed composite panel door with hinges
- Supply and install door casing around door

Other:

- Includes garbage disposal
- Ensure all works are completed as agreed with the client and approved designs/specifications
- Carry out inspections of work progress and workmanship to ensure successful project delivery
- Track and monitor all change orders and cost implications following possible amendments with the layout or specification

Does not include:

- No permits (SLS to confirm if required)
- Electrical, HVAC, sprinkler, fire alarm or plumbing work
- No baseboard allowed for. can be included at an additional cost if required (recommend black rubber base to match)
- No flooring works

QUOTATION FOR PROPOSED OFFICE CONSTRUCTION - \$5,950.42 plus GST

Payment Schedule:

- Deposit of 50% required for materials, permits and design review (client can still make changes prior to permit submittal).
- 50% upon completion.

NOTES:

- All invoices implement 15 day payment terms.
- Quotation is valid for 30 days.
- No works to proceed until approval is granted by the client.
- 3% interest on WRCS overdue accounts.
- All cheques for WRCS Ltd payable to White Rose Construction Services Ltd.

Client Approval: _____ Date: _____

Kind Regards

Mr Matthew Ashton BSc (Hons)
White Rose Construction Services Ltd
Tel: 403.981.8894
Cell: 403.990.5862

Rippy's Roofing & Construction Inc.
 241 Glenpatrick Drive
 Cochrane, Alta.
 T4C 1G4

Estimate

Date	Estimate #
9/21/2015	644

Name / Address
SLS Centre c/o Paddy Maclure

Project

Description	Qty	Rate	Total
Roof repairs @ Cochrane Arena; extensive application of MS-detail (high-profile sealant) to three main areas of arena roof where leaks are coming from (labour intensive); tightening & sealing of bolts along entirety of roof; replacement of Ixwhirly bird; all labour; disposal of garbage; clean-up of site. GST on sales		1,650.00	1,650.00
		5.00%	82.50
Thank you for choosing Rippy's Roofing		Total	\$1,732.50

NCS Mechanical Services Ltd
 115 1925 18th Ave NE
 Calgary AB T2E 7T8
 ncsmechanical@gmail.com
 GST Registration No.: 825471642RP0001

INVOICE

INVOICE TO
 Spray Lakes Family Sport
 Center
 800 Griffin Road East
 Cochrane Alberta T4C 2B8

INVOICE # 1136
DATE 07/04/2016
DUE DATE 08/03/2016
TERMS Net 30

ACTIVITY	QTY	RATE	TAX	AMOUNT
PLUMBING Install 2 new AO Smith Water Heaters	1	12,444.30	GST	12,444.30

1/2 as this is done.

SUBTOTAL	12,444.30
GST @ 5%	622.22
TOTAL	13,066.52
BALANCE DUE	\$13,066.52

TAX SUMMARY

	RATE	TAX	NET
GST @ 5%		622.22	12,444.30



Recommended Repair Proposal

Date:	1 November 2016	Proposal:	Q-001731.2BM
Company:	Spray Lakes Sawmills FSC	On Behalf of:	Shane Steward
To:	Paddy Maclure	Email:	ssteward@gatewaymechanical.ca
Phone:	(403) 932-1635	Subject:	Recommended Repair
Email:	paddymaclure@slssportscentre.com		

Description:

On our most recent visit we found that the melt pit coil is corroded and leaking. We propose to replace the existing galvanized coil new custom built coil

Our Proposal Includes:

- Temporary removal of centre section of grate over pit
- Disconnection and removal of existing coil
- Installation of new coil
- Tie in new coil to existing piping
- Weld in removed section of grate

Our Estimate for the above:

Total: \$ 12,894.00 (plus taxes)

Not Included:

Any work outside the above scope
Repairs to any leaks on existing piping

We trust this meets with your approval. Please contact the undersigned should you have any questions or concerns. If you wish to proceed with this project as described above, please sign below. You may affix purchase orders or otherwise in addition to this signed proposal.

On behalf of,

Shane Steward
Gateway Mechanical Services Inc.

Accepted by: _____ Date: _____

Signature: _____ Purchase Order No.: _____

Terms and conditions:

- This quotation valid for 30 days.
- Invoice is due upon receipt, 3% interest due on overdue accounts.
- Goods remain the property of Gateway Mechanical Services until paid in full.
- Work performed during regular business hours (unless otherwise noted).



2288 – 18 Avenue NE
 Calgary, Alberta T2E 8R1
 Phone: (403) 291-2205
 Fax: (403) 291-2124
www.alpineglass.ca

QUOTATION

TO: Spray Lake Sawmills
FAX #:

DATE: October 17, 2016

ATTN: Paddy Maclure

FROM: Brian Berends

RE: Cochrane Arena Main Entrance
QUOTE: 7527

Please review our attachment page; it forms an integral part of our quotation.

Further to your request and the information provided, we are pleased to offer you our quotation for the following:

To Supply and Install the Materials to make repairs on the Main Entrance Doors. Also materials to weather seal this entrance. This quote is based on the work being performed during regular business hours.

- Two new Von Duprin 9827 Brushed Stainless Steel door Panics with thumb piece exterior trims to match existing. One for each door.
- New door stop weatherstripping on the sides and top of the interior of the doors from frame to doors.
- New door astragal weatherstripping to be mounted on each door to close the gap in between the doors on the exterior.
- Two new door sweeps for the bottom of the doors to seal to the threshold.

TOTAL: \$3643.00 + GST



2288 – 18 Avenue NE
Calgary, Alberta T2E 8R1
Phone: (403) 291-2205
Fax: (403) 291-2124
www.alpineglass.ca

Any item(s) and/or service(s) not listed above are not included, any additions will be charged extra. Installed prices are for all work to be done during regular business hours – Monday to Friday, 7:30AM – 4:00 PM. Labour requiring wait-time or premium time will be charged extra.

Thank you for the opportunity.

Regards,

A handwritten signature in black ink, appearing to read "Brian Berends".

Brian Berends
Alpine Glass Inc.

Quote

Blind Infusion
 c/o Kirstin Sundgaard
 53 Riverview Circle
 Cochrane, AB T4C 1K3
 403-801-6434
www.blindinfusion.com



Date: 01-Jan-17

Client: **Spray Lakes Sawmills Family Sports Center**
 800 Griffin Road East
 Cochrane, Ab
 403-932-1635 x 21 403-333-1513
paddymaclure@slssportscentre.com

Window coverings

Track

- optional** 3 Sheerweave Rollers, open roll with stainless steel chain
- 3 Motorization (Additional)

	<div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> \$2,829.00
GST(848084190)	<hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> \$141.45
	<hr style="border: 0; border-top: 3px double black; margin-bottom: 5px;"/> \$2,970.45

Installation included
 Removal of any existing window coverings is not included
 Your window coverings are custom made for your home, therefore we cannot accept any exchanges or returns.
 Please make cheques payable to **Blind Infusion**
Thank you for the opportunity to quote your window coverings!

Shopping Cart

Nilfisk Eliminator II Wet/Dry Vacuum Cleaner was added to your shopping cart.



Nilfisk Eliminator II Wet/Dry Vacuum Cleaner

Edit

Unit Price: CA \$ 1,149.99

Qty: 1

Subtotal: CA \$ 1,149.99

Delete

[Continue Shopping](#)

[Update Shopping Cart](#)

[Clear Shopping Cart](#)

DISCOUNT CODES

ENTER YOUR COUPON CODE
IF YOU HAVE ONE.

ESTIMATE SHIPPING AND TAX

ENTER YOUR DESTINATION
TO GET A SHIPPING
ESTIMATE.

Country *

Canada

State/Province

Please select region, state or

SUBTOTAL CA \$ 1,149.99

GRAND
TOTAL CA \$ 1,149.99

Proceed to Checkout

[Checkout with Multiple Addresses](#)



Invoice Number 112211
 Invoice Date 07/14/2016
 Sales Person Steve Hawaii
 PO Number N/A
 Customer Number 019493
 Page Number 1 of 1

Bill To
Spray Lake Family Sports Center (W) 403-932-1635
 Brian Neave
 800 Griffin Rd
 Cochrane, Alberta T4C2B8
 CA

Ship To
Spray Lake Family Sports Center (W) 403-932-1635
 Brian Neave
 800 Griffin Rd
 Cochrane, Alberta T4C2B8
 CA

Payment Terms	Date Shipped	Via	Tracking Number
Total Due Prior to Ship			

Item No	Serial NO	Product	QTY	Unit Price	Total
20357i		IPC 20 Double 26'x18'x17' 1 year warranty, 1 Repair Kit, 1 Owners Manual, 1 Kodiak Blower 1.5hp Retail Price: \$5,495.00	1	\$4,295.00 (21.84% off)	\$4,295.00

Payments Recieved	
07/14/2016 - \$4,700.00 - Credit Card ending in **6872	Total Savings: \$1,200.00 (21.84%)
	Subtotal \$4,295.00
	Sales Tax Out Of State \$0.00
	Estimated Weight: 711 lbs
	Shipping \$405.00
	Amount Paid \$4,700.00
	Amount Due \$0.00



137 River Ave.
 Cochrane, AB T4C 2C2
 Phone 403-932-8900
 Fax 403-932-8901
 Email: riverbendinteriors@telus.net
 GST # 825138563

Customer Quote



Date	Estimate #
8/20/2012	2289
P.O. No.	Rep
	GB
Project	
Job 1	

Name / Address
Spray Lakes Sawmills Family Sports Centre 800 Griffin Road East Cochrane, AB ATTN: Paddy Maclure -333-1513

Description	Total
Supply Extra Heavy Wear Nylon Carpet Tile with Fiberglass reinforced Vinyl Backing (a choice of 7 styles with several colours to choose from) for the Main Desk & Office Area and the Back Office Pinless Naplock Transition metals Eco 810 carpet tile adhesive Supply Rubber Cove Base colour to be selected Install Carpet Tile Remove & dispose of the glued carpet Install the rubber base Move furniture By customer. Cut & Fit around the safe if it is not to be moved SUBTOTAL ***** GST On Sales	[REDACTED]

We welcome the opportunity to price match competitors written quotes				Subtotal	\$3,970.60
Deposit Received	DATE	AMOUNT	FORM OF PAYMENT	GST	\$198.53
SIGNATURE REQUIRED FOR APPROVAL				Total	\$4,169.13

Quote is valid for 30 days. Upon acceptance of quote, a deposit of 50% is required to order product with the balance due upon completion. Other arrangements must be made before work commences. Work will be done by professional installers and delivered as scheduled subject to circumstances beyond our control. There will be a 25% restocking charge on any materials ordered and returned, plus freight, full cartons only. **DISCLAIMER:** Upon installation of any materials, under normal construction site applications there may be limited damage to walls, baseboards, etc. that can NOT be avoided and will NOT be the responsibility of Riverbend Interiors Ltd.



403 485 2414



item/model #

FURNITURE *Villa*

YOUR COMPLETE HOME FASHION CENTRE

FURNITURE APPLIANCES MATTRESSES HOME ACCENTS OUR BRANDS

Call 403-485-2414
for assistance.

Quick Specs

Appearance

Type: Combination Washer Dryer

Dimensions

Width: 23 7/8"

Height: 70 3/4"

Depth: 26 7/8"

Features

Energy Star Rated: No

Laundry Capacity: Not Specified

High Efficiency: No

Steam Cycle: No



Combination Washer/Electric Dryer with Fabric Softener Dispenser

Model # YWET4024EW

Regular Price ~~\$1,599~~
Our Price \$1,299

Savings \$300

Our Price

\$1,299

Qty

Add to Cart

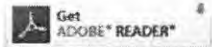


Documents

Warranty Information

Installation Guide

Use & Care Guide



Documents require Adobe Reader

[Overview](#) [Specifications](#) [Warranty](#) [Delivery](#) [Help](#)

Enjoy the convenience of doing your laundry from home with this Whirlpool® combination washer dryer, designed to fit where you need it. This compact washer with a speckle porcelain basket helps to protect fabric from snags. Plus, with 1.7 cu. ft. washer capacity and 3.4 cu. ft. dryer capacity, the combination washer dryer provides plenty of space for you to wash everyday loads. And with convenient fabric softener and bleach dispensers, you can simply load the washer and go.

Features:

- Speckle Porcelain Basket
- AutoDry™ Drying System
- 3 Drying Temperatures
- 1.7 Cu. Ft. Washer Capacity
- 3.4 Cu. Ft. Dryer Capacity
- Bleach Dispenser

Featured Brands

Furniture

- Ashley Furniture
- Best Home Furnishings
- Buhler Furniture
- Dynasty Furniture
- Furniture Traditions
- La-Z-Boy
- Magnussen Home
- Palliser
- Purba Custom Furniture
- Sunny Designs
- Winners Only Canada

Appliances

- Amana
- Danby
- Heartland
- KitchenAid Canada
- Traeger Canada

Whirlpool Canada

All Available Brands >

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Furniture Villa is located at
101 Centre Street E., Vulcan, AB
T0L 2B0
403-485-2414

Monday 9:00 am to 5:30 pm
Tuesday 9:00 am to 5:30 pm
Wednesday 9:00 am to 5:30 pm
Thursday 9:00 am to 5:30 pm
Friday 9:00 am to 5:30 pm
Saturday 9:00 am to 5:00 pm
Sunday Closed

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10401, Blvd Ray-Lawson
 Anjou, QC
 H1J 1M3
 (514) 336-0006 (514) 336-0006
 Toll Free: (866) 936-0006

INVOICE

NUMBER 13301

Bill to
Spray Lake Sawmills Family Sport Centre
 800 Griffin Road East
 Cochrane, AB
 T4C 2B8

Ship to
Spray Lake Sawmills Family S.C
 Attn: Brian Neave 403-932-1635
 800 Griffin Road East
 Cochrane, AB
 T4C 2B8

CUSTOMER ORDER	TRANSPORT	TERMS/CONDITIONS	DATE
		50/50 CC	10/11/2016
SALES REP	FOB	REFERENCE NUMBER	CUSTOMER NUMBER
Ben McGinn		11960	SPRAYLAKES

SKU	DESCRIPTION	QTY		BO	TAX	MSRP	UNIT PRICE	
		ORDERED	SHIPPED					
U5X*	U5x UPRIGHT CYCLE	2	2	0	F P			
MCB0122-00US	Cycle Upright 3x/3xe/5x/7x/7xe Frame	█	█	█	█ █			
MEP0257-00US	HURE 5x Console	█	█	█	█ █			
R5X*	R5x RECUMBENT CYCLE	█	█	█	█ █			
MRB0066-00US	Cycle Recumbent 3x/3xe/5x/7x/7xe Frame	█	█	█	█ █			
MEP0257-00US	HURE 5x Console	█	█	█	█ █			
H5X*	H5x HYBRID CYCLE	█	█	█	█ █			
MCB0123-00US	Cycle Hybrid 3x/3xe/5x/7x/7xe Frame	█	█	█	█ █			
MEP0257-00US	HURE 5x Console	█	█	█	█ █			
SHIPMACKIE	Shipping and Install (50% discount)	█	█	█	█ █			
SHIPPING NOTES- MACKIE ALL BIKES CAN BE PRE-BUILT AND ROLLED INTO FACILITY. ELEVATOR ACCESS TO SECOND FLOOR FOR INSTALLATION								
Customer Order# 11960 Sku description Base serial# Console serial#								
U5X* MCB0122-00US CB92160812111 MEP0257-00US EP612160123325								
U5X* MCB0122-00US CB92160812126 MEP0257-00US EP612160123322								
R5X* MRB0066-00US RB307160108765 MEP0257-00US EP612160123313								



10401, Blvd Ray-Lawson
 Anjou, QC
 H1J 1M3
 (514) 336-0006 (514) 336-0006
 Toll Free: (866) 936-0006

INVOICE

NUMBER 13301

Bill to
 Spray Lake Sawmills Family
 Sport Centre
 800 Griffin Road East
 Cochrane, AB
 T4C 2B8

Ship to
 Spray Lake Sawmills Family S.C
 Attn: Brian Neave 403-932-1635
 800 Griffin Road East
 Cochrane, AB
 T4C 2B8

CUSTOMER ORDER	TRANSPORT	TERMS/CONDITIONS	DATE
		50/50 CC	10/11/2016
SALES REP	FOB	REFERENCE NUMBER	CUSTOMER NUMBER
Ben McGinn		11960	SPRAYLAKES

SKU	DESCRIPTION	QTY			TAX	MSRP	UNIT PRICE	TOTAL
		ORDERED	SHIPPED	BO				
H5X*								
MCB0123-00US	CB93160803470							
MEP0257-00US	EP612160123324							
All goods remain the property of STAK FITNESS until paid in full. 2% monthly finance charge on overdue accounts.								

SUB-TOTAL	HST / GST	PST	TOTAL	AMOUNT RECEIVED	RECEIVED TO DATE	AMOUNT DUE
12,205.00	610.25	0.00	12,815.25	0.00	6,407.63	6,407.62



Visit us at: www.cimcorefrigeration.com

January 26, 2017

Cochrane Arena
609 4th Ave N
Cochrane, AB T4C 1B2
paddymaclure@slssportscentre.com

Attention: Paddy MacLure- Operations Manager
Subject: Cochrane Arena- 2017 Budget – Refrigeration plant

Mr. MacLure,

As requested, CIMCO is pleased to offer the following budgets for the arena ice plant for 2017

- Zamboni Room Natural Gas Heater
- Plant room Ammonia Detection Upgrade
- Condenser motor disconnect relocation
- MYCOM N4WB Major Compressor overhaul



Please do not hesitate to contact us with any questions or concerns.

Yours truly,

James Podloski
Product Sales-Calgary

CIMCO Refrigeration
129-572 Aero Dr. NE, Calgary, AB, T2E 7Y4



Phone: 403-250-5501
Fax: 403-735-9166



Visit us at: www.cimcorefrigeration.com

January 17

SLSFSC - Cochrane Arena
 609 – 4th Avenue
 Cochrane, AB T4C 1B2
 Email: nevenwilson@slssportscentre.com

Attention: _____, Cochrane Arena Building Operator
Subject: Mycom N4B Compressor Overhaul, Rev. 1

Dear Mr. Wilson,

As per your request, we are pleased to submit the following proposal for the overhaul of your Mycom N4B compressor.

MYCOM MODEL N4B - MAJOR OVERHAUL – SCOPE OF WORK

- Vent compressor.
- Drain oil.
- Remove heads, valves, springs, pistons, connecting rods, crankshaft & cylinder liners.
- Replace parts as per attached list.
- Check water circuits for scale.
- Remove and check oil cooler coil.
- Reassemble compressor.
- Recharge compressor with refrigeration oil and check operation.

Included Parts List:

<u>QTY</u>	<u>NOMENCLATURE</u>	<u>PARTS NO.</u>
1	O-RING -OIL PUMP	RP1-30-WB
1	BEARING HEAD GASKET	RP1-9-B
1	THRUST BEARING	RP1-12-B
1	COVER PLATE GASKET	RP1-17-B
1	MAIN BEARING	RP1-24-B
1	BEARING HEAD GASKET	RP1-26-B
1	OIL PRESSURE REGULATING VALVE	RP1-29WB
1	MECHANICAL SEAL KIT (AMMONIA)	RP1-32WB
1	OIL PUMP GASKET	RP1-35-B
1	CUNO FILTER GASKET	RP1-38-B
4	BEARING HALVES (SET OF 2)	RP2-02-B
4	BUSHING, PISTON PIN	RP2-03-BP
4	OIL PISTON RING FCPC-BC3	RP2-08-B1
4	OIL PISTON RING FCPC-BC3P	RP2-08-B2
4	PISTON PIN	RP2-10-B
4	PISTON PIN SNAP RINGS	RP2-11-B

CIMCO Refrigeration
 2-2180 Pegasus Way NE, Calgary, AB, T2E 8M5



Phone: 403-250-5501
 Fax: 403-735-9166

CIMCO REFRIGERATION

DATE: 1/17/2013

8	COMPRESSION PISTON RING FC-PC-G1	RP2-12-B5
4	CYLINDER SLEEVE GASKETS	RP2-13-B
4	SUCTION VALVE	RP2-20-B
4	SUCTION VALVE SPRING (SET OF 8)	RP2-21-WB
4	DISCHARGE VALVE	RP2-27-B
4	DISCHARGE VALVE SPRING (SET OF 12)	RP2-28-WB
2	CYLINDER COVER GASKETS	RP2-34-B
2	NAMEPLATE GASKETS	RP2-37-B
2	HANDHOLE COVER GASKETS	RP3-1-B
1	OIL STRAINER GASKET	RP3-8-B
1	Clean, Magniflux & Polish Crankshaft	Note: Resurfacing if required, extra.

Price:..... \$9,750.00 +GST

Not Included:

- Any additional parts not listed above.
- Additional machine shop related work.
- Compressor oil charge – by customer.
- De-scaling oil cooler and compressor water jackets.

The following are additional pricing of parts not listed above:

OIL PUMP ASSY. w/ GASKET	RP1-36-B
PISTON, ALUMINIUM	RP2-9-BAL
CYLINDER SLEEVE c/w GASKET	RP2-16-B



All parts are O.E.M.

NOTE:

In the event that the crankshaft main bearing and con rod journal diameters are below manufacturers specified dimensions, the options are as follows:

- a) Crankshafts can be built up to the manufacturer's specifications by "chrome plating" or "spray welding". We have experienced some success with these processes. However, we have also had a number of "bad" experiences, ie. "chrome-plating" peeling from the crankshaft after being placed into operation, "chrome" not bonding to the crankshaft. The warranty that is available for this procedure is for the amount that the machine shop charges for the resurfacing of the crankshaft. This amount is usually a fraction of the total amount for the overhaul of the compressor.
- b) Replacing the crankshaft. Undersize con rod bearing are not available from Mycom for their compressors.

Please do not hesitate to contact us with any questions or concerns.

Yours truly,

Matthew Smith, C.E.T.
General Manager – Western Region



Estimate

Box 367, Cochrane, Alberta, T4C 1A6 PH: 403-932-5005 FAX: 1-888-828-3813
Date: February 7, 2017

TO: Spray Lakes Sawmills Recreation Centre Cochrane, AB
ATTN: Robin Mitchell
FAX:
E-mail: robinmitchell@slssortscentre.com

We are pleased to submit the following bid:

Job Description: Video Surveillance at Rec Centre

MATERIALS

QUANTITY	DESCRIPTION	UNIT PRICE	TOTAL
1	2UIPS-6000 video server 6TB with 14 IP licences		
10	BO2IRF - bullet 2 mega pixel camera		
10	X310 junction boxes for bullet cameras		
1	UPS 1500		
3	POE switch S-44		
1	Northern monitor 22"		
1	Shop Supplies		
We hook cameras to it's own server and Monitor			
View through interal and external network IT costs extra			
High Speed internet required			
50% deposit required prior to supplies being ordered			
			\$11,187.00

	DESCRIPTION	UNIT PRICE	TOTAL
1	labour to install		
		SERVICE PRICE	\$2,000.00
		TOTAL BID PRICE	\$13,187.00
		PLUS G.S.T.	

THANK YOU

CONDITIONS/ CONTRACT SPECIFICATIONS (ie. time frame, deposit):

This estimate does not include material price increases, additional labour; or materials which may be required should unforeseen problems arise after the work has commenced.

Acceptance: _____ 30 DAYS
(title)

NCS MECHANICAL SERVICES LTD

115 1925 18th Ave NE Calgary Alberta T2E 7T8 Phone: 403-617-6956
Email: ncsmechanical@gmail.com

Attention: Paddy Maclure.

Re: Alternatives to the boiler replacement Spray Lakes Arena

We are pleased to provide you with a Plumbing and Heating quote on the above mentioned project.

Price to replace heat exchanger existing boiler	\$4850.00 (gst extra)
Price to replace entire boiler with similar size to existing	\$6785.00 (gst extra)

Excludes

1. Any components required to reassemble the existing boiler(taken apart by others)
2. Electrical modifications

Should you have any questions or concerns, please do not hesitate to call.

Price is guaranteed for 45 (forty-five) days from date of quote. Upon acceptance of quote, please issue Contract, or Letter of Intent. Any changes to drawings or scope of work after closing date require a post-tender addendum or we reserve the right to re-tender the above quote.

Regards,

Bernie Fox

NCS Mechanical Services LTD.

ROCKY MOUNTAIN TELECOM CORPORATION

P. O. Box 4533
 1 - 100 Jay Street
 BANFF, AB T1L 1E8



Estimate

Date	Estimate #
1/21/2016	5262

COCHRANE SPORTS CENTRE
 Robin Mitchell
 800 GRIFFIN ROAD EAST
 COCHRANE, AB T4C 2B8

Phone #	Fax #
403-762-4441	403-762-4272

P.O. No.	Rep

Description	Qty	Rate	Total
EST 5262: Attention Paddy here is another panoramic option which will include video.			
AXIS COMM 0515-001, M3007-PV mini panoramic camera 187 degrees, IP42, digital PTZ.	1		
AXIS COMM 5504-501, T91A50 CEILING MOUNT	1		
AXIS COMM 5503-881, T94F01D Indoor Pendant Kit for T91A Brackets or on 3/4 in. 3026VE	1		
2 MDVO Cat6 PS, 2 Faceplates, 50 meters Cat6 2412, 2.5 hours labor 1 certification	1		
This is to upgrade Cat6 Plenum Belden CDT cable to a weatherproof type Cat5e grease filled non sheilded .cable. To be used outdoors or buried conduit. This cable is measured in meters.	100		
Scandisk 64gb Class 10 SDXC card, 48MB write speed	1		
AXIS COMM 5900-294, T8133 30W MIDSPAN	1		
RMT NONMAINTENANCE HOURLY RATE	6		
Customer Loyalty Discount			
GST on sales			

Subtotal Less Tax	\$2,339.55
Sales Tax	\$116.98
Total	\$2,456.53

This is an estimate only please contact us for changes.

GST/HST No. 842434052



Switch Advanced Lighting Solutions Inc.
 276-2880 45th Ave SE 403.931.0447
 Calgary, AB, T2B 3M1 sales@switchlighting.ca
 GST: 84273 4378

QUOTE

Date **May 13, 2016**
 Quote # Q-691-SP-744-051316
 Project Name: Spray Lakes Sports Centre
 Doc. Version #: 1

BILL TO

Spray Lake Sawmills Family Recreation Center
 800 Griffin Road East
 Cochrane, AB T4C 2B8
 Canada

SHIP TO

Spray Lake Sawmills Family Recreation Center
 800 Griffin Road East
 Cochrane, AB T4C 2B8
 Canada

Contact

N. Robin Mitchell
 General Manager
 p. 403.932.1635 ext 30
 e. robinmitchell@slssportscentre.com

Description	Product Code	Unit Price	Qty	Line Total
LED Flat Panel 2'x2' 40W Low-Voltage & Step-Dimmable 100-277V, 7yr wty., with Surface-Mount Kit, 4000K	SL-PL-2x2-40W-D-SM	████████	40	████████
Add one CAT 5e to each room	Data	████████	1	████████
Wire one switch and 8 plugs in each room	Wiring	████████	1	████████
Mount LED panels in each room	Install	████████	1	████████

Acceptance and return of this quotation plus a ██████ deposit will initiate an order. Balance due upon delivery of product. All prices are in CAD. Product lead time typically 8-12 weeks. Rush manufacturing available at extra cost (est. 3-4 week lead time). This proposal will be open for acceptance for 30 days starting May 13, 2016 unless otherwise approved in writing by Switch Advanced Lighting Solutions.	Subtotal		\$17,198.00
	GST	5%	\$859.90
	TOTAL		\$18,057.90
Dated: / /2016	Optional: I agree to this order under attached lease terms. (Initial here)		Deposit Due For Order 55% ██████
I have read and agree to the attached terms and conditions:			Remainder Due Thereafter ██████
Purchaser's Authorizing Signature: _____			





Featuring:

- Classic Conference Tables come in a variety of sizes to fit your conferencing needs.
- Conference tables available in 95", 10', 12', 14', 16', 18', 20', 22', 24' and longer customizable lengths.
- All Conference tables include grommets for easy wire management.
- Optional Power Modules available.

 **PERFORMANCE** (/manufacturers/performance-office-furnishings)

Classic Plus 12' Conference Table

SKU: PL238P2

The Classic Plus Conference Tables are available in three sizes and two attractive laminate finishes. All Classic Plus conference tables include grommets for easy wire management.



Available Finishes:



Price \$1,128

Choose the size that is right for you

A Product

Classic Plus 12' Conference Table

[Home \(/\)](#) | [Find a Store \(/find-local-store\)](#) | [Contact \(/contact\)](#) | [View Cart \(/cart\)](#)



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[Find Out More \(/how-to-order\)](#)

[Improve Your Experience](#) | [Find Your Local Store 📍 \(/\)](#)

Velo II Seating Series



- Featuring:
- SOURCE** (/)
 - Pneumatic Height Adjustment
 - 360 degree Swivel



PERFORMANCE (/manufacturers/performance-office-furnishings)

Velo II Mesh Mid Back

SKU: 21621

With a unique combination of flex and strength, the new Velo II Seating Series brings comfort and mobility to your collaborative meeting spaces. Its single-piece back and seat are contoured for ergonomic support, while its breathable mesh maximizes air flow as it bends and flexes with your natural body movements. Available in Silver mesh on a Black frame.



Price \$189

Choose...

Back Type

Mid

Enter Quantity

1

ADD TO ORDER

A sales person will contact you to finalize order.
Have a question? Inquire about this product...

PRODUCT INFO

- Functions:
- 360° Swivel
 - Pneumatic Height Adjustment

Assembly Required: Yes

2016 RVC Operating Grant Money – Completion Report

Please find attached, a financial breakdown of the operating grant monies that we requested funding for last year, that were completed and spent. We managed to do most of the items on the list. A couple of the projects have been carried over to 2017.

- bouncer
- compressor work at SLS FSC
- Totem 1 replacement of yellow kick plates on rink boards
- Totem 1 replacement of white puck boards on the arena
- Ice chipper for CA
- Stereo sysem
- Martial Art flooring replaced
- toilets and urinals in several washrooms replaced
- LED lights changed out throughout the building
- 6 - Portable Radios to replace old
- Fitness weight training equip
- Fitness cardio equip
- used work pick-up truck
- Magnetic door holder T1
- Punching bags supports for martial arts room
- PAY ROLL ADMIN ON-LINE implementation
- Archery tag
- Skate holder for the skate shop
- Bubble bump soccer replacements
- 2 Hot water heaters CA
- Set of hockey nets SLS FSC
- Heat exchanger for RTU for T2 Lobby
- Server to replace existing SQL server for MAX Solutions
- NAS (network attached storage)
- Cell phone/wallet lockers
- Roof repairs to the CA
- VDF condenser fan SLS
- Gym floor resurfacing
- Overhaul motors and drives/belts in the condenser tower SLS
- Change drives & belts in the pumps/motors
- Storage sheds for inside the building (turf, arenas)
- Natural play area constructed outside main entrance to turf

\$143,350

Rocky View County Operational Assistance Grant

Date	Description	Amount	Vendor	Inv #
	Balance at July 31, 2015	36,722.91		
03-Aug-15	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
26-Aug-15	LED Light Refit for SLS FSC & CA Monthly Payment	2,896.08	RCAP Leasing	
11-Aug-15	Replace Hot Water Tank at SLS FSC (RVGrant1-2015-16)	-9,017.43	Masters Group Ltd.	3610
13-Aug-15	Payroll Legal Advise (RVC Grant2-2015-16)	-2,380.00	Ceridian	PP# 1
28-Jul-15	TV screens for MAX upgrade at Guest Services	-1,194.34	RM Credit Card(Costco)	49722
11-Aug-15	Ice Plant Overhaul	-1,705.71	Gateway Mechanical Services	395846
13-Aug-15	Ice Plant Overhaul	-1,378.11	Gateway Mechanical Services	396096
13-Aug-15	Ice Plant Overhaul	-12,038.84	Gateway Mechanical Services	396089
19-Aug-15	Ice Plant Overhaul	-8,592.15	Gateway Mechanical Services	396921
21-Aug-15	Ice Plant Overhaul	-416.32	Gateway Mechanical Services	397244
08-Sep-16	Aug 2015 Expenses of \$25,325.48 (RVGrant3-2015-16)			
01-Aug-15	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
21-Aug-15	Ice Plant Overhaul	-2,021.78	Gateway Mechanical Services	397244
01-Sep-15	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
16-Sep-15	Ice Plant Overhaul	-5,286.75	Gateway Mechanical Services	399563
01-Oct-15	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
15-Oct-15	Punching Bag Frames for Martial Arts	-2,556.75	Shaw Built Services	106
02-Nov-15	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
14-Nov-15	Payroll Time & Attendance Component (%50)	-2,495.69	Ceridian	112520
26-Nov-16	Payroll Time & Attendance Component (%50)	-2,029.49	Ceridian	113724
01-Dec-15	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
01-Dec-15	LED Light Refit for SLS FSC & CA Monthly Payment	-400.32	RCAP Leasing	
01-Jan-16	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
01-Jan-16	LED Light Refit for SLS FSC & CA Monthly Payment	-400.32	RCAP Leasing	
20-Jan-16	Small lockers for wallets & cell phones	-716.10	Allmar / RM Credit Card	
29-Jan-16	Replace Plant Heat Exchanger	-5,202.75	Gateway Mechanical Services	412861
01-Feb-16	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
01-Feb-16	LED Light Refit for SLS FSC & CA Monthly Payment	-400.32	RCAP Leasing	
15-Feb-16	Cochrane Arena Roof Repairs	-1,732.50	Rippy's Roofing & Construction Ltd.	397
16-Feb-16	Olympia Battery Ice Edger Cochrane Arena	-6,069.00	Big Hill Services Ltd.	18783
01-Mar-16	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
01-Mar-16	LED Light Refit for SLS FSC & CA Monthly Payment	-400.32	RCAP Leasing	
01-Apr-16	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
01-Apr-16	LED Light Refit for SLS FSC & CA Monthly Payment	-400.32	RCAP Leasing	
08-Apr-16	Archery Tag Program Equipment	-3,231.96	Global Archery / RM Credit Card	160317Jb8
08-Apr-16	Install Parking Lot Lights	-3,986.85	Switch Advanced Lighting Solutions	1-131-CO-464-040816
12-Apr-16	Large Indoor Storage Sheds	-1,587.60	Lowes / RM Credit Card	
13-Apr-16	BubbleBump Soccer	-4,000.00	Bubblebump Soccer/RM Credit Card	
13-Apr-16	Vertex Radios for Staff Communication	-1,942.50	Westcan Advanced Communications	6097557
14-Apr-16	Install Security Camera on Running Track	-1,859.30	Rocky Mountain Telecom	5262
14-Apr-16	New Computer for Human Resources	1,601.25	Redwave Digital	HW3885
01-May-16	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
01-May-16	LED Light Refit for SLS FSC & CA Monthly Payment	-400.32	RCAP Leasing	
04-May-16	Thrill Zone Inflatable	-2,887.26	Magic Jump / RM Credit Card	
31-May-16	White Puck Board for Arenas & Hockey Nets	-1,444.69	Big Hill Services Ltd	19162
01-Jun-16	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
01-Jun-16	LED Light Refit for SLS FSC & CA Monthly Payment	-400.32	RCAP Leasing	
09-Jun-16	Stereo Unit for Martial Arts	-1,102.48	Long & McQuade Ltd / SLSFSC M/C	
09-Jun-16	Stereo Unit for Martial Arts (Speakers)	-53.48	Long & McQuade Ltd / SLSFSC M/C	
13-Jun-16	White Puck Board for Arenas & Lexan Plastic	-645.71	Big Hill Services Ltd	19205
05-Jul-16	2016 Rocky View County Operational Grant	143,350.00		
05-Jul-16	Aug 2015 to Jun 2016 Expenses of \$83,910.51 (RVGrant1-2015-16)			
04-Jul-16	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
04-Jul-16	LED Light Refit for SLS FSC & CA Monthly Payment	-400.32	RCAP Leasing	
4-Jul-16	Archery Tag Program Equipment Customs & GST	-337.22	UPS Canada	961500518
4-Jul-16	Install 2 Water Heaters at Cochrane Arena	-13,066.52	NCS Mechanical Services Ltd.	1136
14-Jul-16	Double Slide Inflatable	-3,138.03	Magic Jump / SLS FSC M/C	112211
26-Jul-16	Natural Play Area landscaping	-997.50	Quickcat Bobcat & Landscaping	2016-020
27-Jul-16	Natural Play Area Equipment Rental	-36.75	Cochrane Rental Centre/ SLSFSC M/C	
28-Jul-16	Inflatable Customs & GST	-291.19	Livingston / SLSFSC M/C	727-368126
28-Jul-16	Natural Play Area Equipment Rental	-264.39	Cochrane Rental Centre/ SLSFSC M/C	
29-Jul-16	Jul 2016 Expenses of \$21,428.01 (RVGrant2-2015-16)			
25-Jul-16	Natural Play Area landscaping	-320.07	CLS Landscape Supply	21367
27-Jul-16	Natural Play Area landscaping	-212.21	CLS Landscape Supply	21427
31-Jul-16	Compressor Overhaul	-3,801.92	Gateway Mechanical Services	433327
31-Jul-16	Jul 2016 Expenses of \$4,334.20 (RVGrant3-2015-16)			
03-Aug-16	LED Light Refit for SLS FSC & CA Monthly Payment	-2,896.08	RCAP Leasing	
03-Aug-16	LED Light Refit for SLS FSC & CA Monthly Payment	-400.32	RCAP Leasing	
04-Aug-16	Natural Play Area logs	-95.55	Moose Mtn. Log Homes Inc	1000771
12-Aug-16	Natural Play Area landscaping	-1,471.05	Quickcat Bobcat & Landscaping	2016-028
12-Aug-16	Natural Play Area landscaping	-929.25	Quickcat Bobcat & Landscaping	2016-029
25-Aug-16	Ice Hockey Nets	-1,774.50	Big Hill Services Ltd.	

Rocky View County Operational Assistance Grant

Date	Description	Amount	Vendor	Inv #
30-Aug-16	Magnetic Door Holder for Totem 1	-1,244.51	Banff Fire and Safety Ltd.	16-2700
30-Aug-16	Bubble Bump Soccer Suits(Split with CIP)	-250.00	Bubblebump Soccer/RM Credit Card	
31-Aug-16	Aug 2016 Expenses of \$9,061.26 (RVGrant1-2016-17)			
22-Sep-16	Purchase 2002 GMC Truck	-2,215.63	Commercial Automotive Services (Calgary)	
22-Sep-16	Urinals & Taps for Cochrane Arena	-1,395.88	NSC Mechanical Services Ltd	1158
30-Sep-16	Sep 2016 Expenses of \$3,611.51 (RVGrant2-2016-17)			
31-Oct-16	Deposit on Fitness Equipment	-6,407.63	Stak Fitness/SLSFSC M/C	Order # 8529
3-Nov-16	Bubble Bump Soccer Suits	-598.50	Bubblebump Soccer/RM Credit Card	
7-Nov-16	Fitness Equipment	-1,985.55	Beyond the Basics Fitness Equip Ltd.	12208
7-Nov-16	Fitness Equipment	-1,638.00	Beyond the Basics Fitness Equip Ltd.	12209
11-Nov-16	Fitness Equipment	-6,407.62	Stak Fitness	13301
30-Nov-16	Nov 2016 Expenses of \$17,037.30 (RVGrant3-2016-17)	3,967.22		



Financial Statements

Spray Lake Sawmills Recreation Park Society

July 31, 2016

Spray Lake Sawmills Recreation Park Society

Contents

	Page
Independent Auditor's Report	1 - 2
Statement of Financial Position	3
Statement of Operations	4
Statement of Changes in Net Assets	5
Statement of Cash Flows	6
Notes to the Financial Statements	7 - 13



Grant Thornton

Independent Auditor's Report

Grant Thornton LLP
Suite 900
833 - 4th Avenue SW
Calgary, AB
T2P 3T5

T +1 403 260 2500
F +1 403 260 2571
www.GrantThornton.ca

To the Members of
Spray Lake Sawmills Recreation Park Society

We have audited the accompanying financial statements of Spray Lake Sawmills Recreation Park Society, which comprise the statement of financial position as at July 31, 2016, and the statements of operations, changes in net assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independent Auditor's Report (continued)

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Spray Lake Sawmills Recreation Park Society as at July 31, 2016, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Calgary, Canada
November 24, 2016

Chartered Professional Accountants

Spray Lake Sawmills Recreation Park Society Statement of Financial Position

July 31	2016	2015
Assets		
Current		
Cash and cash equivalents	\$ 805,319	\$ 463,629
Short-term investment (Note 3)	106,544	105,699
Prepaid expenses	16,754	4,768
Accounts receivable	<u>42,877</u>	<u>37,853</u>
	971,494	611,949
Capital assets (Note 4)	<u>831,607</u>	<u>1,037,016</u>
	<u>\$ 1,803,101</u>	<u>\$ 1,648,965</u>
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 158,756	\$ 147,560
Deferred revenue	39,090	43,826
Deferred contributions (Note 5)	156,948	52,357
Current portion of long-term debt (Note 6)	9,107	8,610
Current portion of discount on long-term debt (Note 7)	<u>9,556</u>	<u>19,112</u>
	373,457	271,465
Long-term debt (Note 6)	159,351	188,458
Discount on long-term debt (Note 7)	124,227	133,783
Deferred capital contributions (Note 8)	<u>317,561</u>	<u>445,269</u>
	<u>974,596</u>	<u>1,038,975</u>
Fund balances		
Invested in capital assets	231,457	251,781
Internally restricted	490,961	272,786
Unrestricted	<u>106,087</u>	<u>85,423</u>
	<u>828,505</u>	<u>609,990</u>
	<u>\$ 1,803,101</u>	<u>\$ 1,648,965</u>

Contingent liability (Note 9)

Economic dependence (Note 10)

Commitment (Note 11)

On behalf of the board of directors



Director



Director

See accompanying notes to the financial statements.

3

Spray Lake Sawmills Recreation Park Society Statement of Operations

Year ended July 31	2016	2015
Revenues		
Facility rentals	\$ 1,527,651	\$ 1,443,461
Programming	1,137,771	844,597
Lease rentals	380,726	400,404
Restricted grants	166,626	183,339
Skate shop	45,529	27,337
Advertising	41,770	35,112
Community sponsorships in kind	37,518	37,235
Operating donations and grants	21,739	23,904
Other	<u>2,581</u>	<u>9,308</u>
	<u>3,361,911</u>	<u>3,004,697</u>
Expenses		
Facility operations	1,532,619	1,571,904
Administration	739,734	670,034
Programming	647,532	518,885
Restricted grant - facility	92,452	83,514
Skate shop	63,112	7,801
Community sponsorships in kind	37,518	37,235
Restricted grant - programs	<u>30,768</u>	<u>36,140</u>
	<u>3,143,735</u>	<u>2,925,513</u>
Excess of revenues over expenses before other items	<u>218,176</u>	<u>79,184</u>
Other items		
Amortization of deferred capital contributions	149,342	122,649
Flow through grant revenue	116,360	11,506
Facility enhancement fee revenue	80,066	75,907
Amortization of discount on long-term debt	19,112	-
Interest income	2,278	3,381
Interest on long-term debt	(11,391)	(11,861)
(Loss) gain on disposal of capital assets	(17,378)	12,652
Flow through grant expense	(116,249)	(11,506)
Amortization of capital assets	(221,801)	(201,978)
Impairment of intangible assets	<u>-</u>	<u>(60,225)</u>
	<u>339</u>	<u>(59,475)</u>
Excess of revenues over expenses	<u>\$ 218,515</u>	<u>\$ 19,709</u>

See accompanying notes to the financial statements.

4

Spray Lake Sawmills Recreation Park Society Statement of Changes in Net Assets

Year ended July 31

	2016			
	Total	Invested in capital assets	Internally restricted	Unrestricted
Balance, beginning of year	\$ 609,990	\$ 251,781	\$ 272,786	\$ 85,423
Excess (deficiency) of revenues over expenses (Note 12)	218,515	(72,459)	-	290,974
Investment in capital assets (Note 12)	-	52,135	-	(52,135)
Internally imposed restrictions	-	-	218,175	(218,175)
Balance, end of year	\$ 828,505	\$ 231,457	\$ 490,961	\$ 106,087
	2015			
	Total	Invested in capital assets	Internally restricted	Unrestricted
Balance, beginning of year	\$ 590,281	\$ 146,515	\$ 376,056	\$ 67,710
Excess (deficiency) of revenues over expenses	19,709	(79,329)	-	99,038
Investment in capital assets	-	184,595	-	(184,595)
Internally imposed restrictions	-	-	(103,270)	103,270
Balance, end of year	\$ 609,990	\$ 251,781	\$ 272,786	\$ 85,423

See accompanying notes to the financial statements.

5

Spray Lake Sawmills Recreation Park Society
Statement of Cash Flows

Year ended July 31	2016	2015
Increase (decrease) in cash and cash equivalents		
Operating		
Excess of revenues over expenses	\$ 218,515	\$ 19,709
Items not affecting cash and cash equivalents		
Amortization of capital assets	221,801	201,978
Amortization of deferred capital contributions	(149,342)	(122,649)
Amortization of discount on long-term debt	(19,112)	-
Loss (gain) on disposal of capital assets	17,378	(12,652)
Write down of intangible assets	-	60,225
Non-cash interest on long-term debt	<u>11,391</u>	<u>11,861</u>
	300,631	158,472
Change in non-cash working capital items		
Short-term investment	(845)	100,897
Prepaid expenses	(11,986)	23,010
Accounts receivable	(5,024)	(14,759)
Accounts payable and accrued liabilities	11,196	(741)
Deferred revenue	(4,736)	(19,804)
Deferred contributions	<u>(6,192)</u>	<u>168,946</u>
	283,044	416,021
Financing		
Deferred contributions received for purchase of capital assets	132,417	-
Repayment of long-term debt	<u>(40,000)</u>	<u>(20,000)</u>
	92,417	(20,000)
Investing		
Purchase of capital assets	(33,771)	(551,621)
Proceeds on disposal of capital assets	<u>-</u>	<u>22,000</u>
	(33,771)	(529,621)
Increase (decrease) in cash and cash equivalents	341,690	(133,600)
Cash and cash equivalents		
Beginning of year	<u>463,629</u>	<u>597,229</u>
End of year	\$ 805,319	\$ 463,629

See accompanying notes to the financial statements.

Spray Lake Sawmills Recreation Park Society Notes to the Financial Statements

July 31, 2016

1. Nature of operations

Spray Lake Sawmills Recreation Park Society (the "Society") was incorporated on July 10, 2001 pursuant to the Societies Act (Alberta) as a not-for-profit organization. The Society is a registered charitable organization (business number 878157916 RR0001) and is not subject to income taxes. The Society oversees the management and development of the Spray Lake Sawmills Family Sports Centre (the "Family Sports Centre") and the Cochrane Original Arena.

2. Summary of significant accounting policies

Basis of presentation

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

Cash and cash equivalents

The Society's cash and cash equivalents include cash and investments that are readily convertible to known amounts of cash and that are subject to an insignificant change in value. These investments have a maturity of three months or less when acquired.

Capital assets

Capital assets are stated at cost less accumulated amortization and any impairment provisions if required. They are amortized over their estimated useful lives using the following rates and methods:

Equipment	20% Declining balance
Automotive	30% Declining balance
Computer software	100% Declining balance
Leasehold improvements - Family Recreation Centre	5 years Straight-line
Leasehold improvements - Cochrane Original Arena	25 years Straight-line

When the Society determines that a capital asset no longer has any long-term service potential, the excess of the carrying amount of the asset over its residual value is recognized as an expense in the statement of operations.

Financial instruments

Upon initial measurement, the Society's financial assets and liabilities are measured at fair value, which, in the case of financial assets or financial liabilities that will be measured subsequently at amortized cost, is increased or decreased by the amount of the related financing fees and transaction costs. Transaction costs relating to financial assets and liabilities that will be measured subsequently at fair value are recognized in the statement of operations in the year they are incurred.

Spray Lake Sawmills Recreation Park Society Notes to the Financial Statements

July 31, 2016

2. Summary of significant accounting policies (continued)

Financial instruments (continued)

At each reporting date, the Society measures its financial assets and liabilities at amortized cost and assesses whether there are indications of impairment. When there is an indication of impairment, and if the Society determines that during the year there was a significant adverse change in the expected timing or amount of future cash flows expected from the financial asset, it will then recognize a reduction as an impairment loss in the statement of operations. The reversal of a previously recognized impairment loss on a financial asset measured at amortized cost is recognized in the statement of operations in the year the reversal occurs.

Revenue recognition

The Society follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year that the related expense is incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount can be reasonably estimated and collection is assured. Amounts pledged are not recognized unless the amount to be received can be reasonably estimated and collection is assured.

Facility rental revenue is recognized at the time the facility is rented. Lease rental revenue is recognized over the term of the lease on a straight line basis. Programming, skate shop, advertising and other revenues are recognized at the time the services are provided.

Fund balances

The Society has established certain restricted and unrestricted funds for the following purposes:

1. Invested in capital assets - funds utilized for the purchase of capital assets.
2. Internally restricted - funds utilized for debt repayment and the maintenance of the Cochrane Original Arena and the Family Sports Centre. These internally restricted net assets are not available for other purposes without the approval of the Board of Directors.
3. Unrestricted - funds utilized for operations.

Contributed supplies and services

The Society may recognize contributed supplies and services when the fair value of these contributions can be reasonably estimated and if the Society would have otherwise had to acquire these supplies and services for its normal operations. In the normal course of operations, volunteers of the Society contribute labour to assist the Society in delivering its services. Contributed volunteer services are not recognized in the financial statements due to the difficulty in determining their fair value.

Spray Lake Sawmills Recreation Park Society Notes to the Financial Statements

July 31, 2016

2. Summary of significant accounting policies (continued)

Use of estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the amounts recorded in the financial statements and notes to financial statements. These estimates are based on management's best knowledge of current events and actions that the Society may undertake in the future. Significant items subject to such estimates and assumptions include the potential impairment of assets, rates for amortization, accruals for liabilities and deferred revenue and contributions. Actual results may differ from these estimates.

3. Short-term investment

Short term investment represents a cashable guaranteed investment certificate that matures February 5, 2017 and bears interest at 0.65% per annum (2015 - 0.65% per annum).

4. Capital assets

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>2016 Net Book Value</u>	<u>2015 Net Book Value</u>
Equipment	\$ 499,421	\$ 282,692	\$ 216,729	\$ 235,802
Automotive	516,412	327,771	188,641	269,487
Computer software	20,750	20,750	-	-
Leasehold improvements - Family Recreation Centre	437,241	292,628	144,613	230,680
Leasehold improvements - Cochrane Original Arena	<u>485,565</u>	<u>203,941</u>	<u>281,624</u>	<u>301,047</u>
	<u>\$ 1,959,389</u>	<u>\$ 1,127,782</u>	<u>\$ 831,607</u>	<u>\$ 1,037,016</u>

5. Deferred contributions

Deferred contributions consist of externally restricted, unspent operating grants, casino funds and capital grants. Unspent operating grants and casino funds are deferred and recognized as revenue when the associated expenses are incurred in accordance with the funding agreement. Unspent capital grants are deferred and recognized as deferred capital contributions when the associated capital assets are acquired in accordance with the underlying funding agreement. Deferred contributions consist of the following unspent grants and funds:

Spray Lake Sawmills Recreation Park Society
Notes to the Financial Statements

July 31, 2016

5. Deferred contributions (continued)

	2016	2015
Operating grants	\$ 4,567	\$ 14,462
Casino funds	1,172	1,172
Capital grants	151,209	36,723
	\$ 156,948	\$ 52,357

A summary of changes in deferred contributions is as follows:

	2016	2015
Balance, beginning of year	\$ 52,357	\$ 198,406
Contributions received	446,096	453,076
Revenue recognized	(319,871)	(320,839)
Transfers to deferred capital contributions - additions of capital assets	(21,634)	(278,286)
Balance, end of year	\$ 156,948	\$ 52,357

6. Long-term debt

	2016	2015
Town of Cochrane debenture in the amount of \$500,000 related to the Cochrane Original Arena, repayable in 25 annual instalments of \$20,000, non-interest bearing, secured by leasehold improvements - Cochrane Original Arena and due April 2029.	\$ 168,458	\$ 197,068
Current portion	(9,107)	(8,610)
	\$ 159,351	\$ 188,458

Estimated principal repayments are as follows:

2017	\$ 9,107
2018	9,633
2019	10,190
2020	10,779
2021	11,042
Subsequent years	117,707
	\$ 168,458

Spray Lake Sawmills Recreation Park Society Notes to the Financial Statements

July 31, 2016

7. Discount on long-term debt

In 2005, the Society obtained an interest-free debenture from the Town of Cochrane (Note 6) in the amount of \$500,000 to support the purchase of leasehold improvements associated with the Cochrane Original Arena. In accordance with the Society's accounting policies, the debenture was recorded at fair value by discounting future cash flows under the debenture agreement by a rate of 5.78% per annum. The difference between the debenture proceeds received by the Society and the discounted future cash flows under the debenture agreement represented a discount of \$238,900. This discount is being recognized as revenue in the statement of operations on a straight-line basis over the term of the long-term debt.

8. Deferred capital contributions

Deferred capital contributions represent the unamortized balance of externally restricted funding used to purchase capital assets. These contributions will be recognized as revenue in future years on the same basis as the amortization of the related capital assets.

	<u>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 445,269	\$ 289,632
Transfers from deferred contributions - additions of capital assets	21,634	278,286
Amortization	<u>(149,342)</u>	<u>(122,649)</u>
Balance, end of year	<u>\$ 317,561</u>	<u>\$ 445,269</u>

9. Contingent liability

A lawsuit is pending against the Society in the claim amount of \$25,000. The outcome of the lawsuit is not reasonably estimable and it is the opinion of management that final determination of these proceedings will not materially affect the financial position or the results of the Society.

10. Economic dependence

The Society has entered into lease agreements with the Town of Cochrane and the Rocky View County for land and buildings, including the Spray Lake Sawmills Family Sports Centre and the Cochrane Original Arena until November 2021. While the Society oversees the management and development of the Spray Lake Sawmills Family Sports Centre and the Cochrane Original Arena, the Town of Cochrane and the Rocky View County are the owners of the land and buildings. The Society is dependent upon this contractual arrangement for continued operations.

11. Commitment

The Society entered into a three year contract commencing January 1, 2014 to acquire 3,067 MWH of electricity per year at a cost of \$53.68 per MWH. This contract is for the Society's own use and terminates on December 31, 2016.

Spray Lake Sawmills Recreation Park Society Notes to the Financial Statements

July 31, 2016

12. Invested in capital assets

Changes in invested in capital assets in the year are the result of the following:

1. Deficiency of revenues over expenses - represents the deficiency of amortization of deferred capital contributions from amortization of capital assets, as reported in the statement of operations.
2. Investment in capital assets - represents the sum of unrestricted net assets used to acquire capital assets of \$12,135 and to repay long-term debt in the amount of \$40,000.

13. Line of credit

The Society has a revolving line of credit available with a maximum limit of \$100,000 that bears interest at the bank's prime interest rate plus 2.40% per annum. No amounts were drawn on this line of credit as at July 31, 2016 or 2015.

14. Financial instruments

The Society is exposed to certain financial risks as a result of its operating and financing activities. These risks include credit risk, liquidity risk and market risk. This note includes the Society's exposure to these risks as well as the objectives, policies and processes for measuring and managing risk. The Board of Directors oversees management's establishment and execution of the risk management policies. These policies are established to identify and analyze the risks faced by the Society, to set appropriate risk limits and controls and to monitor risks and market conditions.

(a) Credit risk

The Society is exposed to credit risk concerning its cash and cash equivalents, short-term investment and accounts receivable. Credit risk concerning cash and cash equivalents and the short term investment is considered minimal as these instruments are held with reputable financial institutions with strong credit ratings. Accounts receivable are not concentrated with a single counterparty or group of counterparties and management regularly reviews its aged accounts receivable balances and undertakes collection activities as required.

(b) Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulties in meeting obligations associated with its financial liabilities. The Society manages liquidity risk through the management of its expenditures to ensure it will meet its liabilities when due without incurring unacceptable losses. Annual capital and operating budgets are prepared and monitored on a regular basis and updated as necessary.

Spray Lake Sawmills Recreation Park Society
Notes to the Financial Statements

July 31, 2016

14. Financial instruments (continued)

(c) Market risk

Market risk is the risk that the value of financial instruments or future cash flows will fluctuate due to movements in market prices, such as commodity prices. Natural gas and electricity prices fluctuate significantly in response to regional, national and global supply and demand factors beyond the control of the Society. The Society closely monitors commodity prices to determine the appropriate course of action to be taken by the Society.

15. Comparative figures

Certain of the comparative figures have been adjusted to conform to the presentation adopted for the current year.

2016-17 Revised Budget	SLS FSC			Pool			Curling			Total		
	2016-17	2016-17	Budget \$	2016-17	2016-17	Budget \$	2016-17	2016-17	Budget \$	2016-17	2016-17	Budget \$
	Prev Budget	New Budget	Change	Prev Budget	New Budget	Change	Prev Budget	New Budget	Change	Prev Budget	New Budget	Change
Facility Rental Income												
4201 Ice Arena Rental	1,166,000	1,166,000	0	0	0	0	0	0	0	1,166,000	1,166,000	0
4202 Indoor Turf Rental	157,500	157,500	0	0	0	0	0	0	0	157,500	157,500	0
4203 Gymnasium Rental	51,000	51,000	0	0	0	0	0	0	0	51,000	51,000	0
4204 Dry Floor Rental	11,500	11,500	0	0	0	0	2,000	2,000	0	13,500	13,500	0
4205 Lane Rental- Pool / Curling	0	0	0	5,500	5,500	0	0	0	0	5,500	5,500	0
4207 Room Rentals	52,200	52,200	0	500	500	0	0	0	0	52,700	52,700	0
4210 Special Events	32,500	32,500	0	0	0	0	5,000	5,000	0	37,500	37,500	0
Total Facility Rental Income	1,470,700	1,470,700	0	6,000	6,000	0	7,000	7,000	0	1,483,700	1,483,700	0
Program Income												
4101 Drop In & Punch Passes	363,000	363,000	0	45,000	45,000	0	8,000	8,000	0	416,000	416,000	0
4102 Adult Registered Programs	45,500	45,500	0	0	0	0	0	0	0	45,500	45,500	0
4103 Youth Registered Programs	105,000	105,000	0	30,000	0	-30,000	0	0	0	135,000	105,000	-30,000
4104 Fit Kids Camps	60,000	60,000	0	10,000	10,000	0	0	0	0	70,000	70,000	0
4105 Party Packages	77,500	77,500	0	6,000	6,000	0	2,000	2,000	0	85,500	85,500	0
4106 Merchandise	3,125	3,125	0	2,000	2,000	0	0	0	0	5,125	5,125	0
4107 Memberships	500,011	500,011	0	139,877	139,872	-5	0	0	0	639,888	639,883	-5
4108 Personal Training	48,000	48,000	0	0	0	0	0	0	0	48,000	48,000	0
4109 Child Minding	720	720	0	0	0	0	0	0	0	720	720	0
Total Program Income	1,202,856	1,202,856	0	232,877	202,872	-30,005	10,000	10,000	0	1,445,733	1,415,728	-30,005
Skate Shop Income												
4021 SLSFSC Skate Shop	52,950	52,950	0	0	0	0	0	0	0	52,950	52,950	0
Total Skate Shop Income	52,950	52,950	0	0	0	0	0	0	0	52,950	52,950	0
Tenant Income												
4071 Christopher Robins Day Care	23,212	23,212	0	0	0	0	0	0	0	23,212	23,212	0
4072 Inspiring Minds Junior Kindergarten	29,283	29,283	0	0	0	0	0	0	0	29,283	29,283	0
4073 U of C Gymnastics	150,614	150,614	0	0	0	0	0	0	0	150,614	150,614	0
4075 Cochrane Sport Physio Therapy	38,814	38,814	0	0	0	0	0	0	0	38,814	38,814	0
4076 P3 Sports Inc.	29,640	29,640	0	0	0	0	0	0	0	29,640	29,640	0
4077 Seniors Centre	92,919	92,919	0	0	0	0	0	0	0	92,919	92,919	0
4078 Pat's Palate Pleasers	0	0	0	1,500	1,500	0	0	0	0	1,500	1,500	0
4079 Wind Ridge Fresh Gear	550	550	0	0	0	0	0	0	0	550	550	0
4080 Vending Machines	35,500	35,500	0	0	0	0	0	0	0	35,500	35,500	0
4081 Jugo juice	0	0	0	2,000	2,000	0	0	0	0	2,000	2,000	0
4082 Guy's Café & Bakery	4,200	4,200	0	0	0	0	0	0	0	4,200	4,200	0
4084 Restaurant TBD	0	0	0	0	0	0	0	0	0	0	0	0
4083 Retail TBD	0	0	0	0	0	0	0	0	0	0	0	0
Total Tenant Income	404,732	404,732	0	3,500	3,500	0	0	0	0	408,232	408,232	0
4000 Community Sponsorships in Kind	35,500	35,500	0	0	0	0	0	0	0	35,500	35,500	0
4008 Grants for Operating Costs	18,000	18,000	0	0	0	0	0	0	0	18,000	18,000	0
4016 Donations for Operating	0	0	0	0	0	0	0	0	0	0	0	0
4017 Internally Restr. Grants/Sponsor	25,100	25,100	0	0	0	0	0	0	0	25,100	25,100	0
4020 Advertising Income	42,000	42,000	0	0	0	0	0	0	0	42,000	42,000	0
4025 Miscellaneous Income	0	0	0	0	0	0	0	0	0	0	0	0
4046 Externally Restricted Grants	110,000	110,000	0	0	0	0	0	0	0	110,000	110,000	0
Total Operating Income	3,361,838	3,361,838	0	242,377	212,372	-30,005	17,000	17,000	0	3,621,215	3,591,210	-30,005

2016-17 Revised Budget	SLS FSC			Pool			Curling			Total		
	2016-17	2016-17	Budget \$	2016-17	2016-17	Budget \$	2016-17	2016-17	Budget \$	2016-17	2016-17	Budget \$
	Prev Budget	New Budget	Change	Prev Budget	New Budget	Change	Prev Budget	New Budget	Change	Prev Budget	New Budget	Change
Administration Expense												
5200 Advertising expense	4,750	4,750	0	3,000	3,000	0	0	0	0	7,750	7,750	0
5225 Insurance	42,800	42,800	0	5,000	5,000	0	5,000	5,000	0	52,800	52,800	0
5230 Bank charges	25,600	25,600	0	5,750	5,750	0	0	0	0	31,350	31,350	0
5231 Vending Refunds	600	600	0	0	0	0	0	0	0	600	600	0
5232 Daily Cash Over/Short	600	600	0	0	0	0	0	0	0	600	600	0
5235 GST Non Recoverable	37,000	37,000	0	0	0	0	0	0	0	37,000	37,000	0
5240 Office Expenses	8,350	8,350	0	3,000	3,000	0	0	0	0	11,350	11,350	0
5260 Professional Fees	26,000	35,000	9,000	17,500	8,500	-9,000	0	0	0	43,500	43,500	0
5400 Staff Recognition	15,000	15,000	0	2,000	2,000	0	0	0	0	17,000	17,000	0
5410 Payroll Admin Fees (Ceridian)	16,750	16,750	0	36,500	36,500	0	0	0	0	53,250	53,250	0
5420 Workers Compensation	21,000	21,000	0	4,000	4,000	0	0	0	0	25,000	25,000	0
5421 - Contract Services	15,750	15,750	0	7,000	7,000	0	0	0	0	22,750	22,750	0
5431 - Staff Benefits Admin	54,000	54,000	0	7,300	7,300	0	6,500	6,500	0	67,800	67,800	0
5434 Staff Benefits Guest Services	15,000	15,000	0	4,250	4,250	0	0	0	0	19,250	19,250	0
5441 - Staff Wages Admin	329,600	329,600	0	61,498	54,165	-7,333	44,000	7,000	-37,000	435,098	390,765	-44,333
5444 - Staff Wages Guest Services	177,500	177,500	0	31,750	19,500	-12,250	0	0	0	209,250	197,000	-12,250
5450 Staff Development	6,750	6,750	0	3,750	3,750	0	0	0	0	10,500	10,500	0
5500 Staff Uniforms & Promotions	3,000	3,000	0	0	0	0	0	0	0	3,000	3,000	0
Total Administration Expense	800,050	809,050	9,000	192,298	163,715	-28,583	55,500	18,500	-37,000	1,047,848	991,265	-56,583
Facility Operations Expense												
5075 Signage	1,000	1,000	0	1,000	1,000	0	500	500	0	2,500	2,500	0
5076 - Safety & First Aid Supplies	1,250	1,250	0	750	750	0	0	0	0	2,000	2,000	0
5208 IT & Communication	59,500	59,500	0	51,500	51,500	0	0	0	0	111,000	111,000	0
5209 Alarm & Security	7,950	7,950	0	150	150	0	0	0	0	8,100	8,100	0
5210 Contract Services	75,000	75,000	0	31,000	31,000	0	0	0	0	106,000	106,000	0
5250 Telephone Utility	14,400	14,400	0	800	800	0	400	400	0	15,600	15,600	0
5310 Janitorial Supplies	41,750	41,750	0	9,000	9,000	0	0	0	0	50,750	50,750	0
5320 Building Repairs & Maintenance	58,500	58,500	0	0	0	0	0	0	0	58,500	58,500	0
5330 Equipment Repairs & Maintenance	97,500	97,500	0	0	0	0	0	0	0	97,500	97,500	0
5430 Staff Benefits Operations	71,000	71,000	0	8,750	8,750	0	1,200	0	-1,200	80,950	79,750	-1,200
5440 Staff Wages Operations	641,500	641,500	0	63,300	51,600	-11,700	8,000	0	-8,000	712,800	693,100	-19,700
5600 Natural Gas Utility	93,400	93,400	0	2,000	2,000	0	2,000	2,700	700	97,400	98,100	700
5620 Power Utility	377,000	377,000	0	9,500	9,500	0	9,500	9,500	0	396,000	396,000	0
5670 Water & Sewer Utility	75,750	75,750	0	3,250	3,250	0	3,250	3,250	0	82,250	82,250	0
Total Facility Operations Expense	1,615,500	1,615,500	0	181,000	169,300	-11,700	24,850	16,250	-8,600	1,821,350	1,801,050	-20,300
Programming												
5032 Dropin / MB / Adult Program Exp	17,400	17,400	0	3,500	3,500	0	0	0	0	20,900	20,900	0
5033 Youth Program Expense	12,000	12,000	0	3,000	3,000	0	0	0	0	15,000	15,000	0
5034 Merchandise Inventory Expense	2,550	2,550	0	1,000	1,000	0	0	0	0	3,550	3,550	0
5035 Fitness Expense	11,000	11,000	0	1,500	1,500	0	0	0	0	12,500	12,500	0
5039 Fit Kids Camps Expense	16,500	16,500	0	4,000	4,000	0	0	0	0	20,500	20,500	0
5422 - Contract Services	69,000	69,000	0	1,200	1,200	0	0	0	0	70,200	70,200	0
5432 - Staff Benefits Programs	30,125	30,125	0	2,750	2,750	0	500	0	-500	33,375	32,875	-500
5435 Staff Benefits Fitness	10,650	10,650	0	0	0	0	0	0	0	10,650	10,650	0
5436 Staff Benefits Lifeguards	0	0	0	17,500	10,000	-7,500	0	0	0	17,500	10,000	-7,500
5442 - Staff Wages Programs	329,000	329,000	0	17,500	0	-17,500	3,800	0	-3,800	350,300	329,000	-21,300
5445 Staff Wages Fitness	179,000	179,000	0	0	0	0	0	0	0	179,000	179,000	0
5446 Staff Wages Lifeguards	0	0	0	100,000	60,000	-40,000	0	0	0	100,000	60,000	-40,000
Total Programming Expense	677,225	677,225	0	151,950	86,950	-65,000	4,300	100	-4,200	833,475	764,275	-69,200

2016-17 Revised Budget	SLS FSC			Pool			Curling			Total		
	2016-17	2016-17	Budget \$	2016-17	2016-17	Budget \$	2016-17	2016-17	Budget \$	2016-17	2016-17	Budget \$
	Prev Budget	New Budget	Change	Prev Budget	New Budget	Change	Prev Budget	New Budget	Change	Prev Budget	New Budget	Change
Skate Shop												
5021 Skate Shop Inventory Expense	6,500	6,500	0	0	0	0	0	0	0	6,500	6,500	0
5023 Skate Shop Operating Expense	5,850	5,850	0	0	0	0	0	0	0	5,850	5,850	0
5433 Skate Shop Staff Benefits	2,400	2,400	0	0	0	0	0	0	0	2,400	2,400	0
5443 Skate Shop Wages	41,250	41,250	0	0	0	0	0	0	0	41,250	41,250	0
Total Skate Shop Expense	56,000	56,000	0	0	0	0	0	0	0	56,000	56,000	0
5000 - Community Sponsorships In Kind Expense	35,500	35,500	0	0	0	0	0	0	0	35,500	35,500	0
5051 - Restricted Grant Facility Expenses	0	0	0	0	0	0	0	0	0	0	0	0
5052 - Restricted Grant Program Expenses	0	0	0	0	0	0	0	0	0	0	0	0
5055 Reserve Account 5% Expense	168,092	168,092	0	12,119	10,619	-1,500	850	850	0	181,061	179,561	-1,500
Total Operating Expense	3,352,367	3,361,367	9,000	537,367	430,584	-106,783	85,500	35,700	-49,800	3,975,234	3,827,651	-147,583
Total Operating Income	3,361,838	3,361,838	0	242,377	212,372	-30,005	17,000	17,000	0	3,621,215	3,591,210	-30,005
Total Operating Expense	3,352,367	3,361,367	9,000	537,367	430,584	-106,783	85,500	35,700	-49,800	3,975,234	3,827,651	-147,583
Net Operating Income	9,471	471	-9,000	-294,990	-218,212	76,778	-68,500	-18,700	49,800	-354,019	-236,441	117,578



– BUSINESS PLAN –

2016 – 2017



SPRAY LAKE SAWMILLS FAMILY SPORTS CENTRE

2016 – 2017 BUSINESS PLAN

Executive Summary

The SLS FSC facilities comprise of 3 sheets of ice, an indoor turf, large double gymnasium, several multi-purpose rooms, a 3-lane indoor running track, fitness centre, martial arts studio, child minding and birthday party room, skate sharpening along with a variety of 3rd party tenants: Cochrane Sport Physio, The University of Calgary Gymnastics Centre, Seniors on the Bow, P3 Sports, Inspiring Minds Junior Kindergarten and PAT's Cafe. The SLS RPS also operates the Cochrane Arena which has a meeting room and two 3rd party tenants: Christopher Robin' Childcare and Guy's Cafe and Bakery.

From September-March, (fall and Winter), SLS FSC is an extremely busy place from 4pm to close Monday to Friday and all day on the weekends. The three sheets of ice at SLS FSC and the one at the Cochrane Arena are packed with kids and adults alike. CMHA (Cochrane Minor Hockey Association) occupies a large percentage of prime time ice, along with Cochrane Skating Club - figure skating, ringette and the Cochrane Generals. Several adult leagues make up the rest of the prime time ice. On the turf, CMS (Cochrane Minor Soccer) and the adult Rangers Soccer have much of the space from 4pm to closing. Lacrosse, rugby, and some Calgary soccer teams take the remainder of the prime time booking space.

In January of 2015 SLS FSC took over the 3rd party fitness centre space and started to offer the fitness centre as part of the overall SLS FSC Membership. SLS FSC has an all-inclusive membership that is reasonably priced and offers tremendous value. Members have access to the fitness centre, indoor track, all SLS FSC run drop-in activities including 40+ group fitness classes. Those members with continual monthly memberships or annual paid in full also have access of up to 2 free hours of child minding per visit.

In March of 2015, construction started on the new phase 4 expansion. The new facilities are slated to be open to the public in spring of 2017. It will house an aquatics centre (8 lane – 25 meter pool, 2 slides, hot tub, leisure pool and water dumping toys with a lazy river and a warm water therapy pool). The curling facility will have 6 sheets of ice plus 3 junior sheets. The new fitness centre is doubling in size from the previous facility.

The fitness centre was closed in August of 2015 and we moved all of the equipment out to the mez, the upper area in the middle of the track for 18 months until construction was complete. Initially we weren't sure how well this would be received. We have been pleasantly surprized as we have managed to attract and maintain over 800 members as of the end of April 2016, plus a consistent 250 monthly pass holders every month.

In the first half of 2016 the drop-in program offerings have continued to flourish. SLS FSC members and drop-in users come in to use the track and play pickleball/badminton, men's and women's shinny hockey, pick-up basketball, pick-up soccer, pick-up lacrosse, public skating and sticks 'n pucks. The adult group classes such as Zumba®, barefoot Zumba®, various forms of Yoga, Kickboxing, Pad Hitting, Bootcamp, and Spin Classes contribute to the success we are seeing.

Registered programs also continue to be part of the overall success of programs especially the youth programming. They include Karate, Play 'n Sk8, Games 'n SK8 and Learn to Play Hockey, Archery, Dance for Fun and Little Dancers. Individual and Group Personal Training is also available and starting to take hold and grow.

We have a registered kid's camp program series called "FitKids". These include 9 weeks of themed Summer Fit Kid Camps along with spring and Christmas week long day camps. Summer Day Camps have grown since first being introduced back in 2010 from 140 kids to now over 350 kids.

Birthday party bookings (drop-in and exclusive) continue to be a huge draw. We coordinate and schedule birthday parties that include a room for cake and presents, combined with the KID ZONE, ice/turf/gym space. On any given weekend we have 8-14 birthday parties over the course of a Saturday and Sunday. In the summer when we have the KID ZONE set up on Totem 2, (7 days a week) the number of birthday parties doubles. We offer 'exclusive' birthday parties where they have the kid zone and a birthday party room all to themselves. This has been extremely well received. In the later part of 2016, we will be adding 'archery tag' and 'bubble bump soccer' packages into the mix.

The budget has been created to generate revenues from space rentals (ice, turf, gymnasium, meeting rooms, special events), from programs (fitness continuous and annual memberships, drop-in and monthly passes, registered classes and programs, day camps, birthday parties and personal training), and 3rd party tenants (Cochrane Sport Physio, PAT's, Guy's Cafe and Bakery, Inspiring Minds Junior Kindergarten, P3 Sports, U of C Gymnastics, Christopher Robin's Childcare, SOTB and vending).

USER PAY MODEL

On behalf of the 'Owners', the Town of Cochrane and Rocky View County, the Spray Lake Sawmills Recreation Park Society manages the Spray Lake Sawmills Family Sports Centre and the Original Cochrane Arena. Since its inception in 2001, the SLS RPS has been operating on a User Pay Model, which the Owners fully support and are proud to endorse.

This USER PAY MODEL means that we are financially self sustaining. SLS FSC covers all of its operating costs by way of revenues generated from facility user groups, 3rd party tenants, members, registered program and drop-in participants. While SLS FSC receives some money towards Lifecycle and Capital items from the Town of Cochrane and Rocky View County. Annually, SLS FSC budgets to have a 5% net operating surplus, which if successful, is put into reserves for future Lifecycle and Capital needs.

Spray Lake Sawmills Recreation Park Society

VISION - Catalyst for recreational excellence in the community

MISSION - To provide a self-sustaining sport and recreational environment which promotes active living for all residents of Cochrane and surrounding area

VALUES

Put people at the centre

We are all about creating a friendly, inviting space that demonstrates our care for people and our quest for operational excellence. We offer quality programs and services that cater to the interests and goals of individuals, families, and groups. We are open to feedback and respond thoughtfully.

Live within our means - sustainability

We are driven to develop and manage the Centre in a way that is responsible and economical. We strive to be an affordable choice for our community, while balancing our books with a user-pay model.

Build community strength & endurance

We care about individual and community wellness and help develop not only physical but mental and social strength through our program offerings. We believe that a healthy community is a community that's more resilient and adaptable in the long-run, and do our part to build that endurance. We aspire to be a centre of community life.

Evolve with the community

We value our history of consistently striving to improve and do better. We are open to adaptation and change, seeking opportunities to evolve our organization to better serve the needs and the potential of our community.

Be an open book- transparency

We are honest in our interactions and are willing to speak our minds and challenge each other. We are transparent both internally and externally, sharing achievements, setbacks and learning. This comes from a desire to be accountable to the community and to each other, in order have the best possible impact.

This coming year August 2016 - July 31, 2017

- The new Aquatic/Curling Centre/Fitness construction is anticipated to be completed by late March 2017.
- We anticipate starting to add employee positions starting in the fall of 2016 within bookings and finance. We will look to bring on life guards for training at the old pool in the fall of 2016 and throughout the winter and spring for the grand opening in March 2017. Operations and custodial staff will start to be hired in January of 2017 along with Guest Services and program positions, with most taking place in March of 2017.
- We will implement an on-line registration and payment system to enable people to register for swim lessons along with other programs.
- During the lead up to the grand opening, we plan to try and manage the existing SLS FSC facility with minimal disruption to user groups, tenants and members. That being said, we will gain and

lose parking throughout the year as the project moves along. In June and July of 2016 they will tie the old building into the new building requiring us to reroute foot traffic constantly over this period of time, especially at Guest Services.

- In the summer of 2016, Rocky View County plans on paving the parking lot at the Cochrane High School/Cochrane Arena.
- Due to the construction and likelihood of some disruptions, the plan is for a modest fee increase (0-2%) with user fees. Membership fees are expected to remain status quo until the new facilities open in 2017.
- The plan is to ensure that all of our existing tenants' leases are up to date going into 2017 along with those that are looking at taking more space and new tenants coming onboard.
- SLS RPS anticipates having the new operating agreement with the owners executed by the end of 2016. This new operating agreement addresses the anticipated annual operating shortfall and provides an operating subsidy with the new facilities opening up. SLS FSC still plans to operate with the User Pay guiding principles, working towards covering all operating costs to break even. The goal for this to take place is 5 years.

Programs and Services

In 2016- 2017 we will maintain the number of drop-ins and registered programs until the spring of 2017. Cochrane and the surrounding community have responded favorably during the construction period and our membership has grown steadily since January of 2015 and as of April 2016 plateaued to just over 800. Come the spring of 2017, with the aquatics/curling centre opening, we will offer a lot more programs.

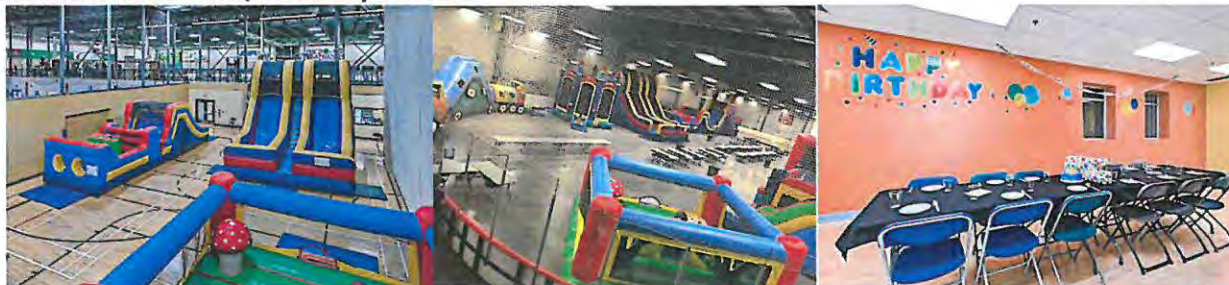
Drop-in Programs



We currently have a large selection of drop-in programs including men's and women's soccer and shinny hockey, public skating, sticks and pucks, basketball, badminton, volleyball, pickleball, lacrosse and in-line skating. The number of group fitness classes have increased and include access to Zumba®, barefoot Zumba®, Kickboxing and Pad Hitting, various types of yoga, bootcamps and spin class. In the summer of 2016 we will be introducing two new instructor led fitness classes: BooTy® and Pound®. As the program attendance continues to improve with the expansion of facilities come spring of 2017, we will expand our program offerings to match the demand, so long as they cover cost and attendance in each class is strong.

In the spring of 2015 we were talking with Cochrane youth and they mentioned they were looking for more activities to participate in. They were interested in playing on the bouncers, which they were now too old to play on during our regular drop-ins and they would like other activities specifically for them. We listened by adding "drop-in Youth Nights" to our schedule. On average, we have 25-77 youth check-in for these once per month events. It's great seeing them running, sweating and most importantly, not playing on their electronics!

Kid Zone Bouncers/Birthday Parties



The Kid Zone Bouncers have been a tremendous success since first being introduced in October 2010. Most weekends over the winter, we put up 2-3 Large Inflatable Bouncy Castles in the gymnasium and charge \$5/kid for a 2 hours session. These bouncers are responsible for a large part of the birthday party rental success we enjoy and even more so when they are rented out for exclusive birthday parties.

In June once the ice comes out of Totem 2, we convert the dry pad into a permanent Kid Zone for 4 months (June-September), reducing the man power required to set-up and take down each time. We have 7-8 large inflatables, portable basketball, floor hockey and sitting area for parents. We increase the price for the Kid Zone in Totem 2 to \$8/kid for a 2 hour session. Parents can reduce their per time costs by purchasing a 10x pass for \$65 or by purchasing a monthly SLS FSC continual family membership for \$93 or a monthly family pass for \$105 (great for families with more than one kid). The Kid Zone allows for a drop-in play area for kids (2-10 years of age) every day of the week. In July and August when the kids are out of school, it's not unusual on a rainy day to have 150-250 kids come through the Totem 2 Kid Zone area in a single day. This coming summer, we will be adding two new birthday party packages to the 'mix' aimed at attracting some older groups. Bubble Bump Soccer and Archery Tag. We will go after the 10-16 year old and adult age groups with these two activities. The anticipation for them has been high and people have been inquiring about availability.



Summer Day Camps and Registered Programs



The FitKids Summer Camps were first introduced in 2010 and have seen great success over the past five years. In 2016 we anticipate an average of 30-40 kids to be registered in each of the 9 themed weeks over the summer. Over the course of a weekly Fit Kids Camp, kids participate in various skill building sports and games led by our skilled instructors. They access the Gym, Turf, Ice, Martial Arts Centre, Large Program Room, Kid Zone and the outdoor field. Kids will experience activities such as archery, roller blading, skate boarding, track and field, bubble bump soccer, orienteering, skating, swimming, golf, Frisbee golf, gymnastics, tennis, martial arts and other sports. Campers also make trips to places like Cochrane pool, U of C Gymnastics Centre, Cochrane Ranchehouse, Boys and Girls Club and McMann Stadium. Each of the weeks carries a themed component. The big one this coming summer is Star Wars. They have several off trips planned to Kayaking at Ghost Lake, Horseback riding at Boundary Ranch, Callaway Park, Calgary Zoo, Big Hill Springs Provincial Park and Heritage Park.

We offer a variety of other registered programs for kids including Karate, Play 'n Sk8, Games 'n Ski, Learn to Play Hockey, Hockey Kids, Archery Level 1 & 2, Dance for Fun and Little Dancers. All of these programs focus on introducing youth between the ages of 3.5-12 (program dependent) to different life skills in an affordable and non-intimidating environment.

This fall, SLS FSC has partnered with Sport for Life Cochrane to introduce a pilot project which will run 10 months. This program will provide kids with an opportunity to engage in and try 10-12 different sports within our facility. The goal is to introduce kids to a wide variety of different sports to grow and enhance their skills at a younger age as opposed to only participating in one or two sports a year.

In addition to everything we offer Cochrane youth, we have a variety of registered programs available to our adult members and guests. Some of these programs include Personal Training, Rise & Sculpt, Shed It I & II, Karate, 40+ Hockey League, Pickleball Clinics & Tournaments, and Trail Mixers.

Fitness Centre

In January of 2015, SLS FSC incorporated the *Fitness Centre* as part of the overall membership package. Thus, a reasonably priced 'one-stop-shop' emerged. With the fitness centre closing for expansion renovations in the summer of 2015, we moved the fitness equipment out on to the mez in the middle of the track. The rate for a monthly continual membership is \$53/month for adults, \$25/month for youth & students, seniors for \$30/month and a family for \$93/month. The membership numbers have grown steadily and as of April 2016, plateaued at just over 800. We plan to hold the rates until the opening of the expansion in 2017.

Fitness Membership Rates and then when we open with the pool and new fitness

	Youth	Student	Adult	Senior	Family
	2-17	18+ (with ID)	18+	60 or 65+	
YMCA	\$25	\$25	\$68	\$46 65+	(Can use all 4) \$75 join fee, \$158/mo
Talisman Centre	\$40	\$69	\$69	\$47 65+	\$115/mo or \$1,330 annual
Cardel Place - VIVO	\$37	\$44	\$61	\$44 60+	\$110/mo (adult \$61, \$40 2 nd adult and \$9 two kids)
Westside Rec Centre	\$33	\$21	\$65	\$43 65+	Adult pays full price, then discounts for other members
Good Life	NA	\$40	\$40	\$40 65+	
Cochrane Fitness	NA	\$35	\$47.5	\$35 65+	
Airdrie Genises Place	22/31	\$33	\$47	\$35 65+	Annual \$1,038
Okotoks	\$41	NA	\$51	\$41 60+	Annual \$1,200
SLS FSC 2016 continuous monthly	\$25	\$25	\$53	\$30 60+	\$93/month (2 adults and all children under 18 OR two adults, same address)
SLS FSC 2016 annual payment	\$250	\$250	\$525	\$275 60+	\$925
*SLS FSC 2017 April continuous monthly	\$35	\$35	\$60	\$40 60+	\$115/month
*SLS FSC 2017 annual payment	\$350	\$350	\$625	\$400 60+	\$1,150

School Groups

We have a number of school groups, K-12, from Cochrane and surrounding area that utilize SLS FSC to augment some of their physical education needs. We will continue to grow and foster this partnership as it brings people to the facility during our 'slower times' of the day. Cochrane Home Educators use SLS FSC on Fridays to provide weekly physical education programming. Mitford School booked space M-F all throughout the 2015-2016 school year and are again looking to do so for the fall of 2016 until the new school in Sunset is completed, thus transferring of students to the new school and freeing up gymnasium space in the schools, no longer needing our space for their PE program. Other schools using SLS FSC and the Cochrane Arena are; Manachaban Middle School, all 3 high schools, Westbrook School, Holy Spirit, St. Dominic, and 'Play Days' Agency.

Child Minding



SLS FSC offers Child Minding Services M-F 8:30am-1:00 pm and T/Th evenings from 5:45-8:30pm. We have 2-3 child minding staff every day, and see 25+ kids a day using the space. In January of 2015, those members with a family annual membership and or continual monthly membership were able to use the service free of charge as part of their membership. This has proven to be a very well received and utilized perk.

User Groups and Tenants

Leasing Opportunities

Since 2012, SLS FSC has had all of its available leasable space, fully leased out: Seniors on the Bow Centre, Inspiring Minds Junior Kindergarten, PAT's at SLS FSC and Guy's Café and Bakery at the Cochrane Arena, U of C Gymnastics Centre, Cochrane Sport Physio and P3 Sports.

As each lease comes up for renewal, the SLS RPS Board takes the opportunity to discuss the 3rd party to ensure it still makes sense to have them as part of the facility going forward; keeping it as a 3rd party lease or consider bringing it under the SLS FSC umbrella and having it as part of the programs that we manage and or consider alternative 3rd party lease tenants to take over.

In March of 2015 construction commenced on the new aquatic and curling centre on the SLS FSC site. The construction project should be completed with the new expansion facility open in spring of 2017. Cochrane Sports Physio, P3 Sports and PATS are all interested in moving to the new larger space and growing. Jugo Juice is looking at occupying a space in the new expansion as well. We are still in the process of finding someone to occupy 1,200 square feet located beside Jugo Juice on the lower level and someone to lease the lounge/restaurant space located between the curling and Totem 1, on the second level.

SLS FSC would like to put a climbing wall in the current martial arts studio and then utilize a new program space in the expansion and double the size of the martial arts room. This room also serves as barefoot Zumba®, Barre, kickboxing and heavy bag. That leaves the old Physio Space and P3 space that will need to be back filled. The physio space is being considered for a new larger child minding space. We would look at moving spin to the old child minding space to double the size and create two birthday party rooms out of the existing spin space. A new tenant is interested in leasing the current birthday party room. The existing P3 office space could be used for office space and/or leased out.

User Groups

Up until now, user groups account for the largest portion of revenue generated at SLS FSC. This will begin to change as programs/membership revenues will come close to surpassing user group revenues in 2017. Many of the sport groups have been around since Totem 1 was built in 2001 and then the Fieldhouse in 2004. The user groups occupy most of the prime time space in the evenings and during the weekends on the ice and turf from September to March. In the spring, April to mid-June, the prime time ice is booked for adult and youth tournaments, spring hockey leagues and figure skating. The turf still has soccer for a couple of months until the outdoor season is ready to start and then lacrosse takes over along with some baseball preseason. Totem 1 dry pad then accommodates in-line hockey and lacrosse. This year, in addition to the men's Silver Tips Junior A lacrosse team, we have added the women's Silver Tips. We experience a bit of a lull from late June until mid-August, but that period of time is slowly growing with interest here and there for various hockey camps, dryland training, and basketball camps. For the most part, the dry pad, ice, turf and gym play host to the summer day camps in July and August. This year we painted several pickle-ball courts on the Totem 1 pad, to accommodate the growing numbers of players.

Up until 4 years ago with ice and 3 years ago with turf, approximately 20% of the prime time ice/turf time was being booked by 'out of district' user groups. It should be noted that out of district groups pay more than local user groups do. 'Out of district' bookings assisted in keeping rates lower for the local

user groups. As Cochrane grew, there was increased demand for local user groups to have more ice/turf time, rather than travel to Calgary for ice/turf while Calgary groups were using ice/turf in Cochrane. As a result, SLS FSC made the decision to give priority ice/turf time to local groups, even though this meant that they would receive less money per hour.

Each year we implement a small rate increase to ensure we can cover operating expenses that continue to grow year over year (staffing, utilities, and wear and tear maintenance). With the economic downturn in 2015, 2016 and the fact that many of the comparative facilities held rates or only moved a small percentage, management is proposing a small increase of 0-2% for the upcoming fiscal year.

2016 - 2017 Fees (September 1, 2016 – August 31, 2017)

Fee increases for 2016-2017 (LOCAL)	Current rates	NEW Youth / Adult - LOCAL
Gym	(Y- 40, A-50) half gym - prime (Y-80, A-85) full gym - prime time 50 full gym non-prime time	(Y-41, A-51) half gym - prime (Y-80, A-86) full gym – prime 51 full gym non-prime time
Turf	(Y-114, A-122) full turf – prime time 85 full turf non-prime time	(Y-115, A-123) full turf – prime time full turf non-prime
Rooms	45 (birthday and Trans Canada, traverse climbing, Cochrane arena) 70 (multipurpose, large program room, martial arts)	45 (birthday and Trans Canada, traverse climbing, Cochrane arena) 70 (multipurpose, large program room, martial arts)
Ice	(Y-173, A-219) prime time	(Y-175, A-220) prime time
Non-prime ice	105 non-prime	105 non-prime

Fee increases for 2016-2017 (OUT OF DISTRICT)	Current rates	NEW Youth / Adult – OUT OF DISTRICT
Gym	(Y- 50, A-60) half gym - prime (Y-95, A-100) full gym - prime time 60 full gym non-prime time	(Y-51, A-61) half gym - prime (Y-95, A-101) full gym – prime 61 full gym non-prime time
Turf	(Y-133, A-143) full turf – prime time 85 full turf non-prime time	(Y-135, A-145) full turf – prime time 85 full turf non-prime
Rooms	45 (birthday and Trans Canada, traverse climbing, Cochrane arena) 70 (multipurpose, large program room, martial arts)	45 (birthday and Trans Canada, traverse climbing, Cochrane arena) 70 (multipurpose, large program room, martial arts)
Ice	(Y-209, A-245) prime time	(Y-210, A-245) prime time
Non-prime ice	110 non-prime	110 non-prime

Marketing, Sales and Communications

This past year the Marketing department used several different mediums to reach the general public. In 2016 we updated our Website, making it easier to navigate. We hired a Google photographer to take photos of our facility including all of the various indoor program and rental spaces, which have been incorporated into our website and other marketing materials. The result has been a positive one.

We monitor 'Facebook' every day to share information and interact with people who 'like' our page. Facebook and social media is one of our biggest 'touch' points with the general public. We have over 2,675 followers. Each night our Guest Services team posts the following day's drop-in schedule so our guests have access to the most up to date activities. Facebook has proven to be a great way to communicate with the general public and market new programs and to get programs filled. We have established a brand 'look' that people recognize in the local papers and in advertising all of our programs.

Thanks to Cochrane Toyota and the Cochrane Eagle, two of our sponsors, the Eagle runs our ¼ page ads in the paper every week over the entire year, now 4 years running. People have gotten into the habit of looking in the paper to see what is new and going on at SLS FSC. The consistency is a valuable marketing tool. Often times we run a second ad in the paper to increase exposure. We have renewed our contract with Air 91.5 radio for another year enabling us to advertise on the local radio station. We are currently exploring Cochrane Now, a 'smartphone app' and website with Golden West Radio that is being launched in the spring of 2016. Cochrane Now will feature upcoming events town wide, which will be a great way for us to increase exposure of our events.

As part of the ZOOM Media Local contract, we advertise our programs on the large 54" TVs in the lobbies. They sell advertising and we see a percentage from gross sales. More importantly, we have the ability to advertise our own programs on the TVs at no cost to us. ZOOM Media International has been introduced into some of the washrooms and change rooms (silver metal framed ads) in which ZOOM Media sells country wide media campaign advertising and we receive a portion of the proceeds. We also have an LED scrolling sign installed in the ceiling near Guest Services that enables us to promote various programs in the building.

The 2016/2017 marketing strategy will focus on value-added as it pertains to our reasonably priced 'one-stop-shop' SLS FSC membership, drop-ins and registered programs. We will market and promote the birthday party packages, day camps through various mediums (going into the schools, website, sending literature to our day camp participants, parents coming in for Kid Zone bouncers, local papers, radio, and Town of Cochrane's electronic screens). We want to expose as many people as possible to the facility in the hopes of having them commit to a monthly continual or annual membership.

Summer (July 2016 – August 2016)

We expect to be running fully attended Summer Day Camps, ages 7-9 and 10-12. We will promote the SLS FSC continuous monthly and annual membership that includes the Fitness Centre, activities such as (KID ZONE, public skating, sticks and pucks, in-line skating), bootcamp, spin classes, Zumba®, kickboxing and yoga. Provide a reason for people to want to come to the facility. Engage those who are committed to SLS FSC and encourage them to spread the word throughout the community of what the facility has to offer. Ensure that we have a strong committed base of teams and leagues (hockey, soccer, lacrosse, schools) returning for fall. Work on, launch and advertise the Fall Program Guide. Plan for a facility wide

Halloween theme. On-ice Training camps commence. Plan for the annual Wellness Fair in partnership with FCSS.

Fall (September 2016 – December 2016)

Focus on customer service and program offerings. Ice going back in at Cochrane Arena and Totem 1 at the end of August. Teams start with evaluations and training camps. Totem 2 will remain as a Kid Zone until mid-September. We are hosting a dog show in September, thereafter we will start to put the ice in for Totem 2. Resume promoting SLS FSC as the place to begin the 2017 New Year's resolutions. Start to let the public know that the new aquatics centre and fitness centre is slated to open at the end of March 2017. Plan for the annual Last Minute Christmas Market in partnership with the Cochrane Farmer's Market. Prepare and launch the Winter Program Guide to showcase the winter program drop-in and registered programs. Promote the Christmas FitKids Day Camps and other registered programs for all ages. Plan for the busiest time of the year with respect to membership sales and drop-in usage (January to March), along with ice, gym and turf rentals. Host several ice hockey tournaments over Christmas. Market the spring ice and turf availability. Start initial planning for the new aquatic and curling facility. Start to look at bookings for the new curling dry pad in the spring of 2017 and the aquatics centre with respect to swim teams.

Winter (January 2017 – March 2017)

Promote SLS FSC as the place to begin everyone's New Year's resolution. Promote and pre-sell memberships for the new Fitness/Aquatics Centre. Finalize the spring ice and turf schedules and get contracts signed. Ensure swim teams are booked and ready to go for April 1. Promote the spring and summer FitKids Day camps. Evaluate fees for September 2017 and complete budget preparation in May (Aug 1, 2017 – July 31, 2018).

Finalize plans for opening of the new Aquatic, Fitness Centre and Curling Centre in March/April of 2017. Implement plans for on-boarding new staff for all areas plus looking at plans for on-boarding aquatic staff. Implement plans as to when PATS will cease operations in T2's lobby and open up in new location. Jugo Juice, P3 Sports, Cochrane Sports Physio should all be constructing their new tenant spaces. Depending on capital funds being in place, SLS FSC may be constructing several new program spaces in the expansion and preparing to back fill some of the vacated spaces including P3 Sports and Cochrane Physio's once they've moved to their new spaces. Finalize preparations for a 'grand opening' at the end of March.

March/April 2017

Anticipated Grand Opening of the new aquatics/curling/fitness facility.

Spring (April 2017 – June 2017)

Focus on sales and marketing for spring and summer program offerings including; fitness memberships, spring and summer ice rentals, special events, spring and summer day camps at SLS FSC, the new aquatics and curling programs we'll have down here. Promote Birthday Parties and the Summer KID ZONE. Continue with ongoing communication with external stakeholders and donor/sponsorship prospects. Cochrane area grade 12 graduating students will be able to apply for one of two \$1,500 scholarships that the SLS RPS Board hands out each year. Let user groups know the new pricing strategy for 2017-2018 ice, turf, gym. Fee and budget presentation to Board in April 2017 for September 2017 implementation. Promote summer memberships and drop-in programs and market summer ice. Plan and market the fall program offerings. Build schedules and get contracts signed. Hire Summer Day Camp Coordinator and instructors; go into the schools to promote camps and volunteers. Grand opening of

the new aquatic/curling/fitness expansion. Plan to 'staff up' to handle the anticipated volume spike with the grand opening. Plan is to have some of the tenants in place and open for the Grand Opening. Start to build the curling schedule, send out requests and execute agreements for leagues, bonspiels etc.

Summer (July 2017 – August 2017)

We would expect to be running fully attended Summer Day Camps. Promote the new aquatics centre (possibly the splash park if open) activities such as KID ZONE, birthday parties, public skating and sticks 'n pucks, in-line skating, Zumba®, kickboxing, bootcamps and yoga. Provide a reason for people to want to come to the facility. Encourage those who are committed to SLS FSC to spread the word throughout the community. Continued heavy selling of memberships both monthly and continual along with annual. Ensure that we have a strong committed base of teams and leagues (hockey, soccer, lacrosse, schools) returning for fall. Work on fall program brochure. Plan for a facility wide Halloween theme. Plan for the fall Wellness Fair on the track. Training camps commence. Plan for and launch the schedule the fall program drop-ins and registered programs in the aquatics centre, curling facility and dryland fitness.

Human Resources

In preparation of adding the new aquatics and curling facility, we anticipate that we will move from 75 staff to 140+. We anticipate hiring a Finance Manager in August/September of 2016. Initially this may be a part time position moving to ¾ or full time. In the fall of 2016, we will look to add an Assistant Bookings Coordinator who will initially look after the aquatic/curling lane bookings and birthday parties associated with these new facilities. Ideally and eventually the two positions (Bookings Coordinator and Assistant Bookings Coordinator) will be able to cover one another when they take time off. The bookings cycle for April 1, 2017 would start in October of 2016. The plan for lifeguards is to bring all of the staff currently employed at the Bill Hill Leisure Pool over to SLS FSC. There will be a Pool Manager, Aquatic Coordinator, Aquatic Programmer, shift supervisors, lifeguards/instructors, slide attendants and aqua instructors. The Big Hill Leisure Pool is currently recruiting new staff and as we move into 2017, there will be a hiring blitz in order to have enough staff to open the aquatics venue in the spring. We will look to hire a part time Occupational Health and Safety Officer in March of 2017. In the first couple months of 2017, we will be looking to hire and train additional guest services, custodial, and operations staff. We anticipate the curling facility will open for the 2017 - 2018 season in August of 2017. The plan is to employ the current head ice maker from the Cochrane Curling Club/Calgary Curling Club and several of the part time staff from the Cochrane Curling Club. We will look for a part time Curling Programmer to assist with special events, bonspiels, 'learn to curl programs' and fun leagues.

For the balance of 2016, we will continue to carry out the current strategies to retain and engage those employees who will be staying with the organization through 2016-2017 and those seasonal staff who will be leaving us in May of 2016 and re-join us in September of 2016. This will be achieved through an emphasized focus on hiring and retaining people based on "having the right attitude and training for skills". Additionally, we will be encouraging and providing cross-training to make certain we have a well-rounded team that can handle and adapt to the variety of challenges, changes and demands that may be thrown their way. We will plan to over staff in the first 4 months of the grand opening (one month prior and three months after) to ensure we can provide a positive customer experience. Thereafter, we will look to adjust our staffing accordingly, but it will take the better part of one year to find the proper staffing levels depending on volume of people who come to SLS FSC.

In addition to the above, we will offer professional development opportunities to fulfill individual needs; monitoring performance and reward contributions respectively to ensure the accomplishment of performance objectives are progressing and are being recognized. We will provide targeted training for people leaders to ensure they are equipped to create an environment where employees are inspired and motivated to be productive, recruiting prospective employees who fit with the organization, properly on-boarding and training new hires, while offering competitive compensation and benefits. We will look at succession planning for the various positions and implement strategies especially as the new facilities come on-line. We currently employ about 75 staff, with the addition of curling and aquatic, we will be closer to 125 come April 2017.

Our ultimate goal with all of the above is to demonstrate to employees that they are valued, that we have put forward our best efforts to provide them with support and set them up for success. This in turn will leave employees with a positive impression of their experience as an employee with Spray Lake Sawmills Family Sport Centre, build our reputation as an exceptional employer, which will heighten the chances of employees wanting to stay with us, recommending us as a good employer, and/or attracting employees in the future.

Performance Management

Job descriptions have been developed and Performance Objectives are in place for all current staff. With bringing on new staff, we have started to create new job descriptions. The frame work of this program ensures we are connecting and engaging with all our employees by having regular discussions about performance, personal and professional development. In doing so, employees clearly understand how success is defined, what they are responsible for in making progress, what their role is in achieving the organization's goals, the importance of the development of our employees and how they will be rewarded respectively.

Recognition, Rewards and Compensation

We are a small organization. We can't attract and retain employees solely based on compensation alone. We need to focus on everything employees perceive to be of value resulting from the employment relationship. This includes but is not limited to ensuring compensation that is competitive, respect and fair treatment, public recognition and rewards, benefits, flexible work schedules so individuals can be with family, training and development, fitness memberships, reduced pricing on registered programs, utilizing skill sets that enable staff to grow, contribute, feel valued and other perks where possible.

Facility Operations

To assess and meet the program and equipment needs of our user groups, 3rd party tenants and our own members/program users; the Facility Operations team needs to ensure the maintenance level of existing facilities, ensure constant communications with guest services, programs and the other stake holders, upgrade existing facilities and redevelop facilities as needed to address unmet needs and reevaluate facility planning/programming. This is no easy task to be a year-round facility based on the diverse sport and recreational needs and providing an ambiance that continues to retain current members while attracting new ones, but the team is up for the challenge. With the addition of the aquatics/curling and new fitness centre this will add to the mix. We are looking at expanding the operations employee base to meet the needs be planning to hire a custodial supervisor. In addition we will look to hire two aquatic operators and cross train existing operations staff to assist with the aquatics and curling plants.

Risk Management and Safety is a priority. With the facilities doubling in size and becoming more complex, we will look to hire a part time OH & S officer. A risk management plan and strategy is being developed and it will be further developed over the year to identify and mitigate risks associated with the ongoing operations. There are limited resources to achieve this but we will prioritize projects to ensure that the greatest risks are dealt with first. This will cover off the areas of occupational health, general safety, current operations, environmental protection and construction. The operations team will assess the priorities and try to tackle them on that basis.

Insurance is something every company/organization takes for granted they have to budget for and pay. For the longest time SLS FSC was insured under a policy with the Town of Cochrane. In 2013 and 2014 SLS FSC saw substantial increases to their annual insurance premiums. As a result, SLS FSC went out 'to market' to shop the SLS FSC insurance needs. The findings were eye opening. In asking questions and pushing the Town to challenge their insurance provider to look into the rates being charged, the insurance provider conducted an audit of the Town's insurance coverage and premiums but more importantly the premiums being charged to SLS FSC. In late 2015, they discovered two formula errors in the premium calculations for SLS FSC. As a result, they adjusted the premiums for the previous year and the 2015 year, and credited SLS FSC the difference against the 2015 premiums paid. Going forward, with the knowledge and approval of the Town of Cochrane, SLS FSC has taken out a separate insurance policy but retained it with the same carrier the Town uses. The new insurance policy has the same coverage as they previously had under the Town's policy, but the main factor is they are paying premiums that are half the cost they were paying prior.

Energy management and conservation are key aspects of the operations. Our goal is to reduce annual operational costs and we hope to find opportunities to do so through various means, including operation techniques, state of the art equipment, energy consumption or conservation. In the second half of 2015 we started working with 'Switch Lighting' and rolled out a plan to change over all of our existing lighting to the more efficient LED light system. We changed out the entire Cochrane Arena, which has proven to not only be more energy efficient, it is also substantially brighter. At SLS FSC, we have changed out all of the common area hallway lighting, all of the program rooms (martial arts, gymnasium, large program room), washrooms and offices, all of the tenant spaces (most notably the U of C) and all of the parking lot exterior lighting. In the summer of 2016, the final spaces will be switched over to LED (the turf, and all three ice surfaces), thus a complete transformation. The costs associated in purchasing (5 year lease) the LED lights are being realized in the monthly cost savings in our power bills.

Utilities are our second highest expense after wages. In late 2012 we started working with 'EAI' Energy Associates International who assisted us in negotiating and procuring energy contracts for both natural gas and electricity. We signed an agreement with them in 2013 and they procured a 3 year electricity contract for us with Enmax. In 2015 we purchased a further a 3 years from 2017-2019. Recently we purchased a single year for 2020. We have done the same with natural gas, initially a 2 year contract and most recently a further 3 years, 2016-2018. These utility contracts will provide SLS FSC with a substantial savings.

Beginning in 2017, the provincial government will start to charge a carbon tax on the consumption of natural gas. This is a cost that will be added to our monthly natural gas invoices, on top of our natural gas fixed commodity pricing that we have secured. In working with EAI, we have been able to determine what this will mean to SLS FSC as it pertains to our budgeting process. Based on our natural gas consumption, we will see the following cost increases:

*2017 impact - \$1.12/GJ x approx. annual volume of 16,122/yr = **\$18,056.65**

*2018 impact - \$1.68/GJ x approx. annual volume of 16,122/yr = **\$27,084.96**

With respect to our Electricity contracts, because we have purchased contracts out to 2020, we are insulated from the carbon tax. As the province works to shut down coal fired plants to produce electricity and move to natural gas to fire the plants, future carbon tax costs will be factored into the cost of electricity for those that purchase it, but we have eliminated this with forward purchasing now.

Facility Enhancement & Maintenance

There are three cost categories important to the ongoing operation and upkeep of the facility we will focus on for managing and sustaining the building over its lifetime:

- Operations and Maintenance of the building,
- Repairs and Replacements as they pertain to equipment,
- And capital purchase and replacement items.

We will concentrate on keeping the facility looking clean and beautiful. The Facilities Operations employees will provide prompt, cost effective, quality service. SLS FSC spans 195,000 square feet, from the mechanical levels to activity levels, the concourse and walkways plus the Original Cochrane Arena. With the addition of the new expansion in 2017, SLS FSC will grow to 350,000 square feet. The aquatics and curling facility add a lot more complexity to the operations. In addition, we are going to be using new technology to heat and cool the new building: the 'Thermenex' system. It is a proven and tested system that is operating in several facilities in British Columbia. We are the first to have it installed in Alberta.

Small and large lifecycle and capital purchases

Working with Rocky View County, on an annual basis, SLS FSC has the ability to request up to \$200K a year to tackle small lifecycle, capital project and equipment projects. Of that amount \$40K automatically goes towards the debenture that the County is paying for the phase 3 expansion, so that leaves \$160K. It is intended for small life cycle, capital and equipment projects, under \$10K.

The remaining money, sits in a 'capital reserve' with Rocky View County. The way the capital reserve funding currently works, SLS FSC is responsible for 50% of the cost and each of the owners 25% of the cost. Over the past few years, we have drawn most of the capital reserve for the purchase of two ice resurfacing Olympias (one for SLS FSC and one for CA), the indoor turf at SLS FSC and a dehumidification system at the Cochrane Arena. In August 2016 we will ask the Town and County to consider funding 2 major capital projects; the Climbing Wall Room (where the current martial arts room is), \$160,000, and the 'build out' of the new martial arts room \$125,000. We will postpone the ask for the replacement of the large heat exchanger on the main plant at SLS FSC, \$80,000, and the replacement of the small heat exchanger that does the in floor heating and snow pit and dressing rooms of Totem 1, \$25,000 until 2018. There would still be one space that is not 'built out' in the new expansion, and this could be held off until 2018. Given the request above for the climbing wall room and new martial arts room (\$160,000 + \$125,000 = \$285,000). SLS FSC responsible for 50%, \$142,500, and each of the owners would be asked for 25% of the cost each \$71,250. In 2018 the two heat exchangers (\$80,000 + \$25,000 = \$105,000). SLS FSC would be responsible for 50%, \$52,500, and each of the owners 25%, \$26,250.

Going forward, SLS FSC will continue to seek out grants, sponsors and donations to go toward accomplishing many of these projects. Where appropriate, we will try to leverage funds using the matching funds from County and Town.

Capital projects over \$1M, (expansions and such) will not be addressed using these reserves, the request will be made via a different process and to Rocky View Council for consideration and budgeting.

EXAMPLE: Aquatics Centre or Curling Rink which are expansions are not the responsibility of the SLS RPS Society.

APPENDICES

APPENDIX – SWOT Analysis

(Strengths, Weaknesses, Opportunities, Threats)

Strengths:

- large facility with lots of things for families and individuals to do
- known for its 3 sheets of ice, plus the 4th at the Cochrane Arena
- indoor 220 meter 3 lane track
- indoor turf
- double gymnasium
- good food and beverage vendors – PAT's and Guy's
- full service fitness centre, drop-in programs including 40+ group fitness classes, and the ability to offer a reasonably priced membership to individuals and families
- In business for 15 years
- Name recognition in town and surrounding area
- Long daily operating hours
- Barrier free accessibility for the disabled
- General public training and program space guaranteed throughout the entire day
 - track, gyms, turf, ice, and fitness centre
- Sport and recreation take place under the same roof
- User pay model that owners proud of and support
- 3 strong revenue streams coming from user paid sources
 - facility rentals/user groups
 - programs (drop-in and registered) and Membership
 - Strong tenant base
- easily accessible location
- lots of free parking
- Kid Zone Bouncers and birthday party packages
- Charitable organization and a not for profit. Good for fundraising, ability to provide charitable tax receipt
- SLS RPS doesn't have any major debt to speak of. We still pay on a Town of Cochrane debenture for the Cochrane Arena upgrades from 2005 and the 3rd phase expansion debenture with Rocky View County, but the user pay model has enabled us to operate annually with a small net positive surplus. SLS RPS puts this into reserves for future capital and lifecycle projects.

Weaknesses:

- Only one indoor turf. Hard for turf sports to grow their business
- Only one gymnasium. Proving difficult to meet the growing demands of pickleball. This sport has exploded over the past year, especially with seniors
- Competition for prime time training and rental space (ice, turf and gym) for current user groups and programs. Posing a problem for organizations to grow their programs (CMHA, CMS, Rangers, Skating Club, Adult hockey)

- No outdoor playground for kids to play on
- Reduced parking and main entrance posing a bit of a problem for seniors in the length they have to walk to get to Seniors on the Bow.
- Only one elevator is posing an issue for those who are mobility challenged, especially given how far the one is from the Seniors Centre.

Opportunities:

- Build on momentum with respect to program offerings and the number of people buying drop-in, SLS FSC monthly continual and annual memberships. Opportunity to grow from 800 members to over 1,500 in a short period of time
- Build on momentum established with the Fit Kids Summer Day Camp programs to lead into registered programs and after school camps in Fall
- Hire and keep the right staffing mix. Succession planning, especially now that we operate the fitness centre, and start planning for the new curling and aquatics centres. Staffing will close to double over the next year
- The expansion with the new fitness centre and aquatics centre will complete the “full package” for membership, making it the place to go in Cochrane and the surrounding area of Rocky View County for all their fitness recreation and sporting needs
- Having the curling facility at SLS FSC will assist the curling numbers in growing, with the amount of foot traffic that comes to SLS FSC. ‘learn to curl’ programs, fun leagues, bonspiels should all prosper
- Continue with planning to attract new tenants once the expansion building is completed
- Opportunity to seek out additional sponsors/donors/grants
- Grow birthday parties, special events and corporate functions. We will be adding bubble bump soccer and archery tag into the birthday party ‘mix’. If we can secure funding to develop the climbing wall room, this will add to the birthday party compliment of packages to sell
- SLS FSC is looking to convert several of the rock gardens located near the main entrance of the soccer field doors, into a ‘natural’ play and climbing area, incorporating large log cuts, large rocks and cut logs.

Threats:

- SLS RPS needs to cover operating costs and have a net positive contribution for the future, build reserves and pay outstanding debt. With the expansion project coming on, there will be increased costs that aren’t covered by operating revenues anticipated to be for at least the first 5 years. The Town of Cochrane will need to step up to cover any operating shortfalls moving forward in 2017.
- The new lease/operating agreement with the owners is still ‘a work in progress’. There have been on-going negotiations for the past 3 years which are costly and more and more complex in nature
- Some User groups and customers may leave in the future to find alternative space or facilities if fees go too high and or there is no additional space for them to operate their programs
- More recreation facilities are being built in North West Calgary, Ghost Lake, Bears Paw, Canmore and Banff, thus making it more difficult to attract and maintain user groups and members
- Construction of the new curling and aquatics centre has interrupted the existing business, and members and drop-in users may elect to go to other facilities

- The Alberta economic situation has taken a turn for the worse over the past year. This may force sponsors and naming right sponsors to reconsider their contributions. The economic situation is also negatively affecting families and they are being forced to decide where to place their disposable income, which may not include a membership to SLS FSC.

Target Market to attract Members and Drop-in users

Centre's Competitive Advantages

ONE STOP SHOP

Reasonably priced all-inclusive membership for individuals and families
 Inspirational facility, clean and well maintained. So much to do, especially now with fitness and aquatics and curling
 Room to grow program offerings, especially birthday parties and aquatic based programming
 Credible and service-oriented
 Community driven
 Sport based camps
 Core location and complimentary parking
 User pay philosophy
 Operated by a society

Current Market "Mind Share"

Reputation for having 3 sheets of ice under one roof, indoor running track and turf
 Value added and reasonably priced membership for individuals and families
 The place to enrol kids in summer day camps
 Known for having Zumba®, barefoot Zumba®, yoga, boot camps, spin bikes as part of membership
 Known for the KID ZONE Bouncers on weekends and throughout the summer
 Known for the birthday party packages and soon they will include bubble bump soccer and archery tag
 Gaining reputation for good kids karate program
 Quality of facilities and equipment and staff

Demographics of Market

All ages (preschool 2-6, camps 7-12, sportss, adults and seniors)
 Family oriented
 Health conscious minded, sport minded, active
 People who are involved in team sports and/or pursuing individual activities
 Cochrane, surrounding communities of Rocky View County and North Calgary, Cremona, Water Valley, Bears Paw, Morley, Springbank, Bragg Creek
 Bow River RV Park

Target Market for Memberships

Looking for reasonably priced all inclusive membership with lots to do
 Likes diversity, tries everything we have to offer
 Something that covers youth to adults, something for everyone
 They have a commitment to themselves to be fit
 The family concept
 Sport teams coming to Cochrane for hockey tournaments, soccer tournaments, figure skating competitions

Comparison Rates for Turf and Gymnasium

Turf Rental Rates - Comparison

Facility	Location	Season	Prime Adult	Prime Youth	Non-Prime	
Calgary Soccer Centre	Calgary	Spring/Summer	\$151.68	\$151.68	\$151.68	
		Fall/Winter	\$199.36	\$162.54	\$151.68	
Calgary Central Sportsplex	Calgary		\$185.00	N/A	\$100.00	Turf Court
			\$135.00	N/A	\$100.00	Hard Court
Genesis Place	Airdrie		\$108.15	\$108.15	N/A	
Calgary West Soccer Centre	Calgary		\$151.20	N/A	\$116.55	Field with Boards
			\$165.35	N/A	\$116.55	Turf Field
Edge School for Athletes	Springbank		\$139.05	\$113.30		
SLS FSC	Cochrane		\$123.00	\$115.00	\$85.00	

Gym Rental Rates - Comparison

Facility	Location	Prime (ANY AGE)	Non-Prime (ANY AGE)	Prime Youth	Prime Adult	Non-Prime Youth	Non-Prime Adult
Calgary Central Sportsplex	Calgary	\$90.00	\$60.00	N/A	N/A	N/A	N/A
Calgary North Easter Sportsplex	Calgary	\$45.40					
Genesis Place	Airdrie	\$70.30	N/A	N/A	N/A	N/A	N/A
Edge School for Athletes	Springbank	\$84.00	N/A	N/A	N/A	N/A	N/A
City of Calgary Gymnasiums	Calgary	\$109.31/hr (weekends)	\$44.08 (week days)	N/A	N/A	N/A	N/A
Trico Centre	Calgary	N/A	N/A	\$88.00	\$98.00	\$59.00	\$62.00
SLS FSC	Cochrane	N/A	\$51.00	\$80.00	\$86.00	\$51.00	\$51.00

Pool Lane Fees			
Facility	Adult/hour	Youth/hour	School/hour
SLS FSC			
Prime time	Local \$20/lane	Local \$15/lane	NA
Prime time	out district \$25/lane	out district \$20/lane	NA
Non - prime time	Local \$15/lane	Local \$12/lane	NA
Non - prime time	out district \$20/lane	out district \$18/lane	NA
extra guard \$30/hour			
Cochrane Big Hill			
	\$19.25/25m lane	\$19.25/lane	NA
Club Fee	\$11.50/25m lane	\$11.50/lane	NA
Full Facility	\$165	\$165	
Talisman Centre - Calgary			
25 meter lane	\$22.50/lane	\$22.50/lane	N/A
50 meter lane	\$45.00/lane	\$45/lane	N/A
Westside Rec - Calgary			
	\$26/lane	\$26/lane	N/A
City of Calgary			
1 lane	\$25.36 (\$21.70 AQ club)	\$14.00	
2 lanes	\$42.70	\$26.25	After hours \$175/pool
3 lanes	\$63.70	\$38.50	for everyone
4 lanes	\$84.65	\$50.90	
5 lanes	\$105.70	\$63.20	
Dive Tank	\$75.75	\$50.75	
Whole Facility	\$201.40	\$126.20	
Non local, Prof., Semi Prof	\$350 for all/part of pool		
Extra Guard \$58.85			
U of C			
	\$15/25m lane	\$15/lane	NA
Extra guard \$20/hour (min. 3 hour charge)			
MRU	\$21/25m lane	\$20/25m lane	\$19/25 m lane
Extra guard \$25/hour			
OKOTOKS			
Riley Minue Lap Pool			

	\$163.71/pool	\$163.71/pool	
	\$27.29/ 25m lane	\$27.29/ 25m lane	
Non Local (incl. clubs)			\$163.71/pool
			\$27.29/25m lane
Local (incl. clubs)			\$95.17/pool
			\$15.86/25m lane
Private Local Child		\$146.61/pool	
Extra guard \$27.75/hour			
OKOTOKS - Rec Centre			
Swindell Pool	\$124.97/pool	\$124.97/pool	
	\$20.83/25m lane	\$20.83/25m lane	
Non Local (incl. clubs)			\$124.97/pool
			\$20.83/25m lane
Local (incl. clubs)			\$77.85/pool
			\$12.98/lane & 1/2 tot pool
Private User Child		\$113.31/pool	
Extra guard \$28.23/hour			
AIRDRIE			
	\$13/ lane	\$13/lane	NA
	\$77.88/pool/hour	NA	NA
	\$72.20/dive tank/hour	NA	NA
Extra guard \$35/hour			
CANMORE			
Prime time M-F is 3:30-7 pm & SAT/SUN all day. Non-prime time M-F is 6am-3:30pm & 8-10pm			
Pool 25m Lane/hour	Prime Time	Non-Prime Time	
Adult Resident	\$18.00	\$15.00	
Adult Non-resident	\$27.00	\$22.50	
Youth Resident	\$15.00	\$12.00	
Youth Non-resident	\$22.50	\$18.00	
Lazy River	\$36.00	\$27.00	
Extra guard	\$25.00	\$25.00	

2016 Curling Lane Rentals				
	Adult Prime Time	Youth Prime Time	Adult Non - Prime Time	Youth Non - Prime Time
SLS FSC - local	\$45/lane	\$30/lane	\$40/lane	\$25/lane
out of district	\$50/lane	\$40/lane	\$45/lane	\$30/lane
Cochrane Curling Club - local	\$45	\$25	\$45	\$25
out of district	\$45	\$25	\$45	\$25
Acadia - local	\$42	NA	\$29	\$25
out of district	\$48	NA	\$34	NA
Airdrie - local	\$40	\$40	NA	NA
out of district	NA	NA	NA	NA
Calgary Curling Club - local	\$56	NA	\$35	NA
out of district	NA	NA	NA	NA
Chestermere - local	\$45	\$25	NA	NA
out of district	NA	NA	NA	NA
Garrison - local	\$50	NA	\$50	NA
out of district	\$58	NA	\$55	NA
Inglewood - local	\$40	\$25	\$30	NA
out of district	\$47	\$30	\$45	NA
Spring Bank - local	\$54	NA	\$27	\$31
out of district	NA	NA	NA	NA
* adults refers to adults and seniors				



Strategic Planning - 2015

History of 'SLS RPS'

Founded in 2001, the Spray Lake Sawmills Recreation Park Society 'SLS RPS' is a non-profit, charitable society that manages the 'SLS FSC' Spray Lake Sawmills Family Sports Centre and the 'Original Cochrane Arena' on behalf of the 'owners', the Town of Cochrane and Rocky View County. The original 20 year lease runs until 2021. Since its inception in 2001, the SLS RPS has been operating on a User Pay Model, which the Owners fully support and are proud to endorse.

This USER PAY MODEL means that SLS RPS has to be financially self-sustaining. SLS RPS must cover all of its operating costs by way of revenues generated from facility user groups, 3rd party tenants, members, registered program and drop-in participants. SLS FSC has to cover any operating shortfalls. Annually, SLS FSC budgets to have a 5% net operating surplus, which if successful, is put into reserves for future Lifecycle and Capital needs. The SLSRPS does receive some money from the owners towards lifecycle and capital funding.

The Society hosts a wide variety of sports and offers fitness and recreational programming for youth, families, seniors, schools and the community at large. Approximately 10,000 – 14,000 people a week come to the Spray Lake Sawmills Family Sports Centre (SLS FSC) to recreate, play sports and exercise. In 2001 driven by the Society, the first arena, Totem 1, was constructed. In 2004 spearheaded by the Society, the field house was added; indoor turf, double gymnasium, 3 lane track along with the 3rd party U of C gymnastics centre and Lifestyles Fitness Centre. In 2001 the Society took over managing the Original Cochrane Arena, built in 1974, and in 2005, did \$500,000 in upgrades to the 'plant'. In 2009 the society successfully completed phase 3 at SLS FSC which added 2 sheets of ice, Totem 2 & 3. In 2010, the board made a strategic decision to move from an operational board to a governance board and hired a General Manager to oversee the day to day operations. Up until then, the facility primarily catered to sport user groups renting facilities along with 3rd party tenants. In 2010 drop-in and registered programs were expanded, along with day camps, memberships and child minding. In 2011 the remaining leasable space was developed; 3rd party seniors on the Bow and Inspiring Minds Junior Kindergarten along with SLS FSC multipurpose space for program delivery. The facility went from two revenue streams to three revenue streams forming a healthy revenue mix; space rentals, programs and 3rd party tenants.

For the first time in the society's history, the fourth phase is being directed by the Town as opposed to SLS RPS. The Town owns an aging pool and curling rink, both of which have outgrown their ability to meet the growing demands of the community. In 2012 the 'owners' (directed by the Town) and SLS RPS entered into discussions to build a new curling and aquatics centre on the SLS FSC site. At this time, the society needed to address the '20 year lease' it had with the owners, since the building of an aquatics venue came with the challenge of covering operating costs, of which most aquatic facilities lose money. The user pay model as outlined in the current lease would leave the society responsible for any operating shortfalls and that was not something the SLS RPS Board was prepared to cover. SLS RPS and the 'owners' agreed to open the existing lease in order to address the anticipated operating shortfalls and business disruptions

during construction and to draft a new 20 year operating lease to replace the old one. In 2015, the new Cochrane Curling and Aquatic Centre construction commenced and is slated to open in spring of 2017.

Once completed the SLS FSC facility will encompass 340,000 square feet and house: It will have a 25 meter 8-lane pool, leisure pool with toys and a wave component, lazy river, two slides, hot tub and a warm water therapy pool. There will be 6 sheets of curling ice plus 3 junior sheets. The complex will have a new fitness centre double the size of the current location and a lounge that overlooks Totem 1 hockey ice and the curling facility. It also has three ice rinks, a 3-lane indoor track, indoor turf and a double gymnasium, martial arts centre and several multipurpose program space. Spray Lake Sawmills Family Sports Centre offers numerous programs including a well-equipped Fitness Centre, adult and youth hockey, soccer, ringette, figure skating, day camps, learn to skate programs for youth and adults, running and walking programs, and numerous drop-in programs such as Badminton / Pickleball, Basketball, Shinny, Public Skating, Sticks n Pucks and Soccer. Other exciting activities include; group classes such as Zumba, Spin Classes, Yoga, Boot Camps, Heavy Bag Pad Hitting, Kick Boxing and much more. With the addition of the aquatic and curling venue, SLS FSC is sure to attract upwards of 25,000 people a week, and be able to better meet the additional sport and recreational needs for the foreseeable future.

Vision - Catalyst for recreational excellence in the community

- By 2025, we will have become the umbrella organization for sports and recreation in Cochrane.
- We are both responsive and proactive...we strive to ensure our active community can continue to meet its goals even as population increases...
- We see increasing rates of participation across sports, and indicators of improved health for Cochrane-dwellers...
- Because of our exceptional revenue results and excellent operational reputation, we see people from other communities knocking at our door to discuss best practices; we are a role model...
- With the growth in Cochrane and the existing footprint at SLS FSC and CA 'full' there is a need to start looking at new future sites.
- Desire to get sport orgs talking and collaborating. Drive rates of participation across sports, coordination. Multisport
- Desire to achieve 105% cost recovery with a goal and to have 6 months of operating reserves in place

Mission – To provide a self-sustaining sport and recreational environment which promotes active living for all residents of Cochrane and surrounding area

- Catalyze a healthy community, an active community : *references our role in catalyzing, making things happen, facilitator role*
- Advance sport and recreation in Cochrane
- Become the umbrella for all rec in Cochrane

Values

Values are the drivers and a filter for our decisions, standards and conduct as an organization.

Put people at the centre

We are all about creating a friendly, inviting space that demonstrates our care for people and our quest for operational excellence. We offer quality programs and services that cater to the interests and goals of individuals, families, and groups. We are open to feedback and respond thoughtfully.

(Quality programs, welcoming environment, family-friendly, responsive, meeting needs)

Live within our means - sustainability

We are driven to develop and manage the Centre in a way that is responsible and economical. We strive to be an affordable choice for our community, while balancing our books with a user-pay model.

(Responsible, economical, stewardship, sustainable, affordability, access, diversity)

Build community strength & endurance

We care about individual and community wellness and help develop not only physical but mental and social strength through our program offerings. We believe that a healthy community is a community that's more resilient and adaptable in the long-run, and do our part to build that endurance. We aspire to be a centre of community life.

(Dimensions of wellness, community hub, catalysts, bringing people together, strong community)

Evolve with the community

We value our history of consistently striving to improve and do better. We are open to adaptation and change, seeking opportunities to evolve our organization to better serve the needs and the potential of our community.

(Improvement, raising the bar higher, adapting, changing, pushing, reflecting the community)

Be an open book- transparency

We are honest in our interactions and are willing to speak our minds and challenge each other. We are transparent both internally and externally, sharing achievements, setbacks and learning. This comes from a desire to be accountable to the community and to each other, in order have the best possible impact.

(Honesty, transparency, genuine, accountable, direct)

4 Focus Areas for 2015-2018

Existing right now

- Continue to evolve programming role & manage phase 4 transition □ Stretch toward 105% cost-recovery target

These two priorities are largely in the hands of the Executive Director and staff and will be reflected in operational plans. The Board of Directors will be kept updated and given progress reports.

New – ‘leading from the front’

- Facilitate collaboration among user groups

i. Board directive

- Determine role in next phase of rec facility development in Cochrane ii.

Goes back to our roots as a society

iii. Population projected to double by ~2030 and existing demand will already challenge capacity iv. Need foresight in planning for next stage of indoor recreational facility development; the Town has a master plan that outlines future needs and potential sites for future outdoor rec facilities but not for indoor.

Focus Area Chart

Existing	Goals	Priorities	Indicators to gauge progress	Risks/Opportunities
Evolve programming & manage phase 4 transition	<ul style="list-style-type: none"> • Increase in programmable space (<i>how much?</i>) • Increase in programs delivered (<i>how much?</i>) • Well-managed, smooth transition as Phase 4 develops • 			
Stretch toward 105% cost recovery target	<ul style="list-style-type: none"> • 105% cost recovery by 2018 			

'Leading from the front'	Goals	Priorities	Indicators to gauge progress	Risks/Opportunities
Facilitate collaboration among user groups	<ul style="list-style-type: none"> • Healthy user group organizations • Well-rounded, values-based tenant groups • Increased revenue: 20% return by 2017 • Happy kids • Learnings, to drive future needs and direction and focus 	<ul style="list-style-type: none"> • Develop a strategy over 2015 <ul style="list-style-type: none"> ○ Involve user groups ○ Treat as pilot project, no cost • Define tenancy targets, alignment requirements (expertise, generalist, food service) • Listen to users through surveys, engaging social services, social media, etc. • Create a forum for bringing groups together, developing ideas for action • Research what other groups/facilities have done (case studies?) 	<ul style="list-style-type: none"> • Survey responses • # of user groups and participants engaged • 100% space utilization, programming capacity • # and mix of tenants 	<ul style="list-style-type: none"> • R: takes resources/time • R: could see lower margin revenue vs. external rentals • R: challenges our existing programs

Determine role in next phase of rec facility development

- By 2018, clear decision on our role in leading future facility development
- Ensure that Cochrane's rec & sport needs are met as it evolves and grows
- Investigate the demand and need
 - Pull together relevant data and analysis
 - Propose initial design
 - What will be included & why
 - Makeup/mix (ex. outdoor vs. indoor, ice, turf, gym, program)
 - Investigate possible locations
 - Immediate priority: answer from town on whether SLS FSC is maxed out or there could be creative options
 - Scope out interest and seek partners – for funding, location, operations
 - Fundraising strategy
 - Note: will not use SLS RPS reserves, will be stand-alone
- Community responsiveness
- Board recruitment
 - excited new members, committing time & energy
- Reports produced
- Partners recruited
- R: operating deficit if not fully subscribed/data is wrong
- R: SLS responsible for debt
- R: affordability
- R&O: board commitment and recruitment
- R&O: partnering with other groups □ R&O:
- O: draw people to community and retain them
- O: reduced political pressure
- O: higher activity rate in community – can meet demand
- O: economies of scale – staffing, management

Implications

- User-group/tenant make up vs. own programming & services
- Addressing current demand & future growth (~5 year horizon)
- Affordability (fair price we need, with subsidies/coordination to meet low income accessibility)
- Bottom line – including recovery rate, reserve levels
- Degree of variety // level of agility in trying new things vs. filling specific niches (compete/not compete)
- Communication, coordination, partnership
- Branding, core message
- On resources - \$\$, time, people, board capacity

Spray Lake Sawmills Recreation Park Society
800 Griffin Road E, Cochrane, AB T4C 2B8
info@slssportscentre.com ; www.slssportscentre.com
Board of Directors List 2016-2017

Position	Name	Phone #	Email	DOB
<u>Past President</u>	Craig Hampson 43 Gleneagles Terrace Cochrane, AB T4C 1W4	W - 403-974-5088 C - 403-803-7469	champson@atb.com 3rd Term ends: September 2017 Joined Board Sep 2011 Eligible for 3 - 2yr Terms	11-May-71
<u>Secretary</u> Major Sponsor Rep	Rob Berndt 12 West Moore Place Cochrane, AB T4C 1M7	H - 403-851-1463 W - 403-851-3388 C - 403-998-1520	rob.berndt@spraylakesawmills.com 3rd Term ends: Dec 2017 Joined Board Dec 2008 Eligible for 3 - 3yr Terms	27-Dec-64
<u>President</u>	John Cook Box 1403 Cochrane AB, T4C 1B4	H-403-932-6886 C-403-850-2735	jpcook@telusplanet.net 3rd Term ends: Dec 2018 Joined Board Dec 2012 Eligible for 3 - 2 yr terms	13-May-60
<u>Vice President</u>	Hank Biesbroek PO Box 56 Cochrane AB, T4C 1A4	H-403-932-4423	developer@xplornet.com 2nd Term ends: March 2018 Joined Board March 2014 Eligible for 3 - 2yr terms	10-Apr-55
<u>Member</u> T of C rep	Jeff Toews 207 Riverview Green Cochrane, AB T4C 1K3	W - 403-851-2505 C - 403-870-1323	Jeff.toews@cochrane.ca 3rd Term ends: May 2017 Joined Board May 2011 Eligible for 3 - 2yr Terms	19-Jul-68
<u>Member</u> RVC rep	Bruce Kendall Box 639 Cochrane AB, T4C 1A8	H - 403-932-5674 C - 403-889-5075	kendallbruce@mac.com 2nd Term ends: October 2017 Joined Board October 2013 Eligible for 3 - 2yr Terms	
<u>Member</u>	Andy Cook 166 Gleneagles View Cochrane, AB T4C 1W2	C-403-804-7033	cooka@dnb.com 2nd Term ends: May 2017 Joined Board May 2013 Eligible for 3 - 2 yr terms	17-Nov-65
<u>Member</u>	Allie Temple 254 Gleneagles View Cochrane AB, T4C 2H9	H-403-851-1526 C-403-681-6633	birdtoad@shaw.ca 2nd term ends: May 2018 Joined Board May 2014 Eligible for 3 - 2 yr terms	07-Oct-70
<u>Treasurer</u>	Greg Stirrett 136 Ridge View Close Cochrane AB, T4C 0P8	H-403-981-6417 C-403-472-7943 W-403-272-4466	greg@rhscanada.com 1st term ends: December 2017 Joined Board Dec 2015 Eligible for 3 - 2 yr terms	11-Oct-76
General Manager/ Executive Director	Robin Mitchell 102 West Terrace Bay Cochrane AB, T4C 1R7	w-403-932-1635 c-403-874-4902	robinmitchell@slssportscentre.com staff Joined May 2010	20-Mar-62

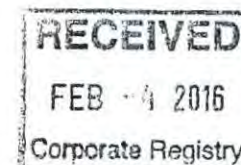
Signing Officer Compliant * Any two signing authorities



**CERTIFIED COPY OF SPECIAL RESOLUTIONS OF
SPRAY LAKE SAWMILLS RECREATION PARK SOCIETY
(the "Society")**

The undersigned, in his capacity as an officer of the Society, hereby certifies that the following special resolution was passed by the directors of the Society and at a meeting of the Members of the Society held on December 3, 2015:

The By-Laws of the Society be amended as follows:-



- Removing By-Law No. 5.
 - Changing By-Law No. 25. a. to read as follows:-
25. a. The Annual General Meeting (the "AGM") shall be held for all Members within one hundred fifty (150) days of the fiscal year end, as hereinafter set forth, a one (21) days' notice of which meeting shall be published in the local news media and shall be posted on location at the SPRAY LAKE SAWMILLS PARK. Any vacancies on the Board shall be filled at the AGM and those so elected or appointed to fill such vacancies shall serve until their successors are elected and installed. Any vacancy occurring on the Board during year shall, at the discretion of the Board, be filled by appointment by the Board, and such appointed Director's duties will commence immediately subsequent to appointment.

The result being, that the By-Laws in its entirety shall be as follows:

MEMBERSHIP

1. Any:
 - a. person, upon payment of the membership fees, if applicable, and being of the full age of eighteen (18) years, and residing within the municipal boundaries of the Town of Cochrane (the "Town") or the Municipal District of Rocky View No. 44 (the "M.D.") may become a member of the Society by a favorable vote passed by a majority of all the Directors (as hereinafter defined in Clause 5.) of the Society. Such vote shall be by secret ballot unless the meeting of the Board (as hereinafter defined in Clause 5.) by resolution otherwise decides; and
 - b. individual major donor or a representative of any corporate major donor of the Society (the "Major Donor"), being a donor whose financial contribution is in excess of ONE HUNDRED THOUSAND (\$100,000.00) DOLLARS, is entitled to become a member of the Society subject, however, to the approval of the Board;

(the "Member" or, collectively, the "Members").

2. Membership fees, if any, shall be determined, from time to time, at a meeting of the Members.
3. Any Member, upon a majority vote of all of the Directors of the Society, may be expelled from membership for any cause which the Directors may deem reasonable and shall, thereafter, be entitled to no membership privileges or powers in the Society until reinstated by a favorable vote passed by the aforesaid majority.
4. Any Member wishing to withdraw from membership may do so upon written notice to the Board through its Secretary.
5. INTENTIONALLY DELETED.

BOARD OF DIRECTORS

6. The board of directors of the Society (the "Board") shall be comprised of a minimum of five (5) Members and a maximum of nine (9) Members (the "Directors"), all of who must be Members in good standing, elected or appointed as follows:
 - a. a minimum of one (1) representative of the Town; provided, however, that in the event of his/her absence, such representative shall have an alternate member/representative designated by the Town to act as Director; and provided, however, that in the event that such Town representative or alternate member/representative is an elected official and does not continue to be so elected, the Town shall have the right to appoint a new representative or alternate member/representative, as the case may be;
 - b. a minimum of one (1) representative of the M.D.; provided, however, that in the event of his/her absence, such representative shall have an alternate member/representative designated by the M.D. to act as Director;
 - c. a minimum of one (1) Major Donor whose term shall be for three (3) years;
 - d. up to, but in any event, no more than, six (6) Members at large:
 - i. the first two (2) of whose initial term as Directors upon the incorporation of the Society shall be for one (1) year with all subsequent terms being for two (2) years;
 - ii. the balance of whose initial terms as Directors upon the incorporation of the Society shall be for two (2) years.

7. Any Member elected or appointed a Director becomes a Director if he/she were present at the meeting when so elected or appointed and did not refuse the election or appointment; provided, however, that if such Member was not present at the meeting but his/her consent, in writing, to act as a Director was presented at the meeting, such election or appointment shall stand.
8. No Director shall serve more than three (3) consecutive terms.
9. The Board shall, subject to these By-Laws, and any amendments thereto, and subject to the Societies Act, R.S.A. 1980, Ch. 18, and any amendments thereto (the "Act"), or directions given it by majority vote of any meeting of the Members of the Society so properly called and constituted, have full control and management of the affairs of the Society.
10. The Board may, at its discretion or as deemed necessary, appoint a committee or committees to handle such business as may come forth from time to time; provided, however, that the Board shall appoint/assign a minimum of one (1) Board member to each such committee.
11. Directors' liability insurance shall be obtained at the expense of the Society.
12. Meetings of the Board
 - a. Regular Board Meetings shall be called by the President and shall be held as often as determined by the Board, a minimum of ten (10) days' written notice of which shall be mailed to each Director or by a minimum of three (3) days' notice delivered via fax, telephone, or e.mail to each Director.
 - b. Special Board Meetings may be called:
 - i. on the instructions of three (3) Directors who provide a written request, stating the business to be brought before the meeting, to the President to call such meeting, and the President shall give a minimum of forty-eight (48) hours' notice thereof, via fax, telephone, or e.mail, to all Directors; and
 - ii. at any time by the President's giving a minimum of forty-eight (48) hours' notice thereof to all Directors via fax, telephone, or e.mail.
 - c. Quorum- A quorum at any meeting of the Board shall consist of a minimum of fifty (50%) percent of the then appointed Directors.

- d. Tie Vote - in the event of a tie vote, the President shall cast the tie-breaking vote.
13. Any Director, upon a majority vote of all the Directors, may be removed from his/her duties as a Director for any cause which the Board may deem reasonable.
14. Appointment of Officers
- a. At the first meeting of Board held subsequent to the AGM (as hereinafter defined in Clause 24.a.), the Board shall appoint, from its own Board members, an executive committee to be comprised of the following officers (the "Officers"): a President, a Vice-President, a Secretary, and a Treasurer.
 - b. Any Officer, upon a majority vote of all the Directors, may be removed from his/her duties for any cause which the Board may deem reasonable.

PRESIDENT

15. The President shall be appointed for a term of one (1) year and shall:
- a. be ex officio a member of all committees;
 - b. prepare the agenda for each meeting of the Society and of the Board and deliver same to the Secretary; and
 - c. preside over all meetings of the Society and of the Board; provided, however, that in his/her absence, the Vice-President shall preside at any such meetings. In the absence of both the President and Vice-President, a chairperson may be elected at such meeting to preside.

VICE-PRESIDENT

16. The Vice-President shall be appointed for a term of one (1) year and shall perform all duties of the President in his/her absence.

SECRETARY

17. The Secretary shall be elected for a term of one (1) year and shall:
- a. be under the direction of the President and the Board;
 - b. send out notices of all the meetings of the Society and of the Board, as required;

- c. attend all meetings of the Society and of the Board and keep accurate minutes of the same;
 - d. prepare and distribute minutes, as required, following each meeting;
 - e. have charge of the corporate seal of the Society, which corporate seal, whenever used, shall be authenticated by the joint signatures of the President and the Secretary, or, in the case of the inability of either to act, by the Vice-President; and
 - f. keep a record of all the Members of the Society and their addresses.
18. The Secretary shall have charge and maintain custody of all the correspondence, books, and records of the Society not already in the custody of the Treasurer.
19. In case of the absence of the Secretary, his/her duties shall be discharged by such other Officer or Director as may, from time to time, be appointed by the Board.

TREASURER

20. The Treasurer shall be elected for a term of one (1) year and shall:
- a. collect and receive all dues and assessments levied by the Society, together with all other monies paid to the Society, and deposit all such proceeds with whatever bank, trust company, credit union, or treasury branch the Board may order;
 - b. properly account for the funds of the Society and keep such books as may be directed;
 - c. present a fully-detailed account of receipts and disbursements to the Board whenever requested;
 - d. prepare for submission to the AGM a statement, duly audited as hereinafter set forth, of the financial position of the Society as at the previous fiscal year end; and
 - e. maintain custody of all financial books, accounts, and records of the Society.

BUDGET, FINANCE, AND AUDITING

21. No individual Officer, Director, or Member shall benefit financially from the proceeds of the Society.
22. The fiscal year end of the Society shall be July 31 in each year.

23. At year end, the Society shall retain a duly qualified accountant or accounting firm to perform an audit of the books, accounts, and records of the Society.
24. All the books, accounts, and records of the Society may be inspected at the Records Address of the Society, as registered from time to time, by any Member of the Society upon his/her giving reasonable notice and arranging a time satisfactory to the Officer(s) having charge of such books, accounts, and records. Each Director shall, at all times, have access to such books and records.

MEETINGS

25. a. The Annual General Meeting (the "AGM") shall be held for all Members within one hundred fifty (150) days of the fiscal year end, as hereinafter set forth, a one (21) days' notice of which meeting shall be published in the local news media and shall be posted on location at the SPRAY LAKE SAWMILLS RECREATION PARK. Any vacancies on the Board shall be filled at the AGM and those Directors so elected or appointed to fill such vacancies shall serve until their successors are elected and installed. Any vacancy occurring on the Board during the year shall, at the discretion of the Board, be filled by appointment by the Board, and such appointed Director's duties will commence immediately subsequent to such appointment.
 - b. General Meetings (the "General Meetings") may be called at any time President or the Board, a minimum often (10) days' written notice of which General Meeting shall mailed to each Member at his/her last address on minimum of three (3) days' notice of which shall be delivered via fax, telephone, or e.mail to each Member.
 - c. Special Meetings (the "Special Meetings") shall be called by the President, or the Board, or upon the Board's receipt of a petition signed by one-third (1/3) of the Members in good standing, which petition shall set forth the reason(s) for calling such meeting, and notice of such Special Meeting, together with a copy of the said petition, shall be delivered via mail, hand, fax, or e.mail to each Member a minimum of ten (10) days prior to such Special Meeting.
26. Tie Vote- in the event of a tie vote at any of the foregoing meetings of the Society, the President shall cast the tie-breaking vote.
 27. Quorum - A quorum at any of the foregoing meetings of the Society shall consist of a minimum of fifty (50%) percent of the then-registered Members of the Society.

RIGHT TO VOTE

28. All Members in good standing shall have the right to vote at the AGM, the General Meetings, and the Special Meetings (only the Directors shall have the right to vote at the meetings of the Board). All such Members' votes are to be made in person by such means (ie: by show of hands or by secret ballot) as is resolved at the commencement of such meeting and not by proxy or otherwise unless the meeting, by resolution, otherwise decides.

REMUNERATION

29. Unless authorized at any meeting and after notice for which meeting shall have been given, no Officer, Director, or Member of the Society shall receive any remuneration for his/her services.

BORROWING POWERS

30. For the purpose of carrying out its objectives, the Society may borrow or raise or secure the payment of money in such manner as it thinks fit and, in particular, by the issue of debentures, but this power shall be exercised only under the authority of the Society, and in no case shall debentures be issued without the sanction of a Special Resolution, as defined by the Act, of all of the Members of the Society.

ARBITRATION

31. All disputes will be settled by arbitration in accordance with the Arbitration Act, S.A. 1991, Ch. A-43.1, and any amendments thereto.
32. These By-Laws may be rescinded, altered, or added to by a Special Resolution as defined by the Act.
33. In these By-Laws, the masculine gender and the singular shall be construed as the feminine gender and the plural where the context or the application thereof so requires.
34. Dissolution

In the event of dissolution of the Society any assets remaining after paying debts and liabilities be:

- (i) disbursed to eligible charitable or religious groups or purposes; or

- (ii) transferred in trust to a municipality until such time as the assets can be transferred from the municipality to a charitable or religious group or purpose approved by the Board.

35. **Conflict of Interest**

In the event that a member of the Board or any Officer or any member of their respective immediate families has a Conflict (as defined below) in relation to any matter before the Board or any committee of the Board (other than a matter pertaining to the remuneration, reimbursement, indemnity or protection of any person or in its capacity as a Director or Officer), that Director or Officer (a "Conflicted Party") shall fully disclose the nature and extent of his or her interest promptly by written notice to the Board or by verbal declaration at the earliest meeting of the Board or of such committee and such declaration shall be recorded in the minutes of such meeting, and that Conflicted Party shall absent himself or herself from the meeting while such matter is under discussion and during any vote on such matter PROVIDED HOWEVER that:

- a. such Conflicted Party may be permitted by a majority vote of Board of the particular meeting to participate in some or all of the discussions pertaining to such matter (but not to vote or to remain in attendance during any vote on the matter) if and to the extent that such chair deems it in the interests of the Society that such Conflicted Party do so; and
- b. for the purposes of determining quorum, the Conflicted Party so absenting himself or herself shall be deemed to have continued his or her presence provided however that a quorum shall be deemed to be present for the purposes of voting on any matter related to a Conflict if, and only if, a majority of the members of the Board or committee (as applicable) who are not in Conflict with respect to such matter are present at the time of such vote.
- c. Without limitation to the foregoing, no Conflicted Party shall seek to in any manner influence a decision made, or to be made by or on behalf of the Society (whether by the Board or through the agency of any officer, agent, contractor or employee of the Society) in respect of such matter.
- d. For certainty, this Article does not apply to any contract or other financial arrangement between the Society and Rocky View County or the Town of Cochrane.

For the purposes of this Article:

- a. the term "Conflict" means any direct or indirect financial interest in any matter including, without limitation, being a party to a material contract or proposed material contract or having a material interest in any person, corporation, partnership or other organization or entity which is a party to a material contract or proposed material contract. A Conflict may be a potential, perceived or actual Conflict and, for greater certainty:

- i. A "potential" Conflict occurs when a Director or Officer has knowledge that the performance of a duty or function or exercise of power may result in a direct or indirect personal gain, including a gain for his or her private interest and/or a related person but has not yet performed that duty or function;
 - ii. a perceived Conflict occurs when there is a perception formed by a reasonable, informed third party that a conflict of interest exists; and
 - iii. an actual Conflict occurs when the Director or Officer exercises a power or performs a function or duty with the knowledge that there may be a personal gain, including a gain for his or her private interest and/or a related person.
- b. the term "related person" includes:
- i. a corporation or other entity or organization which a person directly or indirectly owns or controls;
 - ii. an employee of such corporation or other entity or organization; and
 - iii. an affiliate (as that term is defined in the Business Corporations Act (Alberta))".
 - iv. an actual Conflict occurs when the Director or Officer exercises a power or performs a function or duty with the knowledge that there may be a personal gain, including a gain for his or her private interest and/or a related person.
- c. the term "related person" includes:
- i. a corporation or other entity or organization which a person directly or indirectly owns or controls;
 - ii. an employee of such corporation or other entity or organization; and
 - iii. an affiliate (as that term is defined in the Business Corporations Act (Alberta))".

Date: Feb 23, 2016

Signature: [Handwritten Signature]

Name: Robin Mitchell, Executive Director

COUNCIL POLICY

317



	<p>Title: Community Recreation Funding</p>
<p>Legal References: Provincial Act(s): Municipal Government Act Provincial Regulation(s): Council Resolution(s): Others: Reserve Agreement between Rocky View County, Rocky View Schools and the Calgary Roman Catholic Separate School District No. 1 Recreation Cost Sharing Agreements with Municipalities</p>	<p>Policy Category: Recreation & Community Support</p>
<p>Cross References: Supersedes: Policy 202 Procedure 307 Others: Master Rates Bylaw Land Use Bylaw Municipal Development Plan (County Plan) Parks & Open Space Master Plan Community Needs Survey 2010 Regional Recreation Master Plan (in development)</p>	<p>Adoption Date: April 24, 2012 Effective Date: April 24, 2012 Revision Date(s): October 14, 2014 October 25, 2016</p>
<p>Purpose: A wide range of recreation and cultural activities is important to the quality of life enjoyed by Rocky View County residents. The County encourages recreation, leisure and cultural participation that is affordable and accessible to all. Recreation and cultural amenities encourages communities within the County to embrace and proactively use recreation and parks as an essential means for enhancing individual well-being and community vitality. Recreational participation builds family unity and social capital, strengthens volunteer and community development, enhances social interaction and promotes sensitivity and understanding to cultural diversity. The purpose of this policy is to foster community organizations in developing and maintaining the unique recreational and cultural characteristics of the County's diverse communities. To accomplish this, the Community Recreation Funding program has been designed to respond to district and regional facility enhancement needs and to support organizations in providing quality recreation and cultural programs. In addition this policy sets out a funding partnership framework with neighbouring municipalities.</p> <p>Definitions: "Access" shall mean that all residents of the County shall have access to indiscriminate use of any facility that has been wholly or partially constructed with County funds. "Administration" means an employee(s) of Rocky View County. "Amenity" is any entity that is not-for-profit and provides recreational and cultural services to Rocky View County. "Applicant" shall mean the registered owner of the land or representative or agent certified as such. "Building" includes anything constructed or placed on, in, over or under land but does not include the highway or public roadway. "Business Plan" is a strategic plan that places financial planning and financial performance at its core. Charts the future course of an institution through a realistic projection of operations, capital and marketing projections. "Cash-In-Lieu" means money acquired in lieu of land for municipal reserves. "Capital" means funding for an expenditure creating future benefits, a fixed asset or a tangible item.</p>	

“Conflict of Interest” is defined as a situation that has the potential to undermine the impartiality of a person because of the possibility of a clash between the person’s self-interest and professional interest or public interest.

“Cost Sharing Grants” are grants approved by the County and may be proportioned up to a maximum of 50% of the total project cost be contributed by the County.

“Council” means the Council of Rocky View County.

“County” refers to Rocky View County.

“Development” means:

- a) A change of use of land; or
- b) A change in the footprint of the land.

“Development Agreement” is a written agreement as defined in the Municipal Government Act of Alberta.

“Development Permit” means a document or permit issued pursuant to the Land Use Bylaw authorizing development.

“Dissolution Agreement” is an agreement which sets out the allocation of assets in the event of termination when the County invests in a facility where it does not hold title.

“District Facility” is a facility that is not defined as regional, and resides within the Recreation District boundaries or, is owned or co-owned by the County, or is financially supported by the County but resides in another municipality and must provide public access to all residents within the County’s geographical area.

“District Recreation Boards” are Council appointed volunteer Boards where members reside within a specific geographical area, whom are tasked with the responsibility to provide recommendations on operating and capital funding and open space and recreational needs to Council, within their designated boundaries.

“Emergency Funding” is defined as funding for repairs to a facility that could not remain open, and operate safely if the repairs are not completed.

“Facility” is defined as a not-for-profit amenity that provides indoor and/or outdoor services for active and/or passive recreation or social and cultural events, organizations and programs, and is available to the public for the public, but does not include libraries, theatres or museums unless part of a multi-use facility.

“Fee Simple” is any lands which are held in freehold title owned by Rocky View County and are not encumbered by a reserve designation.

“Inter-municipal Recreation Cost Sharing Agreement” is an agreement between the County and identified municipality, that outlines detailed information on the planning, development, funding, maintenance and operation commitment of recreational and cultural amenities, by both the County and identified municipality.

“Life Cycle Plan” is defined as a documentation and inventory of the facility’s assets which includes a repair and/or replacement schedule and costs associated with the scheduled repair and/or replacement.

“Master Rates Bylaw” is a Council Bylaw which includes a consolidation of rates charged to the public for various municipal services.

“Municipality” means any municipality other than Rocky View County.

“Municipal Government Act” means an act of the legislature of the Province of Alberta, which authorizes and creates the governance of urban and rural municipalities throughout Alberta.

“MSI” is a provincially supported Municipal Sustainability Initiative grant program. The Province of Alberta has committed funding for conditional grants to municipalities until 2017/2018. Under the MSI program the province sets the criteria by which projects qualify and the County Council sets the individual priorities for those projects that meet the eligibility criteria. Recreational and cultural amenities are one of many priorities outlined by Council.

“Non-Residential” means commercial or industrial development.

“Not-for-Profit” is defined as an organization which exists for educational or charitable reasons and from which its shareholders, trustees or board members do not benefit financially. (Also called non-profit).

“Operating” means funds for the ongoing cost of running a facility or program.

“**Owner**” shall mean the person holding legal title to the property upon which new residential or non-residential construction is to be built.

“**Policy and Priorities Committee**” an advisory committee comprised of all Councillors with broad mandate to hear public presentations, make recommendations to Council regarding all recreation related matters; this includes new community initiatives, policy development and funding requests for regional recreation facilities.

“**Publicly Supported School Authorities**” includes Rocky View Schools and the Calgary Roman Catholic Separate School District No. 1.

“**Recreation Districts**” are defined by geographical areas within which Recreation Boards facilitate the delivery of recreation services to residents.

“**Recreation Levy**” means the application of annual tax to residential properties to support recreation and culture.

“**Regional Recreation Master Plan**” is a Council approved document which outlines the recreational and cultural needs of the County in consort with identified approved Council documents.

“**Regional Facility**” is a facility that qualifies as a regional facility as determined by the County, is owned or co-owned by the County, or is financially supported by the County but resides in another municipality and must provide indiscriminate public access to all residents within the County’s geographical area.

“**Residential**” means multi-family, mobile home, condominium, apartment or single-family unit.

“**Reserve Agreement**” means joint use agreement between Rocky View County, Rocky View Schools and the Calgary Roman Catholic Separate School District No. 1 for the planning, development, funding, maintenance and operation of all reserve lands in Rocky View County.

“**Reserve Lands**” means any lands which have been provided by a registered owner as municipal reserve (MR) or municipal and school reserve (MSR) (in each case such terms shall not include lands held as environmental reserve) under the provisions of the Municipal Government Act.

“**Subdivision**” is defined as a division of a parcel of land that results in a change to a land title and results in the creation of additional titles.

“**Subdivision Approving Authority**” means a Council appointed Committee which has the authority to specify the amount, type and location of reserve land, or money in lieu thereof.

“**Sustainability**” is policies and strategies that meet society’s present needs without compromising the ability of future generations to meet their own needs.

“**Unit**” refers to:

- a) A self-contained residential premises with a kitchen and at least one bathroom, including a private entrance from outside the building or a common hall, lobby or stairway inside or outside the building; or
- b) Is an acre of non-residential land that is either commercial or industrial.

“**Voluntary Recreation Contribution**” means a voluntary contribution by owners and/or developers, as per the Master Rates Bylaw, applied to each new unit for residential or non-residential development.

Policy Statement:

This policy is designed to provide, in accordance with the Municipal Government Act, a fair and equitable method to distribute recreation and cultural funding grants at the **regional** and/or **district** level. The funding grants are intended to encourage the sustainability of all recreation and cultural activities in the County region and individual districts located in the County.

Regional Facilities:

The Policy and Priorities Committee shall determine, through a formal motion of Council, which facilities qualify as a regional facility as per the criteria specified in Procedure #317.

The Policy and Priorities Committee, with formal approval from Council, has the authority to amend regional eligibility criteria, as they deem appropriate to meet the needs of the County.

The Policy and Priorities Committee, with formal approval from Council, has the authority to alter the status of a Regional facility as they deem necessary to meet the needs of the County.

Only identified regional facilities have access to identified regional operational or capital funds.

The County shall allocate funding to each designated regional facility annually on or before July 15th of each year, as approved by Council. Existing Inter-municipal recreation cost sharing agreements shall take precedence over this policy. This funding is not considered cost sharing grants with the regional facilities.

Regional facilities must apply annually through the Policy and Priorities Committee to be eligible for annual funding.

The County shall permit regional facilities to apply for capital funding. Capital funding will be based on an opportunity to cost share up to 50% of the total project cost, however this will be at the discretion of the Policy and Priorities Committee and Council. If the facility is located within a neighbouring municipality, the cost sharing formula will be based on: up to 25% contribution from the County, up to 25% from the neighbouring municipality where the facility resides and a minimum 50% funding being provided from the facility.

Upon Council's approval, Regional facilities will have access to the Regional General Fund once they have depleted funds from their individual recreation facility capital accounts.

The County shall permit regional facilities to apply for emergency funding. Emergency funding will be based on an opportunity to cost share up to 50% of the total project cost, however this will be at the discretion of the Policy and Priorities Committee. If the facility is located within a neighbouring municipality, the cost sharing formula will be based on: up to 25% contribution from the County, up to 25% from the neighbouring municipality where the facility resides and a minimum 50% funding being provided from the facility.

Council will review capital funding requests which have been recommended by the Policy and Priorities Committee, in April and November of each year.

Emergency funding requests, in consultation with the Policy and Priorities Committee, will be presented directly to Council for approval.

The County shall permit regional facilities to apply for expansion funding, if the expansion falls within the County's Regional Master Plan. Possible cost sharing will be determined with each application. Application requirements for expansion will be considered on a project by project basis.

Expenditures incurred prior to approval of the capital project by Council will not normally be considered for funding.

Facilities shall recognize the County as a source of funding for any capital projects. Recognition can be achieved with signage or another source of recognition, pending discussion with County administration.

Non – Eligible Regional Capital Items:

1. Items that fall within the facility's life cycle plan, or will fall within the facility's life cycle plan in the future and individually are \$10,000 or less to replace/repair.
2. Libraries, theatres and museums, unless they are attached to a recreation facility.
3. Consumable and/or items including, but not limited to: kitchen items, sports equipment, entertainment units, tools, maintenance supplies, or any items that have a life span of less than 5 years.
4. Reimbursement of employee hourly wages.
5. Volunteer hours that are not directly associated with the construction of the project.
6. Projects on private property without a public interest to the land.
7. Projects that do not allow reasonable access to the public.

District Facilities:

The County shall permit district facilities and organizations to apply for annual operating funding each spring. Applications are processed through their District Recreation Board or Recreation Boards where residents utilize their facilities or programs.

District facilities have sole access to district operating and capital funds and regional facilities are not permitted to utilize these identified district funds.

Annual operating funding requests will be reviewed by the District Recreation Boards in February/March, with recommendations from the District Recreation Boards being reviewed by Council in June, and if approved, funds will be disbursed to facilities prior to July 15 of each year.

Facilities and organizations must apply annually through their District Recreation Boards to be eligible for annual operating funding. Operating grants are not considered cost sharing grants.

Council will review capital funding requests which have been recommended by the Recreation Boards, in April and November of each year.

Capital funding requests will be based on an opportunity to cost share up to 50% of the project cost, however this will be at the discretion of the District Recreation Board and Council for facilities located in the County. If the facility is located within a neighbouring municipality the cost sharing formula will be based on: up to 25% contribution from the County, up to 25% from the neighbouring municipality where the facility resides and a minimum 50% funding being provided from the facility.

The County shall permit district facilities to apply for emergency funding based on the opportunity to cost share up to 50% of the total project cost, however this will be at the discretion of the District Recreation Board. If the facility is located within a neighbouring municipality the cost sharing formula will be based on: up to 25% contribution from the County, up to 25% from the neighbouring municipality where the facility resides and a minimum 50% funding being provided from the facility.

Upon Council's approval, Recreation Board's will have access to the District General Fund once they have depleted funds from their individual district capital accounts.

The County shall permit district facilities to apply for expansion funding, if the expansion falls within the County's Regional Recreation Master Plan and the District's Regional Recreation Master Plan. Possible cost sharing will be determined with each application.

Application requirements for District facilities and organizations are specified in Procedure #317B.

Non-Eligible District Capital Expenditures:

1. Libraries, theatres and museums, unless attached to a recreational facility.
2. Consumable and/or items including, but not limited to: kitchen items, sports equipment, entertainment units, tools and maintenance supplies, or any items that have a life span of less than five (5) years.
3. Reimbursement of employee hourly wages.
4. Volunteer hours that are not directly associated with the construction of the project.
5. Projects on private property without a public interest to the land.
6. Projects that do not allow reasonable access to the public.

Facility Volunteer Hour Contributions:

The County shall permit facilities and organizations to apply volunteer hours to their funding contribution portion on the capital project where funding is being requested.

E.g.: Total project cost = \$1,000

County contribution = \$400

Facility contribution = \$600 (*Which includes 10 volunteer hours at the dedicated per hour rate set out in the County's Master Rate Bylaw.*)

Allocation of Funds:

Recreation Operating Funding (Tax Levy) monies shall be apportioned to the recreation district in which it was generated and also be apportioned to support identified regional facilities.

Monies received for capital projects through the County's Cash-In-Lieu/Public Reserve program, shall be allocated between the County and the publicly supported school authorities operating in the County in accordance with the agreement between them.

The County's portion of the Cash-In-Lieu/Public Reserve funds received, including the proceeds from the sale of reserve lands, is apportioned as follows: 5% to the District Capital Fund, 25% to the Regional Capital Fund and 20% to the Recreation District in which the subdivision was located. These funds are to be used for capital projects.

The County's portion of Voluntary Recreation Contribution funds received is apportioned 100% to the Recreation District in which the subdivision was located and these funds are available for regional and district projects respectively as directed and approved by Council. These funds are to be used only for new or expansion of capital projects.

Interest income generated on the Municipal portion of the Reserve monies and the Recreation Tax Levy monies shall be allocated to the Municipal Reserve Fund. Interest income generated on the school authorities' portion of the monies shall be allocated proportionally to the School Funds.

Subject to Council approval, the interest earned on the Municipal Reserve Funds and funds allocated to the District and Regional section of the Public Reserve may be designated for maintenance of Municipal Reserve Parcels and Public Parks.

The unused operating dollars within each Recreation District account will be transferred to the Recreation District specific Capital Public Reserve account annually. Unused operational funds at the regional facilities will remain within their individual accounts. Tracking of allocations to specific Recreation Districts will be completed by the appropriate administrative function of the County.

These funds will be available for future capital projects, life cycle enhancement or debt service costs for debt incurred to fund a capital project or life cycle enhancement.

Provincial funding sources include government grants including the Community Facility Enhancement Program (CREP), and the Community Initiatives Program (CIP). Guidelines for accessing these grants are included in the procedural section of the document.

Conflict of Interest

Should the County determine a Not-for-Profit's Board or any of its directors, officers or employees have a conflict of interest, and it is not corrected to the satisfaction of the County, then the County may withhold or withdraw approved funding without notice.

Guidelines:

Applicants can only submit one operating funding application per facility or program per fiscal year.

Applicants can submit capital funding request per facility or program not more than twice per year.

The County's fiscal year is January 1st to December 31st.

Due to the volume of applications received, and the limited amount of funds available, not all eligible projects will receive funding.

Timelines:

Type of Funding	Received Date	Recommendation From	Decision Date	Approved By
Annual Operating	January to March	District Recreation Board	TBD	Council
Annual Regional	January to March	Policy and Priorities Committee	TBD	Council
Capital	March & October	Policy and Priorities Committee and/or District Recreation Board	TBD	Council
Emergency Capital	Anytime	County Administration	As quickly as possible	Council
Capital Expansion	March & October	Policy and Priorities Committee and/or District Recreation Board	Not Specified	Council
Capital for New Facility	March & October	Policy and Priorities Committee and/or District Recreation Board	Not Specified	Council

Evaluation Criteria:

Six (6) evaluation criteria will be used to evaluate Applications.

A. Compliments County and Recreation Board Documents

1. Recreation Master Plans
2. Parks and Open Space Master Plan
3. 2010 Community Needs Survey

B. Benefits the Community

1. Creates a new or enhanced recreational and/or cultural amenity
2. Enhances accessibility
3. Contributes to community physical attributes
4. Expands or creates more volunteer opportunities
5. Contributes to safer communities
6. Promotes diversity and/or inclusion for County residents
7. Maximizes community use

C. Partnership Viability

1. Compliments other facilities within a 25 minute driving radius
2. Potential for partnerships between two municipalities or facilities
3. IF APPLICABLE = Intermunicipal Partnership:
 - 3.1 Supports intermunicipal recreation agreements
 - 3.2 Complimenting municipality supports capital project
 - 3.3 Complimenting municipality has approved cost sharing with County

D. Project Sustainability

1. A minimum of 50% funds raised or committed
2. Sourced other funding opportunities
3. Can complete project if the full funding grant request is not approved
4. Project is part of facility's capital priority plan and/or life cycle plan

E. Capital Expansion: Planning & Sustainability (only applies if expansion or new)

1. A completed five year Life Cycle Plan
2. A completed Business Plan and is current
3. A completed Financial Operational Sustainability Projections Plan spanning five to ten years
4. A completed, detailed Feasibility Study
5. A completed Master Site Development Plan
6. Has completed the required public engagement sessions
7. Has completed other requested studies related to the project

F. Governance

1. Governance structure, policies and procedures are in place to ensure that the Not-for-Profits operate community facilities in a responsible, equitable and transparent manner
2. A clear and appropriate conflict of interest policy which addresses, at a minimum:
 - 2.1 Any transaction by or with the Not-for-Profit organization in which a director, officer or employee has a direct or indirect personal interest
 - 2.2 Any transaction in which a director, officer or employee is unable to exercise impartial judgment or otherwise act in the best interest of the Not-for-Profit organization.

All applications will be ranked on the above criteria, with all criteria carrying the same weight of importance. Not all six (6) evaluation criteria will apply to each application. Funding approvals will be based, in part, on how each project ranks.

Notwithstanding this policy, Council retains the right to approve funding from the Public Reserve for applications which do not meet some or all of the requirements set out in this policy.

RECREATION & COMMUNITY SERVICES

TO: Policy & Priorities Committee

DATE: April 4, 2017 **DIVISION:** ALL

FILE: 6070-150

SUBJECT: Regional Classification for the Langdon Joint Use Lands

¹ADMINISTRATION RECOMMENDATION:

THAT Community Recreation Funding Policy 317 be amended as per attachment B to classify the Langdon Joint Use site as a regional recreation facility.

EXECUTIVE SUMMARY:

A detailed facility needs assessment and feasibility study conducted by the North Bow Community Facility Board (NBCFB) in 2006 defined an appropriate standard for facility services and justification for an improved 'regional' classification for purposes of recreation service planning. An improved definition and funding criteria for 'regional' classification improves clarity around the level of County support required so the investment case can be made for recreation development on par with similar recreation facilities so all County residents have equitable access to services.

In evaluating Community Recreation Funding Policy 317, the issue of balancing the provision of programs, services and facilities that are fair, accessible, and targeted to resident's needs with operational sustainability was considered critical to the design of an improved approach to planning and funding recreation across Rocky View County.

BACKGROUND:

In 2006, Rocky View Schools and Rocky View County jointly acquired 45 acres of land in Langdon with intent to develop a future high school and recreation facilities. Since project inception land use has focused on public recreation. From 2006 to 2012, Council was advised on several occasions of the community's plans to develop a recreation centre and quad-softball diamond complex on the lands.

On May 2, 2006, Council received for information the NBCFB report that provided evidence of the need for a recreation facility with fitness centre, meeting rooms, climbing wall and child play space with potential to expand to include a community library and field house with walking track at a total cost of \$22.8M.

On March 7, 2017 the NBCFB presented its business plan for the development of 19.5 acres for four softball diamonds that will be collectively used by Langdon Minor Baseball and other local groups.

In January 2012 Council adopted Community Recreation Funding Policy 317, a funding strategy that set annual funding contributions for four geographically distributed recreation facilities. Currently, to be considered as 'regional', a facility must generate at least \$1M in annual revenue, be multi-functional i.e. operate more than one facility component i.e. arena and fitness

¹ **Administration Resources**

Corwin McCullagh, Recreation & Community Services

centre, and must service more than one recreation district and/or a municipality where the County has an approved inter-municipal recreation agreement to qualify for grant funding. The current policy does not include a criterion to guide funding for new recreation development.

Now that four years of policy implementation has elapsed and Chestermere has been classified as a 'district' facility, an opportunity exists to evaluate and amend Policy 317 to better define service levels and align policy with County strategic goals.

BUDGET IMPLICATION:

Should Council approve the proposed policy amendments, the site may qualify for Municipal Sustainability Initiative Funding on par with past support for recreation facilities i.e. \$2.2 Million for Genesis Place in Airdrie and Spraylakes in Cochrane. Consequently Administration will prepare a financial plan for Council consideration that enables site development completion.

DISCUSSION:

The 2006 Needs Assessment and Feasibility Study conducted by the North Bow Community Facility Board outlined an innovative concept in facility design, the "leisure mall", an integrated facility flexible to accommodate a range of opportunities for socialization and skill development with improved public access for spontaneous recreational activities (Attachment A). This concept has since evolved into the 'community hub' principle, an industry standard and best practice for design and facility operation.

Financial sustainability can be most appropriately achieved when facility is multipurpose in design with components that are flexible in function to accommodate diverse needs, interests, level of ability and skill levels. This design principle is further complemented by locating community arts facilities with compatible social and community services facilities to increase opportunities for integrated services i.e. library, arts, health services. However, service planning must recognize that County wide provision is not always possible or appropriate when high capital and operational costs exist i.e. aquatics and arena operation.

To modernize the classification system and funding eligibility criteria Administration proposes to incorporate five design principles to guide facility development and redevelopment into Policy 317. These design and provision principles define the relationship between facility components and increase the likelihood that both the capital project is viable and facility operations are financially sustainable.

Principle 1: Community Hub

- A multipurpose facility in scope large enough to provide a range of opportunities and services yet small enough to provide a community focal point, or hub, where people meet, congregate, feel comfortable and have a sense of belonging.

Principle 2: Integrated Facilities

- County recreation facilities shall be flexible to accommodate artistic and creative pursuits in addition to compatible health, social and community service facilities to increase opportunities for integration of services supporting diversity and inclusiveness.

Principle 3: Grouping of Facilities

- Facilities will be twinned or grouped together to support economies of scale and expanded user opportunities i.e. tournaments.

Principle 4: Range of Opportunity

- Facilities shall provide a range of opportunities across the County and create synergies in skill and interest development i.e. ball diamonds that accommodate different sports and all ages.

Principle 5: Flexible Design of Facilities

- Facilities are flexible in design with opportunities to accommodate as wide a range of use as possible and able to be converted to other uses in the future.

District and Regional Facilities would become qualified and defined by attributes and activities accordingly with revised funding eligibility criteria.

Regional Definition & Funding Eligibility Criteria

“**Regional**” – a facility designed and operated to include an integrated range of recreation interests, skill levels and service areas; responsive to the needs of all ages and abilities that contributes to a sense of community. It incorporates multiple indoor and outdoor components, participation and opportunities for both structured and organized sport and unstructured and spontaneous recreational activities.

- Registered as a nonprofit society or association with recreation service mandate
- Service provision to more than one recreation district and through a provider in adjoining municipality.
- Multi use and flexible in facility design and operation i.e. three or more components which must include multipurpose space, fitness centre and or aquatics.
- All documentation requested from funding applicant by Administration for due diligence.

District Definition & Funding Eligibility Criteria

“**District**” – a facility, with two or less components, that responds to local needs either within a recreation district or close proximity to a service provider in or by an adjoining municipality.

- Registered as a nonprofit society or association with recreation service mandate
- Local service provision to either one recreation district and or within an adjoining municipality with intermunicipal cost sharing agreement.
- All documentation requested from funding applicant by Administration for due diligence.

For any facilities found in adjacent municipalities, an intermunicipal cost sharing agreement that provides undifferentiated access and cost for County residents, is required for funding eligibility regardless of type.

A revised regional classification and service catchment system (Attachment D);

- Maximizes cost effectiveness and public value through partnerships and access agreements;
- Describes the typical population catchments required to financially support facility types;
- Creates a reasonable geographic distribution for convenient travel times for desired programming;
- Reflects market demand and reasonable distribution of resources;
- Provides a reasonable balanced course of action to assist in service provision planning;
- Balances the values of equity and financial sustainability;
- Sets expectations for program availability and public accessibility; and
- Coordinates recreation development and service planning of facilities of different types.

Council support of this initiative is in the strategic plans principles of providing services to growth areas as outlined in the County Plan, goal to “Develop, enhance, and manage recreation, social, and cultural services and facilities through a wide variety of partnerships” and policy to “provide



a fair and equitable distribution of facilities, services, and programs across the County, while recognizing the unique needs of communities and regions”.

OPTIONS:

- Option #1 THAT Community Recreation Funding Policy 317 be amended as per attachment B to classify the Langdon Joint Use site as a regional recreation facility.
- Option #2 THAT alternative direction be provided.

ADMINISTRATION RECOMMENDATION:

Administration recommends **Option #1**.

Respectfully submitted,

Concurrence,

“Chris O’Hara”

“Kevin Greig”

General Manager, Development Services

County Manager

CM/rp

- ATTACHMENT A: 2006 Needs Assessment and Feasibility Study – Executive Summary & Page 11
- ATTACHMENT B: Amended Community Recreation Funding Policy 317 – Draft (clean)
- ATTACHMENT C: Amended Community Recreation Funding Policy 317 – Draft (changes tracked)
- ATTACHMENT D: Proposed Regional Facility Service Catchments

Needs Assessment & Feasibility Study

Executive Summary

The following needs assessment and feasibility study has been prepared by Randall Conrad and Associates for the North Bow Community Facility Board.

The purpose of the study was to identify community needs for recreation facilities, develop a facility program to meet majority needs, and identify the capital and operating costs of this facility program to understand the impacts of development of the residents of the Bow North Recreation Area.

Needs were identified through successful surveys and meeting with the general public, local user groups, students, and the business / developer community. The needs identified included:

Types of indoor facilities identified:

- Field house / gymnasiums space that can also accommodate banquets, shows, and other special events (with walking track and climbing wall),
- Indoor ice arena,
- Indoor leisure aquatics centre,
- Community meeting / program rooms,
- Fitness / Wellness centre,
- Child Play area, and
- Library area.

Types of outdoor facilities identified:

- Ball diamonds (4),
- Soccer fields (2),
- Picnic Area,
- Outdoor Rink,
- Outdoor Water Spray Park, and
- Trails.

Based on the needs assessment data and further review of existing facilities in the market area, the costs of development (capital and operating) and under the guidance of the study team, the Board refined a facility concept model featured on the following pages with associated capital costs identified as follows:

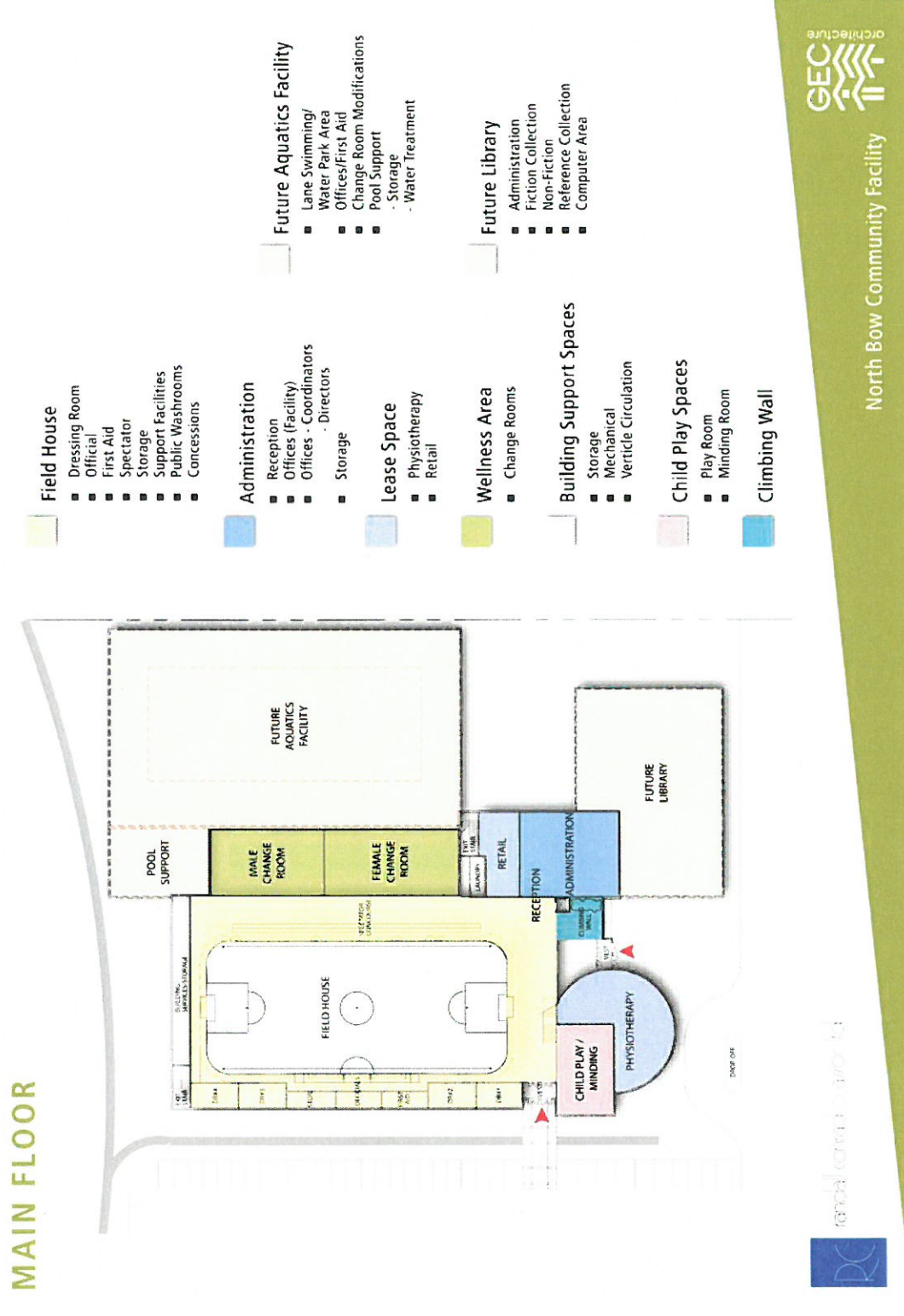
Phase	Facility Component	Total Capital Cost
Phase I	Fitness / Wellness Areas	\$ 12,589,111
	Health Services Spaces	
	Child Play	
	Climbing Wall	
	Meeting Rooms	
	Ball Diamonds	
	Trails	
Phase II	Field House	\$ 7,416,479
	Walking Track	
	Soccer Pitches	
	Trails	
Future Phase	Indoor Aquatics	\$ 9,372,576
Future Phase	Library	\$ 2,814,240
Total Project Capital Costs		\$ 32,192,407

Needs Assessment & Feasibility Study

The impacts of developing Phase I and / or Phase II of development, based on different levels of community fundraising (identified as non-tax supported funds) is as follows:

Estimated Residential Tax Increase Per \$100,000 Assessed Value		
	Phase I	Phase I & II
Operating Costs (Annual)	\$182,234	\$176,466
Capital Costs (Total)	\$12,589,111	\$20,005,591
Est. Tax Increase: \$5M Fundraising	\$152.69	\$262.95
Est. Tax Increase: \$10M Fundraising	\$77.53	\$187.79
Est. Tax Increase: \$15M Fundraising	n/a	\$112.63
Est. Tax Increase: \$19M Fundraising	n/a	\$37.39

The Board now must move forward in attaining further community funding, secure a site for development and commence detailed design work so that construction can begin, and ultimately, community needs be met.



The **Leisure Mall** concept incorporates a variety of different recreation and leisure services and opportunities into a facility. Although this concept primarily deals with larger multiplex facilities, the premise can be applied to all recreation facilities. The idea promotes the concept of families recreating together at a common location, provides broader choice for participants, promotes participation in many activities (through exposure to a variety of activities), increases opportunities for socialization and spectator activity and, last but not least, it creates a concentrated market (critical mass) that opens the door for greater profitability in food, beverage, and retail sales. Ideas such as retail lease space, facility sponsorship, and fitness facilities are possibilities in an aquatics center model and, where developed, are proving to reduce the operational costs for such publicly funded facilities.

Another trend, applicable in the programming area of recreation facilities, is the concept of providing **spontaneous recreation** opportunities as opposed to programmed/structured opportunities such as scheduled public swimming lessons, or ice arena rentals. Unstructured recreation opportunities fit into today's busy lifestyles and require little commitment or planning in order to participate. Therefore, recreation facilities that offer this type of programming and have the infrastructure to do so, are becoming more sought after by all participants and becoming a major operational feature of today's successful recreation facilities.

6.0 Public Consultation

The public consultation process for the Recreation Facility Needs Assessment includes all facets of the public. The following methods have been / will be used in collecting data from the Bow North population:

- A household survey (sent to all households – 2,060 - in the Area)
- A user group survey (sent to 17 user groups – 30 user groups contacted)
- A student survey (administered to Grade 6 students at Langdon School)
- Focus groups with user groups representatives (to be conducted in Fall, 2005)

The results of the consultation process to date are presented in the following sections:

POLICY

#317



Title:
Community Recreation Funding

Legal References:

Provincial Act(s): Municipal Government Act
 Provincial Regulation(s):
 Council Resolution(s):
 Others: Reserve Agreement between Rocky View County, Rocky View Schools and the Calgary Roman Catholic Separate School District No. 1
 Recreation Cost Sharing Agreements with Municipalities

Policy Category:

Recreation & Community Support

Cross References:

Supersedes: Policy 202
 Procedure 307
 Others: Master Rates Bylaw
 Land Use Bylaw
 Municipal Development Plan (County Plan)
 Parks & Open Space Master Plan
 Community Needs Survey 2010
 Regional Recreation Master Plan (in development)

Adoption Date:

April 24, 2012

Effective Date:

April 24, 2012

Revision Date(s):

October 14, 2014

October 11, 2016

Purpose:

Rocky View County values the contribution that the not-for-profit sector makes in the provision of recreation facilities, programs, and services for public benefit. The County is known for its vibrant volunteer community. Many of these volunteers serve the community through not-for-profit organizations that provide a range of cultural, social, recreational, sport, and other community-based programs and services that the County could not sustain without their involvement. In addition to the direct services they provide, the not-for-profit sector develops community leadership and empowers citizens to build strong and caring communities.

The purpose of this policy is to provide eligibility criteria and evaluation guidelines for the awarding of Community Funds to organizations providing access and services to Rocky View County residents.

This policy also establishes a framework of principles with which to guide recreational development and ongoing partnerships that provide public recreational opportunities, and enhance recreational facility services for greatest community impact.

Definitions:

“**Access**” means that all County residents shall receive equity through accessible, available, and affordable services, programs, and facilities.

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“**Administration**” means an employee(s) of Rocky View County.

“**Alignment**” means that partnerships are based on mutual interest, common objectives, clear responsibility, joint investment of resources, shared risk and benefits.

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“**Building**” includes anything constructed or placed on, in, over, or under land, but does not include the highway or public roadway.

“Business Plan” is a strategic plan that places financial planning and financial performance at its core; charting the future course of an institution through a realistic projection of operations, capital and marketing projections.

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“Community Impact” means the maximum return on recreation investment yielded by funding partnerships and sustained results for Rocky View County residents.

“Component” – a portion of a facility used for a specific function or activity; i.e. gymnasium, fitness centre.

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- a) A change of use of land; or
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“Development Permit” means a document issued pursuant to the Land Use Bylaw authorizing development.

“Dissolution Agreement” is a document that sets out the allocation of assets in the event of termination when the County invests in a facility for which it does not hold title.

“District Facility” is a *facility* with two or less components that provides services according to defined district service boundaries, provides managed access, and the prime activity for which involves a paid or programmed recreational use. Facility services may be provided through an alternative municipal service provider, with public access negotiated through an intermunicipal cost sharing agreement.

“District Recreation Boards” are Council appointed volunteer Boards of members who reside within a specific geographical area are tasked with the responsibility of providing recommendations to Council on the operating, capital funding, open space, and recreational needs within their designated boundaries.

“Emergency Funding” is defined as resourcing provided for repairs to a facility that could not remain open nor operate safely if the repairs are not completed.

“Facility” is a building or other physical feature or improvement designed, constructed, and managed for recreational use.

“Fee Simple” are any lands that are held in freehold title, owned by Rocky View County, and are unencumbered by a reserve designation.

“Incorporating Documents” - means the legal instruments by which an Applicant is incorporated or created; includes an Application for Incorporation, Articles of Incorporation, Memorandum of Association, Articles of Association, and Bylaws.

“Inter-municipal Recreation Cost Sharing Agreement” is an agreement between the County and the identified municipality that outlines detailed information on the planning, development, funding, maintenance, and operation commitment of recreational and cultural amenities by both the County and the identified municipality.

“Life Cycle Plan” is defined as the documentation and inventory of the facility’s assets, which includes a repair and/or replacement schedule and the costs associated with the scheduled repair and/or replacement.

“Master Rates Bylaw” is a Council-approved regulation that includes a consolidation of rates charged to the public for various municipal services.

“Municipality” means any civic entity other than Rocky View County.

“MSI” means Municipal Sustainability Initiative; a provincially supported grant program. Under the MSI program, the province sets the criteria by which projects must qualify, and the County Council sets the individual priorities for those projects that meet the eligibility criteria.

“Not-for-Profit” organization incorporated under the Societies Act of Alberta or the Agricultural Societies Act whose objectives reflect their interest in serving the recreation needs of the public without realizing a profit to its members.

“Operational Costs” are the expenses related to the operation of a program, service or facility.

“Partnership” is two or more organizations working together towards a joint interest where there is:

- a) Definition of authority and responsibility among partners;
- b) Joint contribution of input costs (e.g. time, funding, expertise, information);
- c) Sharing of risk among partners; and
- d) Mutual or complementary benefits.

“Performance Outcomes” are measurements of the end results that indicate whether the service actually produced the intended benefits, and includes a combination of financial and non-financial measurements.

“Policy and Priorities Committee” is an advisory committee comprising all Councillors with a broad mandate to hear public presentations and make recommendations to Council regarding all recreation related matters; this includes new community initiatives, policy development, and funding requests for regional recreation facilities.

“Programs” are defined as formal, planned, instructor led opportunities for individuals to develop skill or understanding in a specific content area; whether through registering for, or dropping into, a scheduled activity. It does not refer to participant led unstructured activities that are accessed at public open spaces or through admission into a facility, nor the rental of parks, playgrounds or facilities by individuals or groups.

“Public Use Agreement” – an agreement with the successful applicant for community funding outlining minimum conditions for accommodating public use and provision of opportunities for public participation in programming and facility use and required steps to publicize and encourage this use.

“Public Use Facilities” means any property or *facility* that has been designated through an agreement with Rocky View County as being available for use by individuals, groups, or other organizations that are not directly associated with the County.

“Publicly Supported School Authorities” includes Rocky View Schools and the Calgary Roman Catholic Separate School District No. 1.

“Recreation” an experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.

“Recreation Districts” are defined by geographical areas within which Recreation Boards enable the delivery of recreational services to residents.

“Recreation Levy” means the application of annual tax to residential properties to support recreation and culture.

“Regional Recreation Master Plan” is a Council approved document that outlines the recreational and cultural needs of the County in consort with identified and approved Council documents.

“Regional Facility” is a *facility* that is determined by the County to be qualified as such, is owned or co-owned by the County, or is financially supported by the County but resides in another municipality and must provide public access without discrimination to County residents.

Further, a *regional facility* is a public facility designed and operated to include an integrated range of recreational interests, skill levels, and service areas. It is responsive to the needs of all ages and abilities, and contributes to a sense of community. It incorporates multiple indoor and outdoor components, participation and opportunities for both structured and organized sport, as well as unstructured and spontaneous recreational activities. Facility services may be provided through an alternative municipal service provider with public access negotiated through an intermunicipal cost sharing agreement.

“Reserve Agreement” means joint use agreement between Rocky View County, Rocky View Schools, and the Calgary Roman Catholic Separate School District No. 1 for the planning, development, funding, maintenance, and operation of all reserve lands in Rocky View County.

“Reserve Lands” means any lands that have been provided by a registered owner as municipal reserve (MR) or municipal and school reserve (MSR) (in each case, such terms shall not include lands held as environmental reserve) under the provisions of the Municipal Government Act.

“Subdivision Approving Authority” means a Council appointed committee that has the authority to specify the amount, type, and location of reserve land, or money in lieu thereof.

“Sustainability” refers to the relationship between financial sustainability and organizational self-sufficiency in resourcing required for maintaining general operations independent of public funds.

“Stewardship” means the caretaking of public resources, and is a responsibility inherent in all County funding partnership arrangements, as such all arrangements shall result in the delivery of high-quality and sustainable services, programs and facilities for the community.

“Voluntary Community Groups” are non-profit groups or organizations that exist to serve the public benefit, are typically governed by a voluntary board of directors, and depend on volunteers to carry out essential parts of the groups’ or organizations’ work.

“Volunteer” is anyone who offers time, energy, and skills of his or her own free will for the mutual benefit of the volunteer and the organization. Volunteers work without financial compensation, or the expectation of financial compensation beyond an agreed-upon reimbursement for expenses.

“Voluntary Recreation Contribution” means a voluntary monetary donation by owners and/or developers, as per the Master Rates Bylaw, applied to each new unit for residential or non-residential development.

Policy Statement:

Rocky View County:

1. May provide limited operating and capital assistance to not-for-profit organizations whose facilities, programs or services result in benefits to County residents;
2. Encourages and supports partnership opportunities that enhance quality of life through cultural, recreation, sport, and leisure experiences, and community development opportunities.

Regional Facilities:

The Policy and Priorities Committee shall determine, through a formal motion of Council, which facilities qualify as a *regional facility* as per the criteria specified in Procedure #317.

The Policy and Priorities Committee, with formal approval from Council, has the authority to amend regional eligibility criteria as they deem appropriate to meet the needs of the County.

The Policy and Priorities Committee, with formal approval from Council, has the authority to alter the status of a *regional facility* as they deem necessary to meet the needs of the County.

Only identified *regional facilities* have access to identified regional operational or capital funds.

The County shall allocate funding to each designated regional facility annually on or before July 15 of each year, as approved by Council. Existing Inter-municipal recreation cost sharing agreements shall take precedence over this policy. This funding is not considered to be cost sharing grants with the regional facilities.

Regional facilities must apply annually through the Policy and Priorities Committee to be eligible for annual funding.

The County shall permit regional facilities to apply for capital funding. Capital funding will be based on an opportunity to cost share up to 50% of the total project cost; however, this will be at the discretion of the Policy and Priorities Committee and Council. If the facility is located within a neighbouring municipality, the cost sharing formula will be based on: a) up to 25% contribution from the County; b) up to 25% from the neighbouring municipality where the facility resides; and c) a minimum of 50% funding being provided from the facility.

Upon Council's approval, regional facilities will have access to the Regional General Fund once they have depleted funds from their individual recreation facility capital accounts.

The County shall permit regional facilities to apply for emergency funding. Emergency funding will be based on an opportunity to cost share up to 50% of the total project cost; however, this will be at the discretion of the Policy and Priorities Committee. If the facility is located within a neighbouring municipality, the cost sharing formula will be based on: a) up to 25% contribution from the County; b) up to 25% from the neighbouring municipality where the facility resides; and c) a minimum 50% funding being provided from the facility.

Council will review capital funding requests that have been recommended by the Policy and Priorities Committee in April and November of each year.

Emergency funding requests, in consultation with the Policy and Priorities Committee, will be presented directly to

Council for approval.

The County shall permit regional facilities to apply for expansion funding if the project is supported by evidence of public need. Possible cost sharing will be determined with each application. Application requirements for expansion will be considered on a project by project basis.

Expenditures incurred prior to approval of the capital project by Council will not normally be considered for funding.

Facilities shall recognize the County as a source of funding for any capital projects. Recognition can be achieved with signage, or another source of recognition, pending discussion with County administration.

Non – Eligible Regional Capital Items:

1. Items that fall within the facility's life cycle plan, or will fall within the facility's life cycle plan in the future, and individually are \$10,000 or less to replace/repair.
2. Libraries, theatres, and museums, unless they are attached to a recreation facility.
3. Consumable and/or items including but not limited to kitchen items, sports equipment, entertainment units, tools, maintenance supplies, or any items that have a life span of less than five years.
4. Reimbursement of employee hourly wages.
5. Volunteer hours that are not directly associated with the construction of the project.
6. Projects on private property without a public interest to the land.
7. Projects that do not allow reasonable access to the public.

District Facilities:

The County shall permit district facilities and organizations to apply for annual operating funding each spring. Applications are processed through their District Recreation Board or Recreation Boards where residents utilize their facilities or programs.

District facilities have sole access to district operating and capital funds, and regional facilities are not permitted to use these identified district funds.

Annual operating funding requests will be reviewed by the District Recreation Boards in February/March, with recommendations from the District Recreation Boards being reviewed by Council in June; if approved, funds will be disbursed to facilities prior to July 15 of each year.

Facilities and organizations must apply annually through their District Recreation Boards to be eligible for annual operating funding. Operating grants are not considered cost sharing grants.

Council will review capital funding requests that have been recommended by the Recreation Boards in April and November of each year.

Capital funding requests will be based on an opportunity to cost share up to 50% of the project cost; however, this will be at the discretion of the District Recreation Board and Council for facilities located in the County. If the facility is located within a neighbouring municipality, the cost sharing formula will be based on: a) up to 25% contribution from the County; b) up to 25% from the neighbouring municipality where the facility resides; and c) a minimum 50% funding being provided from the facility.

The County shall permit district facilities to apply for emergency funding based on the opportunity to cost share up to 50% of the total project cost; however, this will be at the discretion of the District Recreation Board. If the facility is located within a neighbouring municipality, the cost sharing formula will be based on: a) up to 25% contribution from the County; b) up to 25% from the neighbouring municipality where the facility resides; and c) a minimum 50% funding being provided from the facility.

Upon Council's approval, Recreation Boards will have access to the District General Fund once they have depleted funds from their individual district capital accounts.

The County shall permit district facilities to apply for expansion funding if the expansion falls within the County's Regional Recreation Master Plan and the District's Regional Recreation Master Plan. Possible cost sharing will be determined with each application.

Application requirements for District facilities and organizations are specified in Procedure #317B.

Non-Eligible District Capital Expenditures:

1. Libraries, theatres, and museums, unless attached to a recreational facility.
2. Consumable and/or items including but not limited to kitchen items, sports equipment, entertainment units, tools, and maintenance supplies, or any items that have a life span of less than five years, or items under \$5,000.
3. Reimbursement of employee hourly wages.
4. Volunteer hours that are not directly associated with the construction of the project.
5. Projects on private property without a public interest to the land.
6. Projects that do not allow reasonable access to the public.

Facility Volunteer Hour Contributions:

The County shall permit facilities and organizations to apply volunteer hours to their funding contribution portion on the capital project where funding is being requested.

E.g.: Total project cost = \$1,000

County contribution = \$600 Cash (\$500 for 50% contribution and additional \$100 to recognize volunteer labour)

Facility contribution = \$400 Cash and \$100 for labour (*includes 10 volunteer hours at the dedicated per hour rate set out in the County's Master Rate Bylaw.*)

Allocation of Funds:

Budgeted resourcing for District Board activities (Tax Levy) shall be apportioned to the recreation district in which it was generated. Council will also apportion a percentage of the annual departmental budget to support identified regional facilities.

Monies received for capital projects through the County's Cash-In-Lieu/Public Reserve program, shall be allocated between the County and the publicly supported school authorities operating in the County, in accordance with the agreement between them.

The County's portion of the Cash-In-Lieu/Public Reserve funds received, including the proceeds from the sale of reserve lands, is apportioned as follows: a) 5% to the District Capital Fund; b) 25% to the Regional Capital Fund; and c) 20% to the Recreation District in which the subdivision was located. These funds are to be used for capital projects.

The County's portion of Voluntary Recreation Contribution funds received is apportioned 100% to the Recreation District in which the subdivision was located, and these funds are available for regional and district projects respectively as directed and approved by Council. These funds are to be used only for new projects, or expansion of capital projects.

Interest income generated on the municipal portion of the reserve monies and the Recreation Tax Levy monies shall be allocated to the Municipal Reserve Fund. Interest income generated on the school authorities' portion of the monies shall be allocated proportionally to the School Funds.

Subject to Council approval, the interest earned on the Municipal Reserve Funds and funds allocated to the District and Regional section of the Public Reserve may be designated for maintenance of Municipal Reserve Parcels and Public Parks.

The unused operating dollars within each Recreation District account will be transferred to the Recreation District specific Capital Public Reserve account annually. Unused operational funds at the regional facilities will remain within their individual accounts. Tracking of allocations to specific Recreation Districts will be completed by the appropriate Administrative function of the County.

These funds will be available for future capital projects, life cycle enhancement or debt service costs for debts incurred to fund a capital project or life cycle enhancement.

Conflict of Interest

Should the County determine a Not-for-Profit's Board or any of its directors, officers, or employees have a conflict of interest, and it is not corrected to the satisfaction of the County, then the County may withhold or withdraw

approved funding without notice.

Guidelines:

Applicants can only submit one operating funding application per facility or program per fiscal year.

Applicants can submit capital funding request per facility or program no more than twice per year.

The County’s fiscal year is January 1 to December 31.

Due to the volume of applications received, and the limited amount of funds available, not all eligible projects will receive funding.

Timelines:

Type of Funding	Received Date	Recommendation From	Decision Date	Approved By
Annual Operating	January to March	District Recreation Board	TBD	Council
Annual Regional	January to March	Policy and Priorities Committee	TBD	Council
Capital	March & October	Policy and Priorities Committee and/or District Recreation Board	TBD	Council
Emergency Capital	Anytime	County Administration	First Opportunity	Council
Capital Expansion	March & October	Policy and Priorities Committee and/or District Recreation Board	Not Specified	Council
Capital for New Facility	March & October	Policy and Priorities Committee and/or District Recreation Board	Not Specified	Council

Evaluation Criteria:

Seven criteria will be used to evaluate Applications.

A. Alignment with County Policy:

1. Rocky View County Strategic Plan
2. District Recreation Master Plans;
3. Parks and Open Space Master Plan;
4. County Plan;
5. Registered non-profit organization under the Societies or Agricultural Societies Acts;
6. Incorporating documents that demonstrate a recreation service mandate.

B. Community Benefits

1. Creates a new or enhanced recreational and/or cultural amenity;
2. Enhances accessibility;
3. Contributes to community physical attributes;
4. Expands or creates more volunteer opportunities;
5. Contributes to safer communities;
6. Promotes diversity and/or inclusion for County residents;
7. Provides public use facilities; and
8. Sound stewardship of public resources.

C. Partnership Viability

1. Compliments other facilities’ services within a 25 km service catchment area;
2. Adopts Performance Measures to assess community impact and public value;
3. Public Access Agreement exists between County and facility service provider
4. If applicable, Intermunicipal Partnership:
 - 4.1 The complimenting municipality supports inter-municipal recreation agreements;
 - 4.2 The complimenting municipality supports the capital project; and
 - 4.3 The complimenting municipality has approved cost sharing with the County.

D. Project Viability

1. A minimum of 50% funds raised or committed;
2. Other funding opportunities have been sourced;
3. Project can be completed if the full funding grant request is not approved; and
4. Project is part of facility's capital priority plan and/or life cycle plan.

E. Capital Expansion: Planning & Financial Sustainability (applicable for new development)

1. A completed five year Life Cycle Plan;
2. A completed, current, Business Plan;
3. A completed Financial Operational Sustainability Projections Plan spanning five to ten years;
4. A completed, detailed Feasibility Study;
5. A completed Master Site Development Plan;
6. The required public engagement sessions have been completed;
7. Other requested studies related to the project have been completed.

F. Governance

1. Governance structure, policies, and procedures are in place to ensure that the Not-for-Profits operate community facilities in a responsible, equitable, and transparent manner.
2. A clear and appropriate conflict of interest policy that addresses, at a minimum:
 - 2.1 Any transaction by or with the Not-for-Profit organization in which a director, officer, or employee has a direct or indirect personal interest;
 - 2.2 Any transaction in which a director, officer, or employee is unable to exercise impartial judgment or otherwise act in the best interest of the Not-for-Profit organization.

G. Regional Facility Design and Operating Principles

1. **Community Hub:** a multipurpose facility of a scope large enough to provide a range of opportunities and services, yet small enough to provide a community focal point where people meet, congregate, feel comfortable, and sense they belong.
2. **Integrated Facilities:** recreation facilities shall be flexible to accommodate artistic and creative pursuits in addition to compatible health, social, and community services to increase opportunities for integration of services and support diversity and inclusiveness.
3. **Grouping of Facilities:** Facilities will be twinned or grouped together to support economies of scale and expanded user opportunities; i.e. tournaments.
4. **Range of Opportunities:** Facilities shall provide a range of opportunities across the County and create synergies in skill and interest development; i.e. ball diamonds that accommodate different sports and all ages.
5. **Flexible Design of Facilities:** Facilities shall be flexible in design with opportunities to accommodate as wide a range of use as possible, and shall be able to be converted to other uses in the future.

All applications will be ranked on the above criteria, with all criteria carrying the same weight of importance. Not all seven evaluation criteria will apply to each application. Funding approvals will be based, in part, on how each project ranks.

Notwithstanding this policy, Council retains the right to approve funding from the Public Reserve for applications that do not meet some or all of the requirements set out in this policy.

POLICY

#317



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 Community Needs Survey 2010
 Regional Recreation Master Plan (in development)

Adoption Date: April 24, 2012
Effective Date: April 24, 2012
Revision Date(s): October 14, 2014
 October 11, 2016

Purpose:

~~A wide range of recreation and cultural activities is important to the quality of life enjoyed by Rocky View County residents. The County encourages recreation, leisure and cultural participation that is affordable and accessible to all. Recreation and cultural amenities encourages communities within the County to embrace and proactively use recreation and parks as an essential means for enhancing individual well-being and community vitality. Recreational participation builds family unity and social capital, strengthens volunteer and community development, enhances social interaction and promotes sensitivity and understanding to cultural diversity. The purpose of this policy is to foster community organizations in developing and maintaining the unique recreational and cultural characteristics of the County's diverse communities. To accomplish this, the Community Recreation Funding program has been designed to respond to district and regional facility enhancement needs and to support organizations in providing quality recreation and cultural programs. In addition this policy sets out a funding partnership framework with neighbouring municipalities.~~

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~~wholly or partially constructed with County funds, receive equity through, accessible, available, and affordable services, programs, and facilities.~~

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~~"Amenity" is any entity that is not for profit and provides recreational and cultural services to the citizens of Rocky View County.~~

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"Council" means the legislative assembly of Rocky View County.

"County" refers to Rocky View County.

"Development" means:

- a) A change of use of land; or
- b) A change in the footprint of the land.

~~"Development Agreement" is a written agreement document; see Development Permit as defined in the Municipal Government Act of Alberta.~~

"Development Permit" means a document or permit issued pursuant to the Land Use Bylaw authorizing development.

"Dissolution Agreement" is ~~an agreement document which that~~ sets out the allocation of assets in the event of termination when the County invests in a facility ~~where for which~~ it does not hold title.

~~"District Facility" is a facility that is not defined as regional, and resides within the Recreation District boundaries or, is owned or co-owned by the County, or is financially supported by the County but resides in another municipality and must provide public access to all residents within the County's geographical area.~~

is a facility, with two or less components, that provides services according to defined district service boundaries, provides managed access, and the prime activity for which involves a paid or programmed recreational use. Facility services may be provided through an alternative municipal service provider, with public access negotiated through and intermunicipal cost sharing agreement.

~~"District Recreation Boards" are Council appointed volunteer Boards of members who reside within a specific geographical area, whom, are tasked with the responsibility of providing recommendations to Council on the~~

operating, ~~and~~ capital funding, ~~and~~ open space, and recreational needs within their designated boundaries.

"**Emergency Funding**" is defined as ~~funding resourcing provided~~ for repairs to a facility that could not remain open, ~~and/or~~ operate safely if the repairs are not completed.

"**Facility**" ~~is defined as a not-for-profit amenity that provides indoor and/or outdoor services for active and/or passive recreation or social and cultural events, organizations and programs, and is available to the public for the public, but does not include libraries, theatres or museums unless part of a multi-use facility.~~

~~a building or other physical feature or improvement designed, constructed, and managed for recreational use.~~

"**Fee Simple**" ~~is~~ ~~are~~ any lands ~~which~~ ~~that~~ are held in freehold title, owned by Rocky View County, and are ~~not un~~encumbered by a reserve designation.

"**Incorporating Documents**" - ~~means the legal instruments by which an Applicant is incorporated or created; includes an Application for Incorporation, Articles of Incorporation, Memorandum of Association, Articles of Association, and Bylaws.~~

"**Inter-municipal Recreation Cost Sharing Agreement**" is an agreement between the County and ~~the~~ identified municipality, that outlines detailed information on the planning, development, funding, maintenance, and operation commitment of recreational and cultural amenities, by both the County and ~~the~~ identified municipality.

"**Life Cycle Plan**" is defined as ~~thea~~ documentation and inventory of the facility's assets, which includes a repair and/or replacement schedule and ~~the~~ costs associated with the scheduled repair and/or replacement.

"**Master Rates Bylaw**" is a Council ~~approved regulation~~ ~~Bylaw~~ ~~which~~ ~~that~~ includes a consolidation of rates charged to the public for various municipal services.

"**Municipality**" means any ~~municipality civic entity~~ other than Rocky View County.

~~"Municipal Government Act" means an act of the legislature of the Province of Alberta, which authorizes and creates the governance of urban and rural municipalities throughout Alberta.~~

"**MSI**" ~~means Municipal Sustainability Initiative; is~~ a provincially supported ~~Municipal Sustainability Initiative~~ grant program. ~~The Province of Alberta has committed funding for conditional grants to municipalities until 2017/2018.~~ Under the MSI program, the province sets the criteria by which projects ~~must~~ qualify, and the County Council sets the individual priorities for those projects that meet the eligibility criteria. ~~Recreational and cultural amenities are one of many priorities outlined by Council.~~

~~"Non-Residential" means commercial or industrial development.~~

"**Not-for-Profit**" ~~is defined as an organization~~ ~~is a C,~~ ~~and is incorporated under the Societies Act of Alberta or the Agricultural Societies Act~~ whose objectives ~~reflect their interest in serving the recreation needs of the public without realizing a profit to its members, which exists for educational or charitable reasons and from which its shareholders, trustees or board members do not benefit financially. (Also called non-profit).~~

~~"Operating funds" means funds money for the ongoing cost of running a facility or program.~~

~~"Operational Costs" are the expenses related to the operation of a program, service or facility.~~

~~"Owner" shall mean the person holding legal title to the property upon which new residential or non-residential construction is to be built.~~

"**Partnership**" is ~~two or more organizations working together towards a joint interest where there is:~~

- a) ~~Definition of authority and responsibility among partners;~~
- b) ~~Joint contribution of input costs (eg. time, funding, expertise, information);~~
- c) ~~Sharing of risk among partners; and;~~
- d) ~~Mutual or complementary benefits.~~

"**Performance Outcomes**" ~~are measurements of the end results that indicates whether the service actually produced the intended benefits, and includes a combination of financial and non-financial measurements.~~

"**Policy and Priorities Committee**" is an advisory committee ~~comprising~~ all Councillors ~~with a~~ broad mandate to hear public presentations ~~and~~ make recommendations to Council regarding all recreation related matters; this includes new community initiatives, ~~policy development,~~ and funding requests for regional recreation facilities.

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“Programs” are defined as formal, planned, instructor led opportunities for individuals to develop skill or understanding in a specific content area; whether through registering for, or dropping into, a scheduled activity. It does not refer to participant led unstructured activities that are accessed at public open spaces or through admission into a facility, nor the rental of parks, playgrounds or facilities by individuals or groups.

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“Public Use Agreement” – an agreement with the successful applicant for community funding outlining minimum conditions for accommodating public use and provision of opportunities for public participation in programming and facility use and required steps to publicize and encourage this use.

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“Public Use Facilities” means any property or facility that has been designated through an agreement with Rocky View County as being available for use by individuals, groups, or other organizations that are not directly associated with the County.

“Publicly Supported School Authorities” includes Rocky View Schools and the Calgary Roman Catholic Separate School District No. 1.

“Recreation” an experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.

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“Recreation Districts” are defined by geographical areas within which Recreation Boards enable the delivery of recreational services to residents.

“Recreation Levy” means the application of annual tax to residential properties to support recreation and culture.

“Regional Recreation Master Plan” is a Council approved document that outlines the recreational and cultural needs of the County in consort with identified and approved Council documents.

“Regional Facility” is a facility that is determined by the County to be qualified as such a regional facility as determined by the County, is owned or co-owned by the County, or is financially supported by the County but resides in another municipality and must provide indiscriminate public access without discrimination to all County residents within the County's geographical area.

Further, a regional facility is a public facility designed and operated to include an integrated range of recreational interests, skill levels, and service areas. It is responsive to the needs of all ages and abilities, and contributes to a sense of community. It incorporates multiple indoor and outdoor components, participation and opportunities for both structured and organized sport, as well as unstructured and spontaneous recreational activities. Facility services may be provided through an alternative municipal service provider with public access negotiated through an intermunicipal cost sharing agreement.

~~“Residential” means multi family, mobile home, condominium, apartment or single family unit.~~

“Reserve Agreement” means joint use agreement between Rocky View County, Rocky View Schools, and the Calgary Roman Catholic Separate School District No. 1 for the planning, development, funding, maintenance, and operation of all reserve lands in Rocky View County.

“Reserve Lands” means any lands that have been provided by a registered owner as municipal reserve (MR) or municipal and school reserve (MSR) (in each case, such terms shall not include lands held as environmental reserve) under the provisions of the Municipal Government Act.

~~“Subdivision” is defined as a division of a parcel of land that results in a change to a land title and results in the creation of additional titles.~~

“Subdivision Approving Authority” means a Council appointed committee that has the authority to specify the amount, type, and location of reserve land, or money in lieu thereof.

“Sustainability” refers to the relationship between financial sustainability and organizational self-sufficiency in resourcing required for maintaining general operations independent of public funds.

“Stewardship” means the caretaking of public resources, and is a responsibility inherent in all County funding partnership arrangements, as such all arrangements shall result in the delivery of high-quality and sustainable services, programs and facilities for the community.

~~“Sustainability” is policies and strategies that meet society's present needs without compromising the ability of future generations to meet their own needs.~~

~~“Unit” refers to:~~

~~a) A self-contained residential premises with a kitchen and at least one bathroom, including a private~~

~~entrance from outside the building or a common hall, lobby or stairway inside or outside the building; or b) is an acre of non-residential land that is either commercial or industrial.~~

~~"Voluntary Community Groups": -are non-profit groups or organizations that exist to serve the public benefit, are typically governed by a voluntary board of directors, and depend on volunteers to carry out essential parts of the groups' or organizations' work.~~

~~"Volunteer": is anyone who offers time, energy, and skills of his or her own free will for the mutual benefit of the volunteer and the organization. Volunteers work without financial compensation, or the expectation of financial compensation beyond an agreed-upon reimbursement for expenses.~~

"Voluntary Recreation Contribution" means a voluntary monetary donation by owners and/or developers, as per the Master Rates Bylaw, applied to each new unit for residential or non-residential development.

Policy Statement:

~~This policy is designed to provide, in accordance with the Municipal Government Act, a fair and equitable method to distribute recreation and cultural funding grants at the regional and/or district level. The funding grants are intended to encourage the sustainability of all recreation and cultural activities in the County region and individual districts located in the County.~~

Rocky View County:

- 1. ~~May provide limited operating and capital assistance to not-for-profit organizations whose facilities, programs or services result in benefits to County residents;~~
- 1-2. ~~Encourages and supports partnership opportunities that enhance quality of life through cultural, recreation, sport, and leisure experiences, and community development- opportunities.~~

Regional Facilities:

The Policy and Priorities Committee shall determine, through a formal motion of Council, which facilities qualify as a *regional facility* as per the criteria specified in Procedure #317.

The Policy and Priorities Committee, with formal approval from Council, has the authority to amend regional eligibility criteria, as they deem appropriate to meet the needs of the County.

The Policy and Priorities Committee, with formal approval from Council, has the authority to alter the status of a Regional facility as they deem necessary to meet the needs of the County.

Only identified *regional facilities* have access to identified regional operational or capital funds.

The County shall allocate funding to each designated regional facility annually on or before July 15th of each year, as approved by Council. Existing Inter-municipal recreation cost sharing agreements shall take precedence over this policy. This funding is not considered to be cost sharing grants with the regional facilities.

Regional facilities must apply annually through the Policy and Priorities Committee to be eligible for annual funding.

The County shall permit regional facilities to apply for capital funding. Capital funding will be based on an opportunity to cost share up to 50% of the total project cost; however, this will be at the discretion of the Policy and Priorities Committee and Council. If the facility is located within a neighbouring municipality, the cost sharing formula will be based on: a) up to 25% contribution from the County; b) up to 25% from the neighbouring municipality where the facility resides; and c) a minimum of 50% funding being provided from the facility.

Upon Council's approval, Regional facilities will have access to the Regional General Fund once they have depleted funds from their individual recreation facility capital accounts.

The County shall permit regional facilities to apply for emergency funding. Emergency funding will be based on an opportunity to cost share up to 50% of the total project cost; however, this will be at the discretion of the Policy and Priorities Committee. If the facility is located within a neighbouring municipality, the cost sharing formula will be based on: a) up to 25% contribution from the County; b) up to 25% from the neighbouring municipality where the facility resides; and c) a minimum 50% funding being provided from the facility.

Council will review capital funding requests which that have been recommended by the Policy and Priorities Committee, in April and November of each year.

Emergency funding requests, in consultation with the Policy and Priorities Committee, will be presented directly to Council for approval.

The County shall permit regional facilities to apply for expansion funding, if the project is supported by evidence of public need within the County's Regional Master Plan. Possible cost sharing will be determined with each application. Application requirements for expansion will be considered on a project by project basis. Expenditures incurred prior to approval of the capital project by Council will not normally be considered for funding.

Facilities shall recognize the County as a source of funding for any capital projects. Recognition can be achieved with signage, or another source of recognition, pending discussion with County administration.

Non – Eligible Regional Capital Items:

1. Items that fall within the facility's life cycle plan, or will fall within the facility's life cycle plan in the future, and individually are \$10,000 or less to replace/repair.
2. Libraries, theatres, and museums, unless they are attached to a recreation facility.
3. Consumable and/or items including, but not limited to, kitchen items, sports equipment, entertainment units, tools, maintenance supplies, or any items that have a life span of less than 5-five years.
4. Reimbursement of employee hourly wages.
5. Volunteer hours that are not directly associated with the construction of the project.
6. Projects on private property without a public interest to the land.
7. Projects that do not allow reasonable access to the public.

District Facilities:

The County shall permit district facilities and organizations to apply for annual operating funding each spring. Applications are processed through their District Recreation Board or Recreation Boards where residents utilize their facilities or programs.

District facilities have sole access to district operating and capital funds, and regional facilities are not permitted to use these identified district funds.

Annual operating funding requests will be reviewed by the District Recreation Boards in February/March, with recommendations from the District Recreation Boards being reviewed by Council in June; if approved, funds will be disbursed to facilities prior to July 15 of each year.

Facilities and organizations must apply annually through their District Recreation Boards to be eligible for annual operating funding. Operating grants are not considered cost sharing grants.

Council will review capital funding requests that have been recommended by the Recreation Boards, in April and November of each year.

Capital funding requests will be based on an opportunity to cost share up to 50% of the project cost; however, this will be at the discretion of the District Recreation Board and Council for facilities located in the County. If the facility is located within a neighbouring municipality, the cost sharing formula will be based on: a) up to 25% contribution from the County; b) up to 25% from the neighbouring municipality where the facility resides; -and c) a minimum 50% funding being provided from the facility.

The County shall permit district facilities to apply for emergency funding based on the opportunity to cost share up to 50% of the total project cost; however, this will be at the discretion of the District Recreation Board. If the facility is located within a neighbouring municipality, the cost sharing formula will be based on: a) up to 25% contribution from the County; b) up to 25% from the neighbouring municipality where the facility resides; -and c) a minimum 50% funding being provided from the facility.

Upon Council's approval, Recreation Board's will have access to the District General Fund once they have depleted funds from their individual district capital accounts.

The County shall permit district facilities to apply for expansion funding, if the expansion falls within the County's Regional Recreation Master Plan and the District's Regional Recreation Master Plan. Possible cost sharing will be determined with each application.

Application requirements for District facilities and organizations are specified in Procedure #317B.

Non-Eligible District Capital Expenditures:

- 1. Libraries, theatres, and museums, unless attached to a recreational facility.
- 2. Consumable and/or items including, but not limited to: kitchen items, sports equipment, entertainment units, tools, and maintenance supplies, or any items that have a life span of less than five years, or items under \$5,000
- 2-3. Reimbursement of employee hourly wages.
- 3-4. Volunteer hours that are not directly associated with the construction of the project.
- 4-5. Projects on private property without a public interest to the land.
- 5-6. Projects that do not allow reasonable access to the public.

Facility Volunteer Hour Contributions:

The County shall permit facilities and organizations to apply volunteer hours to their funding contribution portion on the capital project where funding is being requested.

E.g.: Total project cost = \$1,000

County contribution = ~~\$400~~ \$600 Cash (\$500 for 50% contribution and additional \$100 to recognize volunteer labour)

Facility contribution = ~~\$600~~ \$400 Cash and \$100 for labour (includes 10 volunteer hours at the dedicated per hour rate set out in the County's Master Rate Bylaw.)

Allocation of Funds:

~~Budgeted resourcing for District Board activities Recreation Operating Funding~~ (Tax Levy) monies shall be apportioned to the recreation district in which it was generated. Council will also be apportioned a percentage of the annual departmental budget to support identified regional facilities.

Monies received for capital projects through the County's Cash-In-Lieu/Public Reserve program, shall be allocated between the County and the publicly supported school authorities operating in the County, in accordance with the agreement between them.

The County's portion of the Cash-In-Lieu/Public Reserve funds received, including the proceeds from the sale of reserve lands, is apportioned as follows: a) 5% to the District Capital Fund; b) 25% to the Regional Capital Fund; and c) 20% to the Recreation District in which the subdivision was located. – These funds are to be used for capital projects.

The County's portion of Voluntary Recreation Contribution funds received is apportioned 100% to the Recreation District in which the subdivision was located, and these funds are available for regional and district projects respectively as directed and approved by Council. These funds are to be used only for new projects, or expansion of capital projects.

Interest income generated on the municipal portion of the reserve monies and the Recreation Tax Levy monies shall be allocated to the Municipal Reserve Fund. Interest income generated on the school authorities' portion of the monies shall be allocated proportionally to the School Funds.

Subject to Council approval, the interest earned on the Municipal Reserve Funds and funds allocated to the District and Regional section of the Public Reserve may be designated for maintenance of Municipal Reserve Parcels and Public Parks.

The unused operating dollars within each Recreation District account will be transferred to the Recreation District specific Capital Public Reserve account annually. Unused operational funds at the regional facilities will remain within their individual accounts. Tracking of allocations to specific Recreation Districts will be completed by the appropriate Administrative function of the County.

These funds will be available for future capital projects, life cycle enhancement or debt service costs for debts incurred to fund a capital project or life cycle enhancement.

~~Provincial funding sources include government grants including the Community Facility Enhancement Program (CREP), and the Community Initiatives Program (CIP). Guidelines for accessing these grants are included in the procedural section of the document.~~

Conflict of Interest

Should the County determine a Not-for-Profit's Board or any of its directors, officers, or employees have a conflict

of interest, and it is not corrected to the satisfaction of the County, then the County may withhold or withdraw approved funding without notice.

Guidelines:

Applicants can only submit one operating funding application per facility or program per fiscal year.

Applicants can submit capital funding request per facility or program not more than twice per year.

The County's fiscal year is January 1st to December 31st.

Due to the volume of applications received, and the limited amount of funds available, not all eligible projects will receive funding.

Timelines:

Type of Funding	Received Date	Recommendation From	Decision Date	Approved By
Annual Operating	January to March	District Recreation Board	TBD	Council
Annual Regional	January to March	Policy and Priorities Committee	TBD	Council
Capital	March & October	Policy and Priorities Committee and/or District Recreation Board	TBD	Council
Emergency Capital	Anytime	County Administration	First opportunity as quickly as possible	Council
Capital Expansion	March & October	Policy and Priorities Committee and/or District Recreation Board	Not Specified	Council
Capital for New Facility	March & October	Policy and Priorities Committee and/or District Recreation Board	Not Specified	Council

Evaluation Criteria:

Seven ~~evaluation~~ criteria will be used to evaluate Applications.

A. ~~Alignment with~~ ~~Compliments~~ County and Recreation Board Documents Policy:

1. Rocky View County Strategic Plan
- ~~2. District Recreation Master Plans;~~
- ~~3. Parks and Open Space Master Plan;~~
- ~~4. 2010 Community Needs Survey County Plan;~~
- ~~5. Registered non-profit organization under the Societies or Agricultural Societies Acts;~~
4. Incorporating documents that demonstrate a recreation service mandate.

B. ~~Benefits the~~ Community Benefits:

1. Creates a new or enhanced recreational and/or cultural amenity;
2. Enhances accessibility;
3. Contributes to community physical attributes;
4. Expands or creates more volunteer opportunities;
5. Contributes to safer communities;
6. Promotes diversity and/or inclusion for County residents;
- ~~7. Maximizes community use - Provides public use facilities;~~ and
- ~~8. Sound Stewardship of public resources.~~

C. Partnership Viability

1. Compliments other facilities' services within a 25 ~~minute driving radius km service catchment~~ area;
2. Provides potential for partnerships between two municipalities or facilities; Adopts Performance Measures to assess community impact and public value;
3. Public Access Agreement exists between County and facility service provider

~~2.4. If applicable.~~ Intermunicipal Partnership:

~~43.1 The complimenting municipality~~ supports inter-municipal recreation agreements;

~~43.2 The C~~complimenting municipality supports the capital project; and

~~43.3 The C~~complimenting municipality has approved cost sharing with County.

D. Project ~~Sustainability~~Viability

1. A minimum of 50% funds raised or committed;
2. ~~Sourced e~~Other funding opportunities have been sourced;
3. ~~Project C~~can be completed ~~project~~ if the full funding grant request is not approved; and
4. Project is part of facility's capital priority plan and/or life cycle plan.

E. Capital Expansion: Planning & ~~Financial~~Sustainability (~~only applies applicable for expansion or new development~~)

1. A completed five year Life Cycle Plan;
2. A completed current Business Plan ~~and is current~~;
3. A completed Financial Operational Sustainability Projections Plan spanning five to ten years;
4. A completed, detailed Feasibility Study;
5. A completed Master Site Development Plan;
6. The required public engagement sessions have been completed;
7. Other requested studies related to the project have been completed.

F. Governance

1. Governance structure, policies, and procedures are in place to ensure that the Not-for-Profits operate community facilities in a responsible, equitable, and transparent manner.
2. A clear and appropriate conflict of interest policy that addresses, at a minimum:
 - 2.1 -Any transaction by or with the Not-for-Profit organization in which a director, officer, or employee has a direct or indirect personal interest;
 - 2.2 -Any transaction in which a director, officer, or employee is unable to exercise impartial judgment or otherwise act in the best interest of the Not-for-Profit organization.

G. Regional Facility Design and Operating Principles

1. **Community Hub:** -a multipurpose facility of a scope large enough to provide a range of opportunities and services, yet small enough to provide a community focal point where people meet, congregate, feel comfortable, and sense they belong.
2. **Integrated Facilities:** -recreation facilities shall be flexible to accommodate artistic and creative pursuits in addition to compatible health, social, and community services to increase opportunities for integration of services and support diversity and inclusiveness.
3. **Grouping of Facilities:** Facilities will be twinned or grouped together to support economies of scale and expanded user opportunities; i.e. tournaments.
4. **Range of Opportunities:** - Facilities shall provide a range of opportunities across the County and create synergies in skill and interest development; i.e. ball diamonds that accommodate different sports and all ages.
5. **Flexible Design of Facilities:** - Facilities shall be flexible in design with opportunities to accommodate as wide a range of use as possible, and shall be able to be converted to other uses in the future.

All applications will be ranked on the above criteria, with all criteria carrying the same weight of importance. Not all seven evaluation criteria will apply to each application. Funding approvals will be based, in part, on how each project ranks.

Notwithstanding this policy, Council retains the right to approve funding from the Public Reserve for applications that do not meet some or all of the requirements set out in this policy.

Mountain View County

Kneehill County

BOTTREL

MADDEN

CROSSFIELD

BEISEKER

AIRDRIE

Genesis Place

IRRICANA

COCHRANE LAKE

KATHYRN

KEOMA

Spray Lake Sawmills Family Sports Centre

DELACOUR

DALROY





Springbank Park for All Seasons

CONRICH

CALGARY

CHESTERMERE

Regional Recreation Facilities

-  Genesis Place
-  Langdon-New Facility
-  Spray Lake Sawmills Family Sports Centre
-  Springbank Park for All Seasons

TSUUT'INA

LANGDON

Langdon New Facility

BRAGG CREEK

INDUS

DALEMEAD

M.D. of Bighorn

Wheatland County

Kananaskis I.D.

M.D. of Foothills



AGRICULTURAL & ENVIRONMENTAL SERVICES

TO: Policy & Priorities Committee
DATE: April 4, 2017 **DIVISION:** All
FILE: 1021-100
SUBJECT: 2016 Agricultural Service Board Annual Report

¹ADMINISTRATION RECOMMENDATION:

THAT the 2016 Agricultural Service Board Annual Report be received for information.

EXECUTIVE SUMMARY:

The Agricultural Service Board (ASB) is a Committee of Council created under the Agricultural Service Board Act. The ASB grant is specific to rural municipalities that have an established Agricultural Service Board and fulfill all of the requirements under the Agricultural Service Board Act. A requirement of the grant is that the ASB provides a summary of its activities to Council for the previous year. Agricultural Services staff will provide a presentation summarizing the full report.

Administration recommends **Option #1**.

BACKGROUND

Rocky View County's Agricultural Service Board was the first ASB established in the province in 1945 under the *Agricultural Service Board Act*. Under current legislation, administration of several provincial acts is delegated to rural municipalities, with some compensation provided if the following duties are undertaken by the ASB:

- to act as an advisory body and to assist the council and the Minister, in matters of mutual concern;
- to advise on and to help organize and direct weed & pest control and soil & water conservation programs;
- to assist in the control of animal disease under the *Animal Health Act*;
- to promote, enhance and protect viable and sustainable agriculture; and
- to promote and develop agricultural policies to meet the needs of the municipality.

A three-year ASB Strategic Plan (and detailed action plan) is required to identify how the ASB and Agricultural Services staff intend to implement agricultural programs to fulfill these duties. Based on evaluation of these plans and the outcomes, and on Council's annual approval, grants are allocated to the County.

BUDGET IMPLICATION

This report is a requirement of the Alberta Agricultural Service Board Grant program which provided Agricultural Services with \$243,359.46 in 2016 for Legislative and Environmental programming requirements.

¹ Administration Resources

Jeff Fleischer, Supervisor, Agricultural Fieldman
Kristyn Smigelski, Agricultural Services Officer
Laura Poile, Agricultural Services Officer
Ashley Stewart, Agricultural Services Officer



OPTIONS:

- Option #1 THAT the 2016 Agricultural Service Board Annual Report be received for information.
- Option #2 THAT alternative direction be provided.

Respectfully submitted,

Concurrence,

BYRON RIEMANN

KEVIN GREIG

General Manager

County Manager

JF/bg

Attachment 'A' – 2016 Agricultural Service Board Annual Report



2016 Agricultural Service Board Annual Report Rocky View County

Legislative Stream

Goal Area 1: Delivery/Support of the Agricultural Pests Act

Appointed Pest Inspectors:	14
Fields Inspected For:	
• Clubroot	112
• Blackleg	112
• Fusarium graminearum	14
• Verticilium wilt	112
Bertha Armyworm Inspections	2 Sites
Dutch Elm Traps (elm bark beetle)	7 Sites
Grasshopper Survey Sites	76
Rat Calls	11
Rat Inspections	7
Tree Calls	12
Tree Inspections	7
Rental Traps Utilized:	
• Skunk	22
• Magpie	4
• Raccoon	3
• Pigeon	1
• Squirrel	1
Pocket Gopher Traps Sold	106

Goal Area 2: Delivery/Support of the Soil Conservation Act

Soil Conservation Inspectors	5
Soil Conservation Inspections	-
Soil Quality Reports Reviewed	11
Responses for Stat Dec & Developments Permit Applications (Top Soil)	31



Goal Area 3: Delivery/Support of the Weed Control Act

Weed Inspectors Appointed	14
CityView Weed Cases	667
Weed Notices Issued	80
Prohibited Noxious Weed Cases	19
Formal Weed Inspections	2393
Re-inspections	940
Municipal & Portable Seed Cleaning Plants Inspected	1
KM's of Road-edge Treated for the Encroachment of Grass	618 km (236 ha)
KM's of Roadside Spot Treated for Noxious Weeds	618 km (1679 ha)
KM's of Roadside Mowed	2350 km 1 st Cut & 1700 km 2 nd Cut
Municipal Reserves Inspected	42
Municipal Reserves Spot Treated for Noxious Weeds	20
Municipal Reserves Mowed	62
Purple Loosestrife Weed Control	13 Site on the Bow River
Weed Control Contracts:	
• City of Airdrie	-
• Stoney Tribal Administration	101 ha Controlled
Producers Qualifying for the Certified Weed Free Hay Program	1
Rental of Backpack Sprayer	15
Rental of Pasture Sprayer	13
Roadside Seeding and Reclamation Projects	8

Goal Area 4: Delivery/Support of the Animal Health Act

Reportable or Notifiable Diseases	-
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Goal Area 5: Promote and Develop Agricultural Policies

Circulation Responses to Land Use Redesignations, Subdivisions, and Development Permits	138
ASB Training Sessions	1



Goal Area 6: Provide Diverse Educational Opportunities

AgReview Newsletter Issues Produced	4
AgReview Newsletters Sent to Producers	170
Workshops Organized	11
Workshop Attendees:	
• Generating Electricity From the Sun	56
• Working Wells	25
• Tree Pruning & Health	21
• Bees & Trees	27
• Septic System Basics	19
• Farm Security	30
• Vegetable Gardening 1	26
• Vegetable Gardening 2	30
• Ladies Livestock Lessons	85
• Ranching Opportunities	175
• Living in the Natural Environment	148
Partnering Organizations:	
• MD of Bighorn, Mountain View County, Kneehill County, Wheatland County, Red Deer County, Clearwater County, MD of Foothills, City of Calgary, City of Chestermere, Town of Crossfield, Town of Airdrie, Town of Cochrane, Foothills Forage, AB Agriculture and Forestry, Cows & Fish, Old College, 4-H, AFAC, NAISMA, AAAF	20
Publications Distributed	300
Agricultural Tour Participants	77 Participants & 10 RVC Staff
Aggie Days Attendees	30, 000
Students Enrolled in the Freshwater Field Study Program	1000
Staff Participating in the Classroom Agriculture Program	2 Presenters at 3 Schools
Master Farm Family Award	Lazy M Ranches: Doug & Patti-Ann Milner
Stampede Farm Family Award	Jones Hereford Ranch, Allen & Shannon Jones
Olds College Scholarship	1 \$500.00 Scholarship
4-H Scholarship	2 \$500.00 Scholarships
Website Clicks on Ag Webpage	21, 066



Goal Area 7: Environmental Sustainability

Trained Staff to Assist With EFP & GF2	5
Producers Who Received Assistance with an EFP	13
EFP Calls	16
EFP's in Progress	2
Agri-Environmental Incentive Programs	5
Ag Producers utilizing Incentive Program	16
Meetings Planned/ Attended re: Rural Watershed Management	40
Regional Airshed Societies Supported	1 (CRAZ)
WSG's Supported	5 (ERWP, NCWP, JCWP, RDRWA, LCARF)
WPAC's Supported	1 (BRBC)
Workshops Planned re: Riparian Health & Restoration Projects	2 Bioengineering Workshops (JCWP & ERWP)

Environmental Stream

Environmental Program Plan Goal 1: Enhance watershed health and environmental sustainability by encouraging responsible stewardship of air, land, biodiversity and water resources.

Strategy 1: Heighten Educational Role in Rural Water Management Through Partnerships with WSGs, Government, Municipalities and NGOs

Meetings Planned/ Attended	
<ul style="list-style-type: none"> Bow River Phosphorous Management Plan WSG & WPAC Meetings 	5 (4 County Departments Involved in BRPMP)
	35
Regional Airshed Societies Supported	1 (CRAZ)
WSG's Supported	5 (ERWP, NCWP, JCWP, RDRWA, LCARF)
WPAC's Supported	1 (BRBC)
Students Enrolled in the Freshwater Field Study Program	1000
Projects Funded through WRRP in JCWP	4

Strategy 2: Provide Expert Advice to Producers on Implementation of BMPs to Enhance Watershed Health

Workshops Planned re: Riparian Health & Restoration Projects	2 Bioengineering Workshops (JCWP & ERWP)
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Trained Staff to Assist With EFP & GF2	5
Producers Who Received Assistance with an EFP	13
EFP Calls	16
Agri-Environmental Incentive Programs	5
Ag Producers utilizing Incentive Program	16

Strategy 3: Augment Recycling of Ag Plastics & Ag Wastes – Through Cooperation With Solid Waste & Recycling

Agricultural Plastics Recycling Program	
<ul style="list-style-type: none"> Grain Bags Recycled 	20, 400 kg
<ul style="list-style-type: none"> Twine Recycled 	10, 370 kg

Environmental Program Plan Goal 2: Assist Producers in the completion of EFP’s and in accessing Growing Forward 2 funding to facilitate the adoption of BMPs.

Strategy 1: Maintain trained Ag Service staff to assist producers in accessing these programs

Trained Staff to Assist With EFP & GF2	5
Training Events Attended	7

Strategy 2: Host workshops and offer one-on-one consultations for producers to assist in obtaining these services

Producers Who Received Assistance with an EFP	13
EFP Calls	16
AgReview Newsletter Issues Produced	4
AgReview Newsletters Sent to Producers	170

Environmental Program Plan Goal 3: Provide municipal financial incentives to encourage BMP adoption.

Strategy 1: Implement Agriculture Master Plan recommendations within County processes

Recommendations Integrated into County Processes	29 of 35 Recommendations Fully Integrated
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