



COLUMBIA LAKE RECREATION SOCIETY: 3050 HIGHWAY 93/95, WINDERMERE, BC
Society Vision: Honoring athletes of yesterday by supporting all those of today and tomorrow

COVER MEMORANDUM

TO: Directors, Regional District of East Kootenay (RDEK)
FROM: Board of Directors, Columbia Lake Recreation Society (Society)
DATE: February 5, 2020
RE: Required background information to January 9, 2020 request to RDEK

Please accept the attached package of information as further explanation and substantiation of the request made to RDEK on January 9, 2020 by the Society for inclusion of the Columbia Lake Rec Centre into the RDEK Service Agreements. The package consists of the following;

1. The original request letter of Jan. 9, 2020 with Rec Centre sales attachment
Pages 1.a., 1.b. and 1.c
2. The Charter of the Columbia Lake Recreation Society
Page 2.a.
3. The Balance Sheet and Income/Deficit Statements to Dec. 31, 2019 for the Columbia Lake Recreation Society as developed by AFN Finance Department (with Notes to both statements as added by the Society)
Pages 3.a. and 3.b.
4. Columbia Lake Rec Centre Operating Budget 2019/2020 with Actuals to Dec. 31, 2019 plus projected Actuals to March 31, 2020. This sheet shows an operating deficit of \$26,029 at Dec. 31, 2019 and projected deficit of \$35,912 by 03/31/2020
Page 4.a.
5. Content of the most recent draft of the Society Business Sustainability Presentation to AFN Chief and Council October 9, 2019.
Pages 5.a, 5.b. and 5.c.



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Society Vision: Honoring athletes of yesterday by supporting all those of today and tomorrow

Regional District of East Kootenay (RDEK)
Columbia Valley (CV) Committee
19 - 24th Avenue South, Cranbrook BC

January 9, 2020

RE: Request from Columbia Lake Recreation Society (the Society) for inclusion of Columbia Lake Rec Centre in RDEK Service Agreements area

Dear CV Committee members;

Please accept this letter outlining the rational and reasoning for this request to RDEK.

Purpose of this presentation is twofold. Today the Columbia Lake Recreation Society is before the RDEK CV Committee to request consideration for including the Columbia Lake Rec Center (Rec Centre) in the array of recreation facilities encompassed within the RDEK service agreement areas and to seek approval from the Committee to recommend an amount of operational funding to be provided to the Society as it carries out its mandate of managing and operating this Rec Center.

Preamble

First, please again accept thanks from both the Society and ?Akisq'nuk First Nation for the capital funding provided to support the building of the Columbia Lake Recreation Center. The centre open and became operational in April, 2019 and has been in operation for 10 months. The centre is halfway through its first "high use" season and people from all over the Columbia Valley and beyond are enjoying this beautiful, unique facility. The Society is highly aware, however, that there is much more work to be done before we are at full utilization of the Centre.

Utilization

During the initial 10 months of operation, the Rec Centre has seen increasing utilization. The Rec Centre has installed a comprehensive registration and sales activity software that provides management and the Board with ongoing utilization data. As of December 31, 2019 the number of passes sold comes to 1640 with the majority of this pass-holder activity occurring in the months of September, October, November, and December. There are two main sport associations currently holding the top spot for utilisation in our Center. Number one spot goes to the Columbia Valley Pickleball Association. That Association has more than 200 members from across the valley and utilizes the centre 6 out of 7 days per week. The next spot goes to the Columbia Valley Football (Minor Soccer) Club with weekly rentals for indoor soccer practices available to the almost 500 youth involved in soccer from Canal Flats to Brisco.

Lessons Learned

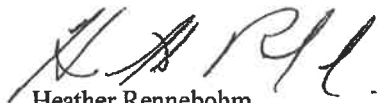
From the first months of operation, the Society knows the Centre is an invaluable component of health, wellness, recreational tourism and community building across this valley. In order to maximize use, however, resources are required for the following initiatives;

- Promotions
- Programming
- Grant and Fund development
- Partnerships
- Capacity building of staff and management

In order to carry out all these initiatives, the Board of the Society is requesting operational support from this Committee.

We hope you will consider this request and, should you have further questions, you will contact the Secretary/Treasurer of the Society at the contact numbers below.

Sincerely,



Heather Rennebohm

250.341.5919

Heather.rennebohm@gmail.com

Sales by Service

2019-03-01 - 2019-12-31

Court Rentals

Pricing Option	Total Amount	% Of Revenue Category	Cash Equivalent	Non-Cash Equivalent	Quantity
One Hour Court Rental	\$693.75	24.82%	\$616.25	\$77.50	23
One Hour Court Rental 1/3	\$550.00	19.67%	\$497.50	\$52.50	7
One Hour Court Rental 2/3	\$152.50	5.45%	\$152.50	\$0.00	3
One Hour Court Rental Full	\$1,399.38	50.06%	\$651.25	\$748.13	19
Total amount: \$2,795.63			Cash equivalent: \$1,917.50	Non-cash equivalent: \$878.13	Quantity: 52

Facility Access

Pricing Option	Total Amount	% Of Revenue Category	Cash Equivalent	Non-Cash Equivalent	Quantity
10 pass multi-pack Adult	\$219.00	1.30%	\$63.00	\$156.00	4
10 pass multi-pack SR/JR	\$126.00	0.75%	\$42.00	\$84.00	3
Daily Drop in Adult	\$1,559.99	9.24%	\$951.78	\$608.21	229
Daily Drop in JR/SR	\$5,438.75	32.22%	\$4,758.75	\$680.00	1092
Daily Drop in Child	\$138.63	0.82%	\$63.75	\$74.88	56
Daily Drop In Family	\$749.30	4.44%	\$412.15	\$337.15	51
One Month Unlimited Access Adult	\$1,048.00	6.21%	\$252.00	\$796.00	28
One Month Unlimited Access JR/SR	\$2,085.36	12.35%	\$904.87	\$1,180.49	70
One Month Unlimited Access Child	\$21.00	0.12%	\$21.00	\$0.00	1
One Month Unlimited Access Family	\$414.00	2.45%	\$62.00	\$352.00	7
One Year Unlimited Access Adult	\$189.00	1.12%	\$0.00	\$189.00	3
One Year Unlimited Access JR/SR	\$2,798.25	16.58%	\$546.00	\$2,252.25	13
One Year Unlimited Family	\$567.00	3.36%	\$0.00	\$567.00	1
x 4 Day Pass JR/SR x	\$15.00	0.09%	\$15.00	\$0.00	1
x Christmas Special Adult x	\$756.00	4.48%	\$126.00	\$630.00	6
x Christmas Special JR/SR x	\$756.00	4.48%	\$94.50	\$661.50	8
Total amount: \$16,881.28			Cash equivalent: \$8,312.80	Non-cash equivalent: \$8,568.48	Quantity: 1573

Instructional Classes

Pricing Option	Total Amount	% Of Revenue Category	Cash Equivalent	Non-Cash Equivalent	Quantity
Yoga Class Enrollment	\$0.00	0.00%	\$0.00	\$0.00	1
Zumba Class Enrollment	\$140.00	100.00%	\$110.00	\$30.00	14
Total amount: \$140.00			Cash equivalent: \$110.00	Non-cash equivalent: \$30.00	Quantity: 15

Grand total	Total amount	Cash equivalent	Non-cash equivalent	Quantity
	\$19,816.91	\$10,340.30	\$9,476.61	1640



COLUMBIA LAKE RECREATION SOCIETY: 3050 HIGHWAY 93/95, WINDERMERE, BC
Society Vision: Honoring athletes of yesterday by supporting all those of today and tomorrow
CONSTITUTION

1. The name of the Society is "COLUMBIA LAKE RECREATION SOCIETY" (Society).
2. The purpose of the Society is in furtherance of the following objectives:
 - (a) to operate a multi-use, fully accessible sport and recreation facility dedicated to the Vision of "honoring the athletes of yesterday by supporting all those of today and tomorrow";
 - (b) to provide a variety of fitness and recreation spaces, equipment, programs and services to all residents, second home owners, and visitors of all ages across the Columbia Valley and beyond.
 - (c) To pursue resources, grants, other funds, gifts, equipment and/or other assets to support furtherance of the Vision.
 - (d) to develop, manage and operate a Sport and Recreation center that celebrates athletics and fitness and wellbeing of the child, family, youth, and elders in the context of reconciliation and community sharing;
 - (e) to facilitate the participation of Akisq'nuk First Nation (AFN) members in the use of and delivery of recreation and fitness programs and services;
 - (f) to promote health, education, nutrition, culture and language, and family involvement in fitness and wellbeing;
 - (g) to work in partnership with the leadership of the Akisq'nuk First Nation (AFN) in the furtherance of the Vision;
 - (h) to develop healthy, inclusive communities by sharing in the history, traditions, cultural awareness and shared passion for the Columbia Valley;
 - (i) to cooperate with other organizations which have purposes similar in whole or in part to the purposes of the Society; and
 - (j) To operate and maintain a bank account for the sole benefit of the Society.

Columbia Lake Recreation Society
Balance Sheet

Unaudited
(thousands of dollars)

	December 31 2019	March 31 2019
Assets		
Current assets		
Cash and cash equivalents (Note 1)	\$ 23,068	\$ -
Short-term investments	-	-
Accounts receivable	(370)	-
Prepaid expenses	-	-
	22,699	-
Capital Assets (Note 2)	20,042	-
	<u>\$ 42,741</u>	<u>\$ -</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	\$ 7,252	\$ -
Due to AFN (Note 3)	115,219	1,383
Deferred revenue	11,011	-
	133,482	1,383
Fund balances		
Invested in capital assets		
Internally restricted		
Unrestricted	(90,741)	(1,383)
	(90,741)	(1,383)
	<u>\$ 42,741</u>	<u>\$ -</u>

NOTES:

1. As this is the first year of operations of the Columbia Lake Rec Centre (Opening Date April 16, 2019), there are no prior year results to compare in either the Balance Sheet, Income Loss Statement or Budgets.
2. These capital assets include only those purchased after April 1, 2019.
3. This amount has not yet been reconciled through comparison to Operating Budget as overseen by the Society.

Columbia Lake Recreation Society
Statement of Income (Loss) and Deficit
Nine Months Ended December 31
 Unaudited
(thousands of dollars)

	Nine Months Ended December 31	
	2019	2018
Revenue (Note 4)		
Facility rentals	\$ 3,389	\$
Programs	14,158	
Other	1,905	
	<u>19,452</u>	<u>-</u>
Expenses (Note 5)		
<i>Facility operations</i>		
IT and communications	4,141	
Contract Services	600	
Utilities	26,051	
Janitorial	1,566	
Supplies and equipment	4,864	
<i>Administration</i>		
Advertising	3,575	
Bank charges	674	
Office	773	
Travel	142	
<i>Programs</i>		
Wages and benefits	66,235	
Staff uniforms	191	
	<u>108,811</u>	<u>-</u>
Excess of revenue over expense	(89,359)	-
Total fund balances, beginning of period	(1,383)	
Total fund balances, end of period (Note 6)	<u>\$ (90,741)</u>	<u>\$ -</u>

NOTES:

- These figures are drawn from Sales Reports. Grants and gifts are deposited separately and do not necessarily appear in this Income Loss Statement.
- These expense figures are aligned with the Operating Budget (\$650 more in this statement than in the Actuals column on Page 4.a.). The discrepancy will be reconciled prior to year end.

COLUMBIA LAKE RECREATION CENTRE OPERATING (REVENUE AND EXPENSES): 2019-2020 BUDGET AND ACTUALS FOR Q3

	2019-2020 BUDGET	BUDGET TO 12/31/2019	ACTUALS TO 12/31/2019	PROJECTED ACTUALS TO 03/31/2020	PROJECTED VARIANCE ACTUALS TO BUDGET AT 03/31/2020
REVENUE					
PASSHOLDERS	\$ 68,820	\$ 51,615	\$ 7,122	\$ 11,823	-\$ 56,997
MULTIPASS	\$ 8,000	\$ 6,000			-\$ 8,000
DROP-INS	\$ 24,750	\$ 18,563	\$ 8,232	\$ 13,665	-\$ 11,085
PROGRAMS			\$ 140	\$ 232	\$ 232
COURT RENTALS	\$ 21,600	\$ 16,200	\$ 2,796	\$ 4,641	-\$ 16,959
SPECIAL EVENTS	\$ 27,500	\$ 20,625	\$ 1,527	\$ 2,535	-\$ 24,965
CONCESSIONS AND VENDING	\$ 15,500	\$ 11,625			-\$ 15,500
SALES SUB TOTAL	\$ 166,170	\$ 124,628	\$ 19,817	\$ 32,896	-\$ 133,274
OFFICE RENT	\$ 31,680	\$ 23,760		\$ 1,000	-\$ 30,680
ADVERTISING					
GRANTS/GIFTS	\$ 55,000	\$ 41,250	\$ 12,300	\$ 15,375	-\$ 39,625
OTHER TOTAL	\$ 86,680	\$ 65,010	\$ 12,300	\$ 16,375	-\$ 70,305
REVENUE TOTAL	\$ 252,850	\$ 189,638	\$ 32,117	\$ 49,271	-\$ 203,579
EXPENSES					
ADMINISTRATIVE EXPENSES:					
PROGRAMS					
INSURANCE	\$ 3,600	\$ 2,700			-\$ 3,600
ADVERTISING AND PROMOTIONS	\$ 2,000	\$ 1,500	\$ 3,575	\$ 4,469	\$ 2,469
OFFICE SUPPLIES AND EQUIPMENT	\$ 6,300	\$ 4,725	\$ 773	\$ 966	-\$ 5,334
PROFESSIONAL DEVELOPMENT			\$ 326	\$ 408	\$ 408
TRAVEL			\$ 142	\$ 178	\$ 178
INFORMATION TECHNOLOGY	\$ 4,728	\$ 3,546	\$ 4,141	\$ 5,176	\$ 448
CONTRACT SERVICES	\$ 12,200	\$ 9,150	\$ 600	\$ 750	-\$ 11,450
BANK & FINANCE FEES	\$ 3,323	\$ 2,492	\$ 674	\$ 843	-\$ 2,481
CASH OVER/UNDER	\$ 500	\$ 375			-\$ 500
UNIFORMS			\$ 191	\$ 191	\$ 191
UTILITIES	\$ 40,000	\$ 30,000	\$ 26,051	\$ 42,209	\$ 2,209
REPAIRS & MAINTENANCE	\$ 5,000	\$ 3,750			-\$ 5,000
JANITORIAL & SUPPLIES	\$ 26,400	\$ 19,800	\$ 1,566	\$ 1,958	-\$ 24,443
CONCESSION & VENDING	\$ 6,200	\$ 4,650			-\$ 6,200
ADMIN EXPENSE TOTAL	\$ 110,251	\$ 82,688	\$ 38,039	\$ 47,549	-\$ 62,702
OTHER EXPENSES: PROGRAM EQUIP			\$ 4,864	\$ 6,080	\$ 6,080
OTHER EXPENSES TOTAL			\$ 4,864	\$ 6,080	\$ 6,080
SALARY EXPENSES:					
SALARY & WAGES	\$ 126,726	\$ 95,045	\$ 59,050	\$ 73,813	-\$ 52,914
SALARY EXPENSES TOTAL	\$ 126,726	\$ 95,045	\$ 59,050	\$ 73,813	-\$ 52,914
OTHER EMPLOYEE EXPENSES					
CPP	\$ 8,516	\$ 6,387			-\$ 8,516
EI					
PENSION	\$ 6,970	\$ 5,228			-\$ 6,970
WCB	\$ 786	\$ 590	\$ 148	\$ 185	-\$ 601
LIFE, HEALTH, DENTAL	\$ 4,380	\$ 3,285			-\$ 4,380
EFAP					
MSP					
CELL PHONE ALLOWANCE	\$ 2,600	\$ 1,950			-\$ 2,600
OTHER EMPLOYEE EXPENSES TOTAL	\$ 23,252	\$ 17,439	\$ 6,193	\$ 7,741	-\$ 15,511
EXPENSE TOTAL	\$ 260,229	\$ 195,172	\$ 108,146	\$ 135,183	-\$ 125,047
MANAGEMENT FEES	\$ 42,326	\$ 31,745			-\$ 42,326
NET DEFICIT (SURPLUS)	\$ 49,704	\$ 37,278	-\$ 76,029	-\$ 85,912	-\$ 135,616
INTERNAL TRANSFERS/CONTRIBUTIONS					
INTERNAL TRANSFER	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
STARTUP FUNDING					
TOTAL DEFICIT(SURPLUS)	\$ 296	\$ 222	-\$ 26,029	-\$ 35,912	

NOTE: as is apparent herein, Budget deficit of the Rec Centre could be addressed if an annual infusion of \$30,000 came through inclusion in RDEK Service Agreements



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**Presentation by Columbia Lake Recreation Society (Society)
to ?akisq'nuk First Nation (AFN) Chief and Council
Wednesday October 9, 2019**

Premise of Presentation

With this presentation, the Society aims to address the Columbia Lake Rec Center immediate shortfall and to continue to plan and act for the Columbia Lake Rec Centre (Rec Centre) sustainability across second half of fiscal year 2019-2020 and in future years through:

- A. exercising **Partnership Potential** for ongoing operational funding
- B. accelerating **Event Scheduling and Promotions**
- C. seeking resources for development of **Revised Business Plan** with all the above features plus emphasis on capture of more leisure activities, special events markets.
- D. exploring **Past Precedents** of AFN business support

Preamble

The soft opening of the Columbia Lake Rec Center occurred in April of 2019 and the official opening on June 27, 2019. Thus, the first 6 months of operations were in the spring and summer. The Centre is halfway through its first year of operations and on the verge of what will be its busiest season. In the first half of year one, the Rec Centre has operated 12 hours per day, 7 days per week and has generated some revenues through passholder use and facility rentals. The available financial records show that by mid-October, the centre will have utilized the seed money provided by Chief and Council. The proposals herein have been developed by the Society Board and are presented to Chief and Council in the hope they will be considered and accepted.

Presentation Component: A. Partnership Potentials

The Society intends to pursue several Potential Partnerships through the following actions,

1. To expand the partnership with the Regional District of East Kootenay (RDEK) by exploring with them the option of Columbia Lake Rec Center becoming part of the RDEK service area and thus a recipient of RDEK operating funds through taxation base.

2. To open up conversations with Valley Fitness Centre regarding their critical need for more space to serve their membership base and determine if Columbia Lake Rec Center could accommodate and thus capture that passholder market to a degree.
3. Work with Shuswap Indian Band to to create opportunities for that Community to utilize space in the Rec Centre for ongoing activities and events.
4. Approach Kicking Horse Coffee and or other potential corporate sponsors and partners for use of Center and creation of corporate memberships.

Presentation Component: B. Accelerated Event Scheduling, Promotions

The Society intends to pursue full array of revenue generating rentals and sales,

Tools: 2019-2020 Winter tournament and event schedule
2019-2020 Budget Revenue projections for remaining months
MindBody software and Social Media (Facebook)

1. Accelerated Event Scheduling:
 - a. The goal for this component is to have every weekend from November 1st to March 31st booked with a revenue generating tournament, event or camp.
 - b. This action will be undertaken by the Rec Centre Coordinator and three Society Board Members.
 - c. Revenue projections for this component are between \$2,500 to \$4,000 per month in tournament and event bookings
2. Promotion of Winter pass sales:
 - a. MindBody push to all previous users
 - b. Social Media Facebook push for pass promotion
 - c. Print Media and rented signage
 - d. One goal for this section is to carry out our first Christmas promotion for Pass sales.
 - e. Primary Goal is to reach budget targets for Pass sales in November to March.
 - f. These actions will be primarily undertaken by the Rec Centre Coordinator

Notes: this component will require additional expenditure

Presentation Component: C. Develop Resources for Business Plan, Programs

The Society intends to obtain resources for the development of an expanded Business Plan,

Tools: Grant applications and Board relationships with potential funding agencies.

1. Acquire funding for development of a revised, expanded Business Plan from the following potential sources;
 - a. Community Futures
 - b. East Kootenay Investment Fund (Eden Yesh)
 - c. New Relationships Trust
2. Incorporate all avenues of facility rentals/uses for additional revenue potential, such as;
 - a. Rental of commercial kitchen space
 - b. Full rental of office space (several rentals in process now, more needed)
 - c. Expand array of equipment to expand array of leisure and recreational uses
3. Continue to apply for wider programming grants, such as:
 - a. ISPARC (in process, will know in November)
 - b. CBT Social Development Grant – due October 15

Presentation Component: D. Past Precedents

Tools: Revised Financing Agreement and Accounting Agreement (Attachment I)

In this section of the presentation, the Society proposes that,

1. As they have in the past with other non-profit business, AFN enters into a financing agreement, worded as in the Attachment I, to give this Society access to an AFN funded line of credit to be utilized over the first three years of operations.
2. AFN be asked to have Community Facilities Management Department follow up with DISC to have the Re Centre placed on the approved asset list and thus receive operating offset funds each year.
3. The Management Agreement for accounting services, also in Attachment I, be revised to forgive monthly fees for all of 2019-20 and thereafter be calculated at 10% of sales revenue for future years up to a maximum of \$1,000 per month.