



ISLAND SAVINGS CENTRE COMMISSION

Tuesday, February 14, 2012
2:30 pm/ ISC Mesachie Room

AGENDA

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| 2. | <u>ADOPTION OF MINUTES:</u> | |
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| 7. | <u>NEW BUSINESS:</u> | |
| | NB1 Joint Use Agreement with School District 79 | |
| | - Verbal Report | |
| 8. | <u>QUESTION PERIOD:</u> | |
| 9. | <u>CLOSED SESSION:</u> | |
| 10. | <u>ADJOURNMENT:</u> | |
| 11. | <u>NEXT MEETING:</u> | |
| | - Next Regular Meeting proposed for March 8, 2012 or at the call of the Chair. | |

DISTRIBUTION:

Commission Members:

Mr. A. Siebring	Mr. L. Duncan
Ms B. Lines	Mr. P. Kent
Ms J. Woike	Mr. T. Duncan
Ms L. Iannidinardo	

Other Contacts For Commission Information Distribution:

Mr. B. Fraser	Mr. M. Walker
Ms G. Giles	Mr. R. Hutchins
Ms L. Heinio	

Staff Contacts for Commission Information Distribution:

Mr. R. Austen, General Manager, Parks, Recreation & Culture, CVRD
Mr. J. Ellis, Manager, Corporate Planning, CVRD
Mr. J. Elzinga, Manager, Island Savings Centre, CVRD
Mr. J. Wakeham, Manager, Facility, Fleet and Transit, CVRD
Ms K. Schrader, Manager, Arts & Culture, CVRD
Mr. M. Kueber, General Manager, Corporate Services, CVRD
Ms S. Moss, Manager, Finance Division, CVRD
Mr. S. Hurcombe, Budget Coordinator, CVRD
Mr. W. Jones, Chief Administrative Officer, CVRD
Mr. T. Ireland, Chief Administrative Officer, City of Duncan
Mr. D. Devana, Chief Administrative Officer, Municipality of North Cowichan
Mr. M. Ruttan, Corporate Officer, Municipality of North Cowichan
Mr. E. Mansueti, Director, Municipality of North Cowichan Parks and Recreation
Ms A. Spalding, Administration & Facility Booking Coordinator, CVRD
Mr. B. Coleman, Operations Coordinator, CVRD

Minutes of the regular meeting of the Island Savings Centre Commission held in the Centre Board Room, 2687 James Street, Duncan, on Thursday, February 2, 2012 at 2:30 pm.

PRESENT: L. Iannidinardo, P. Kent, T. Duncan, A. Siebring, B. Lines, L. Duncan, Alternate Director L. Heinio

ALSO

PRESENT: J. Elzinga, Manager CVRD
J. Ellis, Manager, Corporate Planning CVRD
M. Kueber, Manager, Finance CVRD
J. Wakeham, Manager, Facility, Fleet & Transit CVRD
B. Coleman, Facility Coordinator, North/Central Cowichan CVRD
J. Van Horne, Manager, Human Resources, CVRD
Ernie Mansueti, Director, North Cowichan Parks and Recreation
A. Spalding, Administration & Facility Booking Coordinator
A. Plunet, Recording Secretary

CALL TO ORDER
2:31 pm

The Manager of the Island Savings Centre called the meeting to order.

ELECTION OF CHAIR

Nominations were requested by the Manager for the office of Chair of the Island Savings Centre Commission for the year 2012.

A. Siebring was nominated for the position of Chair. A. Siebring accepted the nomination.

DECLARATION OF CHAIR FOR 2012

There being no further nominations, nominations were declared closed and A. Siebring was declared elected by acclamation the position of Chair of the Island Savings Centre Commission for the year 2012.

ELECTION OF VICE-CHAIR

Nominations were requested by the Manager for the office of Vice Chair of the Island Savings Centre Commission for the year 2012.

P. Kent was nominated for the position of Vice Chair. P. Kent accepted the nomination.

DECLARATION OF VICE CHAIR FOR 2012

There being no further nominations, nominations were declared closed and P. Kent was declared elected by acclamation for the position of Vice Chair of the Island Savings Centre Commission for the year 2012.

ASSUMPTION OF CHAIR

A. Siebring assumed the Chair.

**APPROVAL OF
AGENDA
2012- 01**

It was moved and seconded that the agenda be approved with amendments and changes in order as presented.

MOTION CARRIED

**ADOPTION OF
MINUTES
2012-02**

It was moved and seconded that the minutes of the Dec. 8 2011 regular meeting of the Island Savings Centre Commission be approved.

MOTION CARRIED

L. Heinio arrived at 2:35 p.m.

**STAFF REPORTS:
SR1**

North/Central Cowichan Facility Coordinator B. Coleman reported for the Facility, Fleet and Transit Division:

- The new roadway, University Way, is complete with crosswalks approved and signage anticipated pending MOT approval.
- Arena doors have been installed and potentially hazardous ceiling tiles above the doors have been removed. The storm pump project has been completed.
- In a joint tender serving Island Savings Centre and Kerry Park Recreation Centre, the two (2) 15 passenger vans have been traded and replaced with two (2) 2008 Montana 7- passenger minivans.

SR2

Manager J. Elzinga reported for the Island Savings Centre:

- Meeting regrets were passed on by Arts & Culture Manager K. Schrader, and D. Williams, Youth Outreach Programmer.
- On Mar. 17/12 hockey old-timer Guy Lefleur will return to the Cowichan Arena to participate in an ice tournament fundraiser.
- A rock climbing program has been initiated between North Cowichan, the CVRD and School District 79, and will take place at Mt. Prevost Middle School.

SR3

ISC Manager J. Elzinga distributed Orientation Manuals for 2012 to the Commission members.

SR4

January 25, 2012 Staff Report was presented by J. Ellis, Corporate Planning Manager, on the Island Savings Centre Staffing, Services and Capital Sustainability Plan.

A background review presented current and future needs of the Island Savings Centre. The financial impact of implementing year one of the Plan was broken down for a total cost of \$967,046, or \$17.05 per \$100,000 household.

The Commission was asked to consider the inclusion of year one items of the 9 year ISC Staffing, Services and Capital Sustainability Plan in the 2012 Budget.

B. Lines arrived at 3:15 p.m.

SR5

January 18, 2012 Staff Report by J. Elzinga presented for information the results of the Island Savings Centre 2011 Recreation Survey. 317 respondents commented on program expansion, barriers to participation, efficiency of marketing, food and beverage services, and basic upgrades to ensure an extended lifespan for the facility.

Based on the survey results, staff do not expect to move forward with any facility expansion for the foreseeable future. Upgrades, although significant, will be limited to the existing facility.

SR6

January 25, 2012 Staff Report by J. Elzinga provided for the new Commission members an update on obtaining arena dressing room licensing. A further update is anticipated for the March Commission meeting.

SR7

J. Elzinga provided three Staff Reports for consideration with an update on the Aquannis Centre:

- January 25, 2012 Staff Report by J. Elzinga stated the pursuit of complete transfer of ownership of the Aquannis Centre from the current owners of North Cowichan and Duncan, to the Cowichan Valley Regional District.

The north end of North Cowichan does not currently participate in funding the Aquannis Centre. North Cowichan Council has expressed support in transferring the property to the CVRD, and has indicated interest in further discussion with the CVRD and Duncan. In accordance with the Island Savings Centre bylaw stating current funding jurisdictions, the new funding partners would of necessity be North Cowichan (south end), Duncan, Electoral area D (Cowichan Bay), and Electoral area E (Cowichan Station/Sahtlam/Glenora).

- January 24, 2012 Staff Report stated an Aquannis Centre Visioning update on a potential partnership with Vancouver Island University. ISC staff will provide VIU with a directional update after the Island Savings Centre Commission considers Aquannis Centre direction.
- January 25, 2012 Staff Report recommended for discussion at the next Commission meeting consideration to redevelop the Aquannis Centre. It was requested that consideration be given to the allocation of the annual \$100,000 Island Savings Credit Union sponsorship for this purpose.

Discussion took place. It was determined that prior to requesting community suggestions for use of the 6000 sq. feet of available Aquannis Centre space, obtaining the transfer of ownership should be the primary concern in order to properly move forward to develop the space.

J. Ellis left the meeting at 4:17 p.m.

SR8

January 25, 2012 Staff Report by J. Elzinga provided Cowichan Place Signage information for budget consideration at the next ISC Commission meeting. Signage options discussed included:

1. Signage identifying the facilities of Cowichan Place
2. Directional signage throughout the Cowichan Place site
3. One large digital display sign naming the Cowichan Place facilities, and marketing programs and events.

Discussion ensued on sign bylaws and the need for a unified approach when determining a tasteful joint concept regarding way-finding signage.

SR9

January 25, 2012 Staff Report by K. Schrader, Arts & Culture Manager, provided a report to incorporate Welcome Signage and a Public Art project if approved in the 2012 budget.

Discussion took place on the plans to remove the concrete entrance sign to the Island Savings Centre, and the opportunity this would allow the Arts & Culture Division to create a Public Art Project to incorporate welcome signage in one or more languages as an entrance to the Island Savings Centre.

The Commission thanked the Arts & Culture Manager for her work to produce the report, but determined that the timing was poor for application of a public art project in the community. A motion of referral was made, suggesting that the Cowichan Valley Arts Council could possibly source out other funding to support this project.

2012-03

It was moved and seconded that the creation of a Public Art Project incorporating welcome signage at the entrance to the Island Savings Centre be referred to the Cowichan Valley Arts Council.

Two Opposed Votes

MOTION CARRIED

L. Heinio left the meeting at 4:38 pm.

SR10

The 2012 ISC Budget was proposed for Commission information including the supplemental items discussed within the ISC Sustainability Plan as a starting point for budget discussions.

Highlighting the 2011 year-end, expenses were lower than projected, more than offsetting a deficit in food and beverage, for a combined surplus

of \$56,564 for the functions: Events and Services, Arena, Theatre and Library. ISC Management recommended that this surplus be transferred to long term capital reserves. As presented in the ISC Sustainability plan, there are needs for staffing, short term capital and longer term transfer to reserve. It is projected that core expenses will be less, with a starting point of 0.09% less requisition required in 2012.

More information on the 5 year plan was requested for the next meeting.

**UNFINISHED
BUSINESS**

No Unfinished Business

NEW BUSINESS

No New Business

J. Wakeham, E. Mansueti, and M. Kueber left the meeting at 4:54 p.m.

**RESOLVE INTO
CLOSED
SESSION
2012-04**

4:55 pm

It was moved and seconded that the meeting be closed to the public in accordance with the Community Charter, Section Part 4, Division 3, Section 90, Subsection (1) (c) Labour Relations.

MOTION CARRIED

**RISE FROM
CLOSED
SESSION
2012-06**

5:24 p.m.

It was moved and seconded that the Commission rise without Report.

MOTION CARRIED

**QUESTION
PERIOD**

No questions were received.

**ADJOURNMENT
2012-07**

5:25 p.m.

It was moved and seconded that the meeting be adjourned at 5:25 p.m.

MOTION CARRIED

NEXT MEETING

A Special Meeting for further Budget discussion will be held February 14, 2012, at 2:30 pm or at the call of the Chair.

Certified Correct:

Chairperson

Secretary

Dated:

**ISLAND SAVINGS CENTRE
UPDATE**

OF FEBRUARY 8, 2012

TO: All Island Savings Centre Staff
FROM: John Elzinga, Manager, Island Savings Centre
SUBJECT: Food and Beverage Services at the Island Savings Centre

Today I met with the Island Savings Centre's food and beverage staff, to discuss changes to our food and beverage services. This update is to inform all Island Savings Centre staff of these changes.

For a number of years, the Island Savings Centre Commission has been concerned with the operating deficit in food and beverage services. To address this concern, there have been reductions in service, with the most recent being the closure of the Café within the main lobby, and reductions in arena concession hours. However, year-end figures for 2011 continue to show a significant deficit in food and beverage. The listed changes will address this deficit.

The Arena Concession

As of June 30th, 2012, the arena concession will no longer be operated by the Island Savings Centre. I expect to be issuing a request for proposals for that area by March 1, 2012. I will be encouraging proposals that have benefit to local agricultural initiatives, and / or community user groups. I anticipate a closing date for proposals at the end of April, 2012, with the successful proponent transitioning the space between May and July 2012.

The Theatre Concession

The theatre concession will continue to be operated as currently, with the exception that the Arts and Culture Division will be more involved in the management of the service. This transition of management will be completed by June 30th, 2012.

Catering

The Island Savings Centre will continue to cater events up to June 30th, 2012. After this date, the Island Savings Centre will no longer offer catering as a service.

Beginning March 1, 2012, facility users will be permitted to bring in their own food and beverage (non-alcoholic). Users will be able to cater their own functions. In the period from March 1, 2012 to June 30, 2012, users will have a choice whether to cater the event themselves or have the Island Savings Centre cater the event. After June 30th, it will be the responsibility of the user.

It is the intent that the Heritage Hall kitchen will be rentable for users for their own functions. We will begin to put procedures in place to allow this to happen.

Setups and breakdowns for all events, including events where users cater themselves, will remain a task of Island Savings Centre employees.

Cooking and Culinary Programs

We recently had a successful partnership on a cooking class with Vancouver Island University, and we will be looking to increase this type of programming in the future.

Liquor Sales

We will be reducing the amount of user provided special occasion licenses, with a corresponding increase in staff provision of licensed service. Therefore, bar staff will continue providing service as is done currently, with the anticipation that there may be more service required in the future. One example of this is the current initiative to try to get dressing rooms licensed – although the Liquor Branch does not currently have a policy to allow this, I am hopeful that we can influence policy in the coming months.

What does this mean for current food and beverage staff

Teresa will continue as a regular part time employee with the Island Savings Centre, with a change in role. Teresa will be transitioning between now and June 30th, to be responsible for the supervision of our licensed service, and act as liaison with user groups catering themselves, and cooking and culinary programs.

Casual bar staff will be retained for the continuation of currently provided licensed service.

Casual food staff will not be performing arena concession or catering duties after June 30th, 2012. The CVRD's human resources division will be working with these staff to identify available options.

I appreciate that with these significant changes, there may be questions. As always, come and see me and I will try to address your concerns.

Thank you.

John Elzinga, Manager,
Island Savings Centre.



STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING
FEBRUARY 14, 2012

DATE: February 9, 2012
FROM: John Elzinga, Manager
SUBJECT: Budget 2012

Recommendation/Action:

1. That the capital budget be increased by \$69,896 and the requisition be increased to cover these additional expenditures.
2. To amend the current core 2012 budget by the inclusion of the listed supplemental items.
3. To approve the 5 year plan for the Island Savings Centre, including the 2012 budget as amended.

Relation to the Corporate Strategic Plan:

Develop a long term financial management plan that addresses the lifecycle costs of CVRD assets and maintains adequate capital / operating reserves to strengthen financial stability.

Financial Impact: *(Reviewed by Finance Division:)*

The financial impact of supplemental items are listed, both in terms of the cost per \$100,000 household, as well as the increase in percentage the supplemental item would have on requisition.

Background:

The Island Savings Centre Commission directed staff in September 2011 to prepare a report that details the recommended resources required for year one implementation of the sustainable plan, and further specified to produce both core and supplemental figures.

In October 2011, the Commission further directed staff to prepare a balanced approach, where the total costs of phase one (years 1-3) were divided over the three year period to ensure an even set of increases annually.

At the February 2nd Island Savings Centre Commission meeting, the Commission was provided with a number of staff reports describing potential impact on the 2012 budget.

The Commission was also provided with 2012 budget information including:

- A memorandum from the Manager, stating that;
 - a. the Centre had a 2011 surplus of \$56,564, which is currently being transferred to reserve funds unless other direction is provided
 - b. additional sponsorship funds were transferred to 2012, with the total now available to spend being \$180,393
 - c. with the core budget input, the requisition required for 2012 was a 0.09% decrease.
- A list of supplemental items listed in table form, identifying item cost, what that item would cost per \$100,000 of assessed value, the amount to be funded by requisition, and the percentage increase of the requisition if the supplemental item was included in the 2012 budget.
- Five year plans for each individual function of 420 (events and services), 423 (arena), 426 (theatre), and 427 library
- Requisition review forms for each function
- Summaries and individual line items for each function.

The following is for additional consideration:

1. In reviewing the budget booklet, it was discovered that some of the Island Savings Credit Union sponsorship funds were being used to pay for operating expenses instead of the required capital. This needs to be corrected. In reviewing all year-end adjustments, the total shortfall is \$69,896. The recommended solution is to increase the amount of capital within the budget, as well as increasing requisition. This will bring a new starting point.
 - a. The requisition will have an increase of 1.29 % before any new supplemental items are added.
 - b. Within the budget there is \$186,393 of capital items included, which is funded by sponsorship money.
2. As requested, a consolidated five year plan for all functions. Please note that the 2012 section of the five year plan only contains core items at this point, not the sustainable plan items as recommended. 2013 through 2016 have both core and sustainable plan items.

For ease of referral:

1. Reprinted for this package is the three page staff report from Jacob Ellis which outlines the sustainable plan items for year one implementation (2012), and also specifies the items in years two and three.
2. Reprinted for this package is the recommended implementation phases which documents items spread over the next 9 years in 3 phases (2012 – 2014, 2015 – 2017, 2018 – 2020).

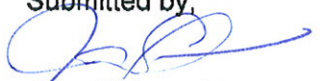
These are reprinted to address the Commission's request to see effects on the budget longer term.

List of supplemental items:

	Cost	Cost per \$100,000	Requisition % Increase
Arena / Sports programmer	\$72,416	\$1.26	2.25%
Assistant Technical Director	\$71,042	\$1.24	2.20%
Lead Hand Operations Attendant	\$82,588	\$1.44	2.56%
Increase theatre presenting	\$20,000	\$0.35	0.62%
Phase One Aquannis Centre reno	\$100,000	\$1.74	3.10%
Repair furniture and fixtures	\$18,607	\$0.32	0.58%
Multi-purpose hall ceiling	\$70,000	\$1.22	2.17%
Arena ceiling	\$100,000	\$1.95	3.10%
Multi-media switching equipment	\$27,000	\$0.47	0.84%
Transfer to reserve	\$234,000	\$4.07	7.26%
Cowichan Place Signage	\$16,000	\$0.28	0.50%
Grand totals	\$811,653	\$14.34	26.47%

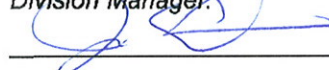
Please note that a photocopier (\$15,000), theatre speakers (\$140,000), and part of the previously discussed \$50,000 furniture and fixtures (\$31,393) specifically allocated for doors are now included within the budget. Even though the Aquannis Centre remains a high priority, staff determined that these items are more critical.

Submitted by,


John Elzinga, Manager,
Island Savings Centre.

Reviewed by:

Division Manager:



Approved by:

General Manager:

COWICHAN VALLEY REGIONAL DISTRICT

2010-2014 FINANCIAL EXPENDITURE PROGRAM

Dept Function: Island Savings Centre Consolidated

FORM C-1

WORKING PAPER ONLY - NOT FOR BUDGET BOOK

TOTAL EXPENDITURE	2012	2013	2014	2015	2016
Operational Costs	\$4,765,854	\$4,954,300	\$5,053,385	\$5,154,453	\$5,257,542
Debt Payments	\$292,207	\$276,996	\$197,106	\$197,106	\$197,106
Capital	\$186,393	\$490,000	\$720,000	\$685,000	\$400,000
Transfer to Reserve	\$56,564	\$468,000	\$702,000	\$936,000	\$1,170,000
TOTAL APPLICATION OF FUNDS	5,301,018	6,189,296	6,672,491	6,972,559	7,024,648
SOURCES OF FUNDS					
Requisition/Parcel Tax	3,266,737	4,296,821	4,754,701	5,028,947	5,054,698
User Fee	1,460,921	1,498,872	1,524,187	1,550,009	1,576,347
Transfer from Reserve Fund	0	0	0	0	0
Other	515,464	393,603	393,603	393,603	393,603
Debentures	0	0	0	0	0
Surplus/(Deficit)	57,896	0	0	0	0
TOTAL SOURCE OF FUNDS	5,301,018	6,189,296	6,672,491	6,972,559	7,024,648

"Total application of funds" must equal "Total Source of Funds"



STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING OF FEBRUARY 2, 2012

DATE: January 25, 2012
FROM: Jacob Ellis, Manager, Corporate Planning
SUBJECT: ISC Staffing, Services & Capital Sustainability Plan

Recommendation/Action:

That it be recommended that the Commission consider inclusion of the following year one items of the 9 year *ISC Staffing, Services and Capital Sustainability Plan* in the 2012 Budget.

Relation to the Corporate Strategic Plan:

The Corporate Strategic Plan specifically identifies the following priorities for the organization:

- Ensure well maintained public facilities,
- Increase participation in parks, recreation, and culture programs, events and activities,
- Continually improve the quality of programs and services,
- Develop a program expansion strategy,
- Ensure that each department is sufficiently resourced to accomplish its mandate,
- Develop a long term financial management plan that addresses lifecycle costs of CVRD assets and maintains adequate capital reserves to strengthen financial stability,
- Develop a long term funding strategy including a capital reserve funding policy for maintaining and replacing infrastructure assets.

The *ISC Staffing, Services & Capital Sustainability Plan* (the Plan), if implemented, would in large part achieve these strategic actions for the ISC facility, including the theatre.

Financial Impact: (Reviewed by Finance Division: _____)

The financial impact of implementing year one of the Plan would amount to a budget increase of \$17.05 per \$100,000 in assessed value, or a total of \$967,046.

Background

The Island Savings Centre was completed in 1978. Since that time 33 years ago, many additions, modifications, and renovations have occurred. The population served by the centre has grown, and programs and services have expanded and changed to meet the evolving needs of the community.

Today, after a careful review of current and future needs, staff have identified the personnel, services, and capital required to sustain great service, quality programs, and a well maintained facility for the Cowichan community now – and in the future.

Sustainability in the context of this plan means:

- *Staffing* levels are adequate to ensure employees can meet performance expectations year after year without risk of injury, undue stress, or burnout,
- *Services* are supported by adequate funding to allow staff to offer high quality recreation and culture programs & events,
- *Equipment* is up to date, properly maintained and replaced in a timely manner at the end of its lifecycle,
- *Short Term Capital* funding is sufficient to repair, replace, and upgrade building components in a timely manner,
- *Long Term Capital* funding is sufficient to undertake major capital repairs, upgrades or facility replacement in a cost effective and timely manner.

At the September 2011 Island Savings Centre Commission meeting, a plan was presented that identified the personnel, services, and capital required for the ISC to ensure a sustainable level of service now and in the future. The presentation outlined the estimated costs of the Plan over the next 9 years, in three phases. The Commission then directed that staff prepare a report that divided the costs of the plan for the first three years (phase 1) evenly over the three year period to ensure an even set of increases annually, and detail the recommended resources required for year one implementation of the Plan.

The costs of year one implementation of the plan are comprised of the following items:

Year One Implementation Breakdown			
Division/Function	Description	Cost	Cost per \$100,000 household
420 - Island Savings	Arena/Sports Programmer	\$72,416	1.26
420 - Island Savings	Transfer to reserve	\$234,000	4.07
420 - Island Savings	Lead Hand Operations Attendant	\$82,588	1.44
420 - Island Savings	Phase 1 old pool space renovation	\$100,000	1.74
420 - Island Savings	Increase fixtures/furniture repairs	\$50,000	0.87
420 - Island Savings	Multi Purpose Hall ceiling replacement	\$70,000	1.22
426 - ISC Theatre	Reinstate F/T Assistant Technical Director	\$71,042	1.24
426 - ISC Theatre	Restore Theatre presenting budget	\$20,000	0.35
426 - ISC Theatre	Speakers & associated hardware	\$140,000	2.44
426 - ISC Theatre	Multi-media switching	\$27,000	0.47
423 - ISC Arena	Arena ceiling	\$100,000	1.95
Total		\$967,046	\$17.05

As always, it is the goal of staff to present as clearly as possible options and information to the Commission. Staff recognize that it is a considerable challenge to balance community service expectations with the need to maintain an appropriate tax rate. It is staff's hope that the Plan will serve as a good starting point for discussion on short and long term needs for the ISC facility.

Submitted by,



Jacob Ellis, Manager
Corporate Planning

Attachments

YEAR ONE (2012)

Staffing	Cost Per \$100,000	Total Cost
Reinstate FT Arena and Sports Programmer (ongoing)	\$1.26	\$72,416
Reinstate FT Assistant Technical Director (ongoing)	\$1.24	\$71,042
New FT Operations Lead hand (ongoing)	\$1.44	\$82,558
Services		
Restore Theatre presenting budget to 2009 level (ongoing)	\$0.35	\$20,000
Fixtures and Finishing repairs (ongoing)	\$0.87	\$50,000
Equipment and Short Term Capital		
Speakers and associated hardware (One time cost)	\$2.44	\$140,000
Multi-media switching hardware (One time cost)	\$0.47	\$27,000
Arena ceiling (One time cost)	\$1.95	\$100,000
Arena/Multi-Purpose Hall ceiling (One time cost)	\$1.22	\$70,000
Old pool Space renovations - Part 1 of 2 (One time cost)	\$1.74	\$100,000
Long Term Capital Reserves		
Capital Reserve Fund (ongoing)	\$4.07	\$234,000
TOTAL 2012 ONE TIME COSTS	\$7.82	\$437,000
TOTAL 2012 ONGOING COSTS	\$9.23	\$530,016
Annual Total	\$17.05	\$967,016

YEAR TWO (2013)

Staffing	Cost Per \$100,000	Total Cost
Reinstate FT Programs Coordinator (Ongoing cost)	\$1.69	\$96,875
Reinstate PT Operations Assistant (Ongoing cost)	\$0.30	\$17,232
Services - n/a		
Equipment and Short Term Capital		
Ice plant roof (One time cost)	\$3.90	\$200,000
Generator (One time cost)	\$1.39	\$80,000
Loading Dock Upgrades (One time cost)	\$1.04	\$60,000
Sign on Fly Tower (One time cost)	\$0.52	\$30,000
Old pool Space renovations - Part 2 of 2 (One time cost)	\$1.74	\$100,000
Fly Completion/main curtain (One time cost)	\$1.74	\$100,000
Washroom on stage level (One time cost)	\$0.87	\$50,000
Long Term Capital Reserves		
Capital Reserve Fund Increase over year one (ongoing)	\$4.07	\$234,000
TOTAL 2013 ONE TIME COSTS	\$11.20	\$620,000
TOTAL 2013 ONGOING COSTS	\$6.06	\$348,107
Annual Total	\$17.26	\$968,107

YEAR THREE (2014)

Staffing - n/a	Cost Per \$100,000	Total Cost
Services - n/a		
Equipment and Short Term Capital		
Repave North and West parking lot (One time cost)	\$12.57	\$650,000
North wall cladding completion (One time cost)	\$1.22	\$70,000
Long Term Capital Reserves		
Capital Reserve Fund Increase over year two (ongoing)	\$4.07	\$234,000
TOTAL 2014 ONE TIME COSTS	\$13.79	\$720,000
TOTAL 2014 ONGOING COSTS	\$4.07	\$234,000
Annual Total	\$17.86	\$954,000



Island Savings Centre

Recommended Implementation Phases

	Phase 1	Phase 2	Phase 3
Staffing / Services	<ul style="list-style-type: none"> • FT Program Coordinator • FT Arena /Sports Programmer • FT Assistant Technical Director • PT Operations Assistant • New FT Operations Lead Hand • Restore Theatre presenting budget 	<ul style="list-style-type: none"> • New PT Theatre Marketing Position (contract) • New FT Electrician (1/3 share of cost to ISC) • New FT Operations Attendant • New PT Ticket Centre Clerk • New PT Assistant Technical Director • Theatre Presenting Budget Increase to competitive level • Theatre Advertising Budget Increase to competitive level 	<ul style="list-style-type: none"> • New FT Janitor • New PT Operations assistant • New FT Ticket Centre Clerk • New PT Front of House Supervisor position • PT Assistant Technical Director to FT • Theatre Presenting Budget Increase to competitive level • Theatre Advertising Budget Increase to competitive level
Equipment & Short Term Capital	<ul style="list-style-type: none"> • Speakers and associated hardware • Multi-media switching hardware • Generator • Ice plant roof • Arena/Multi-purpose hall ceiling • Fly Completion/main curtain • Loading Dock • Washroom on stage level • Sign on Fly Tower • Old pool renovations • North wall cladding complete • Repave North and West parking lot 	<ul style="list-style-type: none"> • Moving Lights Replacement/lighting board • Monitors and monitor desk • ½ ton truck (tow spirit stage & all equipment) • Small tractor for snow removal / yard work • Theatre first floor flooring replacement • Main door replacement (all entrances) • Plumbing fixtures (sinks, toilets, etc) • Theatre Stage Access/Stairs • HVAC system • Snow melt/water recovery pit for zamboni 	<ul style="list-style-type: none"> • Zamboni (battery / electric) • Auto scrubbers (2) janitorial • Ice plant compressors & equipment • Hot water tank • Boiler system and pipe joints • Orchestra Pit • Orchestra Shell • Carpeting • HVAC • Roof Replacement (over three years) • Theatre Seats
Long Term Capital	<ul style="list-style-type: none"> • Capital Reserve Fund 	<ul style="list-style-type: none"> • Capital Reserve Fund Increase over Phase 1 	<ul style="list-style-type: none"> • Capital Reserve Fund Increase over Phase 2
Total Costs	One Time Costs: \$26.08 (\$1,567,000) Ongoing Costs: \$14.67 (\$858,478)	Total One Time Costs: \$24.18 (\$1,415,000) Total Ongoing Costs: \$12.44 (\$727,137)	Total One Time Costs: \$53.20 (\$3,115,000) Total Ongoing Costs: \$9.28 (\$542,986)

Total Capital Reserves: \$11,532,046