



***Minutes of the West Shore Parks and Recreation Society
Board of Directors Meeting
held Thursday, November 5 2009 in the Fieldhouse***

PRESENT: Arnie Hamilton, Lanny Seaton, Les Bjola (Chair), Jo Mitchell, Ken Williams, Garry Manhas, Shaun Wysiecki (Secretary-Treasurer), Terry Young, Mike Hicks, Roger Wade, Ron Aubrey, Dave Saunders (Vice-Chair)

PRESENT: Andrew Britton, Matt Sahlstrom, Michael Ross

STAFF PRESENT:

Linda Barnes, Administrator
Wade Davies, Manager of Operations
Janet Barclay, Manager of Community Recreation and Development
Debbie Hansen, Manager, Human Resources
Cameron Reid, Manager of Finance & Administration
Lore Cumberbatch, Administrative Secretary

CALL TO ORDER

1. The Chair called the meeting to order at 7:05 pm

APPROVAL OF AGENDA

2. MOVED/SECONDED by Directors Wade and Wysiecki that the agenda be approved with the addition of one (1) additional late items as follows:

Item 7. New Business as item 7c) – Memorial Service Facility Request
CARRIED.

APPROVAL OF MINUTES

3. MOVED/SECONDED by Directors Wade and Hamilton that the minutes of the regular meeting held October 8, 2009 be adopted as circulated and the minutes of the Finance Committee held October 20, 2009 be adopted with one (1) change – Director Les Bjola was absent from the meeting and on 2 under New Business Item 5a) MOVED/SECONDED by Directors Aubrey and Williams to proceed with audit proposals and RFP Services for March 2010.
CARRIED.

CHAIR'S REMARKS

The Chair noted Janet Barclay will be leaving West Shore Parks and Recreation to take up a new position at Oak Bay Recreation we will miss her expertise and wish her well in her new endeavour. We will be having a get together at the 6 Mile Pub after the Board Meeting.

PUBLIC PARTICIPATION

5. N/A

REPORT FROM THE FINANCE COMMITTEE

6. The Chair of the Finance Committee gave an overview of the Finance Committee meeting held October 20, 2009 and have brought forward the following:

a) RFP AUDIT SERVICES 2010

The Manager of Finance stated that the performance of KPMG is unsatisfactory. However, KPMG has knowledge of West Shore Parks and Recreation Society as well as the member municipalities audit needs since they have been employed from December 2002-2009. They do not believe that another company is capable of meeting our needs in the audit field. The cost of employing KPMG has been between \$20,000 and \$45,000 per year with the highest rate being in 2004. It was also stated that the municipalities are looking to West Shore Parks and Recreation to begin the RFP process. Due to the cost and inadequate results, the Manager of Finance would like permission to tender a RFP for September/October and award it at the end of October.

Director Aubrey stated that we should begin the RFP process in March/April as then this will put KPMG on notice and will also see if there is a cost reduction in response by September. There are no larger accountants that have this kind of experience except Grant Thornton in Vancouver which would become more costly. Finding a smaller firm with knowledge could be beneficial. The Administrator suggested that this lets KPMG know that we are dissatisfied with their services.

MOVED/SECONDED by Directors Aubrey and Williams to proceed with audit proposals and RFP services for March 2010.
CARRIED.

b) HST

The Manager of Finance stated that the BC Provincial Government will be blending the Federal (5%) and Provincial (7%) taxes to form a 12% HST. We should start building this cost into our fees and charges on July 1st the early implementation will show savings that could offset any lost revenue. This change will affect all drop in admissions, program fees, and food and beverage operations by raising prices by 7%. To offset any losses, the provincial government is offering rebates. This includes putting a claim to recover the entire PST portion of HST.

The Administrator stated that there is a BCRPA proposal to the government to exempt recreational places from this tax. However, this may take some time to take effect. The Administrator and the Manager of Finance both agreed that they will have to wait and review options available and to see who is exempt.

c) SD62 INCREASE ON FIELD FEES

The Administrator stated that the School District is struggling with the cost of all Sport Academies. They would like WSPR to raise fees and then they would apply field rental fees directly to the Academies cost therefore compensating for their loss. The Administrator suggested that this might be a possibility in September and noted that there has been no final decisions made and this is for discussion only.

The Finance Committee agreed that the topic be reviewed again when additional information becomes available.

d) 2009 3rd Quarter Results Review

The Manager of Finance noted that the Key Ratios are neither good nor bad. They are however important in reviewing internal performance or comparing performance to similar organizations over a period of time. Ultimately ratios can be predictors of future performance but determining those “Key” ratios will take time.

	<u>2009-3rd Qtr</u>	<u>2008</u>	<u>2007</u>
Quick Ratio – Consolidated (1)	3.21	2.48	2.65
Quick Ratio – Operating (2)	0.76	1.03	1.08
Government Funding (3)	43.0%	42.7%	47.5%
Basic Defence – Requisitions (4)	115 days	226 days	263 days
Burn Rate per Day (5)	\$11,046	\$9,808	\$9,649

The ratios above summarize the following information:

1. Quick ratio is a ratio of liquid assets versus our liabilities. A ratio of 3.21 means we have \$3.21 of cash or quick converting assets to every \$1.00 we owe to someone.
2. This ratio is the same as above except it does not include assets held in our reserve funds. The drop in the 3rd Qtr is due to transfers from our operating fund to our reserve fund based on our 5 year major repairs and maintenance plan.
3. Government funding is the percent of our total revenue we received from requisitions.
4. Basic Defense is a “What if...” ratio. If we stopped receiving any requisition money how long could we sustain our operations as they currently are? The calculation is:

$$\frac{\text{(Cash + Receivables + Marketable Securities)}}{\text{(Operating Expenses + Interest + Income Taxes) / 365}} = \text{Basic Defense Interval}$$

In the 3rd Qtr the number of days changed significantly due to the formula assuming the same level of spending on major repairs & maintenance to continue.

5. Burn Rate per Day has been adjusted for our purposes. Normally Burn Rate per Day is used to determine continued solvency by summarizing the cash use of an organization if their revenue is insufficient to cover the full cost of operations. In our case it is used to show on a daily basis, based on the average expenses for the period including major R&M, how much we have drawn on our requisitions.

Revenues:

On a month to month basis it is identified that there is growth over 2008 which is a 14.5% increase. The top three contributors to increase are the Bear Mountain Arena (21%), Weights and Rehabilitation (19%), and the Golf Course (14%).

Expenses:

Remain in line as a percentage of revenues. Major repairs and maintenance spending continues as laid out in our five year plan with \$491,459 spent to date. Items that were not budgeted for this year include repairs to: Fieldhouse deck and wall, replacement of electrical transformers behind main facility, and the Café Fresh plumbing and electrical required for the re-development.

Budget:

We will remain in budget with three months left to go. We are currently using 73% of our budget with a small surplus.

The Administrator noted that food and beverages are low due to two (2) full-time staff off for six (6) months that had to be sustained.

NEW BUSINESS

7. a) Assessing Board Performance

The Administrator presented a report dated October 23, 2009 and noted that she attended a workshop on October 21st hosted by Volunteer Victoria in cooperation with the UVic School of Public Administration held a workshop on Assessment of Board Performance. The workshop gave an overview of elements shaping Board effectiveness and presented some great options for Board Development processes.

The workshop recommendations have been compiled into objectives in the Strategic Plan document and will become objectives for action over the next few years. However, as a first step, it would be helpful to have Board members complete a Self Evaluation of their own performance at the Board this year. This will be useful in developing on going training and orientation for Board members.

MOVED/SECONDED by Directors Seaton and Saunders that the report be received for information.

CARRIED.

b) Regional Annual Pass

The Manager of Community Recreation and Development presented a report dated October 27, 2009 and gave a review of the pilot regional pass and noted that in the fall of 2008, a regional annual pass was introduced that entitled the purchaser to access any recreation facility drop-in activities regardless of the municipality where they purchased the pass.

The regional pass option for the citizens of Greater Victoria was a natural extension of the coordinated regional Active Communities effort to increase physical fitness opportunities. Cross promoting recreation facilities would be an effective method of increasing participation and revenue at a time when we are experiencing increased demand in program areas.

It is anticipated that all the municipal recreation departments will participate in offering this pass and include: City of Victoria, Saanich Parks and Recreation, Oak Bay Recreation, Esquimalt Parks and Recreation, West Shore Parks and Recreation, Panorama Recreation and Seaparc Leisure Complex

The cost of the pass is \$420.10. A West Shore only pass is currently \$367.00

The Manager of Community Recreation and Development noted that the public have enthusiastically embraced this product. The regional sales and use statistics are as follows:

	# new Passes Sold	New Pass Revenue	# Pass holder Upgrades	New Revenue from Upgrades	# Local Visits	# Out of area Visits
City of Victoria	55	\$ 23,105.50	26	\$ 2,270.10	2583	602
Esquimalt	23	\$ 9,662.30	37	\$ 7,691.20	1512	333
Oak Bay	98	\$ 41,169.80	27	\$ 2,027.70	2292	388
Panorama	13	\$ 5,461.30	32	\$ 9,702.70	1297	333
Saanich	81	\$ 34,028.10	166	\$ 25,825.60	5029	962
SEAPARC	2	\$ 840.20	4	\$ 1,045.40	100	71
West Shore	45	\$ 18,904.50	39	\$ 9,096.20	1706	70
Total	317	\$ 133,171.70	331	\$ 57,658.90	14519	2759

This Regional Pass has generated a new revenue source for us. Nearly \$19,000 in revenue came from new pass holders. Another \$2,000 was gained from people upgrading from a regular pass.

MOVED/SECONDED by Directors Seaton and Wade that the pilot Regional Pass become a permanent pass option and for 2010 it remain at the \$420.10 price for the Olympic year.
CARRIED.

c) Memorial Service Facility Request

The Administrator presented a report dated November 5, 2009 in in which she noted that on the evening of November 4th, Debbie Cooper passed away. She was a very active member of the West Shore family. Debbie was the Ice Allocator for Juan de Fuca Minor Hockey and Registrar for Juan de Fuca Lacrosse. These were only two of the official hats that Debbie wore, and she has been involved with many different events and organizations in our community.

Our designated liaisons from Juan de Fuca Minor Hockey, Michael Hansen, VP, Operations and Ken Carson, VP, Administration, have approached West Shore Parks and Recreation on behalf of the Cooper family to request use of Bear Mountain Arena on November 11th, from 1400-1730hrs for a Memorial Service. Juan de Fuca Minor Hockey is the one and only user that will be impacted by this event and will manage the ice shuffling internally. As the event is very much in the preliminary stages of planning, details are not yet final.

The waived fees would be for the service and the minor hockey rental that is currently booked. The rate is \$106.96 per hour, numbers of hours unknown at this point. As this is a statutory holiday, there would be additional staffing costs for an event of this scale. Preliminary discussions with the representatives have begun in this regard, and once more details are firmed up, these costs will become clearer. They are prepared to cover these costs.

MOVED/SECONDED by Directors Young and Wade that West Shore Parks & Recreation support this event by allowing the facility rental and waiving the fee.
CARRIED.

OLD BUSINESS

8. a) Regional Sewers Update – Response from Member Municipalities

The Chair noted that WSPR has received responses regarding the letter from the Administrator from the member municipalities. He noted that responses were as follows:

- **CRD** – *“grants approval for development of a model for the potential treatment of sewage at the West shore Parks and Recreation site in Colwood, on the lands owned jointly by members.”*
- **Highlands** – *“Highlands council is open to principle to consider options to locate sewage treatment facilities on West Shore Parks and Recreation lands...”*
- **Langford** – *“At the City of Langford regular meeting of Council on October 19th, 2009, Council resolved to approve the construction of a swage treatment facility at West Shore Parks and Recreation...”*
- **View Royal** – *“At the Council meeting held October 20, 2009, the following resolution was passed by View Royal Council: “THAT the letter dated October 9, 2009 from L. Barnes, Administrator, West Shore Parks and Recreation, Re: West shore Parks and Recreation – Sewage Treatment be received for information.”*
- **Metchosin** – *“At its special meeting of October 19, 2009, the Council of the District of Metchosin adopted the following resolution: Moved and seconded by Councillors Mitchell and Milne that Council approve the development of a model for a sewage treatment facility at West Shore Parks and Recreation on the conditions that the...”*

After discussion, it was

MOVED/SECONDED by Wysiecki and Young that the Board ask staff to confirm with the cities of Langford and Colwood that when they have a regional sewage treatment plan in place WSPR will form a sub-committee and follow their lead in the process.

CARRIED.

b) 2010 Budget

The WSPR Budget had been provided to all Board members at the October 2009 Board Meeting for their review.

The Chair thanked WSPR staff for their hard work in preparing the 2010 Budget early.

After discussion, it was

MOVED/SECONDED BY Directors Young and Aubrey that the WSPR 2010 Budget be approved and forwarded to member municipalities for their approval.

CARRIED.

FOR INFORMATION

9. a) Administrator’s Report

The Administrator presented a report dated October 28, 2009 giving an overview of the events of the month of October.

She gave a big “Thank You!” to the more than 35 regular staff members who participated in the first of what I hope to be an annual team building and strategic planning event. While many of them were probably uncertain of what to expect, they were all great sports about working in group activities that may have taken them outside their comfort zone. A lot of shared laughter and fierce competition

between groups characterized the morning session, and Amy Cooper, Community Development Teen Programmer is to be commended for her exceptional organization of the many activities that we all enjoyed. The auction of excellent prizes proved that West Shore dollars are coveted currency!

The afternoon session, while perhaps more serious, still became animated with many new ideas injected into the fledgling Strategic Plan draft document. It was refreshing and helpful to hear from many different levels of staff about objectives for the Key Result Areas that will make up our work plans for the future. There were many discussions that will need even more staff input, but it was a good start to a continued conversation. Again, a big thank you to staff for caring about the organization enough to spend some time on planning for the future.

With the weather settling into true Fall mode, we are putting the finishing touches on the Wild Play site and parking lot in the hopes of having everything looking great for the Grand Opening November 4th. Invitations have been sent to Mayor's and Council members to participate in the opening, as well as a number of invitations sent to local schools. Please contact me if, as a Board member, you would like to participate on the course during the opening ceremonies. Les Bjola has graciously accepted the invitation to be first on the course with myself and the television cameras!

Grizzlies lease agreement negotiations are almost complete, and the changes will take effect at the end of this hockey season. We are pleased with the process to date, and anticipate a continued positive relationship with the Grizzlies, while ironing out a few contentious issues that have plagued the contract over the past years.

We will be interviewing in the near future for the position of Manager of Recreation to replace Janet Barclay, who many of you know will be leaving to take up new challenges as Recreation Manager in Oak Bay. We will miss Janet immensely, but wish her all the best in her new role, and hope that she will bring many fond memories of her time with West Shore to her new job.

The Administrator noted that WSPR United Way Campaign is underway and the goal is to raise \$6,000. If the Board wishes to contribute, please give cheques to Debbie Hansen in Human Resources.

MOVED/SECONDED by Directors Wysiecki and Young that the report be received for information.
CARRIED.

b) Human Resources Staffing Report

The Manager of Human Resources presented a report dated October 27, 2009 for the period from August 26, 2009 – October 27, 2009.

MOVED/SECONDED by Directors Seaton and Wysiecki that the report be received for information.
CARRIED.

IN CAMERA

9.

MOVED/SECONDED by Directors Young and Mitchell that at 7:39 p.m. the Board enter into an In Camera Session.
CARRIED.

The Board rose without reporting from its In Camera session at 8:37 p.m.
CARRIED.

ADJOURNMENT

10. MOVED/SECONDED by Saunders and Wade that the meeting adjourned at 8:37 pm.