

REGIONAL DISTRICT OF NANAIMO
OCEANSIDE SERVICES COMMITTEE
ADDENDUM

Thursday, May 16, 2019

1:30 P.M.

Town of Qualicum Beach Council Chambers
201 - 660 Primrose Street

This meeting will be recorded

Pages

7. REPORTS

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REGIONAL DISTRICT OF NANAIMO

OCEANSIDE SERVICES COMMITTEE TERMS OF REFERENCE

April 2019

PURPOSE:

The Oceanside Services Committee is a select committee of the Regional District of Nanaimo (RDN) Board for the purpose of advising the RDN Board as follows:

1. Distribution of funds raised through the Northern Community Economic Development Service (the Service) for the purpose of promoting economic development within the region;
2. Provision of recreation services and programs in the Oceanside area: operation of the Ravensong Aquatic Centre, Parksville Curling Club and Oceanside Place;
3. Provide a liaison between the RDN Board and the RCMP regarding volunteer programs providing crime prevention, community justice and community safety services to the communities within Oceanside.

MEMBERSHIP:

- 1) The Committee is comprised of seven RDN directors with Board Members from each representative area: two for the City of Parksville, one for the Town of Qualicum Beach and Electoral Areas E, F, G and H.
- 2) The Area E member shall not be entitled to participate in a discussion or vote on any matter directly involving only the Ravensong Aquatic Centre.
- 3) The Committee Chair will be appointed annually by the Chair of the Regional District of Nanaimo.

MEETINGS:

- 1) The Committee will meet at intervals it determines to be appropriate, and at a minimum – four times per year.
- 2) A quorum of four of the Committee membership is required to conduct Committee business.
- 3) The General Manager of Corporate Services will be responsible for assigning staff to support the Committee including the coordination of agendas, minutes and staff contacts for Committee members. Meetings will be called by RDN staff in coordination with the Committee Chair.
- 4) Committee meetings are open to the public; however only committee members have speaking and voting privileges. Delegations that wish to address the committee must seek approval from the committee through a written request.

COMMITTEE ROLES AND RESPONSIBILITIES:

The Oceanside Services Committee mandates are to provide oversight to programs and initiatives that demonstrate the promotion of economic growth and development in Oceanside or that may provide recreational or community safety benefits to the Oceanside area and the associated responsibilities are as follows:

1. Recommend eligibility and evaluation criteria and determine timelines for submission for distributing funds raised through the Northern Community Economic Development (NCED) Service;
2. Receive and evaluate requests for funds raised through the NCED Service and for Community Safety Grants;
3. Review and recommend policies regarding the operation, equipping, maintenance and management of the Parksville Curling Club located within the Parksville Community Park, Oceanside Place located at Wembley Centre and the Ravensong Aquatic Centre located in Qualicum Beach (Facilities);
4. Review and recommend development and planning initiatives for recreation facilities within the Oceanside area;
5. Review and recommend development, establishment, operation and discontinuation of recreational, leisure and associated cultural programs within the Oceanside area;
6. Review and recommend fees and charges for the participation in recreation, leisure and associated cultural programs and services within the Oceanside area operated by the RDN and for the use of the Facilities;
7. Receive and evaluate requests for youth and community recreation grants;
8. Review and recommend annual program funding support for Victims Services and Restorative Justice which operate under the supervision of the RCMP;
9. Provide a forum with the RCMP to discuss programs funded by the Regional District and to consider roles that the Regional District might have with respect to community safety initiatives;
10. Establish annual Oceanside Services Committee priorities based on the Board Strategic Plan and subject to the approval of the Board.

Northern Community Economic Development

Program Guide

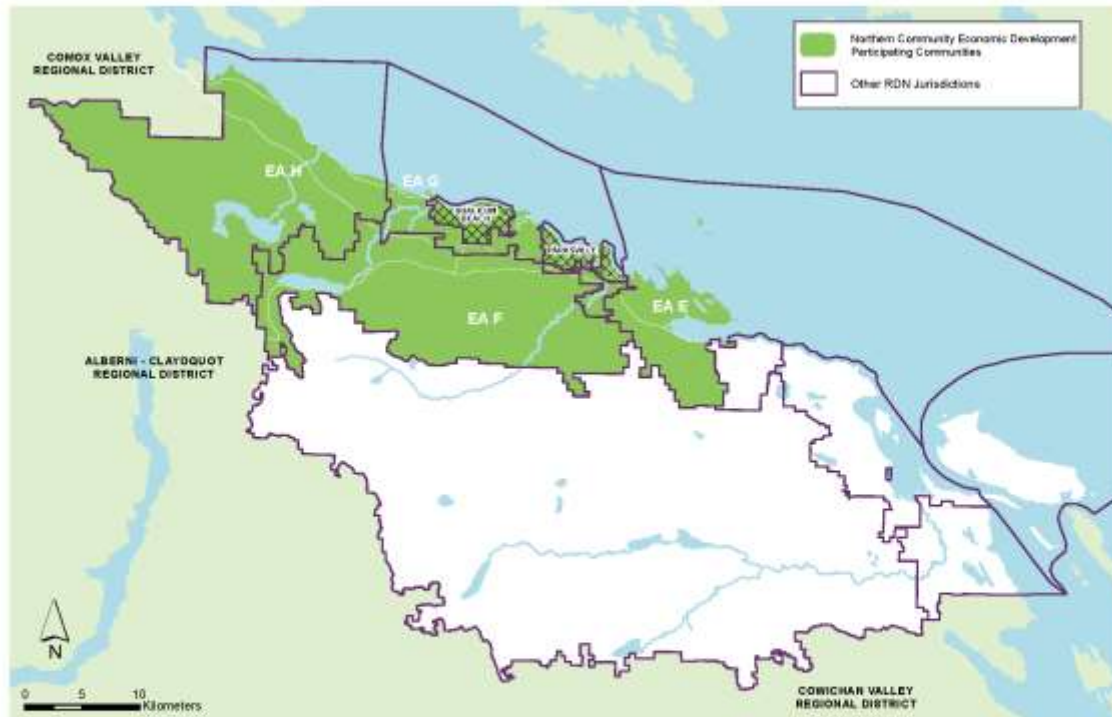
UPDATED - 2019

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Purpose

The Northern Community Economic Development Program provides the RDN Board of Directors with a tool to activate projects that advance the Board's vision for a strong local economy and support the Board Strategic Plan and Regional Growth Strategy through economic development initiatives that benefit the City of Parksville, the Town of Qualicum Beach, and Electoral Areas E, F, G, and H.



Board Vision: Our Economy

The RDN Board's vision for a strong, thriving and creative local economy is as follows:

Residents in the Region are employed in a wide variety of interesting and rewarding occupations. Our downtowns are vibrant places, and there is a wide variety of different sizes and types of businesses in the Region. The economy of the Region is healthy and continues to diversify and grow. Businesses in the Region are environmentally responsible, and there are systems in place to favour these businesses. It is economically viable to produce goods and services in the Region that are environmentally friendly, and residents favour these goods and services over those made available from outside the Region.

This vision will guide decision makers when considering funding for economic development proposals.

Goal: Enhanced Economic Resilience

A resilient regional economy can withstand instability originating from outside our borders and adapt to change when necessary. This relies on industries built around the efficient use of local natural resources, developing regional expertise in emerging sectors, retaining youth and young professionals, attracting investment from abroad, and using shifting community demographics to our best advantage.

Principles

Flexibility

Decision-makers will have the flexibility to support a wide range of project types that support local economic development and offer the greatest potential for sustained regional economic benefit.

Foster Diversification

Projects will encourage diversification in the local value-added economy, create opportunities for transition in traditional industrial sectors, or broaden the region's attractiveness as a tourism destination.

Cultivate the Entrepreneurial Spirit

Projects will build skills through training, education and professional development for small business owners and aspiring entrepreneurs, particularly those seeking to develop markets for socially and environmentally responsible goods and services.

Support Innovation in Science and Technology

Science and technology are essential economic drivers, providing new solutions to environmental challenges and improving efficiencies in existing sectors. The program will support projects that generate economic opportunity through innovation in science and technology.

Facilitate Cooperation

Cooperative action and solid partnerships achieve real results. Initiatives that demonstrate partnerships between complementary organizations, leverage funding from multiple stakeholders, or establish enduring networks of communication offer economic potential for the region.

Create Regional Benefits

Ideal projects will be those that identify and address a regional economic development need, produce economic benefits that stay within the northern communities of the RDN, and result in a measurable economic impact in the region.

Priority Areas

Employment and Skills Training

Training to support:

- The development of a skilled workforce adapting to the emerging trends of the 21st Century;
- Transitional programs for the unemployed and under-employed, especially youth;
- HR programs for employers working to create the best possible working environments.

Assistance for Start-ups and Self Employment

Programs to assist small businesses with:

- Development of business plans and strategies, networking, and market research;
- Acquisition of information, business technology and communications systems.

Arts, Culture and Media

Building cultural institutions in the Region through:

- Community cultural events that support local businesses and attract visitors;
- Promotion of arts and cultural activities in non-urban areas to promote regional tourism.

Agriculture and Aquaculture

Strengthening the economic viability of agriculture and aquaculture by:

- Promoting and marketing regional food producers and the Vancouver Island diet;
- Supporting local farmers with business development and management training;
- Cultivating growth in agri-tourism.

Forestry and Fisheries

Advancing sustainable approaches to the resource sectors that built the Island economy by:

- Accelerating the transition toward value added products and processes for small businesses;
- Promoting adaptive management practices for small scale commercial operators;
- Supporting educational opportunities that benefit the forestry and fisheries sectors.

Renewable Energy and the Green Economy

Encourage investment and job creation in renewable energy, conservation and low carbon sectors with:

- Support for events, outreach and education programs that promote renewable energy systems;
- Support for business, school or community based organizations that actively promote renewable energy, carbon management, emission reductions or energy conservation initiatives.

High Tech Sector

Promote development within the high tech sector by:

- Identifying needs and opportunities to attract high tech businesses to the region;
- Supporting events and education, and establishing business networks within the sector.

Tourism and Recreation

Attracting more visitors with:

- Enhanced communications, advertising and outreach to draw people to the region;
- Support for innovative or unique events that showcase the region's recreational, environmental and tourism amenities.

Grant Amount

Total annual funding available to be shared across all projects is \$50,000. To maintain flexibility in approving project funding, no maximum dollar amount for an individual project will be set. However, it is the intent of the program to fund the broadest range of projects possible, providing the greatest net economic benefit to the region. Prospective applicants are encouraged to contact RDN staff to discuss project ideas and scope.

Eligibility

Eligible Projects

To be eligible for funding, projects must be located in or directly benefit one or more of the communities participating in the Northern Community Economic Development Service, and must clearly demonstrate economic benefits flowing to the general business community as well as the community as a whole.

Ineligible Projects

Ineligible projects are those located outside the Service area or that do not provide a direct economic benefit to one or more of the participating communities. In addition, projects that provide direct financial assistance to support business or commercial activities cannot be funded through this Program¹. To ensure eligibility for funding, businesses are encouraged to build partnerships with complementary businesses or organizations to develop eligible projects.

For previous NCED grant recipients, the RDN must be in receipt of any outstanding summary reports associated with previous eligible projects to be considered for any future grant funding.

Eligible Costs

Funds awarded through this program can be used for the following purposes:

1. **Plans and Studies:** Expenditures by project proponents, including consultant fees, to undertake economic development related research projects, plans and feasibility studies.
2. **Minor Capital and Information Technology:** Investment in minor capital and information technology for eligible projects in support of local business development.
3. **Events:** Costs associated with coordinating and hosting conferences, trade shows, community cultural and other events that provide measurable economic development opportunities.
4. **Targeted Operating Costs:** Any operating costs that are temporary in nature, and incurred through the delivery of a project that promotes or results in direct economic benefits for the community.

¹ Section 273 of the *Local Government Act* prohibits a Regional Board from providing assistance, including grants, to business, commercial or industrial undertakings.

Ineligible Costs

Funds awarded through this program cannot be used for the following purposes:

1. **Ongoing Operating Costs:** Any operating costs that are permanent in nature, including but not limited to energy bills, tax, rent or lease payments and wages for permanent employees.
2. **Land Acquisition:** Funding from this program cannot be used for the purchase of land or buildings.
3. **Major Capital:** Due to limited funding availability, this program will not provide support for investment in major capital works or infrastructure projects.

Evaluation Criteria

Projects will be evaluated against the following criteria:

Project Viability

- Clear and well-defined project;
- Strong potential for success;
- Realistic goals;
- Sufficient information provided.

Financial and Administrative Feasibility

- Realistic budget with clearly identified capacity to undertake work;
- Evidence that the funds will be well managed;
- Demonstration of other funding sources.

Economic Benefit

- Demonstrates quantifiable economic benefits to the Northern Communities of the RDN;
- Leads to increased economic activity or employment in the Northern Communities of the RDN;
- Will attract business and investment to the Northern Communities of the RDN.

New and Unique

- Unique component is evident in the project – the work is not already being attempted;
- The proposal does not replicate an existing event, program or project;
- Support will not compete with existing businesses or generate unfair competition for small or local businesses.

Community Support

- Well-articulated community benefit;
- Demonstrates partnership with the community or other organizations;
- Addresses priorities identified in the context of a community vision (Official Community Plan, Regional Growth Strategy or Board Strategic Plan).

Approval and Payment of Grant

Application Deadline

There is no application deadline. Applications will be received at any time during the year, and reviewed a minimum of twice annually by the Northern Community Economic Development Select Committee. Hard copies are to be sent to the following address:

Northern Community Economic Development Program
Regional District of Nanaimo
6300 Hammond Bay Road
Nanaimo, BC, V9T 6N2

Digital copies in pdf format can be sent to nced@rdn.bc.ca.

Application Package

Applicants must submit a completed Application Form, as well as any supporting material deemed necessary to communicate the project idea to the Select Committee.

Awarding of Projects

The Northern Community Economic Development Select Committee will recommend projects to receive funding to the RDN Board. This committee is comprised of elected representatives from each of the communities participating in the program: the City of Parksville, the Town of Qualicum Beach, and Electoral Areas E, F, G, and H. While the committee will strive for consensus in awarding projects, final recommendations will be made by vote.

The committee will meet at least twice annually, once in the spring and once in the fall, to recommend projects to receive funding to the Board of Directors and to review Project Summary Reports. Final authorization of funding will be subject to the approval of the Regional District of Nanaimo Board.

Payment of Grant

Once successful projects have been approved, a one-time payment in the total grant amount will be made to the applicant identified on the Application Form.

Reporting Outcomes

Recipients of funding are required to complete and submit a Summary Report and present project results to the Northern Community Economic Development Select Committee at the conclusion of the project, or 12 months after receiving funding. The Summary Report will be made available to the public via the RDN website, and will identify how program funding was ultimately used, whether the objectives of the project were met, and will include attachments of reports, brochures, or other documents produced as a result of the project. A Summary Report template is included in this Guide.

APPLICATION FORM

Northern Community Economic Development Program 2019

NAME OF ORGANIZATION: Town of Qualicum Beach		AMOUNT REQUESTED: \$ 50,000.00
MAILING ADDRESS: #201-660 Primrose St Qualicum Beach, BC V9K 1S7		
CONTACT PERSON: #201-660 Primrose St Qualicum Beach, BC V9K 1S7	TELEPHONE NUMBER: 250-738-2203 FAX NUMBER:	E-MAIL ADDRESS: raugustyn@qualicumbeach.co m

PROJECT TITLE: Qualicum Beach Airport Parking & Signage
PROJECT DESCRIPTION: See attached. (Please attach any supporting materials and documents produced as a result of the project.)
PROJECT AREA (SELECT ALL THAT APPLY): <input checked="" type="checkbox"/> PARKSVILLE <input checked="" type="checkbox"/> QUALICUM BEACH <input checked="" type="checkbox"/> EA E <input checked="" type="checkbox"/> EA F <input checked="" type="checkbox"/> EA G <input checked="" type="checkbox"/> EA H
DESCRIBE IN DETAIL WHAT THE NORTHERN COMMUNITY ECONOMIC DEVELOPMENT FUNDS WILL BE USED FOR: See attached. (Please attach additional pages as necessary.)
LIST ALL GRANTS RECEIVED AND/OR APPLIED FOR FROM OTHER SOURCES: See attached. (Please attach additional pages as necessary.)

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.

EXPLAIN HOW YOUR PROJECT SUPPORTS THE PRINCIPLES AND PRIORITY AREAS OF THE PROGRAM:

See attached.

(Please attach additional pages as necessary.)

LIST ANY MEASURABLE ECONOMIC BENEFITS OR OTHER OUTCOMES THAT WILL RESULT FROM THIS PROJECT:

See attached.

(Please attach additional pages as necessary.)

PLEASE PROVIDE THE FOLLOWING SUPPLEMENTAL MATERIAL:

- ☒ An Organizational Chart illustrating the structure of your organization, including Directors and volunteers.
- ☒ A copy of a bank statement showing your organization's name and address.
- ☒ A copy of your organization's financial statements for the current year and one year prior.
- ☒ A copy of your organization's budget for the current year and one year prior.
- ☒ Any supporting materials you consider necessary to communicate your project idea.

SIGNATURE



DATE:

Apr 12/19

By signing here, you confirm that you have read the Program Guide and that you are signing on behalf of an eligible applicant.

SUBMIT HARD COPIES TO: NORTHERN COMMUNITY ECONOMIC DEVELOPMENT PROGRAM
REGIONAL DISTRICT OF NANAIMO
6300 HAMMOND BAY ROAD
NANAIMO, BC V9T 6N2

SUBMIT DIGITAL COPIES TO: nced@rdn.bc.ca

OFFICE USE ONLY:

DATE RECEIVED:

RECEIVED BY:

COMMENTS:

**FUNDING
AWARDED:**

☐

YES

☐

NO

AMOUNT AWARDED:

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.

NCED Application Town of Qualicum Beach – Airport Parking & Signage

PROJECT DESCRIPTION:

The Town of Qualicum Beach is applying for the Northern Community Economic Development (NCED) Grant to help fund the expansion of the Qualicum Beach Airport facilities, specifically, the long-term parking, as well as the installation of signage at key locations. The Qualicum Beach Airport (XQU) is a key airport for the northern communities in the RDN, serving the Town of Qualicum Beach, City of Parksville, and surrounding rural areas located within the RDN. The airport provides an important link between northern communities in the RDN and the lower mainland, specifically Vancouver, and serves to ensure the economic wellbeing of the region by providing jobs locally and ensuring access to jobs for those who commute afar for employment. The airport also provides recreational opportunities, such as skydiving and helicopter tours and connects recreational tourists to the region. Lastly, the airport provides regional training grounds for helicopter pilots and is used for fire fighting helicopters, air ambulances and other emergency air transport, which serves the social wellbeing of the region and ensures healthier residents and visitors. In addition, the airport's current success in providing a range of services and opportunities to the region, the airport has been identified as being well-positioned to offer further niche market service to both general aviation and small regional carriers. Both Comox and Nanaimo airports cater to larger scheduled traffic and are located a minimum of an hour from Qualicum Beach, leaving the Qualicum Beach airport in a strategic position for the region.

Annual revenue from the airport is approximately \$400,000, however expenses for aviation fuel, airport staff, and internal allocations result in an annual loss for current operations. The 2016 Airport Business Plan establishes goals and objectives over a 10-year timeline to help minimize this annual loss and create greater financial stability for the airport. The proposed project is supported by the Plan.

The NCED grant proposal seeks to fund the long-term parking and signage for the airport, which will increase business to the airport, increase the airport's revenue stream, and increase serviceability to the northern communities in the RDN. This project proposes to construct a terminal access road that will link to a secure parking area. The works list for this project includes, grading, paving, and painting a designated area for parking, as well as installing lighting, security cameras and a pay parking kiosk. This is the first of two phases, which is anticipated to satisfy short and medium term parking demands for the airport. This type of phased parking reconfiguration was recommended in the 2016 Airport Business Plan, and is in support of the Town's 2019-2022 Strategic Plan. Currently, there is no secure parking at the airport terminal. While residents of Qualicum Beach are relatively close to the airport, those residents in the City of Parksville and the RDN who want to utilize the airport are further away and the lack of long-term parking is a barrier to attracting them to the airport since there is no option to park and fly. Other airports, such as those in Comox and Nanaimo, all have paid, secure parking. By having a secure, long-term paid parking area, the airport will attract more users and remove a barrier for those who live a further distance from the airport.

There is currently minimal visibility of the Qualicum Beach Airport's existence or location from arterial roads, with only small directional signs indicating an airport in the area. For those living in the community the airport is seen as an asset and a quick way to Vancouver, but the benefits and economic impact are not well advertised, and thus not well known outside of Qualicum Beach. The Town is proposing to install new highway signage at key areas around the region to highlight the Qualicum Beach airport. Large signage that meets the Ministry of Transportation requirements is proposed for

Highway 19A and Highway 19. This signage will include the name of the airport and the location identifier. It is important to note that the Town is proposing to add signage on the Island Highway, south of the City of Parksville, which reflects the larger area serviced by the Qualicum Beach Airport. Other directional signage will be installed in key areas. Appendix A provides a map with all highway signage locations and provides examples of the signage that will be installed.

The Town is also proposing to replace the existing airport entrance sign located at the base of the Qualicum Beach airport. This sign is dated, small, and inconsistent with the other signage around the Town. The Town is proposing to install a larger sign that will include the name of the airport and a location identifier in an effort to brand and advertise the airport. The 2016 Airport Business Plan identifies the need for additional signage at the airport, as well as along the highway, due to the airport currently not being advertised or marketed.

DESCRIBE IN DETAIL WHAT THE NORTHERN COMMUNITY ECONOMIC DEVELOPMENT FUNDS WILL BE USED FOR:

The NCED grant proposal seeks to fund the following components of the airport:

Item No.	Description	Est. Cost	Funding Request
1	Signage on Hwy 19, 19A and Rupert Road directing to airport location	\$20,000	\$20,000
2	Airport entrance signage	\$50,000	\$22,500
3	Construction of a terminal access road including grading, paving, and installation of lighting	\$196,550	N/A
4	Security cameras and software licencing	\$5,000	\$5,000
5	Pay parking signage	\$2,500	\$2,500
	TOTAL	\$274,050	\$50,000

LIST ALL GRANTS RECEIVED AND/OR APPLIED FOR FROM OTHER SOURCES:

The Town has received funding from the BC Air Access Program to help fund this project. The BC Air Access Program provided \$183,645 towards the long-term parking project cost, which leaves \$122,430 as the Town's portion to fund. The total cost of the project is estimated to be \$306,075.

EXPLAIN HOW YOUR PROJECT SUPPORTS THE PRINCIPLES AND PRIORITY AREAS OF THE PROGRAM:

The Qualicum Beach Airport (XQU) is a catalyst for employment in the Parksville/Qualicum Beach area and contributes to the social, recreational, and economic wellbeing of the Northern Communities in the RDN. The airport is a local employer of 65 people and supports a committed flying club, world-class skydiving company, commercial carriers, private aircraft owners, and provides a safe location for Medivacs from the central Vancouver Island region (currently, the airport sees around three Medivacs per month). The airport is an asset for the tourism industry and by expanding the current parking facilities and installing signage, the airport will be well-positioned for managed growth. This will in turn, attract more visitors to the region. The airport is poised to be an important employer in the region and is able to accommodate a range of sectors, including the high tech sector, industry, and start-up businesses. Through signage and expansion of the airport facilities, the Town will be able to situate the airport to support a range of sectors in the region. Specifically, investment in the airport is likely to lead to an increase in:

- Economic activity and employment in the Northern Communities of the RDN;

- Business and investments to the Northern Communities of the RDN.

LIST ANY MEASURABLE ECONOMIC BENEFITS OR OTHER OUTCOMES THAT WILL RESULT FROM THIS PROJECT

The airport employs 65 people and supports a committed flying club, world-class skydiving company, commercial carriers, private aircraft owners, and provides a safe location for Medivacs from the central Vancouver Island region (currently, the airport sees around three Medivacs per month). It is anticipated that with the addition of secure parking and the installation of signage, there will be an increase in the usage of the airport, which in turn will attract more businesses to utilize the airport. The Town currently tracks businesses, including the type of business and duration of business, that are located within the Town. The Town will continue to track businesses and will be able to determine any increases in business activity around the airport. By tracking businesses at the airport, the Town will be able to measure the economic benefits that are anticipated from investing in upgrades to the airport. The Town will also track the long-term parking, which will help the Town determine usage rates and understand occupancy levels for the parking area. This will give an indication of how often the airport is used and will permit the Town to understand and measure the impact of increased marketing for the airport.

Appendix A
Parking and Signage Plan

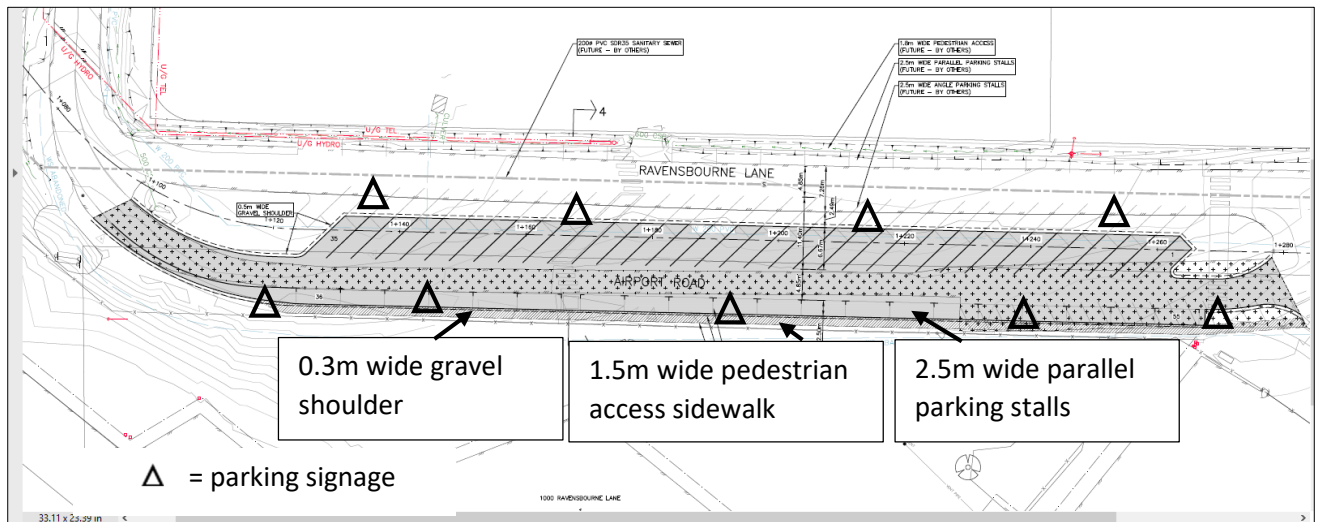
Sample Signage on Highway



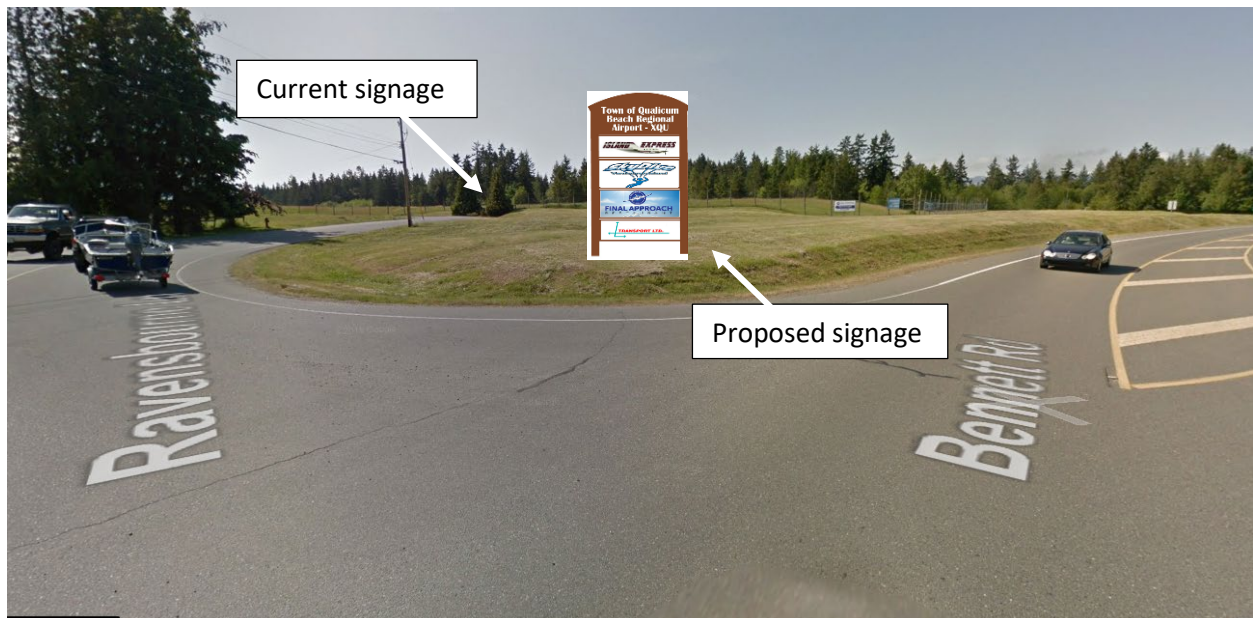
Sample Airport Entrance Sign



Proposed Plan for Long Term Parking



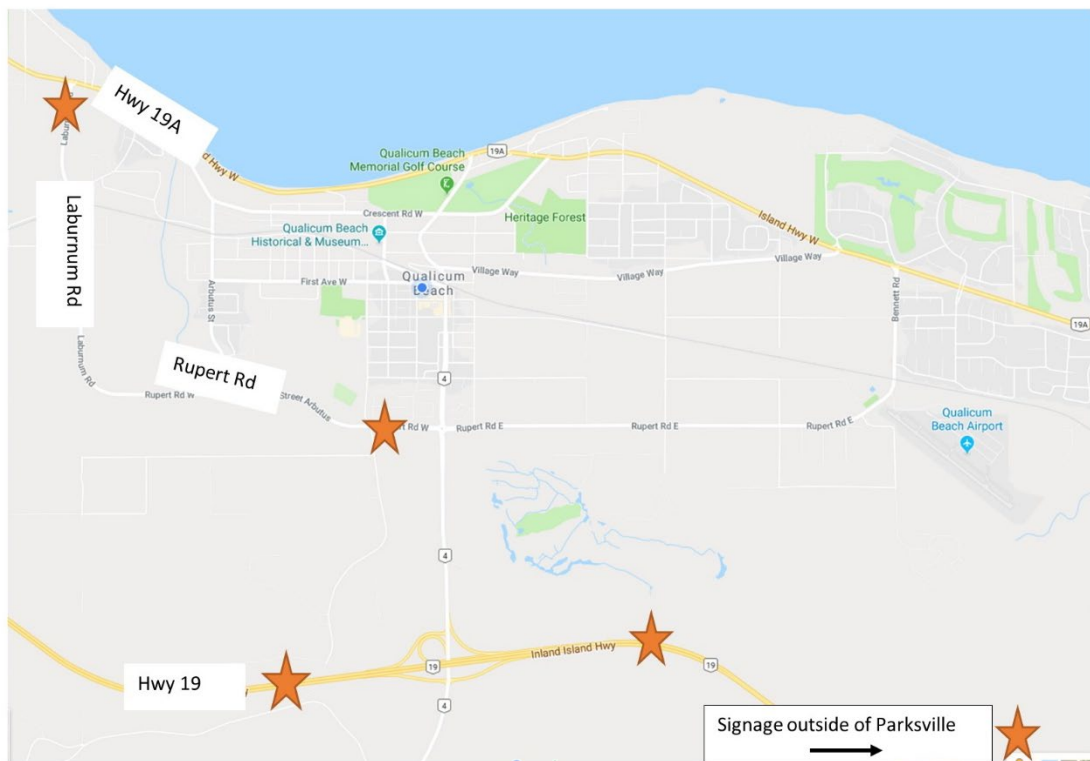
Proposed Airport Entrance Signage



Current Airport Entrance Signage



Proposed Plan for Highway / Road Signage



TOWN OF QUALICUM BEACH
FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

TOWN OF QUALICUM BEACH
FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

Management's Responsibility Report	S1
Independent Auditors' Report	S2
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C Receipts and Disbursements of Gas Tax Agreement	S10
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**TOWN OF QUALICUM BEACH
MANAGEMENT'S RESPONSIBILITY REPORT
2016 FINANCIAL STATEMENTS**

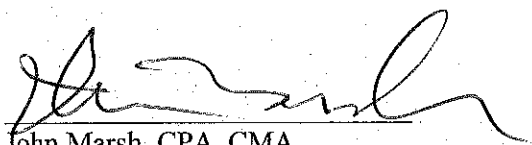
The preparation of these financial statements is the responsibility of management. The consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards, and the integrity and objectivity of these statements are management's responsibility.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

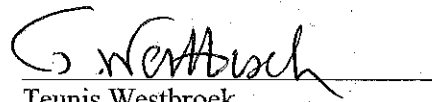
Council is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility. Council meets with the external auditors two times per year.

The external auditors, McGorman MacLean, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. Their examination includes a review and evaluation of the Town's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to Council.

On behalf of the Town of Qualicum Beach



John Marsh, CPA, CMA
Financial Administrator/Deputy CAO



Teunis Westbroek
Mayor

McGORMAN MacLEAN

Chartered Professional Accountants

Mark A. A. McGorman, Ltd.
Campbell B. MacLean, Ltd.
Stana Pazicka, Inc.
Leanne M. Souchuck, Ltd.

Tel: 250-248-3211
Fax: 250-248-4504
www.mcgormanmaclean.com
S2

INDEPENDENT AUDITORS' REPORT

To the Mayor and Council of the
Town of Qualicum Beach

Report on Financial Statements

We have audited the accompanying consolidated statement of financial position of the Town of Qualicum Beach as at December 31, 2016 and the consolidated statements of operations, changes in net financial 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 public sector accounting standards, 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.

Auditors' 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.

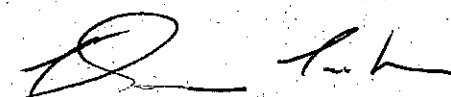
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Town'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 Town'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.

Opinion

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Town as at December 31, 2016 and the results of its operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.



CHARTERED PROFESSIONAL ACCOUNTANTS

Parksville, Canada
April 10, 2017

TOWN OF QUALICUM BEACH
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2016

S3
STATEMENT 1

	<u>2016</u>	<u>2015</u>
FINANCIAL ASSETS		
Cash and cash equivalents (note 2)	\$ 10,825,112	\$ 9,637,234
Accounts receivable (note 3)	1,564,018	1,339,021
Capital lease receivable (note 4)	121,022	-
Municipal Finance Authority debt reserve fund deposit	47,694	46,397
	<u>12,557,846</u>	<u>11,022,652</u>
FINANCIAL LIABILITIES		
Accounts payable (note 5)	1,034,679	915,246
Accrued employee benefits	578,777	597,721
Deferred revenue	1,074,171	1,028,712
Performance bonds and deposits	188,728	162,701
Deferred revenue - capital (note 6)	1,758,244	1,728,831
Long term debt (note 7)	4,166,428	4,629,364
	<u>8,801,027</u>	<u>9,062,575</u>
NET FINANCIAL ASSETS	<u>3,756,819</u>	<u>1,960,077</u>
NON-FINANCIAL ASSETS		
Inventories	29,868	43,111
Prepaid expenses	5,785	17,672
Tangible capital assets (note 8)	112,071,276	113,099,005
	<u>112,106,929</u>	<u>113,159,788</u>
ACCUMULATED SURPLUS (notes 9 and 10)	<u>\$ 115,863,748</u>	<u>\$ 115,119,865</u>

Contingent liabilities and commitments (note 11)

Approved:

Financial Administrator

TOWN OF QUALICUM BEACH
CONSOLIDATED STATEMENT OF OPERATIONS
AS AT DECEMBER 31, 2016

S4
STATEMENT 2

	<u>2016</u> <u>Budget</u> <u>(unaudited)</u>	<u>2016</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>
REVENUE			
Net taxation	\$ 9,103,335	\$ 9,066,463	\$ 8,724,376
Water and sewer rates	1,651,802	1,787,491	1,763,879
Sale of services	710,685	749,318	718,780
Other revenue from own sources	1,086,942	1,439,566	1,227,607
Government transfers	1,056,000	1,417,498	1,367,215
Gain (loss) on disposal of tangible capital assets	-	(225,945)	180,261
	<u>13,608,764</u>	<u>14,234,391</u>	<u>13,982,118</u>
EXPENSES			
General government services	1,937,793	1,938,849	2,032,432
Protective services	2,582,277	2,395,174	2,156,493
Transportation services	4,526,552	4,520,683	4,313,540
Environmental health services	655,173	602,348	541,993
Water services	1,387,000	1,368,031	1,366,259
Sewer services	378,000	358,785	338,604
Public health services	49,350	41,982	40,214
Planning and development services	805,263	663,831	510,346
Parks and recreation services	1,668,788	1,600,825	1,462,726
	<u>13,990,196</u>	<u>13,490,508</u>	<u>12,762,607</u>
ANNUAL SURPLUS (DEFICIT)	(381,432)	743,883	1,219,511
ACCUMULATED SURPLUS AT BEGINNING OF YEAR	<u>115,119,865</u>	<u>115,119,865</u>	<u>113,900,354</u>
ACCUMULATED SURPLUS AT END OF YEAR	<u>\$ 114,738,433</u>	<u>\$ 115,863,748</u>	<u>\$ 115,119,865</u>

TOWN OF QUALICUM BEACH
CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
AS AT DECEMBER 31, 2016

S\$
STATEMENT 3

	<u>2016 Budget (unaudited)</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
ANNUAL SURPLUS (DEFICIT)	\$ (381,432)	\$ 743,883	\$ 1,219,511
Acquisition of tangible capital assets	(3,072,568)	(2,386,135)	(5,098,449)
Amortization of tangible capital assets	3,100,000	3,101,150	3,110,874
Proceeds on disposal of tangible capital assets	-	86,769	215,159
Loss (gain) on disposal of tangible capital assets	-	225,945	(180,261)
	<u>27,432</u>	<u>1,027,729</u>	<u>(1,952,677)</u>
Consumption of supplies inventories	-	13,243	38,195
Decrease in prepaid expenses	-	11,887	27,040
	<u>-</u>	<u>25,130</u>	<u>65,235</u>
CHANGE IN NET FINANCIAL ASSETS	(354,000)	1,796,742	(667,931)
NET FINANCIAL ASSETS AT BEGINNING OF YEAR	<u>1,960,077</u>	<u>1,960,077</u>	<u>2,628,008</u>
NET FINANCIAL ASSETS AT END OF YEAR \$	<u><u>1,606,077</u></u>	<u><u>3,756,819</u></u>	<u><u>1,960,077</u></u>

TOWN OF QUALICUM BEACH
CONSOLIDATED STATEMENT OF CASH FLOWS
AS AT DECEMBER 31, 2016

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STATEMENT 4

	<u>2016</u>	<u>2015</u>
CASH PROVIDED BY OPERATIONS		
Annual surplus	\$ 743,883	\$ 1,219,511
Items not involving cash:		
Amortization of tangible capital assets	3,101,150	3,110,874
Loss (gain) on disposal of tangible capital assets	225,945	(180,261)
Change in non-cash operating assets and liabilities:		
Decrease (increase)		
Accounts receivable	(224,997)	(71,245)
Capital lease receivable	(121,022)	-
Municipal Finance Authority debt reserve fund deposit	(1,297)	(46,397)
Inventories	13,243	38,195
Prepaid expenses	11,887	27,040
Increase (decrease)		
Accounts payable	119,433	(677,294)
Accrued employee benefits	(18,944)	(135,946)
Deferred revenue	45,459	31,969
Performance bonds and deposits	26,027	(54,002)
Deferred revenue - capital	29,413	194,019
	<u>3,950,180</u>	<u>3,456,463</u>
FINANCING ACTIVITIES		
Increase (decrease) in long term debt	<u>(462,936)</u>	<u>4,629,364</u>
CAPITAL ACTIVITIES		
Purchase of tangible capital assets	(2,386,135)	(5,098,449)
Proceeds on disposal of tangible capital assets	<u>86,769</u>	<u>215,159</u>
	<u>(2,299,366)</u>	<u>(4,883,290)</u>
INCREASE IN CASH AND CASH EQUIVALENTS	1,187,878	3,202,537
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	<u>9,637,234</u>	<u>6,434,697</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	\$ <u><u>10,825,112</u></u>	\$ <u><u>9,637,234</u></u>
SUPPLEMENTARY CASH FLOW INFORMATION:		
Cash paid for interest	\$ <u><u>116,318</u></u>	\$ <u><u>31,268</u></u>

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

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The Town of Qualicum Beach was incorporated on May 5, 1942 under the provisions of the Local Government Act of British Columbia. The Town's principal activities include the provision of services to residents of Qualicum Beach. These include general government services, protective services, transportation services, environmental services, development services and parks and recreation services.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of presentation

Consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards. The consolidated statement of financial position includes all assets and liabilities of the Town.

(b) Principles of consolidation

These financial statements include accounts of all funds of the Town. Inter-fund transactions and balances have been eliminated.

(c) Basis of accounting

Except as noted below, the basis of accounting followed in the financial statement presentation is the accrual basis and includes revenue in the period in which the transactions or events occurred that gave rise to the revenue, and expenses in the period the goods and services are acquired and a liability is incurred or transfers are due.

(d) Cash and cash equivalents

Cash and cash equivalents are comprised of cash on hand, demand deposits and short-term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

(e) Employee future benefits

The Town and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred.

In addition to the Municipal Pension Plan, sick leave and other retirement benefits are also available to the Town's employees. The costs of these benefits are determined based on years of service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits earned as the employees render services necessary to earn the future benefits.

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

S7

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Deferred revenue

Amounts that have been received in advance of services being rendered are recorded as deferred revenue until the Town discharges the obligations that led to the collection of funds.

Revenues or receipts with respect to capital, which are subject to external restrictions, are deferred and reported as deferred revenue capital. Revenue is recognized when qualifying expenses are incurred.

(g) Non financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

Inventories

Inventories are recorded at the lower of cost and net realizable value.

Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the assets. The cost, less the residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

	<u>Years</u>
Buildings and structures	50
Infrastructure - utilities	50 - 80
Infrastructure - transportation	20 - 75
Infrastructure - land improvements	25 - 75
Equipment	7 - 20

A full year of amortization is charged in the year of acquisition and none in the year of disposal. Assets under construction are initially recorded as work-in-progress and are not amortized until the asset is available for productive use.

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

S7

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(h) Government transfers

Government transfers are recognized in the consolidated financial statements as revenue in the period the transfers are authorized and any eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability for the recipient government. Transfers received which meet the definition of a liability are included in deferred revenue.

(i) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the amounts of assets and liabilities, disclosure of contingent assets and liabilities and the reported amounts of revenue and expenses. As such, actual results could differ from these estimates. Significant estimates include assumptions used in estimating provisions for accounts receivable, accrued employee benefits, performing calculations of employee future benefits, estimating fair value of contributed tangible capital assets, estimating the useful lives of tangible capital assets and allocation of expenses. These estimates are reviewed periodically and adjustments are made to income as appropriate in the year they become known.

2. RESTRICTED CASH AND CASH EQUIVALENTS

Included in financial assets are cash and cash equivalents of \$206,310 (2015: \$199,823) that are invested on behalf of the cemetery trust fund. These funds may only be used for the upkeep and care of the cemetery and burial plots.

3. ACCOUNTS RECEIVABLE

	2016	2015
Property taxes	\$ 492,760	\$ 493,250
Water rates	238,410	231,559
Sewer rates	153,330	150,454
Solid waste	188,493	182,514
Receivable from federal government	129,315	44,644
Trades receivable	361,710	236,600
	<u>\$ 1,564,018</u>	<u>\$ 1,339,021</u>

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

S7

4. CAPITAL LEASE RECEIVABLE

On April 1, 2016, the Town entered into a long term lease agreement for a building owned by the Town. The lease requires annual payments of \$10,757, expiring March 31, 2028. Provided the tenant satisfies all the conditions of the lease, including payment in full of the rent due over the lease term, the tenant will have an exclusive option to purchase the building from the Town for a nominal amount.

Payments due over the next five years on the capital lease receivable are as follows:

2017	\$	10,757
2018		10,757
2019		10,757
2020		10,757
2021		10,757

5. ACCOUNTS PAYABLE

	2016	2015
Trades payable	\$ 575,628	\$ 525,607
Payable to federal government	329,218	231,868
Payable to provincial government	34,897	68,311
Holdbacks payable	94,936	89,460
	<u>\$ 1,034,679</u>	<u>\$ 915,246</u>

6. DEFERRED REVENUE - CAPITAL

	Off Street Parking	Development Cost Charges	Total
Balance at beginning of year	\$ 186,683	\$ 1,542,148	\$ 1,728,831
Additions	-	12,356	12,356
Interest	1,866	15,191	17,057
	<u>\$ 188,549</u>	<u>\$ 1,569,695</u>	<u>\$ 1,758,244</u>

Deferred revenue - capital includes statutory reserves set-up by bylaw under the authority of the Community Charter which are required to be spent for the purposes specified in the Community Charter.

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

S7

7. LONG TERM DEBT

	2016	2015
2.25% Municipal Finance Authority Loan, principal payments of \$231,468.20 semi-annually plus interest, due November 30, 2025	\$ 4,166,428	\$ 4,629,364

Principal due over the next five years on long term debt is as follows:

2017	\$ 462,936
2018	462,936
2019	462,936
2020	462,936
2021	462,936

8. TANGIBLE CAPITAL ASSETS

	Historical Cost	Accumulated Amortization	Net Book Value
<u>2016</u>			
Land	\$ 34,025,924		\$ 34,025,924
Buildings and structures	29,382,503	\$ 8,515,468	20,867,035
Infrastructure	106,535,035	51,443,953	55,091,082
Equipment	5,304,456	3,217,221	2,087,235
	\$ 175,247,918	\$ 63,176,642	\$ 112,071,276

	Historical Cost	Accumulated Amortization	Net Book Value
<u>2015</u>			
Land	\$ 34,025,924		\$ 34,025,924
Buildings and structures	29,256,986	\$ 7,923,768	21,333,218
Infrastructure	104,954,639	49,450,962	55,503,677
Equipment	5,315,912	3,079,726	2,236,186
	\$ 173,553,461	\$ 60,454,456	\$ 113,099,005

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

S7

9. ACCUMULATED SURPLUS

	<u>2016</u>	<u>2015</u>
<u>Reserves and Surpluses</u>		
Equipment reserve fund	\$ 52,814	\$ 52,291
Property reserve fund	207,119	205,069
Park land reserve fund	42,996	42,571
Emissions reduction reserve fund	9,255	3,276
Park improvements reserve fund	87,790	86,921
Cemetery reserve fund	212,340	206,258
Municipal Finance Authority debt reserve fund	47,694	46,397
Arrowsmith water reserve	44,457	44,457
Protective services reserve	18,732	18,732
Buildings reserve account	56,000	56,000
Unallocated surplus		
General	5,104,752	4,139,362
Water	1,761,407	1,565,660
Sewer	313,544	183,230
	<u>7,958,900</u>	<u>6,650,224</u>
Investment in tangible capital assets (note 10)	<u>107,904,848</u>	<u>108,469,641</u>
Total accumulated surplus	<u>\$ 115,863,748</u>	<u>\$ 115,119,865</u>

10. INVESTMENT IN TANGIBLE CAPITAL ASSETS

	<u>2016</u>	<u>2015</u>
Investment in tangible capital assets at beginning of year	\$ 108,469,641	\$ 111,146,328
Add: Acquisition of tangible capital assets	2,386,135	5,098,449
Reduction in long term debt	462,936	-
Less: Amortization	(3,101,150)	(3,110,874)
Net book value of tangible capital asset disposals	<u>(312,714)</u>	<u>(34,898)</u>
	<u>107,904,848</u>	<u>113,099,005</u>
Less: Issue of long term debt	<u>-</u>	<u>(4,629,364)</u>
Investment in tangible capital assets at end of year	<u>\$ 107,904,848</u>	<u>\$ 108,469,641</u>

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

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11. CONTINGENT LIABILITIES AND COMMITMENTS

- (a) Regional District - The Town is responsible, as a member of the Regional District of Nanaimo and of the Nanaimo Regional Hospital District, for its proportion of any operating deficits or capital debt related to functions in which it participates.
- (b) Municipal Pension Plan - The Town and its employees contribute to the Municipal Pension Plan (a jointly trustees pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2015, the plan has about 189,000 active members and approximately 85,000 retired members. Active members include approximately 37,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate is then adjusted to the extent there is amortization of any funding deficit.

The most recent actuarial valuation as at December 31, 2015 indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis.

The Town of Qualicum Beach paid \$374,640 for employer contributions to the plan in the fiscal year ended December 31, 2016.

The next valuation will be as at December 31, 2018, with results available in 2019.

Employers participating in the plan record their pension expenses as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan. Contributions to the plan were as follows:

	2016		2015
Employer portion	\$ 374,640	\$	369,795
Employee portion	330,258		319,684
	<u>\$ 704,898</u>	\$	<u>689,479</u>

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

S7

11. CONTINGENT LIABILITIES AND COMMITMENTS (continued)

- (c) Municipal Finance Authority contingent demand notes - Under borrowing arrangements with the Municipal Finance Authority (MFA), the Town is required to lodge security by means of a demand note and an interest-bearing cash deposit based on the amount of the borrowing. As a condition of the borrowing, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. This deposit is included in the Town's financial assets and is held by the MFA as security against the possibility of debt repayment default. If the debt is repaid without default, the deposit is refunded to the Town. At December 31, 2016, there was a contingent demand note of \$212,517 (2015 - \$212,517) which was not included in the financial statements of the Town.
- (d) Municipal Insurance Association of British Columbia - The Town is a participant in the Municipal Insurance Association of British Columbia. Should the Association pay out claims in excess of premiums received, it is possible that the Town, along with other participants, would be required to contribute towards the deficit.
- (e) Other contingent liabilities consisting of routine claims will be accounted for as an expense in the period in which the costs are incurred. It is not possible to determine the Town's liability, if any, with respect to these other matters.

12. SEGMENT DISCLOSURE BY SERVICE

The Town of Qualicum Beach is a diversified municipal government that provides a wide range of services to its residents. The following is a description of the types of services included in each of the main segments of the Town's financial statements:

General Government Services

Services related to general corporate and legislative governance and administration as well as human resources, information technology and financial management.

Protective Services

Services related to providing fire protection, bylaw enforcement and building inspection to the Town, as well as the Town's share of expenses related to providing policing.

Transportation Services

Services related to the delivery of municipal public works services including the development and maintenance of roadway systems, street lighting, and other public works and engineering related services.

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

S7

12. SEGMENT DISCLOSURE BY SERVICE (continued)

Environmental Services

Services related to the collection of garbage and chipping as well as environmental testing and monitoring. It also includes services related to the delivery of water, sanitary sewer removal and the planning and development and maintenance of the Town's water and sewer infrastructure.

Planning and Development Services

Services related to planning for development and for improving quality of life and sustainability initiatives.

Parks and Recreation Services

Services related to the development and maintenance of parks and trails, municipal landscaping, and providing and maintaining recreation and cultural buildings.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in note 1. For additional information see the Consolidated Schedule of Segment Disclosure by Service (Schedule D).

13. COMPARATIVE FIGURES

Certain 2015 comparative figures have been changed to reflect financial statement presentation adopted in the current year.

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF REVENUES
YEAR ENDED DECEMBER 31, 2016

			S8
	2016 Budget (unaudited)	2016 Actual	SCHEDULE A 2015 Actual
NET TAXATION			
Taxes collected for municipal purposes			
General	\$ 7,770,440	\$ 7,770,913	\$ 7,431,265
Parcel tax - water	785,800	795,410	788,850
Parcel tax - sewer	161,400	163,030	161,630
1% utility tax	145,482	140,876	140,491
	<u>8,863,122</u>	<u>8,870,229</u>	<u>8,522,236</u>
Taxes collected for other governments			
Education	4,606,000	4,606,296	4,602,191
Regional District of Nanaimo	3,617,000	3,618,234	3,519,192
Nanaimo Regional Hospital District	474,000	473,791	461,900
Vancouver Island Regional Library	454,000	453,667	436,405
B.C. Assessment Authority	122,600	122,837	126,846
Municipal Finance Authority	400	436	413
	<u>9,274,000</u>	<u>9,275,261</u>	<u>9,146,947</u>
Less taxes paid to other governments	<u>(9,274,000)</u>	<u>(9,280,934)</u>	<u>(9,140,242)</u>
	<u>-</u>	<u>(5,673)</u>	<u>6,705</u>
Grants-in-lieu of taxes			
Federal government	14,000	14,677	13,880
Taxes paid to other governments	(7,571)	(7,623)	(7,316)
Fortis BC	25,000	15,336	-
B.C. Hydro	88,851	59,517	71,871
Permissive tax exemptions	119,933	120,000	117,000
	<u>240,213</u>	<u>201,907</u>	<u>195,435</u>
	<u>\$ 9,103,335</u>	<u>\$ 9,066,463</u>	<u>\$ 8,724,376</u>
WATER AND SEWER RATES			
Water user rates	\$ 1,086,280	\$ 1,182,716	\$ 1,156,185
Water connection fees	11,000	28,766	44,328
Sewer user rates	543,522	549,759	537,866
Sewer connection fees	11,000	26,250	25,500
	<u>\$ 1,651,802</u>	<u>\$ 1,787,491</u>	<u>\$ 1,763,879</u>
SALE OF SERVICES			
Public Works	\$ 23,000	\$ 55,162	\$ 37,391
Solid waste pickup	647,319	650,851	644,629
Cemetery	40,366	43,305	36,760
	<u>\$ 710,685</u>	<u>\$ 749,318</u>	<u>\$ 718,780</u>

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF REVENUES (continued)
YEAR ENDED DECEMBER 31, 2016

			S8
			SCHEDULE A
	2016 Budget (unaudited)	2016 Actual	2015 Actual
OTHER REVENUE FROM OWN SOURCES			
Licences and permits	\$ 201,458	\$ 288,519	\$ 236,790
Leases and rentals	352,710	431,840	378,683
Interest on investments	45,000	82,397	45,697
Interest on property taxes	66,349	77,661	74,752
Miscellaneous - operating	58,000	107,566	63,205
Contributions and other	40,000	78,344	73,574
Airport services	170,499	225,926	200,034
Community Hall	30,937	24,102	30,236
Civic Centre	121,989	123,211	124,636
	<u>\$ 1,086,942</u>	<u>\$ 1,439,566</u>	<u>\$ 1,227,607</u>
GOVERNMENT TRANSFERS			
Operating			
Revenue sharing grants	\$ 305,000	\$ 477,722	\$ 489,844
Fire protection	110,000	97,850	100,625
Community parks and other	125,000	132,462	124,969
Other grants	13,000	6,409	15,000
	<u>553,000</u>	<u>714,443</u>	<u>730,438</u>
Capital			
Infrastructure	100,000	231,468	231,468
Federal gas tax revenue	403,000	471,587	405,309
	<u>503,000</u>	<u>703,055</u>	<u>636,777</u>
	<u>\$ 1,056,000</u>	<u>\$ 1,417,498</u>	<u>\$ 1,367,215</u>
OTHER CAPITAL REVENUE			
Gain (loss) on disposal of tangible capital assets	\$ -	\$ (225,945)	\$ 180,261
TOTAL REVENUE	<u>\$ 13,608,764</u>	<u>\$ 14,234,391</u>	<u>\$ 13,982,118</u>
SUMMARY OF REVENUE			
Operating revenue	\$ 13,065,764	\$ 13,757,281	\$ 13,165,080
Capital and other revenue	<u>543,000</u>	<u>477,110</u>	<u>817,038</u>
	<u>\$ 13,608,764</u>	<u>\$ 14,234,391</u>	<u>\$ 13,982,118</u>

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF EXPENSES
YEAR ENDED DECEMBER 31, 2016

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SCHEDULE B
2015
Actual

	2016 Budget (unaudited)	2016 Actual	
GENERAL GOVERNMENT SERVICES			
Legislative	\$ 125,000	\$ 129,482	\$ 128,696
Grants-in-aid	201,961	206,600	332,909
Office and ground maintenance	191,500	164,380	224,360
Administrative	1,212,342	1,241,429	1,165,661
Other	117,990	118,323	95,594
	<u>1,848,793</u>	<u>1,860,214</u>	<u>1,947,220</u>
Fiscal services	26,000	15,820	22,397
Amortization of tangible capital assets	63,000	62,815	62,815
	<u>\$ 1,937,793</u>	<u>\$ 1,938,849</u>	<u>\$ 2,032,432</u>
PROTECTIVE SERVICES			
RCMP	\$ 1,275,000	\$ 1,090,090	\$ 1,005,657
Fire department	679,463	679,271	624,631
Other	392,814	394,286	386,305
	<u>2,347,277</u>	<u>2,163,647</u>	<u>2,016,593</u>
Fiscal services	104,000	100,498	8,871
Amortization of tangible capital assets	131,000	131,029	131,029
	<u>\$ 2,582,277</u>	<u>\$ 2,395,174</u>	<u>\$ 2,156,493</u>
TRANSPORTATION SERVICES			
Public Works administration and yard	\$ 609,661	\$ 699,855	\$ 610,532
Roads and drainage	846,020	784,085	783,159
Airport	346,753	346,510	311,259
Less fuel sales	(219,151)	(207,902)	(219,784)
Street lighting	165,000	174,574	158,443
Equipment operating costs	551,269	495,217	431,863
	<u>2,299,552</u>	<u>2,292,339</u>	<u>2,075,472</u>
Amortization of tangible capital assets	2,227,000	2,228,344	2,238,068
	<u>\$ 4,526,552</u>	<u>\$ 4,520,683</u>	<u>\$ 4,313,540</u>
ENVIRONMENTAL HEALTH SERVICES			
Waste removal	\$ 591,000	\$ 500,363	\$ 501,926
Solid waste landfill	12,923	6,976	6,321
Other solid waste	51,250	95,009	33,746
	<u>\$ 655,173</u>	<u>\$ 602,348</u>	<u>\$ 541,993</u>

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF EXPENSES (continued)
YEAR ENDED DECEMBER 31, 2016

			\$9
			SCHEDULE B
	2016	2016	2015
	Budget	Actual	Actual
	(unaudited)		
WATER SERVICES			
Water maintenance	\$ 1,025,000	\$ 1,006,183	\$ 1,004,411
Amortization of tangible capital assets	<u>362,000</u>	<u>361,848</u>	<u>361,848</u>
	<u>\$ 1,387,000</u>	<u>\$ 1,368,031</u>	<u>\$ 1,366,259</u>
SEWER SERVICES			
Sewer maintenance	\$ 226,000	\$ 206,813	\$ 186,632
Amortization of tangible capital assets	<u>152,000</u>	<u>151,972</u>	<u>151,972</u>
	<u>\$ 378,000</u>	<u>\$ 358,785</u>	<u>\$ 338,604</u>
PUBLIC HEALTH SERVICES			
Cemetery	\$ <u>49,350</u>	\$ <u>41,982</u>	\$ <u>40,214</u>
PLANNING AND DEVELOPMENT SERVICES			
Planning and zoning	\$ 321,002	\$ 297,860	\$ 213,725
Community development	<u>484,261</u>	<u>365,971</u>	<u>296,621</u>
	<u>\$ 805,263</u>	<u>\$ 663,831</u>	<u>\$ 510,346</u>
PARKS AND RECREATION SERVICES			
Recreation	\$ 17,008	\$ 20,064	\$ 13,399
Community Hall	73,657	53,462	49,001
Civic Centre	362,197	301,907	332,908
Parks buildings	187,401	201,148	132,346
Beach maintenance	63,391	57,707	56,211
Parks and landscaping	<u>800,134</u>	<u>801,395</u>	<u>713,719</u>
	1,503,788	1,435,683	1,297,584
Amortization of tangible capital assets	<u>165,000</u>	<u>165,142</u>	<u>165,142</u>
	<u>\$ 1,668,788</u>	<u>\$ 1,600,825</u>	<u>\$ 1,462,726</u>
TOTAL EXPENSES	<u>\$ 13,990,196</u>	<u>\$ 13,490,508</u>	<u>\$ 12,762,607</u>
SUMMARY OF EXPENSES			
Operating costs	\$ 10,760,196	\$ 10,273,040	\$ 9,620,465
Fiscal services	130,000	116,318	31,268
Amortization of tangible capital assets	<u>3,100,000</u>	<u>3,101,150</u>	<u>3,110,874</u>
	<u>\$ 13,990,196</u>	<u>\$ 13,490,508</u>	<u>\$ 12,762,607</u>

TOWN OF QUALICUM BEACH
SCHEDULE OF RECEIPTS AND DISBURSEMENTS OF GAS TAX AGREEMENT
YEAR ENDED DECEMBER 31, 2016

S10
SCHEDULE C

	<u>2016</u>	<u>2015</u>
Gas Tax Agreement Funds		
Opening balance	\$ (210,781)	\$ (616,090)
Add: Amount received during the year	471,587	405,309
Less: Amount spent on projects	<u>(1,770,414)</u>	<u>-</u>
	<u>\$ (1,509,608)</u>	<u>\$ (210,781)</u>

Federal gas tax funding is provided by the Government of Canada. Use of the funding is established by a funding agreement between the Municipality and the Union of British Columbia Municipalities. Gas tax funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements.

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF SEGMENT DISCLOSURE BY SERVICE
DECEMBER 31, 2016

S11
SCHEDULE D

	Consolidated		General Government Services		Protective Services		Transportation Services		Environmental Services		Planning and Development Services		Parks and Recreation Services	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Revenue														
Net taxation	\$ 9,066,463	\$ 8,724,376	\$ 8,108,023	\$ 7,773,896	\$ -	\$ -	\$ -	\$ -	\$ 938,440	\$ 950,480	\$ -	\$ -	\$ -	\$ -
Sale of services	2,536,809	2,482,659	-	-	-	-	44,450	28,125	2,490,606	2,452,468	-	-	1,753	2,066
Other operating revenue	1,439,566	1,227,607	645,980	545,728	298,414	246,653	265,927	200,024	-	-	71,113	65,920	158,132	169,272
Government transfers	1,417,498	1,367,215	420,181	433,636	395,268	388,301	-	15,000	471,587	405,309	-	-	132,462	124,969
Gain (loss) on disposal of assets	(225,945)	180,261	(225,945)	180,261	-	-	-	-	-	-	-	-	-	-
Other capital revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	14,234,391	13,982,118	8,948,239	8,933,521	691,682	634,954	310,377	243,159	3,920,633	3,808,237	71,113	65,920	292,347	296,307
Expenses														
Wages and salaries	5,508,032	5,068,238	988,348	1,008,371	883,132	825,636	1,304,070	1,046,149	886,637	911,042	320,826	262,581	1,125,019	1,014,459
Goods and services	4,765,008	4,552,227	871,866	938,849	1,280,515	1,190,957	988,269	1,029,323	970,689	862,208	343,005	247,765	310,664	283,125
Amortization	3,101,150	3,110,874	62,815	62,815	131,029	131,029	2,228,344	2,218,068	513,820	513,820	-	-	165,142	165,142
Fiscal services	116,318	31,268	15,820	22,397	100,498	8,871	-	-	-	-	-	-	-	-
	13,490,508	12,762,607	1,938,849	2,032,432	2,395,174	2,156,493	4,520,683	4,313,540	2,371,146	2,287,070	663,831	510,346	1,600,825	1,462,726
Annual surplus (deficit)	\$ 743,883	\$ 1,219,511	\$ 7,009,396	\$ 6,901,089	\$ (1,703,492)	\$ (1,521,539)	\$ (4,210,306)	\$ (4,070,381)	\$ 1,549,487	\$ 1,521,187	\$ (592,718)	\$ (444,426)	\$ (1,308,478)	\$ (1,166,119)

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS
DECEMBER 31, 2016

S12
SCHEDULE E

	Land	Buildings	Equipment	Water	Sewer	Drainage	Roads	Other	WIP	Parks	Total
COST											
Opening Balance (Jan 1, 2015)	\$ 33,774,823	\$ 22,503,028	\$ 5,360,484	\$ 14,658,446	\$ 9,599,220	\$ 17,988,715	\$ 42,061,595	\$ 18,853,584	\$ 2,292,023	\$ 1,473,928	\$ 168,565,846
Add: 2015 Additions	286,000	6,753,958	-	-	-	125,134	92,035	-	(2,158,678)	-	5,098,449
Less: 2015 Disposals	(34,899)	-	(44,572)	-	-	-	(31,363)	-	-	-	(110,834)
Closing Balance (Dec 31, 2015)	34,025,924	29,256,986	5,315,912	14,658,446	9,599,220	18,113,849	42,122,267	18,853,584	133,345	1,473,928	173,553,461
Add: 2016 Additions	-	238,986	222,457	-	-	42,345	349,989	42,067	1,490,291	-	2,386,135
Less: 2016 Disposals	-	(113,469)	(233,913)	-	-	-	(344,296)	-	-	-	(691,678)
Closing Balance (Dec 31, 2016)	34,025,924	29,382,503	5,304,456	14,658,446	9,599,220	18,156,194	42,127,960	18,895,651	1,623,636	1,473,928	175,247,918
ACCUMULATED AMORTIZATION											
Opening Balance (Jan 1, 2015)		7,329,341	2,810,325	5,004,033	4,714,014	6,030,265	22,748,911	7,896,785	-	885,844	57,419,518
Add: 2015 Amortization		594,427	313,974	209,328	159,987	314,813	1,106,721	376,607	-	35,017	3,110,874
Less: 2015 Disposals		-	(44,573)	-	-	-	(31,363)	-	-	-	(75,936)
Closing Balance (Dec 31, 2015)		7,923,768	3,079,726	5,213,361	4,874,001	6,345,078	23,824,269	8,273,392	-	920,861	60,454,456
Add: 2016 Amortization		608,981	288,042	209,328	159,987	315,518	1,106,535	377,815	-	34,944	3,101,150
Less: 2016 Disposals		(17,281)	(150,547)	-	-	-	(211,136)	-	-	-	(378,964)
Closing Balance (Dec 31, 2016)		8,515,468	3,217,221	5,422,689	5,033,988	6,660,596	24,719,668	8,651,207	-	955,805	63,176,642
Net Book Value (Dec 31, 2015)	\$ 34,025,924	\$ 21,333,218	\$ 2,236,186	\$ 9,445,085	\$ 4,725,219	\$ 11,768,771	\$ 18,297,998	\$ 10,580,192	\$ 133,345	\$ 553,067	\$ 113,099,005
Net Book Value (Dec 31, 2016)	\$ 34,025,924	\$ 20,867,035	\$ 2,087,235	\$ 9,235,757	\$ 4,565,232	\$ 11,495,598	\$ 17,408,292	\$ 10,244,444	\$ 1,623,636	\$ 518,123	\$ 112,071,276

TOWN OF QUALICUM BEACH
CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

TOWN OF QUALICUM BEACH
CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

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**TOWN OF QUALICUM BEACH
MANAGEMENT'S RESPONSIBILITY REPORT
2017 FINANCIAL STATEMENTS**

The preparation of these financial statements is the responsibility of management. The consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards, and the integrity and objectivity of these statements are management's responsibility.

Management is also responsible for implementing and maintaining a system of internal control to provide reasonable assurance that reliable financial information is produced.

Council is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility. Council meets with the external auditors two times per year.

The external auditors, McGorman MacLean, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. Their examination includes a review and evaluation of the Town's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to Council.

On behalf of the Town of Qualicum Beach



John Marsh, CPA, CMA
Financial Administrator /Deputy CAO



Teunis Westbroek
Mayor

INDEPENDENT AUDITORS' REPORT

S2

To the Mayor and Council of the
Town of Qualicum Beach

Report on Financial Statements

We have audited the accompanying consolidated financial statements of the Town of Qualicum Beach, which comprise the consolidated statement of financial position as at December 31, 2017 and the consolidated statements of operations, changes in net financial 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 Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated 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 consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Town's preparation and fair presentation of the consolidated 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 Town'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 consolidated financial statements.

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

Opinion

In our opinion, these consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Town as at December 31, 2017 and consolidated results of its operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.



CHARTERED PROFESSIONAL ACCOUNTANTS

Parksville, Canada
May 28, 2018

TOWN OF QUALICUM BEACH
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2017

S3
STATEMENT 1

	<u>2017</u>	<u>2016</u>
FINANCIAL ASSETS		
Cash and cash equivalents (note 2)	\$ 13,152,284	\$ 10,825,112
Accounts receivable (note 3)	1,751,064	1,587,944
Capital lease receivable (note 4)	110,734	121,022
Municipal Finance Authority debt reserve fund deposit	<u>48,624</u>	<u>47,694</u>
	15,062,706	12,581,772
FINANCIAL LIABILITIES		
Accounts payable (note 5)	1,009,428	1,058,605
Accrued employee benefits	636,260	578,777
Deferred revenue	1,895,771	1,074,171
Performance bonds and deposits	897,689	188,728
Deferred revenue - capital (note 6)	1,985,065	1,758,244
Long term debt (note 7)	<u>3,703,491</u>	<u>4,166,428</u>
	10,127,704	8,824,953
NET FINANCIAL ASSETS	<u>4,935,002</u>	<u>3,756,819</u>
NON-FINANCIAL ASSETS		
Inventories	61,380	29,868
Prepaid expenses	22,100	5,785
Tangible capital assets (note 8)	<u>112,505,264</u>	<u>112,071,276</u>
	112,588,744	112,106,929
ACCUMULATED SURPLUS (notes 9 and 10)	<u>\$ 117,523,746</u>	<u>\$ 115,863,748</u>

Contingent liabilities and commitments (note 11)

Approved:

 Financial Administrator

The accompanying notes are an integral part of these financial statements

TOWN OF QUALICUM BEACH
CONSOLIDATED STATEMENT OF OPERATIONS
AS AT DECEMBER 31, 2017

S4
STATEMENT 2

	<u>2017</u> <u>Budget</u> <u>(unaudited)</u>	<u>2017</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>
REVENUE			
Net taxation	\$ 9,484,612	\$ 9,547,389	\$ 9,066,463
Water and sewer rates	1,700,843	1,935,550	1,787,491
Sale of services	722,502	761,287	749,318
Other revenue from own sources	1,134,496	1,672,672	1,439,566
Government transfers	4,045,525	1,840,600	1,417,498
Gain (loss) on disposal of tangible capital assets	10,000	(40,144)	(225,945)
Developer contributions	-	198,640	-
	<u>17,097,978</u>	<u>15,915,994</u>	<u>14,234,391</u>
EXPENSES			
General government services	1,992,630	1,939,190	1,938,849
Protective services	2,717,425	2,624,617	2,395,174
Transportation services	4,651,636	4,926,068	4,520,683
Environmental health services	673,733	581,999	602,348
Water services	1,422,625	1,301,017	1,368,031
Sewer services	385,875	427,270	358,785
Public health services	51,483	48,535	41,982
Planning and development services	838,302	814,839	663,831
Parks and recreation services	1,707,782	1,592,461	1,600,825
	<u>14,441,491</u>	<u>14,255,996</u>	<u>13,490,508</u>
ANNUAL SURPLUS	2,656,487	1,659,998	743,883
ACCUMULATED SURPLUS AT BEGINNING OF YEAR	<u>115,863,748</u>	<u>115,863,748</u>	<u>115,119,865</u>
ACCUMULATED SURPLUS AT END OF YEAR	<u>\$ 118,520,235</u>	<u>\$ 117,523,746</u>	<u>\$ 115,863,748</u>

The accompanying notes are an integral part of these financial statements

TOWN OF QUALICUM BEACH
CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
AS AT DECEMBER 31, 2017

S\$
STATEMENT 3

	<u>2017</u> <u>Budget</u> <u>(unaudited)</u>	<u>2017</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>
ANNUAL SURPLUS	\$ 2,656,487	\$ 1,659,998	\$ 743,883
Acquisition of tangible capital assets	(8,363,487)	(3,761,875)	(2,386,135)
Amortization of tangible capital assets	3,150,000	3,230,333	3,101,150
Proceeds on disposal of tangible capital assets	-	57,410	86,769
Loss on disposal of tangible capital assets	-	40,144	225,945
	<u>(5,213,487)</u>	<u>(433,988)</u>	<u>1,027,729</u>
Consumption of supplies inventories	-	(31,512)	13,243
Decrease in prepaid expenses	-	(16,315)	11,887
	<u>-</u>	<u>(47,827)</u>	<u>25,130</u>
CHANGE IN NET FINANCIAL ASSETS	(2,557,000)	1,178,183	1,796,742
NET FINANCIAL ASSETS AT BEGINNING OF YEAR	<u>3,756,819</u>	<u>3,756,819</u>	<u>1,960,077</u>
NET FINANCIAL ASSETS AT END OF YEAR	\$ <u>1,199,819</u>	\$ <u>4,935,002</u>	\$ <u>3,756,819</u>

The accompanying notes are an integral part of these financial statements

TOWN OF QUALICUM BEACH
CONSOLIDATED STATEMENT OF CASH FLOWS
AS AT DECEMBER 31, 2017

S6
STATEMENT 4

	<u>2017</u>	<u>2016</u>
CASH PROVIDED BY OPERATIONS		
Annual surplus	\$ 1,659,998	\$ 743,883
Items not involving cash:		
Amortization of tangible capital assets	3,230,333	3,101,150
Loss on disposal of tangible capital assets	40,144	225,945
Change in non-cash operating assets and liabilities:		
Decrease (increase)		
Accounts receivable	(163,120)	(224,997)
Capital lease receivable	10,288	(121,022)
Municipal Finance Authority debt reserve fund deposit	(930)	(1,297)
Inventories	(31,512)	13,243
Prepaid expenses	(16,315)	11,887
Increase (decrease)		
Accounts payable	(49,177)	119,433
Accrued employee benefits	57,483	(18,944)
Deferred revenue	821,600	45,459
Performance bonds and deposits	708,961	26,027
Deferred revenue - capital	226,821	29,413
	<u>6,494,574</u>	<u>3,950,180</u>
FINANCING ACTIVITIES		
Decrease in long term debt	<u>(462,937)</u>	<u>(462,936)</u>
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(3,761,875)	(2,386,135)
Proceeds on disposal of tangible capital assets	<u>57,410</u>	<u>86,769</u>
	<u>(3,704,465)</u>	<u>(2,299,366)</u>
INCREASE IN CASH AND CASH EQUIVALENTS	2,327,172	1,187,878
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	<u>10,825,112</u>	<u>9,637,234</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 13,152,284</u>	<u>\$ 10,825,112</u>
SUPPLEMENTARY CASH FLOW INFORMATION:		
Cash paid for interest	<u>\$ 103,059</u>	<u>\$ 116,318</u>

The accompanying notes are an integral part of these financial statements

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

S7

The Town of Qualicum Beach (the "Town") was incorporated on May 5, 1942 under the provisions of the Local Government Act of British Columbia. The Town's principal activities include the provision of services to residents of Qualicum Beach. These include general government services, protective services, transportation services, environmental services, planning and development services and parks and recreation services.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of presentation

Consolidated financial statements have been prepared in accordance with Canadian Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The consolidated statement of financial position includes all assets and liabilities of the Town.

(b) Principles of consolidation

These financial statements include accounts of all funds of the Town. Inter-fund transactions and balances have been eliminated.

(c) Basis of accounting

Except as noted below, the basis of accounting followed in the financial statement presentation is the accrual basis and includes revenue in the period in which the transactions or events occurred that gave rise to the revenue, and expenses in the period the goods and services are acquired and a liability is incurred or transfers are due.

(d) Cash and cash equivalents

Cash and cash equivalents are comprised of cash on hand, demand deposits and short-term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

(e) Employee future benefits

The Town and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred.

In addition to the Municipal Pension Plan, sick leave and other retirement benefits are also available to the Town's employees. The costs of these benefits are determined based on years of service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits earned as the employees render services necessary to earn the future benefits.

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

S7

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Deferred revenue

Amounts that have been received in advance of services being rendered are recorded as deferred revenue until the Town discharges the obligations that led to the collection of funds.

Revenue or receipts with respect to capital, which are subject to external restrictions, are deferred and reported as deferred revenue capital. Revenue is recognized when qualifying expenses are incurred.

(g) Non financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

Inventories

Inventories are recorded at the lower of cost and net realizable value.

Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the assets. Tangible capital assets transferred to the Town from developers are recorded at their fair market value at the date of transfer and are also recorded as revenue. The cost, less the residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

	<u>Years</u>
Buildings and structures	50
Infrastructure - utilities	50 - 80
Infrastructure - transportation	20 - 75
Infrastructure - land improvements	25 - 75
Equipment	7 - 20

A full year of amortization is charged in the year of acquisition and none in the year of disposal. Assets under construction are initially recorded as work-in-progress and are not amortized until the asset is available for productive use.

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

S7

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(h) Government transfers

Government transfers are recognized in the consolidated financial statements as revenue in the period the transfers are authorized and any eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability for the recipient government. Transfers received which meet the definition of a liability are included in deferred revenue. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

(i) Contaminated sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all of the following criteria are met:

- An environmental standard exists;
- Contamination exceeds the environmental standard
- The Town is:
 - o Directly responsible; or
 - o Accepts responsibility;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

There are no liabilities to be recorded as at December 31, 2017.

(j) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the amounts of assets and liabilities, disclosure of contingent assets and liabilities and the reported amounts of revenue and expenses. As such, actual results could differ from these estimates. Significant estimates include assumptions used in estimating provisions for accounts receivable, accrued employee benefits, performing calculations of employee future benefits, estimating fair value of contributed tangible capital assets, estimating the useful lives of tangible capital assets and allocation of expenses. These estimates are reviewed periodically and adjustments are made to income as appropriate in the year they become known.

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

S7

2. RESTRICTED CASH AND CASH EQUIVALENTS

Included in financial assets are cash and cash equivalents of \$212,445 (2016: \$206,310) that are invested on behalf of the cemetery trust fund. These funds may only be used for the upkeep and care of the cemetery and burial plots.

3. ACCOUNTS RECEIVABLE

	2017	2016
Property taxes	\$ 252,684	\$ 492,760
Water rates	257,648	238,410
Sewer rates	161,121	153,330
Solid waste	186,072	188,493
Receivable from federal government	675,641	129,315
Trades receivable	217,898	385,636
	<u>\$ 1,751,064</u>	<u>\$ 1,587,944</u>

4. CAPITAL LEASE RECEIVABLE

On April 1, 2016, the Town entered into a long term lease agreement for a building owned by the Town. The lease requires annual payments of \$10,757, expiring March 31, 2028. Provided the tenant satisfies all the conditions of the lease, including payment in full of the rent due over the lease term, the tenant will have an exclusive option to purchase the building from the Town for a nominal amount.

Payments due over the next five years on the capital lease receivable are as follows:

2018	\$ 10,757
2019	10,757
2020	10,757
2021	10,757
2022	10,757

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

S7

5. ACCOUNTS PAYABLE

	<u>2017</u>	<u>2016</u>
Trades payable	\$ 659,687	\$ 599,554
Payable to federal government	339,203	329,218
Payable to provincial government	-	34,897
Holdbacks payable	10,538	94,936
	<u>\$ 1,009,428</u>	<u>\$ 1,058,605</u>

6. DEFERRED REVENUE - CAPITAL

	<u>Off Street Parking</u>	<u>Development Cost Charges</u>	<u>Total</u>
Balance at beginning of year	\$ 188,549	\$ 1,569,695	\$ 1,758,244
Additions	-	209,046	209,046
Interest	1,881	15,894	17,775
	<u>\$ 190,430</u>	<u>\$ 1,794,635</u>	<u>\$ 1,985,065</u>

Deferred revenue - capital includes statutory reserves that are required to be set-up under section 188(2) of the Community Charter.

7. LONG TERM DEBT

	<u>2017</u>	<u>2016</u>
2.25% Municipal Finance Authority Loan, principal payments of \$231,468.20 semi-annually plus interest, due November 30, 2025	<u>\$ 3,703,491</u>	<u>\$ 4,166,428</u>

Principal due over the next five years on long term debt is as follows:

2018	\$ 462,936
2019	462,936
2020	462,936
2021	462,936
2022	462,936

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

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8. TANGIBLE CAPITAL ASSETS

2017

	Historical Cost	Accumulated Amortization	Net Book Value
Land	\$ 34,025,924		\$ 34,025,924
Buildings and structures	29,854,527	\$ 9,133,417	20,721,110
Infrastructure	109,310,808	53,596,364	55,714,444
Equipment	5,464,466	3,420,680	2,043,786
	<u>\$ 178,655,725</u>	<u>\$ 66,150,461</u>	<u>\$ 112,505,264</u>

2016

	Historical Cost	Accumulated Amortization	Net Book Value
Land	\$ 34,025,924		\$ 34,025,924
Buildings and structures	29,382,503	\$ 8,515,468	20,867,035
Infrastructure	106,535,035	51,443,953	55,091,082
Equipment	5,304,456	3,217,221	2,087,235
	<u>\$ 175,247,918</u>	<u>\$ 63,176,642</u>	<u>\$ 112,071,276</u>

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

S7

9. ACCUMULATED SURPLUS

	2017	2016
Reserves and Surpluses		
Equipment reserve fund	\$ 53,340	\$ 52,814
Property reserve fund	209,185	207,119
Park land reserve fund	91,925	42,996
Emissions reduction reserve fund	13,025	9,255
Park improvements reserve fund	88,665	87,790
Cemetery reserve fund	220,665	212,340
Municipal Finance Authority debt reserve fund	48,624	47,694
Arrowsmith water reserve	48,467	44,457
Protective services reserve	18,732	18,732
Buildings reserve account	56,000	56,000
Unallocated surplus		
General	5,525,393	5,104,752
Water	1,999,408	1,761,407
Sewer	348,544	313,544
	8,721,973	7,958,900
Investment in tangible capital assets (note 10)	108,801,773	107,904,848
Total accumulated surplus	\$ 117,523,746	\$ 115,863,748

10. INVESTMENT IN TANGIBLE CAPITAL ASSETS

	2017	2016
Investment in tangible capital assets at beginning of year	\$ 107,904,848	\$ 108,469,641
Add: Acquisition of tangible capital assets	3,761,875	2,386,135
Reduction in long term debt	462,937	462,936
Less: Amortization	(3,230,333)	(3,101,150)
Net book value of tangible capital asset disposals	(97,554)	(312,714)
Investment in tangible capital assets at end of year	\$ 108,801,773	\$ 107,904,848

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

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11. CONTINGENT LIABILITIES AND COMMITMENTS

- (a) Regional District - The Town is responsible, as a member of the Regional District of Nanaimo and of the Nanaimo Regional Hospital District, for its proportion of any operating deficits or capital debt related to functions in which it participates.
- (b) Municipal Pension Plan - The Town and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2016, the plan has about 193,000 active members and approximately 90,000 retired members. Active members include approximately 38,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation as at December 31, 2015 indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1,927 million was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The Town of Qualicum Beach paid \$368,730 for employer contributions to the plan in the fiscal year ended December 31, 2017.

The next valuation will be as at December 31, 2018, with results available in 2019.

Employers participating in the plan record their pension expenses as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan. Contributions to the plan were as follows:

	2017	2016
Employer portion	\$ 368,730	\$ 374,640
Employee portion	324,990	330,258
	<u>\$ 693,720</u>	<u>\$ 704,898</u>

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

S7

11. CONTINGENT LIABILITIES AND COMMITMENTS (continued)

- (c) Municipal Finance Authority contingent demand notes - Under borrowing arrangements with the Municipal Finance Authority (MFA), the Town is required to lodge security by means of a demand note and an interest-bearing cash deposit based on the amount of the borrowing. As a condition of the borrowing, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. This deposit is included in the Town's financial assets and is held by the MFA as security against the possibility of debt repayment default. If the debt is repaid without default, the deposit is refunded to the Town. At December 31, 2017, there was a contingent demand note of \$212,517 (2016 - \$212,517) which was not included in the financial statements of the Town.
- (d) Municipal Insurance Association of British Columbia - The Town is a participant in the Municipal Insurance Association of British Columbia. Should the Association pay out claims in excess of premiums received, it is possible that the Town, along with other participants, would be required to contribute towards the deficit.
- (e) Other contingent liabilities consisting of routine claims will be accounted for as an expense in the period in which the costs are incurred. It is not possible to determine the Town's liability, if any, with respect to these other matters.

12. SEGMENT DISCLOSURE BY SERVICE

The Town of Qualicum Beach is a diversified municipal government that provides a wide range of services to its residents. The following is a description of the types of services included in each of the main segments of the Town's financial statements:

General Government Services

Services related to general corporate and legislative governance and administration as well as human resources, information technology and financial management.

Protective Services

Services related to providing fire protection, bylaw enforcement and building inspection to the Town, as well as the Town's share of expenses related to providing policing.

Transportation Services

Services related to the delivery of municipal public works services including the development and maintenance of roadway systems, street lighting, and other public works and engineering related services.

TOWN OF QUALICUM BEACH
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2017

S7

12. SEGMENT DISCLOSURE BY SERVICE (continued)

Environmental Services

Services related to the collection of garbage and chipping as well as environmental testing and monitoring. It also includes services related to the delivery of water, sanitary sewer removal and the planning and development and maintenance of the Town's water and sewer infrastructure.

Planning and Development Services

Services related to planning for development and for improving quality of life and sustainability initiatives.

Parks and Recreation Services

Services related to the development and maintenance of parks and trails, municipal landscaping, and providing and maintaining recreation and cultural buildings.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in note 1. For additional information see the Consolidated Schedule of Segment Disclosure by Service (Schedule D).

13. COMPARATIVE FIGURES

Certain 2016 comparative figures have been changed to reflect financial statement presentation adopted in the current year.

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF REVENUES
YEAR ENDED DECEMBER 31, 2017

S8
SCHEDULE A
2016
Actual

	2017 Budget (unaudited)	2017 Actual	
NET TAXATION			
Taxes collected for municipal purposes			
General	\$ 8,120,110	\$ 8,122,352	\$ 7,770,913
Parcel tax - water	786,800	795,410	795,410
Parcel tax - sewer	161,600	162,995	163,030
1% utility tax	146,047	139,099	140,876
	<u>9,214,557</u>	<u>9,219,856</u>	<u>8,870,229</u>
Taxes collected for other governments			
Education	4,566,000	4,570,418	4,606,296
Regional District of Nanaimo	3,697,000	3,763,068	3,618,234
Nanaimo Regional Hospital District	491,000	492,343	473,791
Vancouver Island Regional Library	483,000	492,259	453,667
B.C. Assessment Authority	112,600	112,773	122,837
Municipal Finance Authority	400	494	436
	<u>9,350,000</u>	<u>9,431,355</u>	<u>9,275,261</u>
Less taxes paid to other governments	<u>(9,350,000)</u>	<u>(9,349,501)</u>	<u>(9,280,934)</u>
	<u>-</u>	<u>81,854</u>	<u>(5,673)</u>
Grants-in-lieu of taxes			
Federal government	14,000	15,563	14,677
Taxes paid to other governments	(7,426)	(7,986)	(7,623)
Fortis BC	50,000	53,034	15,336
B.C. Hydro	90,850	61,804	59,517
Permissive tax exemptions	122,631	123,264	120,000
	<u>270,055</u>	<u>245,679</u>	<u>201,907</u>
	<u>\$ 9,484,612</u>	<u>\$ 9,547,389</u>	<u>\$ 9,066,463</u>
WATER AND SEWER RATES			
Water user rates	\$ 1,124,300	\$ 1,301,878	\$ 1,182,716
Water connection fees	7,000	41,865	28,766
Sewer user rates	562,543	570,807	549,759
Sewer connection fees	7,000	21,000	26,250
	<u>\$ 1,700,843</u>	<u>\$ 1,935,550</u>	<u>\$ 1,787,491</u>
SALE OF SERVICES			
Public Works	\$ 18,000	\$ 63,396	\$ 55,162
Solid waste pickup	663,502	650,386	650,851
Cemetery	41,000	47,505	43,305
	<u>\$ 722,502</u>	<u>\$ 761,287</u>	<u>\$ 749,318</u>

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF REVENUES (continued)
YEAR ENDED DECEMBER 31, 2017

S8
SCHEDULE A
2016
Actual

	2017 Budget (unaudited)	2017 Actual	
OTHER REVENUE FROM OWN SOURCES			
Licences and permits	\$ 203,800	\$ 355,946	\$ 288,519
Leases and rentals	352,710	447,506	431,840
Interest on investments	45,000	124,279	82,397
Interest on property taxes	73,153	57,910	77,661
Miscellaneous - operating	59,000	233,307	107,566
Contributions and other	40,000	106,401	78,344
Airport services	204,336	202,040	225,926
Community Hall	31,709	29,287	24,102
Civic Centre	124,788	115,996	123,211
	<u>\$ 1,134,496</u>	<u>\$ 1,672,672</u>	<u>\$ 1,439,566</u>
GOVERNMENT TRANSFERS			
Operating			
Revenue sharing grants	\$ 475,000	\$ 462,725	\$ 477,722
Fire protection	111,650	105,000	97,850
Community parks and other	126,875	136,007	132,462
Other grants	13,000	11,317	59,038
	<u>726,525</u>	<u>715,049</u>	<u>767,072</u>
Capital			
Infrastructure	2,916,000	701,500	231,468
Federal gas tax revenue	403,000	424,051	418,958
	<u>3,319,000</u>	<u>1,125,551</u>	<u>650,426</u>
	<u>\$ 4,045,525</u>	<u>\$ 1,840,600</u>	<u>\$ 1,417,498</u>
OTHER CAPITAL REVENUE			
Gain (loss) on disposal of tangible capital assets	\$ 10,000	\$ (40,144)	\$ (225,945)
Developer contributions	-	198,640	-
	<u>\$ 10,000</u>	<u>\$ 158,496</u>	<u>\$ (225,945)</u>
TOTAL REVENUE	<u>\$ 17,097,978</u>	<u>\$ 15,915,994</u>	<u>\$ 14,234,391</u>
SUMMARY OF REVENUE			
Operating revenue	\$ 13,728,978	\$ 14,631,947	\$ 13,809,910
Capital and other revenue	3,369,000	1,284,047	424,481
	<u>\$ 17,097,978</u>	<u>\$ 15,915,994</u>	<u>\$ 14,234,391</u>

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF EXPENSES
YEAR ENDED DECEMBER 31, 2017

S9
SCHEDULE B
2016
Actual

	2017 Budget (unaudited)	2017 Actual	
GENERAL GOVERNMENT SERVICES			
Legislative	\$ 129,000	\$ 129,000	\$ 129,482
Grants-in-aid	207,320	209,312	206,600
Office and ground maintenance	197,000	150,145	164,380
Administrative	1,248,161	1,263,073	1,241,429
Other	122,149	105,114	118,323
	<u>1,903,630</u>	<u>1,856,644</u>	<u>1,860,214</u>
Fiscal services	26,000	19,731	15,820
Amortization of tangible capital assets	63,000	62,815	62,815
	<u>\$ 1,992,630</u>	<u>\$ 1,939,190</u>	<u>\$ 1,938,849</u>
PROTECTIVE SERVICES			
RCMP	\$ 1,337,000	\$ 1,216,428	\$ 1,090,090
Fire department	757,155	793,348	679,271
Other	401,270	400,484	394,286
	<u>2,495,425</u>	<u>2,410,260</u>	<u>2,163,647</u>
Fiscal services	91,000	83,328	100,498
Amortization of tangible capital assets	131,000	131,029	131,029
	<u>\$ 2,717,425</u>	<u>\$ 2,624,617</u>	<u>\$ 2,395,174</u>
TRANSPORTATION SERVICES			
Public Works administration and yard	\$ 644,000	\$ 751,925	\$ 699,855
Roads and drainage	852,171	904,193	784,085
Airport	358,422	454,724	346,510
Less fuel sales	(224,082)	(254,547)	(207,902)
Street lighting	169,125	183,783	174,574
Equipment operating costs	575,000	528,463	495,217
	<u>2,374,636</u>	<u>2,568,541</u>	<u>2,292,339</u>
Amortization of tangible capital assets	2,277,000	2,357,527	2,228,344
	<u>\$ 4,651,636</u>	<u>\$ 4,926,068</u>	<u>\$ 4,520,683</u>
ENVIRONMENTAL HEALTH SERVICES			
Waste removal	\$ 614,754	\$ 533,517	\$ 500,363
Solid waste landfill	6,479	5,268	6,976
Other solid waste	52,500	43,214	95,009
	<u>\$ 673,733</u>	<u>\$ 581,999</u>	<u>\$ 602,348</u>

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF EXPENSES (continued)
YEAR ENDED DECEMBER 31, 2017

S9
SCHEDULE B
2016
Actual

	2017 Budget (unaudited)	2017 Actual	
WATER SERVICES			
Water maintenance	\$ 1,060,625	\$ 939,169	\$ 1,006,183
Amortization of tangible capital assets	<u>362,000</u>	<u>361,848</u>	<u>361,848</u>
	<u>\$ 1,422,625</u>	<u>\$ 1,301,017</u>	<u>\$ 1,368,031</u>
SEWER SERVICES			
Sewer maintenance	\$ 233,875	\$ 275,298	\$ 206,813
Amortization of tangible capital assets	<u>152,000</u>	<u>151,972</u>	<u>151,972</u>
	<u>\$ 385,875</u>	<u>\$ 427,270</u>	<u>\$ 358,785</u>
PUBLIC HEALTH SERVICES			
Cemetery	<u>\$ 51,483</u>	<u>\$ 48,535</u>	<u>\$ 41,982</u>
PLANNING AND DEVELOPMENT SERVICES			
Planning and zoning	\$ 328,000	\$ 332,699	\$ 297,860
Community development	<u>510,302</u>	<u>482,140</u>	<u>365,971</u>
	<u>\$ 838,302</u>	<u>\$ 814,839</u>	<u>\$ 663,831</u>
PARKS AND RECREATION SERVICES			
Recreation	\$ 18,000	\$ 15,054	\$ 20,064
Community Hall	77,124	53,935	53,462
Civic Centre	372,596	282,965	301,907
Parks buildings	192,085	110,620	201,148
Beach maintenance	65,256	63,650	57,707
Parks and landscaping	<u>817,721</u>	<u>901,095</u>	<u>801,395</u>
	1,542,782	1,427,319	1,435,683
Amortization of tangible capital assets	<u>165,000</u>	<u>165,142</u>	<u>165,142</u>
	<u>\$ 1,707,782</u>	<u>\$ 1,592,461</u>	<u>\$ 1,600,825</u>
TOTAL EXPENSES	<u>\$ 14,441,491</u>	<u>\$ 14,255,996</u>	<u>\$ 13,490,508</u>
SUMMARY OF EXPENSES			
Operating costs	\$ 11,174,491	\$ 10,922,604	\$ 10,273,040
Fiscal services	117,000	103,059	116,318
Amortization of tangible capital assets	<u>3,150,000</u>	<u>3,230,333</u>	<u>3,101,150</u>
	<u>\$ 14,441,491</u>	<u>\$ 14,255,996</u>	<u>\$ 13,490,508</u>

TOWN OF QUALICUM BEACH
SCHEDULE OF RECEIPTS AND DISBURSEMENTS OF GAS TAX AGREEMENT
YEAR ENDED DECEMBER 31, 2017

S10
SCHEDULE C

	<u>2017</u>	<u>2016</u>
Gas Tax Agreement Funds		
Opening balance	\$ (1,562,237)	\$ (210,781)
Add: Amount received during the year	424,051	418,958
Less: Amount spent on projects	<u>(1,955,418)</u>	<u>(1,770,414)</u>
	<u>\$ (3,093,604)</u>	<u>\$ (1,562,237)</u>

Federal gas tax funding is provided by the Government of Canada. Use of the funding is established by a funding agreement between the Municipality and the Union of British Columbia Municipalities. Gas tax funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements.

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF SEGMENT DISCLOSURE BY SERVICE
DECEMBER 31, 2017

S11
SCHEDULE D

2017	Consolidated	General Government Services	Protective Services	Transportation Services	Environmental Services	Planning and Development Services	Parks and Recreation Services
Revenue							
Net taxation	\$ 9,547,389	\$ 8,588,984	\$ -	\$ -	\$ 958,405	\$ -	\$ -
Sale of services	2,696,837	-	-	52,766	2,642,312	-	1,759
Other operating revenue	1,672,672	687,894	492,258	262,340	-	79,797	150,383
Government transfers	1,840,600	418,015	149,710	701,500	435,368	-	136,007
Gain (loss) on disposal of assets	(40,144)	(40,144)	-	-	-	-	-
Other capital revenue	198,640	-	-	198,640	-	-	-
	<u>15,915,994</u>	<u>9,654,749</u>	<u>641,968</u>	<u>1,215,246</u>	<u>4,036,085</u>	<u>79,797</u>	<u>288,149</u>
Expenses							
Wages and salaries	5,852,314	1,023,968	989,351	1,382,803	962,075	357,367	1,136,750
Goods and services	5,070,290	832,676	1,420,909	1,185,738	882,926	457,472	290,569
Amortization	3,230,333	62,815	131,029	2,357,527	513,820	-	165,142
Fiscal services	103,059	19,731	83,328	-	-	-	-
	<u>14,255,996</u>	<u>1,939,190</u>	<u>2,624,617</u>	<u>4,926,068</u>	<u>2,358,821</u>	<u>814,839</u>	<u>1,592,461</u>
Annual surplus (deficit)	<u>\$ 1,659,998</u>	<u>\$ 7,715,559</u>	<u>\$ (1,982,649)</u>	<u>\$ (3,710,822)</u>	<u>\$ 1,677,264</u>	<u>\$ (735,042)</u>	<u>\$ (1,304,312)</u>

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF SEGMENT DISCLOSURE BY SERVICE
DECEMBER 31, 2017

S11
SCHEDULE D

2016	Consolidated	General Government Services	Protective Services	Transportation Services	Environmental Services	Planning and Development Services	Parks and Recreation Services
Revenue							
Net taxation	\$ 9,066,463	\$ 8,108,023	\$ -	\$ -	\$ 958,440	\$ -	\$ -
Sale of services	2,536,809	-	-	44,450	2,490,606	-	1,753
Other operating revenue	1,439,566	645,980	298,414	265,927	-	71,113	158,132
Government transfers	1,417,498	420,181	393,268	-	471,587	-	132,462
Gain (loss) on disposal of assets	(225,945)	(225,945)	-	-	-	-	-
Other capital revenue	-	-	-	-	-	-	-
	<u>14,234,391</u>	<u>8,948,239</u>	<u>691,682</u>	<u>310,377</u>	<u>3,920,633</u>	<u>71,113</u>	<u>292,347</u>
Expenses							
Wages and salaries	5,508,032	988,348	883,132	1,304,070	886,637	320,826	1,125,019
Goods and services	4,765,008	871,866	1,280,515	988,269	970,689	343,005	310,664
Amortization	3,101,150	62,815	131,029	2,228,344	513,820	-	165,142
Fiscal services	116,318	15,820	100,498	-	-	-	-
	<u>13,490,508</u>	<u>1,938,849</u>	<u>2,395,174</u>	<u>4,520,683</u>	<u>2,371,146</u>	<u>663,831</u>	<u>1,600,825</u>
Annual surplus (deficit)	<u>\$ 743,883</u>	<u>\$ 7,009,390</u>	<u>\$ (1,703,492)</u>	<u>\$ (4,210,306)</u>	<u>\$ 1,549,487</u>	<u>\$ (592,718)</u>	<u>\$ (1,308,478)</u>

TOWN OF QUALICUM BEACH
CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS
DECEMBER 31, 2017

S12
SCHEDULE E

	Land	Buildings	Equipment	Water	Sewer	Drainage	Roads	Other	WTP	Parks	Total
COST											
Opening Balance (Jan 1, 2016)	\$ 34,025,924	\$ 29,256,986	\$ 5,315,912	\$ 14,658,446	\$ 9,599,220	\$ 18,113,849	\$ 42,122,267	\$ 18,853,384	\$ 133,345	\$ 1,473,928	\$ 173,553,461
Add: 2016 Additions	-	238,986	222,457	-	-	42,345	349,989	42,067	1,490,291	-	2,386,135
Less: 2016 Disposals	-	(113,469)	(233,913)	-	-	-	(344,296)	-	-	-	(691,678)
Closing Balance (Dec 31, 2016)	34,025,924	29,382,503	5,304,456	14,658,446	9,599,220	18,156,194	42,127,960	18,895,651	1,623,636	1,473,928	175,247,918
Add: 2017 Additions	-	484,526	306,680	211,460	7,150	1,238,082	1,606,711	940,339	(1,033,073)	-	3,761,875
Less: 2017 Disposals	-	(12,502)	(146,670)	(26,012)	-	(21,219)	(143,997)	(3,668)	-	-	(354,068)
Closing Balance (Dec 31, 2017)	34,025,924	29,854,527	5,464,466	14,843,894	9,606,370	19,373,057	43,590,674	19,832,322	590,563	1,473,928	178,655,725

ACCUMULATED AMORTIZATION

Opening Balance (Jan 1, 2016)	7,923,768	3,079,726	5,213,361	4,874,001	6,343,078	8,273,392	23,824,269	8,273,392	-	920,861	60,454,456
Add: 2016 Amortization	608,981	288,042	209,328	159,987	315,518	377,815	1,106,535	377,815	-	34,944	3,101,150
Less: 2016 Disposals	(17,281,000)	(150,547)	-	-	-	(211,136)	-	-	-	-	(378,964)
Closing Balance (Dec 31, 2016)	8,515,468	3,217,221	5,422,689	5,033,988	6,660,596	8,651,207	24,719,668	8,651,207	-	955,805	63,176,642
Add: 2017 Amortization	624,965	297,955	211,977	160,106	335,741	395,637	1,169,008	395,637	-	34,944	3,230,333
Less: 2017 Disposals	(7,016)	(94,496)	(14,492)	-	(16,913)	(2,943)	(120,654)	(2,943)	-	-	(256,514)
Closing Balance (Dec 31, 2017)	9,133,417	3,420,680	5,620,174	5,194,094	6,979,424	9,043,901	25,768,022	9,043,901	-	990,749	66,150,461

Net Book Value (Dec 31, 2016) \$ 34,025,924 \$ 20,867,035 \$ 2,087,235 \$ 9,235,757 \$ 4,565,232 \$ 11,495,598 \$ 17,408,292 \$ 10,244,444 \$ 1,623,636 \$ 518,123 \$ 112,071,276

Net Book Value (Dec 31, 2017) \$ 34,025,924 \$ 20,721,110 \$ 2,043,786 \$ 9,223,720 \$ 4,412,276 \$ 12,393,633 \$ 17,822,652 \$ 10,788,421 \$ 590,563 \$ 483,179 \$ 112,505,264

TOWN OF QUALICUM BEACH
BYLAW NO. 728

The Council of the Town of Qualicum Beach, in open meeting assembled, enacts as follows:

1. Schedule "A" attached hereto, and forming part of this Bylaw, is hereby adopted and is the Financial Plan of the Town of Qualicum Beach for the five-year period from January 1, 2019 to December 31, 2023.
2. Schedule "B" attached hereto, and forming part of this Bylaw, is hereby adopted and is the Statement of Objectives and Policies of the Town of Qualicum Beach for the five-year period from January 1, 2019 to December 31, 2023.
3. This Bylaw may be cited for all purposes as "Town of Qualicum Beach Financial Plan 2019 - 2023 Bylaw No. 728, 2018".

READ A FIRST TIME on the 17th day of December, 2018.

PUBLIC INFORMATION MEETING held the 25th day of February, 2019.

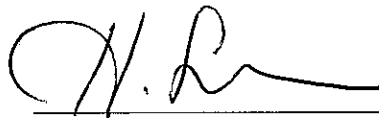
READ A SECOND TIME on the 25th day of February, 2019.

READ A THIRD TIME on the 18th day of March, 2019, as amended.

ADOPTED on the 8th day of April, 2019.



Brian Wiese, Mayor



Heather Svensen, Corporate Administrator

SCHEDULE "A"
QUALICUM BEACH FINANCIAL PLAN BYLAW NO. 728, 2018
FOR THE FIVE YEAR PERIOD 2019 TO 2023

Revenues	2019	2020	2021	2022	2023
Property Value Taxes					
Municipal Taxation	8,880,097	9,279,701	9,697,288	10,133,666	10,589,681
Grants in Lieu of Taxes	407,085	416,098	425,322	434,763	445,632
Parcel Taxes	959,200	895,200	896,200	897,200	899,000
Fees and Charges	2,581,000	2,625,000	2,666,000	2,707,000	2,748,000
Other Sources					
Own Sources	1,369,622	1,267,928	1,275,385	1,282,998	1,298,710
Government Grants	4,162,000	3,392,278	1,158,162	1,161,959	4,406,088
Total Revenues	18,359,004	17,876,205	16,118,357	16,617,586	20,387,111
Expenditures	2019	2020	2021	2022	2023
Other					
Debt Interest	96,000	86,000	76,000	66,000	29,000
Amortization Expense	3,250,000	3,300,000	3,350,000	3,400,000	3,450,000
Municipal Purposes					
General Government	2,141,000	2,178,040	2,232,756	2,290,360	2,345,003
Protective Services	2,699,000	2,805,737	2,895,527	2,976,147	3,050,124
Transportation Services	2,551,000	2,582,327	2,649,866	2,760,936	2,830,253
Environmental Health	2,027,000	2,150,247	2,221,604	2,265,330	2,321,963
Community Development	1,032,000	879,746	894,912	923,177	943,114
Parks and Recreation	1,788,000	1,659,567	1,706,672	1,772,277	1,816,582
Total Expenditures	15,584,000	15,641,664	16,027,337	16,454,227	16,786,039
Annual Surplus/Deficit	2,775,004	2,234,541	91,020	163,359	3,601,072
Other Non Operating Items	2019	2020	2021	2022	2023
Amortization	3,250,000	3,300,000	3,350,000	3,400,000	3,450,000
Capital Expenditures	-9,685,958	-5,017,541	-2,924,020	-3,046,359	-6,534,072
Debt Principal	-463,000	-463,000	-463,000	-463,000	-463,000
Proceeds from Sale of Assets	3,785,000	10,000	10,000	10,000	10,000
Proceeds from Borrowing	0	0	0	0	0
Transfer from Surplus/Reserves	402,954	0	0	0	0
Transfer to Surplus/Reserves	-64,000	-64,000	-64,000	-64,000	-64,000
Total Other Non Operating	-2,775,004	-2,234,541	-91,020	-163,359	-3,601,072
Financial Plan Balance	0	71	0	0	0

SCHEDULE "B"
STATEMENT OF OBJECTIVES AND POLICIES FOR BYLAW NO. 728
FOR THE FIVE-YEAR PERIOD 2019 TO 2023

In accordance with Section 165(3.1) of the *Community Charter*, the Town of Qualicum Beach is required to include in the Five-Year Financial Plan, objectives and policies regarding each of the following:

1. The proportion of total revenue that comes from each of the funding sources described in Section 165(7) of the *Community Charter*;
2. The distribution of property taxes among the property classes, and
3. The use of permissive tax exemptions.

FUNDING SOURCES

Table 1 shows the proportion of total revenue proposed to be raised from each funding source in 2019. Property taxes form the greatest proportion of revenue. As a revenue source, property taxation offers a number of advantages; for example, it is simple to administer and it is fairly easy for residents to understand. It offers a stable and reliable source of revenue for services that are difficult or undesirable to fund on a user-pay basis. These include services such as general administration, fire protection, police services, bylaw enforcement and public works.

User fees and charges form the second largest portion of planned revenue. Many services can be measured and charged on a user-pay basis. Services where fees and charges can be easily administered include water and sewer usage, building permits, business licences, and sale of services – these are charged on a user-pay basis. User fees attempt to apportion the value of a service to those who use the service.

Objective

Over the next five years, the Town will continue to review the proportion of revenue that is received from user fees and charges to determine whether the user-fee component could be increased to lessen the requirement for property taxation.

Policies

- The Town will review all user-fee levels to ensure that they are adequately meeting the costs of the service. This will include garbage, recycling, kitchen waste, cemetery, airport, licences and permits, and all other fees and charges.
- Water metering will be reviewed to ensure that appropriate user fees are being collected for water and sewer usage and, perhaps, reduce the reliance on the parcel tax component.
- Where possible, the Town will endeavour to supplement revenues from user fees and charges, rather than taxation, to lessen the burden on a limited property tax base. This will include a comprehensive review of all fees and charges bylaws.

Table 1 Funding Sources

Revenue Source	% of Total Revenue	Dollar Value
Property taxes	45.44%	\$10,246,382
User fees and charges	11.45%	\$2,581,000
Other sources	6.07%	\$1,369,622
Government grants	18.46%	\$4,162,000
Other transfers/revenue	18.58%	\$4,187,954
Total	100%	\$22,546,958

DISTRIBUTION OF PROPERTY TAXES

Table 2 outlines the distribution of property taxes among the property classes for the Town's portion of the property taxes. The residential property class provides the largest proportion of property tax revenue. This is appropriate, as this class also forms the largest portion of the assessment base and consumes the majority of Town services.

The 2019 property taxes are based on a 3.5% increase over the 2018 property taxes plus 1% in new construction taxes. The Town's portion of the property taxes represents approximately 50% of the total tax bill sent to property owners. The other tax levies are not included in the figures below. These other taxes include the Regional District, School, Hospital, Library and BC Assessment, and Municipal Finance Authority. The 2018 Town tax rate is shown, as 2019 property assessment information has not been received from the BC Assessment Authority. Once assessments are received, tax rates are calculated and this could change the distribution shown on the table below.

Table 2 Property Tax Distribution

Class of Property	2018 Town Property Taxes		2018 Town Tax Rate
Residential	\$7,605,072	89.538%	2.966
Utility	\$41,014	0.483%	37.5000
Commercial/Other	\$819,337	10.646%	7.180
Managed Forest	\$318	0.004%	1.483
Recreation/Non-Profit	\$27,705	0.326%	7.180
Farm	\$191	0.002%	1.483
Total	\$8,493,637		

Objectives

- Over the next five years, the tax burden between residential and commercial should continue to be reviewed to ensure fairness.
- Maintain the property tax rate for Commercial/Other (Class 6) at a rate competitive with surrounding communities.
- Tax increases should be stable and, where possible, targeted to specific areas.

Policies

- Supplement, where possible, revenues from user fees and charges to help offset the burden on the entire property tax base.
- Continue to maintain and encourage community and appropriate economic development initiatives designed to enhance the community.
- Align the distribution of tax rates among the property classes with the social and community development initiatives established by Council.
- Regularly review and compare the Town's taxes with comparable surrounding communities.

Property Tax Projections

Over the next 10 years, property taxes are projected to increase as shown below. These projections are reviewed annually and are subject to change, based on a number of factors. These factors could include inflation, infrastructure conditions, economic climate, environmental considerations, public input and Council priorities.

- 2019 to 2028 – 3.5% tax increase comprised of 1.5% inflation, 1% for service changes and 1% for capital projects related to asset management program.

PERMISSIVE TAX EXEMPTIONS

The Town of Qualicum Beach annually exempts from property taxes those properties that are non-profit in nature and provide a community benefit, as determined by Council. Places of public worship are also exempted. These properties are annually advertised and then exempted by bylaw.

TOWN OF QUALICUM BEACH
BYLAW NO. 718

The Council of the Town of Qualicum Beach, in open meeting assembled, enacts as follows:

1. Schedule "A" attached hereto, and forming part of this Bylaw, is hereby adopted and is the Financial Plan of the Town of Qualicum Beach for the five-year period from January 1, 2018 to December 31, 2022.
2. Schedule "B" attached hereto, and forming part of this Bylaw, is hereby adopted and is the Statement of Objectives and Policies of the Town of Qualicum Beach for the five-year period from January 1, 2018 to December 31, 2022.
3. This Bylaw may be cited for all purposes as "Town of Qualicum Beach Financial Plan 2018 - 2022 Bylaw No. 718, 2017" and shall become effective as of January 1, 2018.

READ A FIRST TIME the 11th day of September, 2017.

PUBLIC INFORMATION MEETING held the 2nd day of October, 2017.

READ A SECOND TIME on the 2nd day of October, 2017.

READ A THIRD TIME on the 23rd day of October, 2017.

ADOPTED on the 20th day of November, 2017.



Teunis Westbroek, Mayor



Heather Svensen, Corporate Administrator

SCHEDULE "A"
QUALICUM BEACH FINANCIAL PLAN BYLAW NO. 718, 2017
FOR THE FIVE YEAR PERIOD 2018 TO 2022

Revenues	2018	2019	2020	2021	2022
Property Value Taxes					
Municipal Taxation	8,493,637	8,880,097	9,279,701	9,697,288	10,133,666
Grants in Lieu of Taxes	398,281	407,085	416,098	425,322	434,763
Parcel Taxes	958,000	959,200	895,200	896,200	897,200
Fees and Charges	2,498,973	2,578,082	2,659,246	2,743,071	2,829,648
Other Sources					
Own Sources	1,210,435	1,222,972	1,235,714	1,245,662	1,256,499
Government Grants	2,647,103	1,320,734	1,154,420	1,158,162	1,161,959
Total Revenues	16,206,429	15,368,170	15,640,379	16,165,705	16,713,735
Expenditures	2018	2019	2020	2021	2022
Other					
Debt Interest	107,000	96,000	86,000	76,000	66,000
Amortization Expense	3,200,000	3,250,000	3,300,000	3,350,000	3,400,000
Municipal Purposes					
General Government	2,007,718	2,062,996	2,124,520	2,178,210	2,234,901
Protective Services	2,565,008	2,647,538	2,742,961	2,831,459	2,910,897
Transportation Services	2,567,087	2,551,680	2,652,207	2,721,212	2,833,779
Environmental Health	2,014,592	2,082,453	2,170,342	2,242,327	2,286,696
Community Development	864,831	893,780	920,159	940,663	974,580
Parks and Recreation	1,569,938	1,630,765	1,679,929	1,727,418	1,793,415
Total Expenditures	14,896,174	15,215,212	15,676,118	16,067,289	16,500,268
Annual Surplus/Deficit	1,310,255	152,958	-35,739	98,416	213,467
Other Non Operating Items	2018	2019	2020	2021	2022
Amortization	3,200,000	3,250,000	3,300,000	3,350,000	3,400,000
Capital Expenditures	-8,457,255	-2,885,958	-2,747,261	-2,931,416	-3,096,468
Debt Principal	-463,000	-463,000	-463,000	-463,000	-463,000
Proceeds from Sale of Assets	10,000	10,000	10,000	10,000	10,000
Proceeds from Borrowing	0	0	0	0	0
Transfer from Surplus/Reserves	4,464,000	0	0	0	0
Transfer to Surplus/Reserves	-64,000	-64,000	-64,000	-64,000	-64,000
Total Other Non Operating	-1,310,255	-152,958	35,739	-98,416	-213,468
Financial Plan Balance	0	0	0	0	0

SCHEDULE "B"

STATEMENT OF OBJECTIVES AND POLICIES FOR BYLAW NO. 718 FOR THE FIVE-YEAR PERIOD 2018 TO 2022

In accordance with Section 165(3.1) of the *Community Charter*, the Town of Qualicum Beach is required to include in the Five-Year Financial Plan, objectives and policies regarding each of the following:

1. The proportion of total revenue that comes from each of the funding sources described in Section 165(7) of the *Community Charter*;
2. The distribution of property taxes among the property classes, and
3. The use of permissive tax exemptions.

FUNDING SOURCES

Table 1 shows the proportion of total revenue proposed to be raised from each funding source in 2018. Property taxes form the greatest proportion of revenue. As a revenue source, property taxation offers a number of advantages; for example, it is simple to administer and it is fairly easy for residents to understand. It offers a stable and reliable source of revenue for services that are difficult or undesirable to fund on a user-pay basis. These include services such as general administration, fire protection, police services, bylaw enforcement and public works.

User fees and charges form the second largest portion of operating revenue. Many services can be measured and charged on a user-pay basis. Services where fees and charges can be easily administered include water and sewer usage, building permits, business licences, and sale of services – these are charged on a user-pay basis. User fees attempt to apportion the value of a service to those who use the service.

Objective

Over the next five years, the Town will continue to review the proportion of revenue that is received from user fees and charges to determine whether the user-fee component could be increased to lessen the requirement for property taxation.

Policies

- The Town will review all user-fee levels to ensure that they are adequately meeting the costs of the service. This will include garbage, recycling, kitchen waste, cemetery, airport, licences and permits, and all other fees and charges.
- Water metering will be reviewed to ensure that appropriate user fees are being collected for water and sewer usage and, perhaps, reduce the reliance on the parcel tax component.
- Where possible, the Town will endeavour to supplement revenues from user fees and charges, rather than taxation, to lessen the burden on a limited property tax base. This will include a comprehensive review of all fees and charges bylaws.

Table 1 Funding Sources

Revenue Source	% of Total Revenue	Dollar Value
Property taxes	47.65%	\$9,849,918
User fees and charges	12.09%	\$2,498,973
Other sources	5.86%	\$1,210,435
Government grants	12.80%	\$2,647,103
Other transfers/revenue	<u>21.60%</u>	<u>\$4,464,000</u>
Total	100%	\$20,670,429

DISTRIBUTION OF PROPERTY TAXES

Table 2 outlines the distribution of property taxes among the property classes for the Town's portion of the property taxes. The residential property class provides the largest proportion of property tax revenue. This is appropriate, as this class also forms the largest portion of the assessment base and consumes the majority of Town services.

The 2018 property taxes are based on a 3.5% increase over the 2017 property taxes. The Town's portion of the property taxes represents approximately 47% of the total tax bill sent to property owners. The other tax levies are not included in the figures below. These other taxes represent approximately 53% of the total tax bill and include the Regional District, School, Hospital, Library and BC Assessment. The 2017 Town tax rate is shown, as 2018 property assessment information has not been received from the BC Assessment Authority. Once assessments are received, tax rates are calculated and this could change the distribution shown on the table below.

Table 2 Property Tax Distribution

Class of Property	2017 Town Property Taxes		2017 Town Tax Rate
Residential	\$7,204,474	88.699%	3.3000
Utility	\$37,613	0.463%	37.5000
Commercial/Other	\$849,620	10.460%	8.0000
Managed Forest	\$320	0.004%	1.6500
Recreation/Non-Profit	\$30,136	0.371%	8.0000
Farm	\$189	0.002%	1.6500
Total	\$8,122,352		

Objectives

- Over the next five years, the tax burden between residential and commercial should continue to be reviewed to ensure fairness.
- Maintain the property tax rate for Commercial/Other (Class 6) at a rate competitive with surrounding communities.
- Tax increases should be stable and, where possible, targeted to specific areas.

Policies

- Supplement, where possible, revenues from user fees and charges to help offset the burden on the entire property tax base.
- Continue to maintain and encourage community and appropriate economic development initiatives designed to enhance the community.
- Align the distribution of tax rates among the property classes with the social and community development initiatives established by Council.
- Regularly review and compare the Town's taxes with comparable surrounding communities.

Property Tax Projections

Over the next 10 years, property taxes are projected to increase as shown below. These projections are reviewed annually and are subject to change, based on a number of factors. These factors could include inflation, infrastructure conditions, economic climate, environmental considerations, public input and Council priorities.

- 2018 to 2020 – 3.5% tax increase comprised of 1.5% inflation, 1% for service changes and 1% for pavement overlay.
- 2021 to 2027 – 3.5% tax increase each year comprised of 1.5% inflation and 2% for capital projects related to asset management program.

PERMISSIVE TAX EXEMPTIONS

The Town of Qualicum Beach annually exempts from property taxes those properties that are non-profit in nature and provide a community benefit, as determined by Council. Places of public worship are also exempted. These properties are annually advertised and then exempted by bylaw.

Northern Community Economic Development

Forms:

Application Form

Summary Report

NAME OF ORGANIZATION: Parksville & District Chamber of Commerce		AMOUNT REQUESTED: \$ 10,000.00
MAILING ADDRESS: PO Box 99 Parksville V9P 2G3		
CONTACT PERSON: Kim Burden	TELEPHONE NUMBER: FAX NUMBER:	E-MAIL ADDRESS: kim@parkvillechamber.co m

PROJECT TITLE:	Parksville Visitor Centre EV Charging Station
PROJECT DESCRIPTION:	The installation of a Level 2 Electric Vehicle Charging Station at the Parksville Visitor Centre.
(Please attach any supporting materials and documents produced as a result of the project.)	
PROJECT AREA (SELECT ALL THAT APPLY):	<input checked="" type="checkbox"/> PARKSVILLE <input type="checkbox"/> QUALICUM BEACH <input checked="" type="checkbox"/> EA 'E' <input checked="" type="checkbox"/> EA 'F' <input checked="" type="checkbox"/> EA 'G' <input type="checkbox"/> EA 'H'
DESCRIBE IN DETAIL WHAT THE NORTHERN COMMUNITY ECONOMIC DEVELOPMENT FUNDS WILL BE USED FOR:	
The installation of a Level 2 Electric Vehicle Charging Station at the Parksville Visitor Centre, see attached estimate from Osprey Electric.	
LIST ALL GRANTS RECEIVED AND/OR APPLIED FOR FROM OTHER SOURCES:	
The Chamber is seeking sponsorship participation from local business to support this project.	

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.

EXPLAIN HOW YOUR PROJECT SUPPORTS THE PRINCIPLES AND PRIORITY AREAS OF THE PROGRAM:

See attached EV CHarging Appendix A

LIST ANY MEASURABLE ECONOMIC BENEFITS OR OTHER OUTCOMES THAT WILL RESULT FROM THIS PROJECT:

Increased options for visitors that will come to the community based on the ability to use Electric Vehicle travel.
Contributes to the community image of being an environmentally conscious community.

PLEASE PROVIDE THE FOLLOWING SUPPLEMENTAL MATERIAL:

- ☐ An Organizational Chart illustrating the structure of your organization, including Directors and volunteers.
- ☐ A copy of a bank statement showing your organization's name and address.
- ☒ A copy of your organization's financial statements for the current year and one year prior.
- ☒ A copy of your organization's budget for the current year and one year prior.
- ☒ Any supporting materials you consider necessary to communicate your project idea.

SIGNATURE

DATE:

2019-04-12

By signing here, you confirm that you have read the Program Guide and that you are signing on behalf of an eligible applicant.

SUBMIT HARD COPIES TO: NORTHERN COMMUNITY ECONOMIC DEVELOPMENT PROGRAM
REGIONAL DISTRICT OF NANAIMO
6300 HAMMOND BAY ROAD
V9T 6N2

SUBMIT DIGITAL COPIES TO: nced@rdn.bc.ca

OFFICE USE ONLY:

DATE RECEIVED:

RECEIVED BY:

COMMENTS:

FUNDING AWARDED: ☐ YES ☐ NO

AMOUNT AWARDED:

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.



Shown with
optional cable
management
system

CoRe+

**Smart level 2 charging station for
multi-unit residential buildings,
commercial and industrial applications**

The CoRe+ charging station is specifically designed for private applications such as workplaces, multi-unit residential buildings, fleets, and is also suitable for public spaces

Benefits

- **PowerSharing technology** (U.S. Pat. No. 9,927,778)
Greatly reduce installation cost by sharing the remaining incremental capacity of an existing electrical infrastructure
- **PowerLimiting technology** (Patent pending)
Add multiple charging stations to an existing installation while minimizing the building's peak power demand through:
 - Fixed limit
 - Scheduled limitations
 - Integration to a Building Management System (BMS)
- Rugged and reliable design able to withstand harsh weather

Smart Charging Solution

- **Enhanced charging station owner experience** - Complete remote management capabilities including software and firmware updates
- **Enhanced user experience** - Deliver real-time updates and notifications to drivers
- **Revenue generation** - Implement payment services to generate revenue
- **Access control** - Configure stations to authorize access using the FLO mobile app or RFID card authentication, or allow unrestricted access to the station

Key features

- NEMA 4X cast aluminum casing
- Certified to operate in temperatures ranging from -40 °C to 50 °C / -40 °F to 122 °F
- Equipped with a charging cable that remains flexible at low temperature
- Wall-mounted or pedestal configuration
- Modular design to facilitate servicing and maintenance
- Access provided free of charge or according to a usage fee
- LED status indicator
- Optional cable management system ensuring that cables are secure, and do not touch the floor while not in use
- Optional cascading kit enables serial daisy-chain connection of multiple charging stations on pedestals and on the same branch circuit

Overview

The CoRe+ charging station is designed for applications where a large quantity of charging stations are necessary, such as workplaces, multi-unit residential buildings (condos and apartments), or commercial fleets. The CoRe+ can be equipped with a cable management system keeping the cables safe and suspended.

Future-proof energy management features

PowerSharing

- Allows the addition of charging ports (keeping up with the fast-paced increase demand for EVSE) for limited electrical infrastructure.
- Requires minimal modification to an existing electrical installation. Our technology can power up to 4 times more vehicles than standard installations would allow.

PowerLimiting

- Minimize the incremental power demand on the building's infrastructure (which can significantly increase with uncontrolled EVSEs).
- Limits the power drawn from the grid for an entire site based on a schedule or by communicating directly with a BMS.

Physical features

- Rugged charging station able to withstand extreme weather and corrosion
- Thick and sturdy cast aluminum casing
- Universal SAE J1772 connector
- Flexible 25-foot cable that remains malleable even during winter's coldest temperatures

Applications



Multi-unit residential buildings

For managers of multi-unit residential buildings (condos or rented apartments) looking to attract customers, while generating additional revenue through an on-site EV charging service that will adapt easily and in a cost-effective manner, proportionate to the EVSE demand growth.



Workplace

For companies looking to offer an EV charging service to their employees, and looking for a solution that can evolve at the same rate as the demand for the service while maintaining reasonable installation and operation costs.



Fleet

For fleet managers who wish to grow their EV fleets without expanding their electrical infrastructure while maintaining the operational costs at an affordable level.

Available configurations

CoRe+

CoRe+ with cable management system

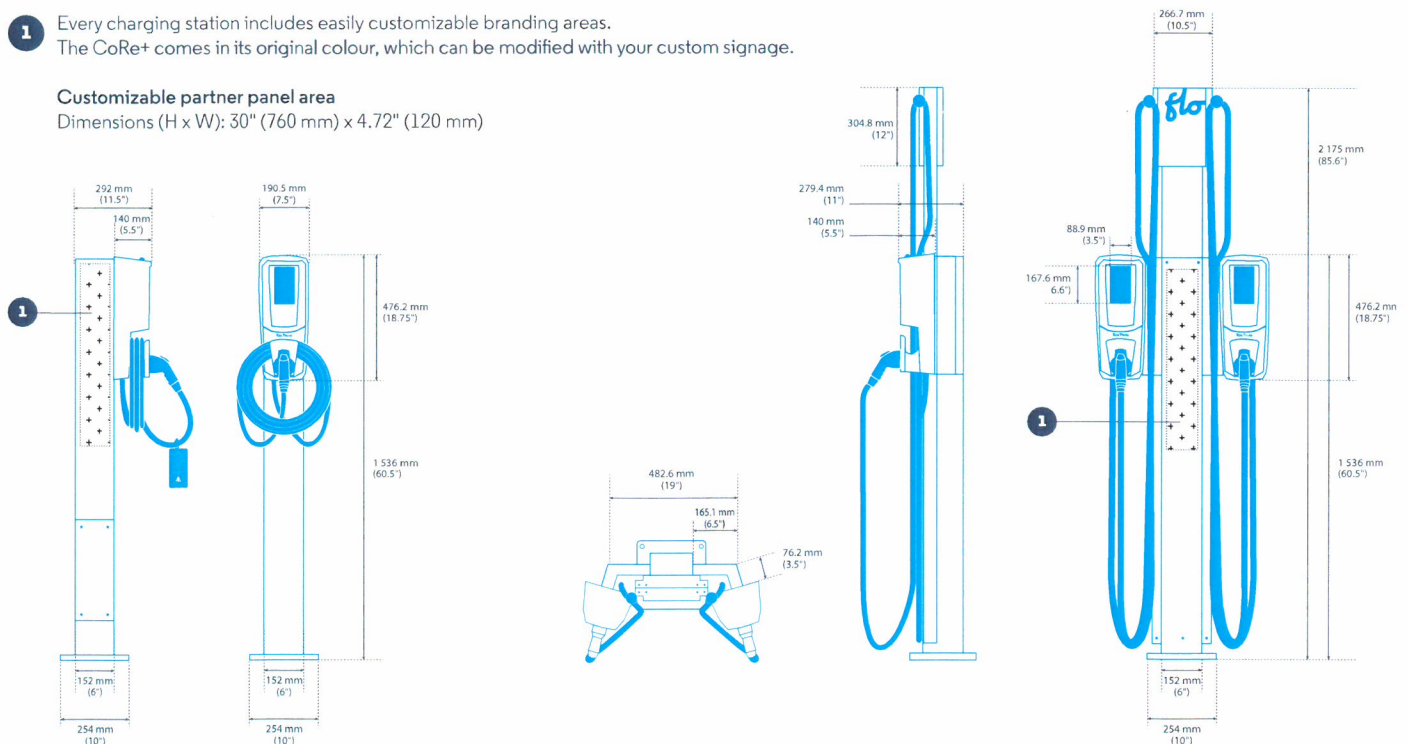


Dimensions and customization

- 1 Every charging station includes easily customizable branding areas. The CoRe+ comes in its original colour, which can be modified with your custom signage.

Customizable partner panel area

Dimensions (H x W): 30" (760 mm) x 4.72" (120 mm)



Technical specifications

Aluminum casing	NEMA 4X
Charging connector	SAE J1772
Cable	7.62 m / 25' Ultra Flex
Electrical load	Standard: 30 A @ 208 VAC or 240 VAC for each charging station PowerSharing: 32 A @ 208 VAC or 240 VAC per set of 4 charging stations
Charging power	1.2 kW to 7.2 kW (maximum configurable by software)
Output current	6 A to 30 A (maximum configurable by software)
Integrated GFCI	20 mA, auto reset (3 attempts at 15-minute intervals)
Frequency	60 Hz
Operating and storage temperature	-40 °C to 50 °C / -40 °F to 122 °F
Weight	Charging station: 9.5 kg / 21 lb Pedestal: 14.5 kg / 32 lb
Humidity	Up to 95% (non-condensing)
Card reader	ISO 14443 A/B, ISO 15693, NFC
Communication interface	ZigBee - IEEE 802.15.4 meshed network
Networking	Cellular – 3G (gateway is installed separately for optimal performances)
Certifications	CSA certified for Canada and United States Complies with UL 2594, UL 2231-1, UL 2231-2
EMC compliance	USA - FCC 47 CFR 15, class A CAN - ICES-3 (A) / NMB-3 (A)



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SmartTWO

Smart level 2 charging station for public and commercial applications

The SmartTWO charging station is designed for public locations subject to harsh weather and vandalism.

Benefits

- Unique locking mechanism to protect the connector (U.S. Pat. No. 9,421,878B2); door unlocks on authentication
- Rugged and reliable design able to withstand harsh weather

Smart Charging Solution

- **Enhanced charging station owner experience** – Complete remote management capabilities including software and firmware updates
- **Enhanced user experience** – Deliver real-time updates and notifications to drivers
- **Revenue generation** – Implement payment services to generate revenue
- **Access control** – Configure stations to authorize access using the FLO mobile app or RFID card authentication

Key features

- NEMA 3R aluminum casing
- Certified to operate in temperatures ranging from -40 °C to 50 °C / -40 °F to 122 °F
- Equipped with a charging cable that remains flexible at low temperatures
- Wall-mounted, pedestal or pole-mounted configuration
- Modular design to facilitate the installation of additional units and maintenance
- Access provided free of charge or according to a usage fee
- LED status indicator

Overview

The SmartTWO charging stations are designed for outdoor / indoor vandal-prone public areas, or any place where robustness, durability and access control systems are critical. The SmartTWO is a user-friendly connected charging station that allows comprehensive and easy access to data via centralized information management software and can also generate revenue through usage fees.

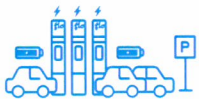
Patented locking mechanism for maximum protection

The SmartTWO comes with a patented door locking mechanism. This means the mechanism unlocks only when a user authenticates, otherwise the door will remain closed. The connector will remain safe from vandals and will not be damaged from bad weather.

Physical features

- Rugged charging station able to withstand extreme weather and corrosion
- Thick and sturdy casing
- Universal SAE J1772 connector
- Flexible 25-foot cable that remains malleable even during winter's coldest temperatures

Applications



Commercial parking lots

- For business owners wanting to provide their customers with charging stations
- For business owners who want to demonstrate their sustainable development leadership
- For businesses wanting to offer first class customer experience and become a destination of choice.



Workplace

For employers that want to provide their employees with a monitored charging service in a vandal-prone area

Available configurations



Wall-mounted

Double wall-mounted

Single pedestal

Double pedestal

Quadruple pedestal

Single pole-mounted

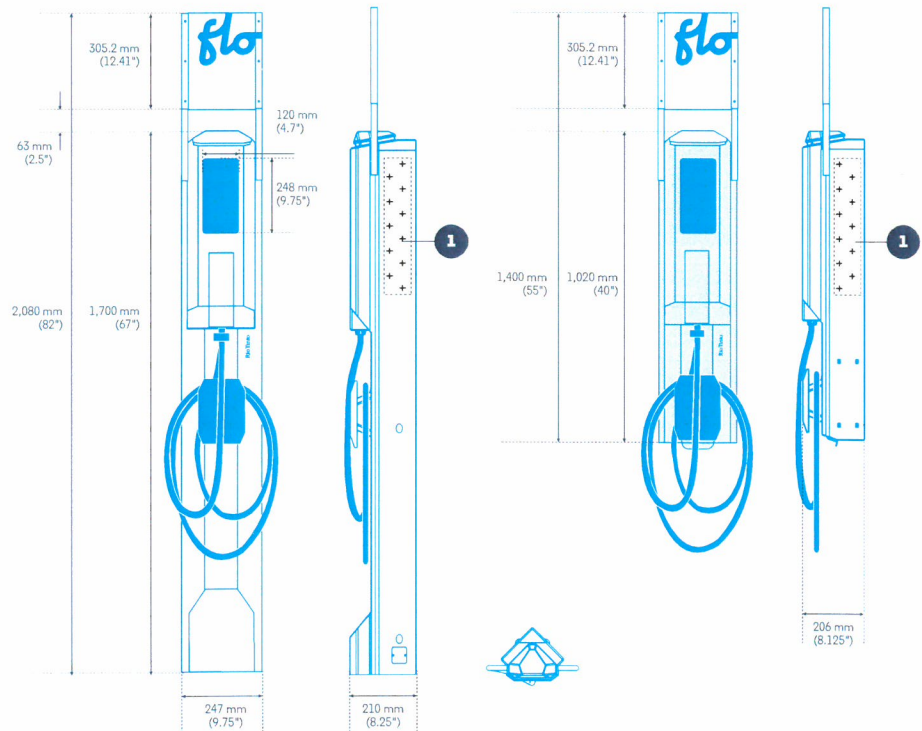
Double pole-mounted

Dimensions and customization

1

Every charging station includes easily customizable branding areas. The SmartTWO comes in its original colour, which can be modified with your custom signage.

Customizable partner panel area:
Dimensions (H x W):
500 mm (19.7") x 152.4 mm (6")



Technical specifications

Aluminum casing	NEMA 3R
Charging connector	SAE J1772
Cable	7.62 m / 25' Ultra Flex
Electrical load	30 A @ 208 VAC or 240 VAC
Charging power	1.2 kW to 7.2 kW (Maximum configurable by software)
Output current	6 A to 30 A (Maximum configurable by software)
Integrated GFCI	20 mA, auto reset (3 attempts at 15-minute intervals)
Frequency	60 Hz
Operating and storage temperature	-40 °C to 50 °C / -40 °F to 122 °F
Weight	Wall-mounted configuration: 20 kg / 45 lb Pedestal configuration: 30 kg / 67 lb Pole-mounted configuration: 27 kg / 59 lb
Humidity	Up to 95% (non-condensing)
Card reader	ISO 14443 A/B, ISO 15693, NFC
Communication interface	ZigBee - IEEE 802.15.4 meshed network
Networking	Cellular – 3G (gateway is installed separately for optimal performances)
Certifications	CSA certified for Canada and United States Complies with UL 2594, UL 2231-1, UL 2231-2
EMC Compliance	USA - FCC 47 CFR 15, class A CAN - ICES-3 (A) / NMB-3 (A)



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CoRe+

**Smart level 2 charging station for
multi-unit residential buildings,
commercial and industrial applications**

The CoRe+ charging station is specifically designed for private applications such as workplaces, multi-unit residential buildings, fleets, and is also suitable for public spaces

Benefits

- **PowerSharing technology** (U.S. Pat. No. 9,927,778)
Greatly reduce installation cost by sharing the remaining incremental capacity of an existing electrical infrastructure
- **PowerLimiting technology** (Patent pending)
Add multiple charging stations to an existing installation while minimizing the building's peak power demand through:
 - Fixed limit
 - Scheduled limitations
 - Integration to a Building Management System (BMS)
- Rugged and reliable design able to withstand harsh weather

Smart Charging Solution

- **Enhanced charging station owner experience** - Complete remote management capabilities including software and firmware updates
- **Enhanced user experience** - Deliver real-time updates and notifications to drivers
- **Revenue generation** - Implement payment services to generate revenue
- **Access control** - Configure stations to authorize access using the FLO mobile app or RFID card authentication, or allow unrestricted access to the station

Key features

- NEMA 4X cast aluminum casing
- Certified to operate in temperatures ranging from -40 °C to 50 °C / -40 °F to 122 °F
- Equipped with a charging cable that remains flexible at low temperature
- Wall-mounted or pedestal configuration
- Modular design to facilitate servicing and maintenance
- Access provided free of charge or according to a usage fee
- LED status indicator
- Optional cable management system ensuring that cables are secure, and do not touch the floor while not in use
- Optional cascading kit enables serial daisy-chain connection of multiple charging stations on pedestals and on the same branch circuit

Shown with
optional cable
management
system

Overview

The CoRe+ charging station is designed for applications where a large quantity of charging stations are necessary, such as workplaces, multi-unit residential buildings (condos and apartments), or commercial fleets. The CoRe+ can be equipped with a cable management system keeping the cables safe and suspended.

Future-proof energy management features

PowerSharing

- Allows the addition of charging ports (keeping up with the fast-paced increase demand for EVSE) for limited electrical infrastructure.
- Requires minimal modification to an existing electrical installation. Our technology can power up to 4 times more vehicles than standard installations would allow.

PowerLimiting

- Minimize the incremental power demand on the building's infrastructure (which can significantly increase with uncontrolled EVSEs).
- Limits the power drawn from the grid for an entire site based on a schedule or by communicating directly with a BMS.

Physical features

- Rugged charging station able to withstand extreme weather and corrosion
- Thick and sturdy cast aluminum casing
- Universal SAE J1772 connector
- Flexible 25-foot cable that remains malleable even during winter's coldest temperatures

Applications



Multi-unit residential buildings

For managers of multi-unit residential buildings (condos or rented apartments) looking to attract customers, while generating additional revenue through an on-site EV charging service that will adapt easily and in a cost-effective manner, proportionate to the EVSE demand growth.



Workplace

For companies looking to offer an EV charging service to their employees, and looking for a solution that can evolve at the same rate as the demand for the service while maintaining reasonable installation and operation costs.



Fleet

For fleet managers who wish to grow their EV fleets without expanding their electrical infrastructure while maintaining the operational costs at an affordable level.

Available configurations

CoRe+

CoRe+ with cable management system

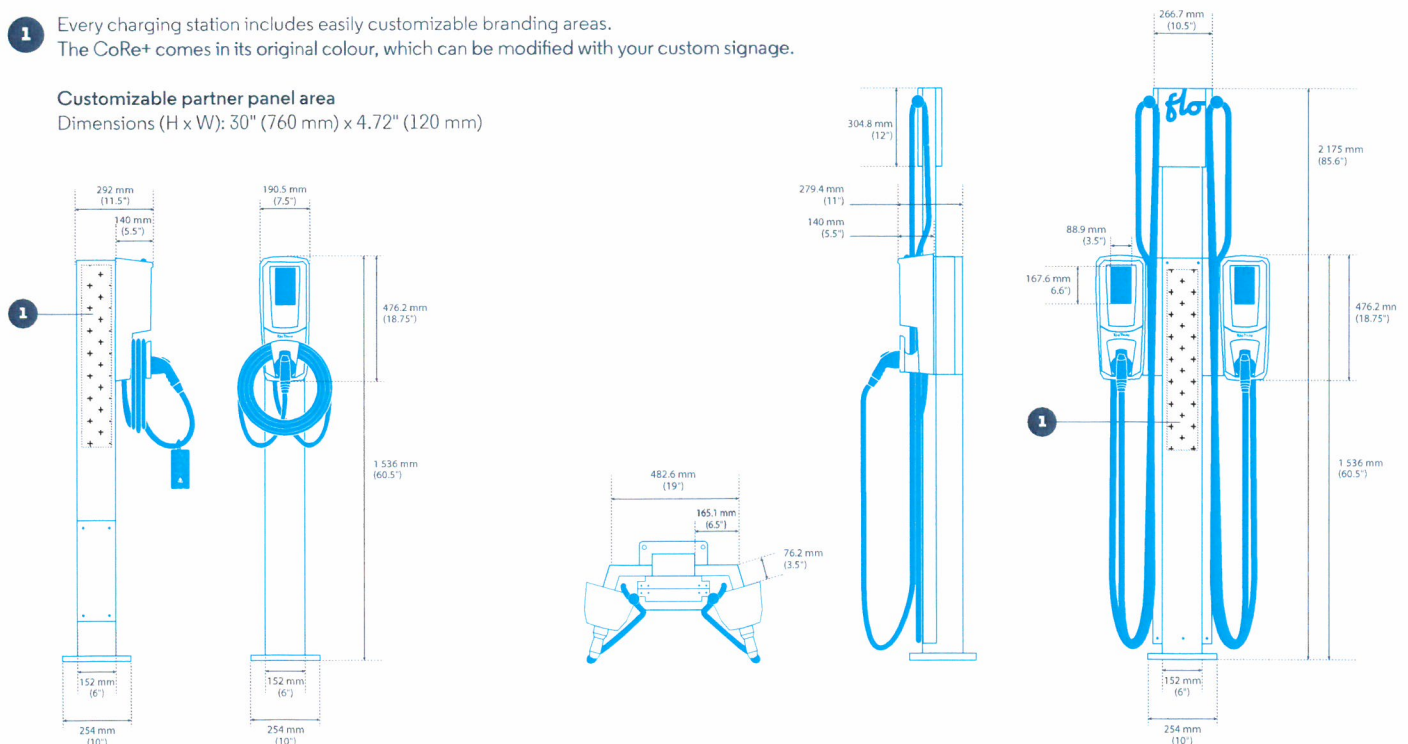


Dimensions and customization

- 1 Every charging station includes easily customizable branding areas. The CoRe+ comes in its original colour, which can be modified with your custom signage.

Customizable partner panel area

Dimensions (H x W): 30" (760 mm) x 4.72" (120 mm)



Technical specifications

Aluminum casing	NEMA 4X
Charging connector	SAE J1772
Cable	7.62 m / 25' Ultra Flex
Electrical load	Standard: 30 A @ 208 VAC or 240 VAC for each charging station PowerSharing: 32 A @ 208 VAC or 240 VAC per set of 4 charging stations
Charging power	1.2 kW to 7.2 kW (maximum configurable by software)
Output current	6 A to 30 A (maximum configurable by software)
Integrated GFCI	20 mA, auto reset (3 attempts at 15-minute intervals)
Frequency	60 Hz
Operating and storage temperature	-40 °C to 50 °C / -40 °F to 122 °F
Weight	Charging station: 9.5 kg / 21 lb Pedestal: 14.5 kg / 32 lb
Humidity	Up to 95% (non-condensing)
Card reader	ISO 14443 A/B, ISO 15693, NFC
Communication interface	ZigBee - IEEE 802.15.4 meshed network
Networking	Cellular – 3G (gateway is installed separately for optimal performances)
Certifications	CSA certified for Canada and United States Complies with UL 2594, UL 2231-1, UL 2231-2
EMC compliance	USA - FCC 47 CFR 15, class A CAN - ICES-3 (A) / NMB-3 (A)



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SmartTWO

Smart level 2 charging station for public and commercial applications

The SmartTWO charging station is designed for public locations subject to harsh weather and vandalism.

Benefits

- Unique locking mechanism to protect the connector (U.S. Pat. No. 9,421,878B2); door unlocks on authentication
- Rugged and reliable design able to withstand harsh weather

Smart Charging Solution

- **Enhanced charging station owner experience** – Complete remote management capabilities including software and firmware updates
- **Enhanced user experience** – Deliver real-time updates and notifications to drivers
- **Revenue generation** – Implement payment services to generate revenue
- **Access control** – Configure stations to authorize access using the FLO mobile app or RFID card authentication

Key features

- NEMA 3R aluminum casing
- Certified to operate in temperatures ranging from -40 °C to 50 °C / -40 °F to 122 °F
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Overview

The SmartTWO charging stations are designed for outdoor / indoor vandal-prone public areas, or any place where robustness, durability and access control systems are critical. The SmartTWO is a user-friendly connected charging station that allows comprehensive and easy access to data via centralized information management software and can also generate revenue through usage fees.

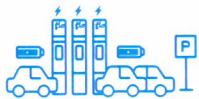
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Physical features

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- Universal SAE J1772 connector
- Flexible 25-foot cable that remains malleable even during winter's coldest temperatures

Applications



Commercial parking lots

- For business owners wanting to provide their customers with charging stations
- For business owners who want to demonstrate their sustainable development leadership
- For businesses wanting to offer first class customer experience and become a destination of choice.



Workplace

For employers that want to provide their employees with a monitored charging service in a vandal-prone area

Available configurations



Wall-mounted

Double wall-mounted

Single pedestal

Double pedestal

Quadruple pedestal

Single pole-mounted

Double pole-mounted

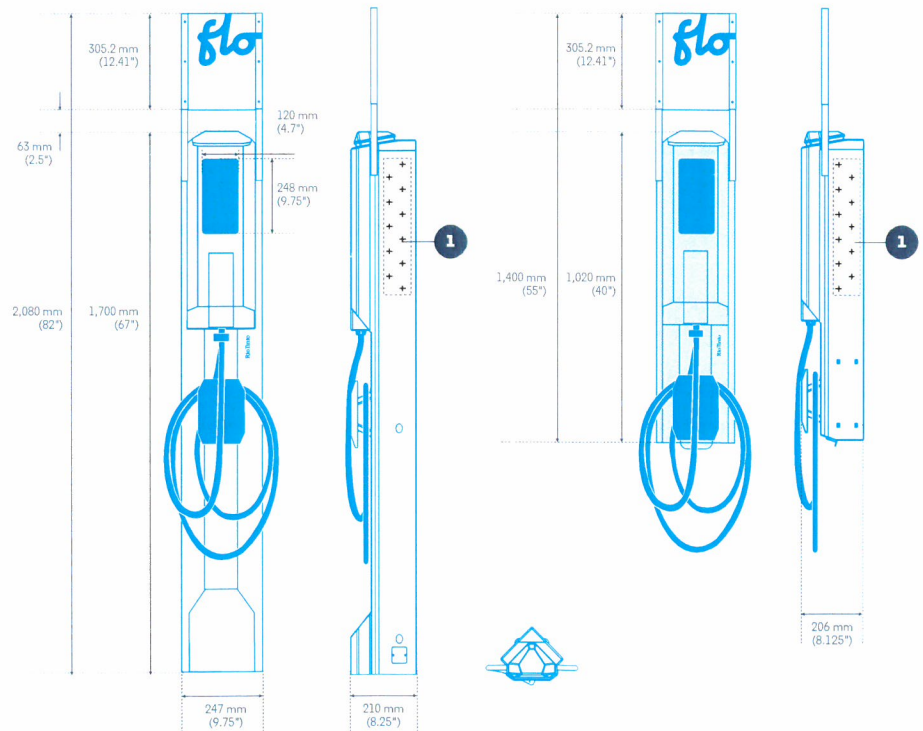
Dimensions and customization

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Technical specifications

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FLO's Global Management Services

As part of the provision of every networked charging station, FLO provides access to Global Management Services (GMS) which support the stations in the field and provide valuable intelligence and services to station owners and EV drivers. Access to FLO's GMS is paid for in advance on an annual basis and includes:

- **Real-time telecommunications** – A 3G communication gateway is supplied on loan to customers and connects charging stations with the FLO Network. Station owners gain immediate access to a thriving online community, with FLO hosting over 7,000 stations across Canada, and more than 35,000 drivers.
- **Station Owner Web Portal** – All networked charging stations are monitored and connected to FLO's cloud-based Web Portal where the station owner has access to a unique Dashboard. This online tool provides a snapshot of the owner's charging stations, with functionality to control and restrict access to select drivers, implement payment services to cover operational expenses, and understand utilization and plan for future expansion through analyzing charging session records which are reported to the customer's Dashboard.
- **Proactive monitoring** - FLO's Network Operations Centre remotely manage all charging stations in the field. The dedicated team monitor all charging activity and work to resolve potential issues prior to engaging with the customer.
- **Integrated payment system** – FLO's network features a PCI-DSS compliant payment system that is suitable for managing credit card transactions. A charging station owner can decide to provide the service for free or implement a fee for drivers to pay for access to the charging service e.g. hourly rate, one off session fee. When a station owner selects to implement a fee, FLO handles the entire billing process from end to end, including payment processing, funds transfer, collections and remittance. FLO performs all the physical transactions with a connection and service fee applied to this process (15% of revenue). All payments are handled in Canadian dollars and includes tax remittance.
- **24/7 Driver Support** – All charging stations on the FLO Network display a telephone number which enables drivers to obtain immediate assistance with accessing a charger no matter the time of day.
- **Access control** – An EV driver can commence a charging session via the use of an RFID Card, the FLO Mobile App, or by contacting our 24/7 Call Center. These features are enabled through the provision of FLO's GMS.
- **Online Presence** - All charging stations can be displayed on FLO's real-time mapping software, available on our website, the FLO Mobile App, and integrated into third party platforms including vehicle OEM navigation systems, PlugShare, and ChargeHub. Drivers can use these services to find and locate chargers, initiate a session, track charging events, and receive real-time notifications while connected.

About FLO

FLO is Canada's most comprehensive and reliable charging ecosystem. We fulfill EV drivers' charging needs wherever they may be — at home, at work or on the go — by ensuring a consistently easy and seamless experience.

Contact us for a free consultation:

✉ sales@flo.ca
☎ 1 888 543-8356
🌐 flo.ca





Quote

Osprey Electric Ltd

Unit 56 - 1117 Industrial Way
Parksville, B.C.
Tel: 250-586-6220
Fax: 250-586-1770
E-mail: brenda@ospreyelectric.com

Billing address:

Kim Burden

PO Box 99 - 1275 East Island Highway
Parksville V9P 2G3
Tel: (250) 248-3613

Job Number (Name)

Work Order # 4995

Job date: Feb. 07, 2019

Permit #:

Job costing number:

Page number: 1

Site address:

Parksville Chamber Of Commerce

Attn: Kim Burden
1275 East Island Highway
Parksville, British Columbia
Canada
Tel: (250) 248-3613

Work Description

FLO CoRe+ PS Electric Vehicle Charging Station - \$11,450.00

- Supply and install back to back pedestal mounted chargers and anchor kit
- Run 2 x dedicated 30A 240V feeds from existing 100A service to new EV chargers and terminate
- Supply and install 2 x 30A 2 pole breakers for EV charger feeds
- Commission chargers and test functionality
- All labour, material and freight included
- Does not require mobile application or RFID Card but is compatible for future
- 2 year global management services access included, not required
- 1 year manufacturers warranty
- Permit and inspection fees

Dual side-to-side pedestal mount upgrade - \$1000.00

CoRe+ 1 Year extended warranty - \$50/year up to 5 years

Global Management Services Annual Fee - \$150/year

FLO SmartTWO Electric Vehicle Charging Station - \$16,750.00

- Supply and install double pedestal mounted chargers and anchor kit
- Run 2 x dedicated 30A 240V feeds from existing 100A service to new EV chargers and terminate
- Supply and install 2 x 30A 2 pole breakers for EV charger feeds
- Commission chargers and test functionality
- All labour, material and freight included
- Requires RFID card or mobile application for use
- Charge cord is locked until released
- 2 year global management services access included, required
- 1 year manufacturers warranty
- Permit and inspection fees

SmartTWO 1 Year extended warranty - \$70.00/year up to 5 years

Global Management Services Annual Fee - \$150/year

Notes

- Quote includes up to 50' from existing 100A service (longer distance will result in additional charges)
- Quote is based on existing service having 100A weather proof panel on post
- Trenching and backfilling to be done by others

Osprey Electric Ltd
Unit 56 - 1117 Industrial Way
Parksville, B.C.

Job Number (Name)
Work Order # 4995
Page number: 2

Summary		Total (\$)
Subtotal		0.00
Total		\$0.00

Client Name:

Date:

Signature:

I authorize this work to proceed and accept the terms and conditions. Payment to be net 30.

The Parksville & District Chamber of Commerce operate the Parksville Visitor Centre located at 1275 E Island Hwy, just off Exit 46 at the Entrance to Parksville and the surrounding Regions of Areas E,F & G.

As the move to reduce Green House Gas Emissions accelerates; the operation of Electric Vehicles becomes a more common occurrence than the rarity it was 5 years ago. In order to further support Electric Vehicles in our community it is necessary to provide the infrastructure required to sustain and operate them.

The vast majority of electric car charging happens at home or at work, and in British Columbia 95% of all car trips in BC's urban areas are less than 30km, well within the range of a typical electric car. As the use of Electric Vehicles increases in rural areas and for vacations public charging infrastructure is needed to allow people to top up while they go about their daily errands, to support longer road trips, and to provide peace of mind for drivers, should they need those extra kms.

Parksville is ideally located as people move about the Island in Electric Vehicles. Most Electric Vehicles can travel from Victoria to Parksville on a single charge, but need to recharge in Parksville to go any further. People stopping for a charge will be required to stay in the region while their vehicle is charging. For many using a Level 2 Charging Station the stay will be four to six hours.

The Parksville Visitor Centre is on a transit route and It is our intention to make other active transportation systems available such as bicycles to allow Electric Vehicle travellers to move about the community, shopping, sightseeing and contributing to our economy.

Operating Budget

January 2019 -December 2019

Board approved December 6th, 2018

		2018 Budget	Operating Budget 2019
General			
	Membership	\$88,030.00	\$94,800.00
	General Meetings	\$5,750.00	\$10,750.00
	Insurance Program Recoveries	\$15,000.00	\$20,000.00
	Miscellaneous Income	\$1,000.00	\$1,000.00
	Wage Grants	\$20,000.00	\$18,660.00
	Rent - Food Trucks	\$31,170.00	\$39,200.00
	Sales	\$3,500.00	\$3,500.00
	Consignment	\$2,500.00	\$2,500.00
	Interest		\$ 3,000.00
Fee for Service			
	Advertising	\$10,500.00	\$10,500.00
	Service & Attraction Signs	\$0.00	\$0.00
	City of Parksville	\$45,670.00	\$46,500.00
	Firewood Permits	\$4,000.00	\$4,000.00
	Tourism BC	\$22,669.00	\$22,669.00
	Economic Development	\$60,067.85	\$0.00
Events			
	Street Market	\$58,600.00	\$74,800.00
	Canada Day	\$71,250.00	\$55,000.00
	Community Awards	\$19,370.00	\$22,350.00
	Fantasy Auction	\$53,400.00	\$46,000.00
	Artworks		
	Business Expo	\$12,000.00	\$ 16,550.00
Gross Income		\$530,776.85	\$491,779.00

ADMINISTRATION

Wages (Full Time)	\$232,653.20	\$240,765.20
CPP	\$12,000.00	\$11,917.88
EI	\$6,750.80	7214.76
WCB	\$200.00	\$200.00
EHB/Dental Benefit	\$6,300.00	\$10,500.00
Training	\$750.00	\$750.00
Travel	\$7,000.00	\$4,650.00
Office Supplies	\$3,500.00	\$3,500.00
Copier Cost/Photocopier	\$3,800.00	\$3,800.00
IT (Computer)	\$3,800.00	\$3,800.00
Postage	\$1,500.00	\$1,500.00
Bank Charges	\$3,000.00	\$3,800.00
Bad Debts	\$1,160.00	\$1,160.00
Recruitment	\$0.00	\$0.00
Contracted Services	\$0.00	\$0.00
Total Administration	\$282,414.00	\$293,557.84

OFFICE

Rental	\$1,200.00	\$1,200.00
Property Tax	\$1,200.00	\$1,200.00
Utilities	\$5,625.00	\$5,625.00
Insurance	\$5,000.00	\$5,000.00
Repairs & Maintenance	\$9,000.00	\$4,000.00
Janitorial Services	\$4,000.00	\$6,000.00
Landscaping & Snow Removal	\$3,000.00	\$3,000.00
Waste & Recycling	\$2,500.00	\$2,500.00
Purchases	\$2,000.00	\$2,000.00
<i>Total Office</i>	<i>\$26,125.00</i>	<i>\$30,525.00</i>

GENERAL

Advertising & Promotion	\$6,500.00	\$6,880.00
Communications	\$4,000.00	\$4,000.00
Equipment Purchase (Not Capital Asset)	\$1,500.00	\$1,500.00
Equipment Rental	\$6,000.00	\$850.00

	Board & Committee Expenses	\$5,300.00	\$5,250.00
	Conferences	\$3,150.00	\$2,350.00
	Membership Dues	\$8,015.00	\$8,225.00
	Membership Expenses	\$1,850.00	\$1,850.00
	Professional Fee	\$56,500.00	\$4,500.00
	Unallocated	\$1,000.00	\$1,000.00
	<i>Total General</i>	<i>\$93,815.00</i>	<i>\$36,405.00</i>
EVENTS & SERVICES	Meetings	\$5,750.00	\$10,750.00
	Food Trucks	\$29,110.00	\$28,700.00
	Street Market	\$2,715.00	\$2,715.00
	Community Awards	\$12,218.00	\$12,865.00
	Fantasy Auction	\$16,180.00	\$15,400.00
	Canada Day	\$47,000.00	\$45,000.00
	Artworks		
	Business Expo	\$800.00	\$ 2,785.00
	<i>Total Events & Services</i>	<i>\$113,773.00</i>	<i>\$118,215.00</i>
INVESTMENTS	Transfer to Capital Projects		\$10,000.00
	<i>Total Investments</i>		
<i>Total Expenses</i>		<i>\$523,527.00</i>	<i>\$488,702.84</i>
		<i>\$7,249.85</i>	<i>\$3,076.16</i>

Northern Community Economic Development

Application Form

APPLICATION FORM

Northern Community Economic Development Program 2019

NAME OF ORGANIZATION: Community Futures Central Island in partnership with the Qualicum Beach and Parksville Chambers of Commerce & Simon Fraser University		AMOUNT REQUESTED: \$10,000
MAILING ADDRESS: #14 - 327 Prideaux Street, Nanaimo, BC V9R 2N4		
CONTACT PERSON: Jolynn Green, Executive Director	TELEPHONE NUMBER: [REDACTED] FAX NUMBER: N/A	E-MAIL ADDRESS: [REDACTED]

PROJECT TITLE: LEAP: Local Entrepreneurial Accelerator Program (anticipated delivery August - December 2019)
<p>PROJECT DESCRIPTION:</p> <p>The purpose of LEAP is to focus and accelerate the start-up of new business, or a pivot concept of an existing business, contributing to a vibrant and inclusive economy in the Oceanside/Lighthouse Region.</p> <p>The overarching goal is for participants to determine whether their business idea is viable - to test their hypothesis. Based on the lean start up and business canvas model, participants test and pivot their business idea leading to their core value proposition. The 13-week program is a flipped classroom model with much of the real work done outside the classroom. The "LEAP! Launch Event" exposes participants' business ideas in a public way; admissions are divided among pitchers as capital injection along with fundraised contributions from the community. The launch event is the way to reveal to the community their venture, demonstrate viability, garner support, & get over their fears and barriers to self-promotion. It is where participants show viability and the community shows validation.</p> <p>Each week over the period of 8 weeks' participants will complete 3-4 hours of pre-work which includes videos and readings as well as dedicated time outside of class time to applying lessons learned. Each week participants will come together in a classroom setting; this facilitated session by SFU participants will report out on what they have learned, problem solving, debrief on subject matter and exchange thoughts creating a culture of 'coopetition'. After Week 8 "Practice Pitch" we will work with participants for 2 weeks to perfect their pitch, readying them for the "LEAP! Launch Event". Upon completion of the LEAP Launch Event we will work with participants for 2 more weeks assisting them with outreach into the community. This allows transitioning classroom to real world; gaining momentum and the discipline it takes to be an entrepreneur and to run a successful venture. Our goal is to have 10 participate in LEAP; 6-8 participants will be new startups; the 2-4 participants will be existing entrepreneurs who want to investigate a pivot concept.</p> <p>Each participant will be asked to contribute a \$100 participation fee; we will expect serious commitment. We will gauge participants for aptitude, attitude, and entrepreneurial characteristics prior to acceptance.</p>

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UPDATE: We will be providing our final report for the Inaugural Oceanside LEAP February to April 2019 in May of 2019.

We wanted to let you know we we had fabulous success with LEAP in the Oceanside area. We had 24 individuals apply for the LEAP February 2019 program for the Oceanside area.

SFU assisted us in selecting 12 participants for the program.

Parksville Chamber of Commerce graciously hosted the launch of the program at their February 7, 2019 Membership Meeting. Dawn Smith, LEAP Instructor Sunshine Coast was the guest speaker and spoke to the LEAP experience. The 12 participants were introduced as were the financial supporters of the Program; The Regional District of Nanaimo and their 3 area directors present and Coastal Community Credit Union.

We were able to leverage the funding from you, the RDN 4:1. A total of \$15,000 + in kind contributions was raised for a grand total of \$20,000.

The mix of participants in the program was tremendous. We had a gender balance, a trend towards a younger demographic and 11 who had a business concept that they wanted to launch and 1 business expansion.

Nine classes of LEAP were held in Qualicum at the board room of CCCU. We wish to thank the local Toastmasters group for assisting our participants perfect their pitches for the grand finale "LEAP! Launch" event by hosting two perfecting your pitch events.

Qualicum Beach Chamber of Commerce will host the Grand Finale pitch event on the evening of April 17th at the Pheasant Glen Golf Club. We anticipate 10 participants pitch their business and 75 will attend the event. Participants will pitch and the awards will be as follows: Judges Award, Coaches Award and People's Choice Award

We are proud to announce that from this program 12 people will complete the training. Of that 10 will pitch and as a result we know that 7 new businesses will be blooming in the Oceanside area in the very near future.

Measureable Outcomes:

- . Have provided the fertile ground for the seeds of creativity and business ideas promoting an entrepreneurial community and LEAP alumni/culture
- . 12 new venture ideas that are fully examined and tested
- . 6 new ventures launched within year 1
- . 1 startups expanded from test or home based to commercial/store front
- . Entrepreneurs gain skills, knowledge, confidence and community support
- . Community engagement and buy in through the LEAP! Launch Event
- . A strengthened and more visible social venture eco-system

(Please attach any supporting materials and documents produced as a result of the project.)

PROJECT AREA (SELECT ALL THAT APPLY):

☒ PARKSVILLE ☒ QUALICUM BEACH ☒ EA 'E' ☒ EA 'F' ☒ EA 'G' ☒ EA 'H'

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DESCRIBE IN DETAIL WHAT THE NORTHERN COMMUNITY ECONOMIC DEVELOPMENT FUNDS WILL BE USED FOR:

The LEAP initiative will be hosted in partnership with both Qualicum Beach and Parksville Chambers of Commerce and delivered in collaboration with Simon Fraser University Department of Community Economic Development.

Access to the curriculum, delivery of the 8-week accelerator training for LEAP, advice and co-selection of entrepreneurs, distance learning and coaching (one 3 hour coaching session per week), entry and exit interviews and evaluation are provided by SFU. The cost of these activities and deliverables by SFU is \$10,000. Over and above that cost is the marketing of the program, supply of an additional space and equipment, coordination of the program and recruitment of both participants and likely mentors/coaches.

The grant will be used to cover this fee and if possible leveraged to raise the other funds necessary to deliver the program.

This application is unique as it partners with local businesses, not for profit business support agencies, a post-secondary educator and citizens to provide an environment that supports local up and coming entrepreneurs with skills/learning that will enable them to confidently test the viability of their concept; moving them forward with confidence that their idea is valid and there is a market to support them. Participants also work on their value proposition & sales strategy. All of these steps move closer to a successful business launch and the movement towards greater business development in the community.

Our goal is to make LEAP an ongoing tool in the economic development toolbox of the Regional District of Nanaimo and the communities within its jurisdiction. We want to build an entrepreneurial ecosystem where innovation, curiosity and ideas are encouraged and the concept of test and pivot allows entrepreneurs to explore with reduced risk of loss or failure.

(Please attach additional pages as necessary.)

LIST ALL GRANTS RECEIVED AND/OR APPLIED FOR FROM OTHER SOURCES:

Community Futures contributes in kind contributions such as coordination, travel to the workshop site, etc. We will also be approaching local credit unions and financial institutions as well as business service agencies for in kind donations of services such as free business banking for a year, set up of books, business cards, etc. to support the participants. These items will be part of the rewards presented at the LEAP! Launch Event.

(Please attach additional pages as necessary.)

EXPLAIN HOW YOUR PROJECT SUPPORTS THE PRINCIPLES AND PRIORITY AREAS OF THE PROGRAM:

This program has met with great success in Creston and the Sunshine Coast with multiple year delivery. This program has been designed to aid rural communities to generate business opportunities and create a culture of social entrepreneurship; developing markets for socially and environmentally responsible goods and services. This unique training for small business owners and aspiring entrepreneurs accelerates ideation to testing, pivot, test again and determine market

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viability. A very useful business approach that can be used over and over until a solid business market is established. It greatly reduces risk and enables entrepreneurs to raise capital as the business model and viability has been established.

This initiative fosters diversification, provides training, education and professional development for aspiring entrepreneurs and small business owners as well as enterprising not for profits with an emphasis on social and environmental responsibility. LEAP is made possible by the partnerships of likeminded organizations around entrepreneurship and the leveraging of expertise, in kind contributions and cash. We believe that this program will be the seeds of many to come; growing the entrepreneurial community and creating a measureable impact on business startup and expansion.

The LEAP program provides essential skills for the 21st century workforce as entrepreneurs need to adapt to an ever changing marketplace. Learning to test and pivot will be crucial to business vitality. The assistance provided will aid in the growth of business development, market research and business success. LEAP will be available to participants from all economic sectors aiding them to determine future market options, their viability and enhanced sales opportunities increasing economic activity in the region and employment opportunities.

For more information on the LEAP initiative and the success of the Creston and Sunshine Coast Programs please visit: <http://sfuleap.ca/> and <https://kes.bc.ca/CMS2/programs/leap>.

For your information: In Creston, the RDCK and the local credit unions have been active funding partners in their program On the Sunshine Coast, the local credit union has been a key sponsor for four years running and over that period LEAP has launched 24 new businesses on the Sunshine Coast.

(Please attach additional pages as necessary.)

LIST ANY MEASURABLE ECONOMIC BENEFITS OR OTHER OUTCOMES THAT WILL RESULT FROM THIS PROJECT:

- . Building an entrepreneurial community and LEAP alumni/culture
- . 5 to 7 new venture ideas that are fully examined and tested
- . 1 to 3 ventures launched within year 1
- . 2 startups expanded from test or home based to commercial/store front
- . Entrepreneurs gain skills, knowledge, confidence and community support
- . Community engagement and buy in through the LEAP! Launch Event
- . A strengthened and more visible social venture eco-system

(Please attach additional pages as necessary.)


PLEASE PROVIDE THE FOLLOWING SUPPLEMENTAL MATERIAL:

- ☒ An Organizational Chart illustrating the structure of your organization, including Directors and volunteers.
- ☒ A copy of a bank statement showing your organization's name and address.
- ☒ A copy of your organization's financial statements for the current year and one year prior.
- ☒ A copy of your organization's budget for the current year and one year prior.
- ☒ Any supporting materials you consider necessary to communicate your project idea.

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APPLICATION FORM

Northern Community Economic Development Program 2019

SIGNATURE  <p style="text-align: center;">Jolynn Green, Executive Director</p>	DATE: <p>April 1, 2019</p>
<p>By signing here, you confirm that you have read the Program Guide and that you are signing on behalf of an eligible applicant.</p>	

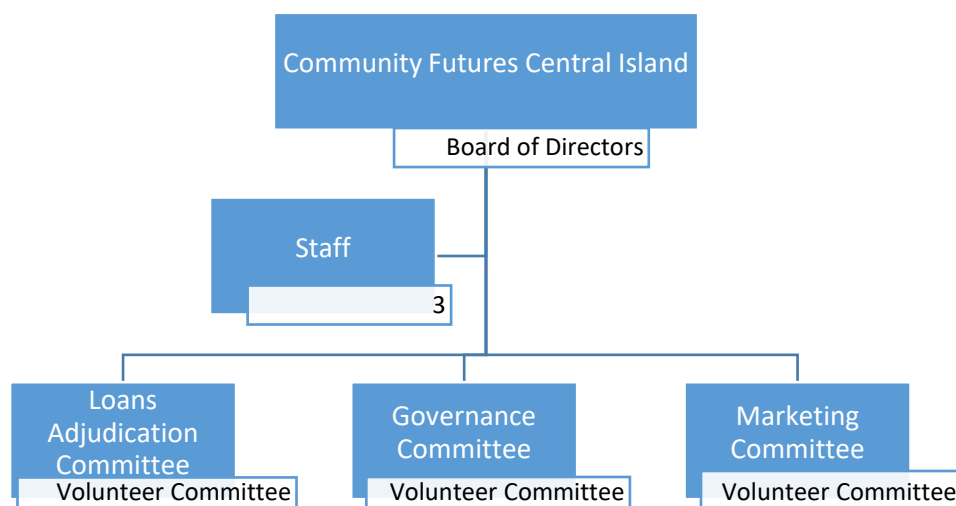
SUBMIT HARD COPIES TO: **NORTHERN COMMUNITY ECONOMIC DEVELOPMENT PROGRAM**
REGIONAL DISTRICT OF NANAIMO
6300 HAMMOND BAY ROAD
V9T 6N2

SUBMIT DIGITAL COPIES TO: nced@rdn.bc.ca

OFFICE USE ONLY:	
DATE RECEIVED:	RECEIVED BY:
COMMENTS:	
FUNDING AWARDED: <input type="checkbox"/> YES <input type="checkbox"/> NO	AMOUNT AWARDED:

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Community Futures Central Island



About Us:

Community Futures is a non-profit organization, guided by a volunteer Board of Directors with a current staff of three. Since 1985, we have worked with community partners to help foster entrepreneurship and economic development in our region.

Our Board of Directors is comprised of 11 business people from the central island region who have extensive knowledge and experience of Vancouver Island's economy and represent its population and main economic sectors. The role of the Board is to establish our organization's priorities, monitor our business loans, oversee our general performance, and be accountable to key stakeholders - local, provincial and federal governments. We also have working committees manned by board members as well as volunteers.

We work in partnership with other business lenders, educational institutions, not-for-profits and community governments to grow and diversify our local economy. We are completely focused on the needs of our clients, our local businesses, and our area's economy. We assist entrepreneurs throughout central Vancouver Island ... from Ladysmith to Bowser and Whiskey Creek to our island communities of Gabriola and Lasqueti.

At Community Futures, we are developmental lenders. That means we work in collaboration with, not in competition to, conventional lenders like banks and credit unions. For over 25 years we have successfully helped local entrepreneurs get financing to:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Start or expand a business • Apply new technology to a business • Upgrade a business' facilities and/or equipment | <ul style="list-style-type: none"> • Access new markets • Expand into the global marketplace |
|---|--|

Our Community Futures office provides services and program supports to rural small and medium-sized business owners and entrepreneurs.

- | | |
|---|--|
| <ul style="list-style-type: none"> • Business plan critiquing and coaching • Small business training • One-on-one start-up or expansion consulting | <ul style="list-style-type: none"> • Support in gaining access to other small business supports, information, and access to capital |
|---|--|

PURPOSE

- Community Futures Central Island's purpose is to make a difference in our local economy by supporting and developing a strong vibrant business sector. This will be achieved by providing access to capital, knowledge and resources that stimulate business retention, expansion, acquisition and start-up fostering the sustainability of the region.

MANDATE

- To manage our not for profit development corporation from a position of growth and profitability while becoming the most locally positioned lender in the community.

VISION

- To be the most respected/recognized provider of knowledge and resources for small and medium size enterprise on Central Vancouver Island.

OUR MISSION:

We believe that in order to create a positive difference in the region, our mission will be the compass that guides us to achieving our vision:

Position: Align with and support the economic ambitions, priorities and directional thrusts of local communities, the BC Government and the Government of Canada

Partners: Nurture a winning network of customers and communities, together we create mutual, enduring value

Community: Leverage through collaboration our collective genius to create island solutions to create economic prosperity and sustainability

Portfolio: Manage from a position of growth and profitability through strategic, responsive and responsible lending

Stewardship: Create a culture of growth and collaboration that supports a regional plan for success where business and community support each other and achieve collective benefits through leveraged and shared resources

Enterprise: Committed to the creation, retention and growth of small and medium enterprises we supply knowledge and resources that create vibrant, local economies anchored by strong, growing local businesses

OUR BRAND

Community Futures "growing communities one idea at a time".

We inspire innovation, entrepreneurship and optimism.

Community Futures Development Corporation of Central Island
Non-Consolidated Financial Statements
March 31, 2017

Community Futures Development Corporation of Central Island
Contents

For the year ended March 31, 2017

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Management's Responsibility

To the Board of Directors of Community Futures Development Corporation of Central Island:

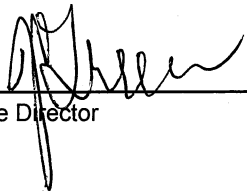
Management is responsible for the preparation and presentation of the accompanying non-consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the non-consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of non-consolidated financial statements.

The Board of Directors is composed of Directors who are neither management nor employees of the Corporation. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the non-consolidated financial statements. The Audit Committee assists the Board with fulfilling these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Audit Committee is also responsible for recommending the appointment of the Corporation's external auditors.

MNP LLP is appointed by the Board of Directors to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically with, both the Audit Committee and management to discuss their audit findings.

June 29, 2017



Executive Director

Independent Auditors' Report

To the Directors of Community Futures Development Corporation of Central Island:

We have audited the accompanying non-consolidated financial statements of Community Futures Development Corporation of Central Island, which comprise the non-consolidated statement of financial position as at March 31, 2017, and the non-consolidated statement of operations, changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Non-Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these non-consolidated 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 non-consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these non-consolidated 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 non-consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the non-consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the non-consolidated 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 entity'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 non-consolidated financial statements.

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

Opinion

In our opinion, the non-consolidated financial statements present fairly, in all material respects, the non-consolidated financial position of Community Futures Development Corporation of Central Island as at March 31, 2017 and the results of its operations, changes in fund balances and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Nanaimo, British Columbia

June 29, 2017

MNP LLP

Chartered Professional Accountants

Community Futures Development Corporation of Central Island
Non-Consolidated Statement of Financial Position

As at March 31, 2017

	<i>Operating Fund</i>	<i>Investment Fund</i>	<i>2017</i>	<i>2016</i>
Assets				
Current				
Cash	(5,010)	436,721	431,711	2,323,605
Accrued interest receivable	-	12,552	12,552	16,393
Marketable securities	-	2,000,770	2,000,770	-
GST receivable	1,141	178	1,319	1,438
Accounts receivable	1,925	-	1,925	3,625
Due from (to) other funds (Note 3)	9,200	(9,200)	-	-
Loans receivable - current (Note 4)	-	549,267	549,267	542,486
	7,256	2,990,288	2,997,544	2,887,547
Investments	-	250,000	250,000	250,000
Loans receivable (Note 4)	-	2,079,203	2,079,203	2,014,373
Investment in Colville Investments Corporation (Note 5)	-	100	100	100
	7,256	5,319,591	5,326,847	5,152,020
Liabilities				
Current				
Accounts payable and accruals	53,156	3,454	56,610	53,087
Due to Colville Investments Corporation (Note 6)	49,000	-	49,000	51,439
Repayable contributions (Note 7)	-	999,427	999,427	991,345
	102,156	1,002,881	1,105,037	1,095,871
Fund Balances				
Externally restricted	-	3,483,531	3,483,531	3,317,846
Unrestricted	(94,900)	833,179	738,279	738,303
	(94,900)	4,316,710	4,221,810	4,056,149
	7,256	5,319,591	5,326,847	5,152,020

Approved on behalf of the Board


 Director


 Director

The accompanying notes are an integral part of these non-consolidated financial statements

Community Futures Development Corporation of Central Island

Non-Consolidated Statement of Operations

For the year ended March 31, 2017

	<i>Operating Fund</i>	<i>Investment Fund</i>	<i>2017</i>	<i>2016</i>
Revenue				
Western Economic Diversification contribution	273,480	-	273,480	273,480
Loan interest	-	201,816	201,816	201,291
Fee income	8,772	13,825	22,597	30,102
Miscellaneous income	11,736	-	11,736	29,655
Bank interest	52	11,118	11,170	13,750
Rental income	2,500	-	2,500	1,075
	296,540	226,759	523,299	549,353
Expenses				
Advertising	24,475	-	24,475	28,181
Amortization	-	-	-	1,748
Bad debt recovery <i>(Note 8)</i>	-	(12,938)	(12,938)	(69,710)
Bank charges and interest	1,116	121	1,237	1,638
Collection costs	-	859	859	9,289
Conferences	2,000	-	2,000	2,000
Equipment rental	4,108	-	4,108	4,018
Insurance	3,943	274	4,217	6,951
Licences and fees	3,093	-	3,093	2,503
Office	12,949	1,654	14,603	18,640
Professional fees and consulting	32,822	13,022	45,844	33,062
Rent <i>(Note 5)</i>	28,342	-	28,342	28,300
Repairs and maintenance	-	-	-	1,826
Salaries and benefits	201,967	-	201,967	216,052
Special projects	-	-	-	15,090
Supplies	4,510	-	4,510	1,958
Telephone	8,575	-	8,575	7,882
Training and education	5,905	-	5,905	907
Travel and conference	10,433	-	10,433	14,005
Utilities	2,326	-	2,326	3,415
	346,564	2,992	349,556	327,755
Excess (deficiency) of revenue over expenses before other items	(50,024)	223,767	173,743	221,598
Other items				
Interest transfers <i>(Note 3)</i>	50,000	(50,000)	-	-
Change in fair value of conditionally repayable loans	-	(8,082)	(8,082)	(42,781)
DFO loans forgiven	-	-	-	833,179
	50,000	(58,082)	(8,082)	790,398
Excess (deficiency) of revenue over expenses	(24)	165,685	165,661	1,011,996

The accompanying notes are an integral part of these non-consolidated financial statements

Community Futures Development Corporation of Central Island
Non-Consolidated Statement of Changes in Fund Balances

For the year ended March 31, 2017

	<i>Operating Fund</i>	<i>Investment Fund</i>	2017	2016
Fund balances, beginning of year	(94,876)	4,151,025	4,056,149	3,044,153
Excess (deficiency) of revenue over expenses	(24)	165,685	165,661	1,011,996
Fund balances, end of year	(94,900)	4,316,710	4,221,810	4,056,149

The accompanying notes are an integral part of these non-consolidated financial statements

Community Futures Development Corporation of Central Island

Non-Consolidated Statement of Cash Flows

For the year ended March 31, 2017

	2017	2016
Cash provided by (used for) the following activities		
Operating		
Cash received from contributions	308,969	396,009
Cash receipts from investment income	237,929	223,949
Cash paid for program service expenses	(155,767)	(164,658)
Cash paid for salaries and benefits	(201,967)	(216,052)
Cash paid for interest	(1,237)	(1,638)
	187,927	237,610
Financing		
Repayment of advances from Colville Investments Corporation	(2,439)	(3,426)
Repayments of capital lease obligations	-	(2,543)
	(2,439)	(5,969)
Investing		
Purchase of marketable securities	(2,000,000)	-
Advances of loans receivable	(1,193,785)	(1,329,656)
Repayments of loans receivable	1,116,403	1,228,557
	(2,077,382)	(101,099)
Increase (decrease) in cash resources	(1,891,894)	130,542
Cash resources, beginning of year	2,323,605	2,193,063
Cash resources, end of year	431,711	2,323,605

The accompanying notes are an integral part of these non-consolidated financial statements

Community Futures Development Corporation of Central Island

Notes to the Non-Consolidated Financial Statements

For the year ended March 31, 2017

1. Incorporation and nature of the corporation

Community Futures Development Corporation of Central Island (the "Corporation") was established to promote employment and economic development in the Central Vancouver Island area. The activities of the Corporation include delivering various economic development programs on behalf of the Government of Canada, specifically for Western Economic Diversification ("WED") and Fisheries and Oceans Canada. The Corporation also operates programs to promote employment and economic development through loans and loan guarantees to qualifying local businesses. The Corporation, incorporated without share capital under Part II of the Canada Corporations Act, is a not-for-profit corporation and is exempt for income tax purposes.

2. Significant accounting policies

The non-consolidated financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations, set out in Part III of the CPA Canada Handbook - Accounting, as issued by the Accounting Standards Board in Canada and include the following significant accounting policies:

Investment in a not-for-profit subsidiary

The Corporation's non-consolidated financial statements do not include the accounts of Colville Investments Corporation, which is controlled by the Corporation and recorded at cost. The required disclosures have been provided in Note 5.

All transactions with the subsidiary are disclosed as related party transactions.

Fund accounting

The Corporation follows the restricted fund method of accounting for contributions, and maintains two funds: the operating fund and the investment fund.

The Operating Fund provides the personnel and other facilities that enable the Corporation to deliver the Community Futures contribution agreement with WED and other related programs. It accounts for the corporation's program delivery and administrative activities.

The Investment Fund promotes economic development in the community by providing assistance to small businesses in the form of loans or equity investments in accordance with the requirements of the agreement with WED. The assets, liabilities, revenue and expenses associated with providing these loans and equity investment are recorded in the Investment Fund.

Revenue recognition

The annual WED contribution is recognized as revenue in the year specified in the agreement with WED. Interest transfers are recognized as revenue in the period that the transfer is allowed by the agreement with WED. Interest is recognized in the period in which it is earned.

Contributed services

Contributions of services are recognized both as contributions and expenses in the non-consolidated statement of operations when a fair value can be reasonably estimated and when the services are used in the normal course of the Corporation's operations and would otherwise have been purchased.

Committee volunteers contribute many hours of time to the Corporation. Because of the difficulty of determining the fair value, these contributed services are not recognized in the non-consolidated financial statements.

Community Futures Development Corporation of Central Island

Notes to the Non-Consolidated Financial Statements

For the year ended March 31, 2017

2. Significant accounting policies (Continued from previous page)

Measurement uncertainty (use of estimates)

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the non-consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period.

Accrued interest receivable, accounts receivable and loans receivable are stated after evaluation as to their collectibility and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets. Provision is made for a decline in fair value of long-term investments when the decline is not considered to be temporary.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenue and expenses in the periods in which they become known.

Financial instruments

The Corporation recognizes its financial instruments when the Corporation becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities originated and issued in a related party transaction with management. Financial assets and liabilities originated and issued in all other related party transactions are initially measured at their carrying or exchange amount in accordance with CPA Canada Handbook - Accounting Section 3840 *Related Party Transactions*.

At initial recognition, the Corporation may irrevocably elect to subsequently measure any financial instrument at fair value. The Corporation has elected to subsequently measure repayable contributions at their fair value.

The Corporation subsequently measures investments in equity instruments quoted in an active market at fair value. Investments in equity instruments not quoted in an active market are subsequently measured at cost less impairment. With the exception of those financial instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the excess of revenue over expenses for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

Financial asset impairment:

The Corporation assesses impairment of all of its financial assets measured at cost or amortized cost. Management considers whether there has been a breach in contract, such as a default or delinquency in interest or principal payments in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Corporation determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year. If so, the Corporation reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; and the amount expected to be realized by exercising any rights to collateral held against those assets. Any impairment, which is not considered temporary, is included in current year excess of revenue over expenses.

The Corporation reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in the excess of revenue over expenses in the year the reversal occurs.

Investments

Long-term investments are portfolio investments not quoted in an active market. They have been classified as long-term assets in concurrence with the nature of the investment.

Marketable securities

Marketable securities are short term deposits that mature within 12 months.

Community Futures Development Corporation of Central Island

Notes to the Non-Consolidated Financial Statements

For the year ended March 31, 2017

3. Interfund transactions

The Operating Fund received interest transfers of \$50,000 (2016 - \$49,999) from the non-repayable investment fund. There were no other transfers between funds during the year.

The balances due from (to) other funds are non-interest bearing, unsecured and have no fixed terms of repayment.

4. Loans receivable

Loans receivable are repayable monthly at varying amounts including interest ranging from 0% to 11% and have maturities from April 2, 2017 to March 27, 2027. The interest rate on some loans are adjusted semi-annually based on the bank prime rate.

	March 31, 2017	March 31, 2016
Loans receivable	2,628,470	2,556,859
Less: current portion of loans receivable	(549,267)	(542,486)
	2,079,203	2,014,373

Principal repayments on loans receivable in each of the next five years are estimated as follows:

2018	\$549,267
2019	\$478,766
2020	\$408,866
2021	\$290,921
2022	\$228,087

Community Futures Development Corporation of Central Island

Notes to the Non-Consolidated Financial Statements

For the year ended March 31, 2017

5. Investment in Colville Investments Corporation and transactions with Colville Investments Corporation

The Corporation is the sole shareholder of Colville Investments Corporation. The company is a not-for-profit corporation incorporated under the B.C. Company Act and is an exempt corporation for income tax purposes. Information for the years ended March 2017 and 2016 presented below is unaudited.

	March 31, 2017 (Unaudited)	March 31, 2016 (Unaudited)
Assets	321,012	321,511
Liabilities	(36,930)	(54,324)
Shareholder's Equity	284,082	267,187
Revenue	27,537	27,715
Expenses	(10,642)	(13,778)
Excess of revenue over expenses	16,895	13,937
Cash flows from activities:		
Operating (increase in cash)	6,599	4,669
Financing (decrease in cash)	(6,599)	(4,669)

Included in rent expense is \$27,300 (2016 - \$27,027) paid to Colville Investments Corporation for use of the building owned by Colville. The expense is measured at the exchange amount which is the amount of consideration established and agreed to by the related parties.

6. Due to Colville Investments Corporation

\$34,000 (2016 - \$34,000) of the loan due to Colville Investments Corporation has no set terms of repayment and does not bear interest.

\$15,000 (2016 - \$17,439) due to Colville Investments Corporation is due on demand and is being repaid in monthly payments of \$324 including interest at 2%. Based on these repayment terms the principal payments due in the next four years are as follows:

2018	\$2,259
2019	\$2,304
2020	\$2,351
2020	\$1,326

Interest charged during the year by Colville Investments Corporation was \$594 (2016 – \$637).

Community Futures Development Corporation of Central Island

Notes to the Non-Consolidated Financial Statements

For the year ended March 31, 2017

7. Repayable contributions

The Corporation has received repayable contributions from the Government of Canada and the Province of British Columbia. These contributions provided the capital through which loans, loan guarantees and equity investments can be made in businesses owned and operated by applicants eligible under the specific programs being managed by the Corporation.

	2017	2016
<p>Disabled Entrepreneur Investment Fund</p> <p>Under the original terms of this funding agreement, loans could be made to disabled entrepreneurs until March 31, 2004. This agreement was subsequently extended to March 31, 2005. Advances to the Corporation were unsecured and did not bear interest. No further extension has been granted and accordingly funds must be repaid to WED on demand. The original amount of the loan was \$200,000.</p>	159,835	158,801
<p>Youth Entrepreneur Fund</p> <p>Under the original terms of this funding agreement, loans could be made to qualifying youths until March 31, 2003. This agreement was subsequently extended to March 31, 2005. Advances to the Corporation were unsecured and did not bear interest. No further extension has been granted and accordingly funds must be repaid to WED on demand. The original amount of the loan was \$200,000.</p>	200,000	200,000
<p>Fisheries Legacy Fund</p> <p>Under the original terms of this funding agreement, loans could be made to small businesses in fishing related and ocean-based commercial ventures until March 31, 2003. This agreement was subsequently extended to March 31, 2005. Advances to the Corporation were unsecured and did not bear interest. No further extension has been granted and accordingly funds must be repaid to WED on demand.</p>	420,000	420,000
<p>Community Business Fund</p> <p>Under the terms of this restated contribution agreement, loans may be made to small businesses carrying on business in the forest, aquaculture, manufacturing or tourism sectors. Advances to the Corporation were unsecured and did not bear interest. In the event that the funding agreement is terminated, any uncommitted funds together with interest thereon must be repaid to the Province of BC. Subsequent principal and interest repayments must be repaid to the Province of BC in proportion to their share of such loans. The agreement can be terminated by either party with 90 days notice and accordingly is classified as a current liability. The original amount of the loan was \$250,000.</p>	219,592	212,544
	999,427	991,345

Community Futures Development Corporation of Central Island

Notes to the Non-Consolidated Financial Statements

For the year ended March 31, 2017

8. Bad debt recovery

The charge to income during the year related to impaired loans is comprised of the following:

	2017	2016
Reversals of the allowance - principal	-	(184)
Recoveries	(12,938)	(71,628)
Loans written off	-	2,102
Bad debt recovery	(12,938)	(69,710)

9. Financial instruments

The Corporation, as part of its operations, carries a number of financial instruments. It is management's opinion that the Corporation is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

Credit concentration

Financial instruments that potentially subject the Corporation to concentrations of credit risk consist primarily of cash, marketable securities, accrued interest receivable and loans receivable. The Corporation has provided for credit risks by establishing allowances against the carrying value of certain impaired loans. Loans are considered impaired as soon as collection of the full principal and interest on the loan becomes doubtful. Each impaired loan is evaluated separately and written down to the fair value of any security held. Various forms of security are taken on loans ranging from promissory notes and personal guarantees of principals to chattel mortgages and mortgages over real property. Credit risk exposure is limited for cash due to the credit quality of the financial institution where the cash is held. Credit risk exposure is limited for marketable securities as they are fully insured. The maximum credit risk exposure is \$5,073,503 (2016 - \$4,896,856).

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk.

The Corporation is exposed to interest rate cash flow risk with respect to loans receivable and interest receivable, which are subject to a range of interest rates ranging from 0% - 11% (2016 – 0% - 10%).

10. Economic dependence

The Corporation is dependent on contributions from the Government of Canada; specifically operating fund contributions from WED.

COMMUNITY FUTURES CENTRAL ISLAND - Operating

Balance Sheet
As of March 31, 2018
Mar 31, 18

ASSETS

Current Assets

Chequing/Savings

1015 • Credit Union - chequing -25,914.59

1020 • Credit Union - shares 50.47

1017 • Petty cash 160.00

Total Chequing/Savings -25,704.12

Accounts Receivable

1200 • Accounts Receivable 5,085.37

Total Accounts Receivable 5,085.37

Total Current Assets -20,618.75

Other Assets

1205 • Due from (to) Investment 7,266.00

Total Other Assets 7,266.00

TOTAL ASSETS -13,352.75

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

2100 • Accounts Payable -105.00

Total Accounts Payable -105.00

Other Current Liabilities

2215 • Due to Colville Investments 49,000.00

2134 • Deferred revenue 13,674.00

2130 • Accrued liabilities 6,393.48

2120 • Accrued audit 14,040.70

2375 • GST/HST Payable -1,390.47

2125 • Payroll Liabilities -60.43

Total Other Current Liabilities 81,657.28

Total Current Liabilities 81,552.28

Total Liabilities 81,552.28

Equity

3160 • Unrestricted Net Assets -94,904.55

Net Income -0.48

Total Equity -94,905.03

TOTAL LIABILITIES & EQUITY -13,352.75

COMMUNITY FUTURES CENTRAL ISLAND - Operating

Profit & Loss

April 2017 through March 2018

Apr '17 - Mar 18

Ordinary Income/Expense

Income

4051 • EIR registration fees	450.00
4050 • Business Service Income	23,899.27
4030 • Bank interest	1.54
4040 • Interest transfer - Investment	50,000.00
4240 • Loan fee revenue	18,660.00
4220 • Video conferencing rentals	1,025.00
4420 • WD Contribution	259,806.00
4205 • Other Types of Income	0.00

Total Income	353,841.81
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Expense

5295 • Accounting/audit	12,092.23
5140 • Advertising/publicity/printing	5,434.37
5241 • Association fee	1,000.00
5446 • Bad debt expense	1,706.65
5440 • Bank charges	1,199.86
5441 • Board expense	4,434.18
5790 • Board travel	309.65
5610 • CED expense	0.00
5444 • Christmas social event	0.00
5740 • Business Service expense	4,334.42
5240 • Dues/fees/licenses	1,103.95
5647 • Ent. in Residence Initiative	2,500.00
5640 • Equipment rental	4,408.12
5655 • Insurance	4,232.00
5656 • Intraworks	9,258.43
5750 • Marketing/events/recognition	5,339.19
5756 • Materials & supplies	5,017.37
5751 • Prideaux lease	32,135.38
5766 • Professional fee	1,782.95
5796 • Quality assurance	10,201.08
5642 • Repairs & maintenance	335.66
5411 • Security	535.64
5998 • Social Media/Newsletter	17,294.28
5745 • Sponsorships	750.00
5755 • Staff training & development	1,900.30
5795 • Staff travel	3,574.80
5747 • Storage	1,753.14
5760 • Strategic planning/Board dev.	614.83
5443 • Summer social event	0.00
5781 • Telephone	8,618.28
5410 • Utilities	1,815.27
5780 • Website hosting & maintenance	280.15
5808 • Wages	209,880.11

COMMUNITY FUTURES CENTRAL ISLAND - Operating
Profit & Loss

April 2017 through March 2018

Apr '17 - Mar 18

5825 • Payroll Expenses	0.00
Total Expense	353,842.29
Net Ordinary Income	-0.48
Net Income	-0.48

COMMUNITY FUTURES CENTRAL ISLAND - Operating
Profit & Loss Budget Overview
April 2017 through March 2018

	<u>Apr '17 - Mar 18</u>
Ordinary Income/Expense	
Income	
4050 · Business Service Income	3,852.00
4040 · Interest transfer - Investment	50,000.00
4240 · Loan fee revenue	12,885.00
4420 · WD Contribution	273,480.00
4205 · Other Types of Income	5,214.00
Total Income	<u>345,431.00</u>
Expense	
5295 · Accounting/audit	16,123.00
5140 · Advertising/publicity/printing	6,000.00
5241 · Association fee	1,000.00
5440 · Bank charges	1,080.00
5441 · Board expense	5,350.00
5220 · Conference expense	4,800.00
5240 · Dues/fees/licenses	1,650.00
5647 · Ent. in Residence Initiative	600.00
5646 · Equipment maint./upgrade	1,080.00
5640 · Equipment rental	5,340.00
5650 · GST expense	4,085.00
5731 · ICCF	4,000.00
5655 · Insurance	4,232.00
5656 · Intraworks	9,276.00
5750 · Marketing/events/recognition	6,000.00
5756 · Materials & supplies	4,800.00
5751 · Prideaux lease	27,300.00
5766 · Professional fee	500.00
5642 · Repairs & maintenance	600.00
5411 · Security	480.00
5998 · Social Media/Newsletter	15,600.00
5745 · Sponsorships	1,500.00
5755 · Staff training & development	700.00
5795 · Staff travel	5,970.00
5747 · Storage	1,320.00
5760 · Strategic planning/Board dev.	2,000.00
5781 · Telephone	8,740.00
5410 · Utilities	3,198.00
5780 · Website hosting & maintenance	143.00
5808 · Wages	201,964.00
Total Expense	<u>345,431.00</u>
Net Ordinary Income	<u>0.00</u>
Net Income	<u><u>0.00</u></u>

COMMUNITY FUTURES CENTRAL ISLAND - Operating
Profit & Loss Budget Overview
April 2018 through March 2019

	Apr '18 - Mar 19
Ordinary Income/Expense	
Income	
4051 · EIR registration fees	3,600.00
4050 · Business Service Income	12,000.00
4040 · Interest transfer - Investment	50,000.00
4045 · Interest transfer - FL	30,500.00
4240 · Loan fee revenue	12,900.00
4220 · Video conferencing rentals	4,800.00
4420 · WD Contribution	273,480.00
Total Income	387,280.00
Expense	
5295 · Accounting/audit	9,500.00
5140 · Advertising/publicity/printing	9,996.00
5241 · Association fee	1,000.00
5440 · Bank charges	1,200.00
5441 · Board expense	5,040.00
5220 · Conference expense	6,440.00
5740 · Business Service expense	6,000.00
5240 · Dues/fees/licenses	1,650.00
5647 · Ent. in Residence Initiative	10,000.00
5646 · Equipment maint./upgrade	1,080.00
5640 · Equipment rental	5,340.00
5650 · GST expense	3,936.00
5731 · ICCF	4,000.00
5655 · Insurance	3,363.00
5656 · Intraworks	9,840.00
5750 · Marketing/events/recognition	6,500.00
5756 · Materials & supplies	5,220.00
5751 · Prideaux lease	32,700.00
5766 · Professional fee	900.00
5642 · Repairs & maintenance	600.00
5411 · Security	360.00
5998 · Social Media/Newsletter	18,600.00
5745 · Sponsorships	1,850.00
5755 · Staff training & development	750.00
5795 · Staff travel	6,000.00
5747 · Storage	1,440.00
5760 · Strategic planning/Board dev.	2,000.00
5781 · Telephone	8,740.00
5410 · Utilities	3,198.00
5780 · Website hosting & maintenance	144.00
5808 · Wages	219,889.00
Total Expense	387,276.00
Net Ordinary Income	4.00

COMMUNITY FUTURES CENTRAL ISLAND - Operating
Profit & Loss Budget Overview
April 2018 through March 2019

Net Income

Apr '18 - Mar 19	
	4.00

LEAP 2018

August through December 2018 Delivery

Budget

Revenue

Sponsorships	\$ 3,000
Ticket Sales (\$15 X 100)	\$ 1,500
Student Participants Fees	\$ 1,200
Regional District of Nanaimo Grant	\$ 10,000
Community Futures Central Island	\$ 6,000
TOTAL REVENUE	\$ 21,700

Expenses

SFU Coordination/Facilitation	\$ 10,000
Advertising	\$ 600
Project Coordination	\$ 5,000
Workshop rental and snacks (x13)	\$ 1,150
Venue for Barn Raiser	\$ 250
Barn Raiser A/V Tech Support	\$ 500
Barn Raiser Decorating, etc	\$ 75
Awards	\$ 2,000
Barn Raiser Reveal Food	\$ 1,000
Most Potential for Impact Award	\$ 500
Volunteer honorariums	\$ 250
TOTAL EXPENSES	\$ 21,325
Surplus (Deficit)	\$ 375



**COMMUNITY
ECONOMIC
DEVELOPMENT**

LEAP! LOCAL ENTREPRENEURSHIP ACCELERATOR PROGRAM

Instructor – Wes Regan

Email – [REDACTED]

Phone – [REDACTED]

Description

The purpose of this program is to focus and accelerate the startup--- of new businesses to contribute to a vibrant and inclusive economy on the Sunshine Coast. The overarching goal is for participants to learn how to determine whether his or her business idea is viable.

Successful entrepreneurs solve problems for customers. That is the only reason people pay them for their product or service. You should think of this program as helping you conserve energy and resources, while learning what problems the market wants you to solve, and finally how you can structure a viable venture around solving that problem.

The process reduces risk of failure and improves the likelihood of building something real customers will want. The process will also provide the tools for an entrepreneur to understand if their idea is not likely to be viable, saving you serious time and money.

Process

We will follow a “flipped” classroom model, in that you will have a set of videos and occasionally readings each week that constitute the lecture component, and the time we spend together each week will be largely dedicated to questions, feedback, and discussion. The real work you need to do will be outside the classroom.

There are a minimum of 3---4 hours of pre---work each week where you will think about your venture, the problem you solve, your customers, and other components of your business model. There will also be a set of real world activities that will take time to do well, such as talking to customers, researching partners, and testing ideas. If you do the pre---reading and join our discussions, you will better understand how to build your business. Those that can dedicate significant time outside of class each week to applying the lessons learned will get the most out of the program.

Each venture will be expected to present EACH week on what they’ve learned. After 8 weeks of guided practice, you will still have access to local people to help you keep up your momentum.

Resources

Video Lectures

Sign up for the following free online course “How to Build a Startup” by Steve Blank, presented on Udacity, and familiarize yourself with the platform. We will be closely following these lectures each week to guide your venture development. You’re welcome to skip around and check it out, but we’ll cover each lecture in the first 7 weeks of our program.

<https://www.udacity.com/course/ep245>

Mandatory Book

Business Model Generation (by Alex Osterwalder and Yves Pigneur) – You must download the following **free preview** version of this book, available at:

<http://www.businessmodelgeneration.com/book>

Either bring your copy on a laptop or tablet or print it out and have it with you for reference each week.

Optional Books

The Startup Owners Manual (by Steve Blank and Bob Dorf), is the companion book to the lectures we will be following above. This is not mandatory and you can understand the lectures without it, but is an extremely helpful guide to starting a new company. You can find it on any online book retailer.

I will send you other helpful blogs and links as needed throughout the course.

IMPORTANT – The resources above often feel aimed at tech startups or other high scale ventures. It’s really just a matter of language and perspective, and we will translate this for your purposes. Don’t panic if something sounds intimidating, as the vast majority of the content is totally applicable to what you are trying to accomplish!

The following pages contain a weekly outline.

Weekly Overview

*The Preparation & Activities section indicates items that should be completed BEFORE that week's session. This includes both pre-readings and videos, and venture development activities. They are listed in the recommended order of completion, and you will receive more detailed instructions in advance.

Every video lecture ends with a list of optional readings in its final segment. If you have the Business Model Generation and Startup Owners Manual books, and the time, these will deepen your understanding.

Week	Focus	Preparation & Activities
1	Introduction + Business Models	<ul style="list-style-type: none">- Download and read preview of Business Model Generation- Watch Lecture 1.5A (Optional – Lecture 1)- Introduce your venture idea to the group
2	Business Model Cont. + Customer Development	<ul style="list-style-type: none">- Watch Lecture 1.5B- Watch interview with Aaron Joe- Customer interviews- Complete business model canvas for your venture- 5 minute presentation
3	Value Proposition	<ul style="list-style-type: none">- Watch Lecture 2- Watch interview with Brian Postlewait- Customer Interviews- Estimate market size- Update business model canvas and identify hypotheses tests for value proposition- 5 minute presentation
4	Know Your Customer	<ul style="list-style-type: none">- Watch Lecture 3- Customer Interviews- Create a customer archetype- Update business model canvas and identify hypotheses tests for customer segments- 5 minute presentation
5	Channels and Relationships	<ul style="list-style-type: none">- Watch Lectures 4 and 5

		<ul style="list-style-type: none"> - Watch interview with Candace Campo - Customer and Channel Partner Interviews - Update business model canvas and identify hypotheses tests for channels and relationships - 5 minute presentation
6	How You Make Money – Revenue Models	<ul style="list-style-type: none"> - Watch Lecture 6 - Customer Interviews - Update business model canvas and identify hypotheses tests for channels and relationships - 5 minute presentation
7	Backstage (Operations)	<ul style="list-style-type: none"> - Watch Lectures 7 & 8 - Watch interview with Brian Smith - Talk to potential partners and suppliers - Update business model canvas and identify hypotheses tests for activities, resources, partners, and cost structure. - 5 minute presentation
8	Practice Pitch	<ul style="list-style-type: none"> - Create and practice a 5 minute pitch. Be prepared to give this pitch in class. - Watch interview with Tracee Lang - If you have been doing the work, your idea will be quite different than what you presented in the first week of class!

Week One – Introductions & Business Models

This week we're just getting warmed up, and focused on getting to know each other and sharing our venture ideas. That said, with only 10 weeks together we want to get off to a good start so you have a little prep to do!

Preparation (before session)

1) Download and read the free 72 page preview of Business Model Generation

http://www.businessmodelgeneration.com/downloads/businessmodelgeneration_preview.pdf

2) Watch 'Lecture 1.5A: Business Models and Customer Development' of *How to Build a Startup* by Steve Blank on Udacity:

<https://www.udacity.com/course/ep245>

This lecture complements the above reading, and covers what a business model is and how to think about the 9 core pieces of the business model canvas, a tool we will use extensively to map and track your venture development.

3) Be prepared to introduce yourself and your venture with the following information:

- Your name
- Venture name (if you have one)
- 60 second introduction of the business concept including what, why, and how far along you are in developing the idea
- What you hope to get out of the next 10 weeks

**Optional – Lecture 1 from “How to Build a Startup” by Steve Blank on Udacity. It’s interesting if you have the time, but not required for the program.*

Venture Development Homework (after session)

1) Talk to at least ten potential users of your product or service, and be prepared to report back to the group next week. **Do NOT tell interviewees about your solution;** simply ask them about the problem you are solving. Your goal is to make sure you actually understand this problem as potential customers might, so try not to get over-wrapped up on your interpretation, or proposed solution. The types of questions you want to ask may include:

- Do they agree this is a problem?
- “If you had a magic wand, what would you want?”
- How do you encounter this problem in their lives?
- On a scale of 1-10, how painful is this problem for you?
- What types of things do you do to get around this problem now?
- Do you know others who have voiced complaints about this issue?
- Why do you think this problem still exists?
- Would you pay for a solution to this problem?
- How much would you pay for a solution to this problem?

Week Two – Business Models Cont. & Customer Development

Now we're getting going, and it's already time to start applying what you learned in week one!

Preparation (before session)

1) Download the business model canvas if you haven't already, and try to map out your venture based on the readings and video lecture from last week:

http://www.businessmodelgeneration.com/downloads/business_model_canvas_poster.pdf

2) Watch 'Lecture 1.5B: Business Models and Customer Development' of *How to Build a Startup* by Steve Blank on Udacity:

<https://www.udacity.com/course/ep245>

3) Watch interview with Aaron Joe: <http://sfuleap.ca/videos/>

This lecture is really the second half of the last one, and helps you understand how the business model canvas we learned about last time is just a tool, and scorecard, to help you identify all of the assumptions you are making about your venture, and to design and track tests you can run to prove whether the assumptions are valid. This cycle of describing your assumptions, testing them, and confirming or ruling them out, will be key to the efficient development of your model.

The end of the lecture talks about market size estimation. This is aimed more at startup businesses seeking venture investment and massive growth, but the process is useful for you to understand whether the market size justifies the amount of work you will put in.

**Optional supplementary readings are listed in the last section of the video.*

3) Be prepared to give a 3-5 minute presentation on your customer interviews about **the problem** you are working on, and any lessons you learned.

Venture Development Homework (after session)

- 1) Try to estimate your Total Available Market, Served Available Market, and Target Market.
- 2) Talk to at least 10 MORE potential customers about the problem (see last week's instructions).
- 3) Think of some hypotheses in your model - try to come up with at least 5 key things you are assuming, that you need to test.

Week Three – Value Proposition

Successful entrepreneurs solve a meaningful problem for customers. The value proposition is NOT about what your cool idea, service or product is, it is a description of how you make your customers' life better.

Preparation (before session)

1) Watch 'Lecture 2: Value Proposition' of *How to Build a Startup* by Steve Blank on Udacity:

<https://www.udacity.com/course/ep245>

2) Watch Interview with Brian Postlewait: <http://sfuleap.ca/videos>

Now we're getting into the thick of the business model. The value proposition is the heart of your venture, and this lecture helps you understand what it is in relation to your customers, how to describe it, and how to test it. There are short sections of these lectures aimed at web/mobile and other tech related ventures, so just think about the basic concepts in relation to your venture.

**Optional supplementary readings are listed in the last section of the video.*

2) Review the "Value Proposition" section of the Business Model Generation preview (or book if you bought it).

3) Update your entire business model canvas with any changes, and bring it to the session.

4) Be prepared to give a 3-5 minute presentation on your customer interviews and lessons learned, the market size, and top three hypotheses that need testing.

Venture Development Homework (after session)

- 1) Now that you've spent two weeks talking to people about the problem (NOT solution), talk to at least 10 potential customers about your VALUE PROPOSITION. Find out how excited people would be if you could solve the problems you propose to solve. Do they agree that the value you describe feels important? Would they pay for it if you were ready to sell today? How much?
- 2) Identify three key value proposition hypotheses and try to test them.

Week Four – Customer Segments and Markets

This week we'll go deep on understanding your customer.

Preparation (before session)

- 1) Watch 'Lecture 3: Customer Segments' of *How to Build a Startup* by Steve Blank on Udacity:
<https://www.udacity.com/course/ep245>

How do they make decisions? What is their life like? Where do they live and work? How much can/will they pay? What type of market are you in? We'll get into these and other customer related questions this week.

**Optional supplementary readings are listed in the last section of the video.*

- 2) Watch Interview with Candace Campo: <http://sfuleap.ca/videos>
- 3) Review the 'Customer Segment' section of the *Business Model Generation* preview (or book if you bought it).
- 4) Update your entire business model canvas with any changes, and bring it to the session.
- 5) Be prepared to give a 3-5 minute presentation on your customer interviews and lessons learned, any changes to your model, and results or plans for value proposition validation.

Venture Development Homework (after session)

- 1) Talk about your proposed solution to at least 10 potential customers you feel are in your key customer segment(s). Be sure to ask open ended questions, keep your description simple, and encourage them to talk.
- 2) Develop a Customer Archetype or Empathy Map.
- 3) Develop a customer workflow if appropriate.

Week Five – Channels and Relationships

So we've starting getting a firmer grasp on who our customers are and what it is we can do to make their life better, so now we need to think about how we're going to get our product or service to them, and how we can get, keep, and grow that relationship.

Preparation (before session)

1) Watch 'Lecture 4: Channels' and 'Lecture 5: Customer Relationships' of *How to Build a Startup* by Steve Blank on Udacity:

<https://www.udacity.com/course/ep245>

**Optional supplementary readings are listed in the last section of the video.*

2) Review the 'Channels' and 'Customer Relationships' section of the *Business Model Generation* preview (or book if you bought it).

3) Update your entire business model canvas with any changes, and bring it to the session.

4) Be prepared to give a 3-5 minute presentation on your customer interviews and lessons learned, your customer archetype and/or customer workflow, and any changes to your model.

Venture Development Homework (after session)

- 1) Talk to at least 5 potential channel partners and 5 potential customers to try to validate assumptions about your channels. Will channel partners work with you in the way you imagine? Do customers want to access your product/service offerings the way you imagine?
- 2) How will you attract customers? Clearly explain your assumptions on how this will work, and decide on how you might test this.
- 3) What is your customer acquisition cost, and lifetime value of a customer?

Week Six – Revenue Model

Finally, we can talk about how you are going to make money! This week we look at how your venture proposes to generate revenue.

Preparation (before session)

- 1) Watch 'Lecture 6: Revenue Model' of *How to Build a Startup* by Steve Blank on Udacity:
<https://www.udacity.com/course/ep245>

Now we get into revenue strategies including ways you can earn revenue in the model, how to set prices for customer segments, and ways to package your offering.

**Optional supplementary readings are listed in the last section of the video.*

- 2) Review the 'Revenue Model' section of the *Business Model Generation* preview (or book if you bought it).
- 3) Update your entire business model canvas with any changes, and bring it to the session.
- 4) Be prepared to give a 3-5 minute presentation on your channel partner and/or customer interviews and lessons learned, your plans to attract customers, the customer acquisition cost/lifetime value calculations, and any changes to your model.

Venture Development Homework (after session)

- 1) Prepare and test your pricing strategy or offer in front of at least 10 customers offline, or at least 100 if you have an online product. Try to make the sale!
- 2) Describe your revenue model strategy and draw a diagram of payment flows.
- 3) Create competitor pricing matrix.

Week Seven – Operations (Activities, Resources, Partners, Cost Structure)

We have spent almost all of our time so far focused on the “front” of the business, the part that customers see and interact with. This session is about the back rooms and operations, where most of the work actually gets done.

Preparation (before session)

1) Watch ‘Lecture 7: Partners’ and Lecture 8: Resources, Activities and Costs’ of *How to Build a Startup* by Steve Blank on Udacity:

<https://www.udacity.com/course/ep245>

These lectures cover everything from how and why to partner with others to deliver parts of your business model (or why not!), to how to understand the key cost drivers of your venture. We’re condensing a fair amount of material into a single session as this part is less important if you can’t get the earlier parts right, but you are highly encouraged to take more time to explore these lectures and readings after the program.

**Optional supplementary readings are listed in the last section of the video.*

2) Watch Interview with Brian Smith: <http://sfuleap.ca/videos>

3) Review the ‘Partners’, ‘Resources’, ‘Activities’, and ‘Cost’ sections of the *Business Model Generation* preview (or book if you bought it).

4) Update your entire business model canvas with any changes, and bring it to the session.

5) Be prepared to give a 3-5 minute presentation on the results of your revenue model testing, and any changes to your model.

Venture Development Homework (after session)

- 1) Talk with any potential partners you have identified, and see if they will work with you as you imagine, and what the costs might be. Identify any risks.
- 2) What are your critical resources to deliver on your key activities? Do you have them? Can you get them?
- 3) What are your ‘metrics that matter’?
- 4) What are your major costs? Test these by speaking with suppliers, service providers, potential employees etc. Which costs are fixed, and which are variable in your model?

Week Eight – Pitching (Talking about your business)

During the final session, we will practice our pitch. Being able to talk about your business succinctly is critical to your success – especially in your first year when you are trying to secure customers, partnerships, suppliers and possibly investors or lenders. This session will help prepare you for the final Barnraiser.

P r e p a r a t i o n (before session)

- 1) Watch Interview with Tracee Lang: <http://sfuleap.ca/videos>
- 2) Read: <http://venturebeat.com/2010/05/24/five-minute-pitch-sliderocket/>
&<http://onpurpose.uk.com/pitching-startup-social-enterprise/>
- 3) Write out your pitch. For the first version don't edit, just write it all out. Read it out loud. Consider who your audience is (community members, potential customers and investors at the Barnraiser); it can be helpful to think of one person you are telling your pitch to. What does that person need? Reduce your pitch. What is the main idea you need to convey? Practice again. Pace yourself. Have silent parts. Do not rush. Practice again with a timer. Make sure it is not longer than 5 minutes.
- 4) Be prepared to give a 3 - 5 minute pitch for in the final class.



CONNECT WITH US

Wes Regan
Program Director 604-805-
3591 ceddir@sfu.ca
www.sfu.ca/ced
ca.linkedin.com/in/wesleysregan
f: /sfu.ced
t: @SFUCED

Community partner
PO Box 12345
Somewhere, BC
VVV 333

RE: Letter of Agreement (LOA)

This letter is to confirm the terms of the agreement between Community Partner and the Simon Fraser University.

1. Term: Between [September 1, 2018] and [December 31, 2018].
2. Contracted Amounts

SFU will invoice \$10,000 TO CF Community Partner
3. Payment/Transfer of Funds

SFU will invoice upon signing this agreement.
4. Partner Activities and Deliverables:
 - a) Provide classroom & refreshments for 7 – 10 weeks.
 - b) Recruit qualified participants for the LEAP Program.
 - c) Co-select 10 – 12 entrepreneurs for LEAP.
 - d) Provide classroom technology (screen, camera, computer, internet, etc).
 - e) Host a final community event celebrating the entrepreneurs to 'barn-raise' the new businesses. Entrepreneurs will pitch idea to community.
5. SFU Activities and Deliverables
 - a) Provide partner information package (promotional materials, syllabus etc).
 - b) Provide suggested criteria for shortlisting entrepreneurs.
 - c) Co-select entrepreneurs for LEAP.
 - d) Deliver 8 week accelerator training for LEAP.
 - e) Coordinate distant learning system (live video-link).
 - f) Coordinate follow-up advisory assistance.

- g) Conduct entry and exit interviews with each entrepreneur.
- h) Conduct survey evaluation, share evaluation results with partner.

Program Outcomes

- a) Building an entrepreneurial community.
- b) 5-7 new social venture ideas are fully examined and tested.
- c) 1-3 social ventures launched within 1 year.
- d) Entrepreneurs gain skills, knowledge, confidences and community support.
- e) A strengthened and more visible social venture eco-system.

Event	Timeline
Recruit entrepreneurs for accelerator	6 weeks
Deadline for entrepreneur's applications	End of week 6
Vet, Interview & Shortlist candidates	1 week
Notify candidates	1 week
Accelerator training for entrepreneurs	2 months
Barn-raiser (community celebration)	Finale

Name, Executive Director Community
Partner

Wes Regan, Program Director
SFU Certificate for Community Economic Development

NAME OF ORGANIZATION: Oceanside Community Arts Council		AMOUNT REQUESTED: \$ 25,524.00
MAILING ADDRESS: PO Box 1662, 133 McMillan Street, Parksville, BC V9P 2H5		
CONTACT PERSON: Jennifer Bate, Executive Director, McMillan Arts Centre	TELEPHONE NUMBER: [REDACTED] FAX NUMBER:	E-MAIL ADDRESS: info@mcmillanartscentre.com

PROJECT TITLE: <h2>McMillan Arts Centre Digital Media Art Gallery</h2>
PROJECT DESCRIPTION: Please see attached document Section One (Please attach any supporting materials and documents produced as a result of the project.)
PROJECT AREA (SELECT ALL THAT APPLY): <input checked="" type="checkbox"/> PARKSVILLE <input checked="" type="checkbox"/> QUALICUM BEACH <input checked="" type="checkbox"/> EA E <input checked="" type="checkbox"/> EA F <input checked="" type="checkbox"/> EA G <input checked="" type="checkbox"/> EA H
DESCRIBE IN DETAIL WHAT THE NORTHERN COMMUNITY ECONOMIC DEVELOPMENT FUNDS WILL BE USED FOR: Please see attached document Section Two (Please attach additional pages as necessary.)
LIST ALL GRANTS RECEIVED AND/OR APPLIED FOR FROM OTHER SOURCES: Grants applications are pending to Coastal Community Credit Union (\$5000), and Parksville Qualicum Foundation (\$2500) - no other sources of funding have been applied for (Please attach additional pages as necessary.)

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.

EXPLAIN HOW YOUR PROJECT SUPPORTS THE PRINCIPLES AND PRIORITY AREAS OF THE PROGRAM:

This project supports the Innovation & Technology principles by creating a state-of-the art technical performing and exhibit space, unique to our area. It also supports the priority areas of Arts, Culture & Media, by supporting our community arts centre programs and cultural events as well as providing local digital artists and educators the opportunity to create unique innovative arts and cultural experiences for our community and visitors, enhancing our local regional tourism industry.

(Please attach additional pages as necessary.)

LIST ANY MEASURABLE ECONOMIC BENEFITS OR OTHER OUTCOMES THAT WILL RESULT FROM THIS PROJECT:

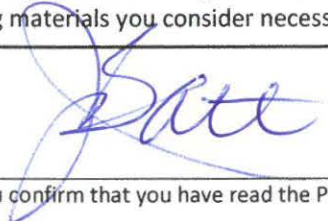
A digital gallery offers the opportunity to present digital media artists with the opportunity to explore their medium and share their innovative vision in this exciting new artform. Through these experiences we will attract more community and visitors to the arts centre, providing direct economic benefit through sales of art, educational workshops, and performances.

(Please attach additional pages as necessary.)

PLEASE PROVIDE THE FOLLOWING SUPPLEMENTAL MATERIAL:

- ☒ An Organizational Chart illustrating the structure of your organization, including Directors and volunteers.
- ☒ A copy of a bank statement showing your organization's name and address.
- ☒ A copy of your organization's financial statements for the current year and one year prior.
- ☒ A copy of your organization's budget for the current year and one year prior.
- ☒ Any supporting materials you consider necessary to communicate your project idea.

SIGNATURE



DATE:

2019-04-12

By signing here, you confirm that you have read the Program Guide and that you are signing on behalf of an eligible applicant.

SUBMIT HARD COPIES TO: NORTHERN COMMUNITY ECONOMIC DEVELOPMENT PROGRAM
REGIONAL DISTRICT OF NANAIMO
6300 HAMMOND BAY ROAD
NANAIMO, BC V9T 6N2

SUBMIT DIGITAL COPIES TO: nced@rdn.bc.ca

OFFICE USE ONLY:

DATE RECEIVED:

RECEIVED BY:

COMMENTS:

**FUNDING
AWARDED:**

☐ YES

☐ NO

AMOUNT AWARDED:

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.

MCMILLAN ARTS CENTRE DIGITAL MEDIA ART GALLERY

SECTION ONE: PROJECT DESCRIPTION

The Oceanside Community Arts Council serves the communities of Town of Qualicum Beach, City of Parksville and Areas E, F, G & H. As its flagship, the McMillan Arts Centre is a community artist hub supporting artists and educators from these areas and beyond. With over 550 active members and subscribers, the MAC offers concerts, workshops and classes, community events, gallery exhibits and other celebrations throughout the year. Our educational programming supports youth, seniors and emerging artists through our MAC Lab Creative and School for the Creative Arts programs.

Digital Media Art is an exciting new creative conversation, and the McMillan Arts Centre will be pleased to present this new conversation to the Oceanside Community.

With a new digital media gallery we are excited to be able to offer to the Oceanside and Vancouver Island communities a state-of-the-art facility celebrating new technologies in digital and media arts.

Our Concert Gallery will be able to entertain 100+ guests with a huge variety of performance and visual experiences with improved seating. Existing programs at the McMillan Arts Centre include a popular music concert series, a nationally recognized adult storytelling (spoken word) series, artists in residence programs, author readings and book signings, as well as our ongoing educational programming for youth and seniors.

With enhanced media technology the Mac will now be able to offer opportunities for digital media art experiences for all ages in our community. Photographers, multi media digital artists, videographers and filmmakers, musicians, performance artists will use our state of the art presentation systems to explore their artistic vision and offer it to our community.

Incorporating a digital gallery into existing gallery space will include the preparation of the Concert Gallery's storage area, formerly the cloakroom of the classroom in the McMillan School. This walk through area was used as a key component of an installation exhibit for Robert Held's Monet ReVisited exhibit of 2018.

SECTION TWO: FUNDS WILL BE USED FOR:

Upgrades and preparation of this area include electrical installation of new lighting and sound systems, replacement of existing windows and install new blackout system. Preparation of gallery walls and ceiling area, including painting of new rafters. Installation of projection equipment including interactive flat panel, and smart tvs, sound system and cabling.

Upgrades and preparation of the Concert Gallery will include new blackout window capabilities, electrical installation of enhanced lighting and sound systems, installation of projection support grid, projector, speakers and 2 pull down screens.

The control center will consist of laptop, and associated applications, soundboard and lighting board applications.

DIGITAL MEDIA ART

Digital art is an artistic work or practice that uses digital technology as part of the creative or presentation process. Since the 1970s, various names have been used to describe the process, including computer art and multimedia art. Digital art is itself placed under the larger umbrella term new media art.

After some initial resistance, the impact of digital technology has transformed activities such as painting, drawing, sculpture and music/sound art, while new forms, such as net art, digital installation art, and virtual reality, have become recognized artistic practices. More generally the term digital artist is used to describe an artist who makes use of digital technologies in the production of art. In an expanded sense, "digital art" is contemporary art that uses the methods of mass production or digital media.



Lillian Schwartz's Comparison of Leonardo's self portrait and the Mona Lisa based on Schwartz's Mona Leo.

The techniques of digital art are used extensively by the mainstream media in advertisements, and by filmmakers to produce visual effects. Desktop publishing has had a huge impact on the publishing world, although that is more related to graphic design. Both digital and traditional artists use many sources of electronic information and programs to create their work. Given the parallels between visual and musical arts, it is possible that general acceptance of the value of digital visual art will progress in much the same way as the increased acceptance of electronically produced music over the last three decades.

Digital art can be purely computer-generated (such as fractals and algorithmic art) or taken from other sources, such as a scanned photograph or an image drawn using vector graphics software using a mouse or graphics tablet. Though technically the term may be applied to art done using other media or processes and merely scanned in, it is usually reserved for art that has been non-trivially modified by a computing process (such as a computer program, microcontroller or any electronic system capable of interpreting an input to create an output); digitized text data and raw audio and video recordings are not usually considered digital art in themselves, but can be part of the larger project of computer art and information art. Artworks are considered digital painting when created in similar fashion to non-digital paintings

but using software on a computer platform and digitally outputting the resulting image as painted on canvas.



Andy Warhol created digital art using a Commodore Amiga where the computer was publicly introduced at the Lincoln Center, New York in July 1985. An image of Debbie Harry was captured in monochrome from a video camera and digitized into a graphics program called ProPaint. Warhol manipulated the image, adding colour by using flood fills.

Digital visual art consists of either 2D visual information displayed on an electronic visual display or information mathematically translated into 3D information, viewed through perspective projection on an electronic visual display. The simplest is 2D computer graphics, which reflect how you might draw using a pencil and a piece of paper. In this case, however, the image is on the computer screen and the instrument you draw with might be a tablet stylus or a mouse. What is generated on your screen might appear to be drawn with a pencil, pen or paintbrush. The second kind is 3D computer graphics, where the screen becomes a window into a virtual environment, where you arrange objects to be "photographed" by the computer. Typically a 2D computer graphics use raster graphics as their primary means of source data representations, whereas 3D computer graphics use vector graphics in the creation of immersive virtual reality installations. A possible third paradigm is to generate art in 2D or 3D entirely through the execution of algorithms coded into computer programs and could be considered the native art form of the computer. That is, it cannot be produced without the computer. Fractal art, Datamoshing, algorithmic art and real-time generative art are examples

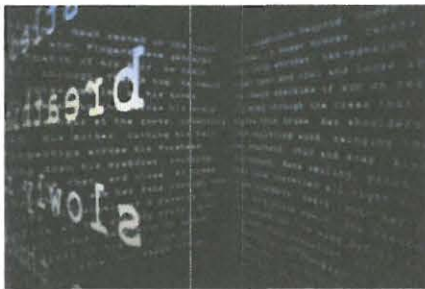
3D graphics are created via the process of designing imagery from geometric shapes, polygons or NURBS curves to create three-dimensional objects and scenes for use in various media such as film, television, print, rapid prototyping, games/simulations and special visual effects.

There are many software programs for doing this. The technology can enable collaboration, lending itself to sharing and augmenting by a creative effort similar to the open source movement, and the creative commons in which users can collaborate in a project to create art.[citation needed]

Pop surrealist artist Ray Caesar works in Maya (a 3D modeling software used for digital animation), using it to create his figures as well as the virtual realms in which they exist



Computer-generated animations are animations created with a computer, from digital models created by the 3D artists or procedurally generated. The term is usually applied to works created entirely with a computer. Movies make heavy use of computer-generated graphics; they are called computer-generated imagery (CGI) in the film industry. In the 1990s, and early 2000s CGI advanced enough so that for the first time it was possible to create realistic 3D computer animation, although films had been using extensive computer images since the mid-70s. A number of modern films have been noted for their heavy use of photo realistic CGI.



Noah Wardrip-Fruin's "Screen" (2003) is an example of digital installation art which makes use of a Cave Automatic Virtual Environment to create an interactive experience.

Digital installation art constitutes a broad field of activity and incorporates many forms. Some resemble video installations, particularly large scale works involving projections and live video capture. By using projection techniques that enhance an audience's impression of sensory envelopment, many digital installations attempt to create immersive environments. Others go even further and attempt to facilitate a complete immersion in virtual realms. This type of installation is generally site-specific, scalable, and without fixed dimensionality, meaning it can be reconfigured to accommodate different presentation spaces.

The McMillan Arts Centre was proud to host local digital artist, Brian Middleton, for his exhibit in 2018. Brian is one of a growing number of local digital artists who began their artistic careers in traditional mediums, photography, acrylic and then

moved into the digital media field in recent years. Middleton's latest artistic method is via iPad.

"Five years ago a friend arrived with a tablet and an app, not the one I'm using now, but I was intrigued and I played around with it for a week while she was here, and at the end of the week, I decided I need to buy an iPad and some apps and found out about what it could do."

The way Middleton explains it, the software he now uses, called Procreate, allows him to do anything he could with a physical art studio, and some things he couldn't. He can download digital "brushes" that allow the touch of his finger to smear digital paint mimicking various kinds of paintbrushes, he can layer different images and paintings to create unique collage work and depth, he can even take a photo with colours that he likes and liquefy it, allowing him to paint with those same colours but create something completely new.

"The possibilities are endless with it," said Middleton. "And I get a chance to experiment to a far greater degree than I used to."

That's because working digitally has solved a big problem for him, and many other artists: where to put all their paintings. For Middleton, all his work is stored as digital files, either on his iPad or on the internet. It also means that there's no cost to experimenting, as he doesn't waste canvas or paint.

In the Still Evolving show, Middleton has prints of his work in a variety of sizes, some on canvas and others set to glass surfaces. The subject matter spans everyday objects to big mountain landscapes where a hint of flowers, a shelf of books and urban streets ghost in and out of the work.

Another unique aspect of working digitally means Middleton also has a new method of displaying his work: for each painting he creates, there's a sped-up video showing his progress, meaning people could watch as the artwork creates itself before their eyes. That's one way Middleton hopes to display his work in the future, but for this show, he'll be putting on a demonstration.



Middleton's images were printed on canvas and framed for the exhibit. A Digital Media Gallery would enable the McMillan Arts Centre to exhibit digital work as it is meant to be seen – on digital screen, video, image projection, soundscape whiteboard and more, as technology in the field of artistic creation evolves. Digital Media Art is an exciting new creative conversation, and the McMillan Arts Centre will be pleased to present this new conversation to the Oceanside Community.

**DIGITAL MEDIA GALLERY
MCMILLAN ARTS CENTRE
PROPOSED BUDGET 2019**

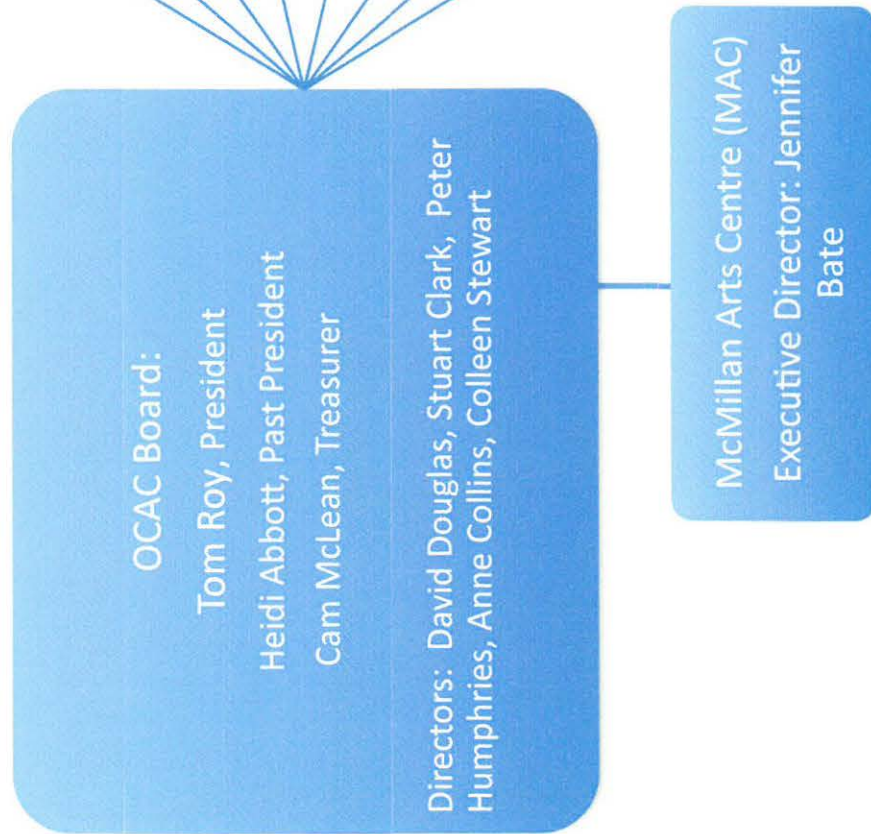
PRODUCT/NAME	DESCRIPTION	PRICE
48:" interactive flat panel		4,000.00
42" high res smart tv		700.00
28" smart tv X5		1,500.00
Yamaha Portable PA System		1,170.00
Mics, Stands and Speakers	As above	1,195.00
iMac 3.5GHz		2,399.00
BenQ Projector		2,000.00
Elite Projection Screen		1,180.00
Quartet Melamine Whiteboard		1,180.00
Costco black stacking chairs (100)		2,700.00
Lighting systems		
Enhanced gallery lighting	IKEA	1,800.00
Event/theatre lighting systems		1,200.00
LABOUR		
Electrical installation sound & lighting systems		2,500.00
Preparation and painting of gallery		2,000.00
TOTAL		25,524.00



Oceanside Community Arts Council

Organizational Chart

April 2019



Committees: Chaired by an OCAC board member

OCEANSIDE COMMUNITY ARTS COUNCIL

YEAR ENDED DECEMBER 31, 2017

(Unaudited - see Notice to Reader)

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FINANCIAL STATEMENTS	
Statement of Financial Position	2
Statement of Operations	3
Statement of Changes in Net Assets	4
Notes to Financial Statements	5

**McGORMAN
MacLEAN**

Chartered Professional Accountants

Mark A.A. McGorman, Ltd.
Campbell B. MacLean, Ltd.
Stana Pazicka, Inc.
Leanne M. Souchuck, Ltd.

Tel: 250-248-3211
Fax: 250-248-4504
www.mcgormanmaclean.com

NOTICE TO READER

On the basis of information provided by management, we have compiled the statement of financial position of Oceanside Community Arts Council as at December 31, 2017 and the statements of operations and changes in net assets for the year then ended.

We have not performed an audit or a review engagement in respect of these financial statements and, accordingly, we express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

Readers are advised that one of the partners of McGorman MacLean Chartered Professional Accountants is a director and treasurer of the Council.

McGorman MacLean
CHARTERED PROFESSIONAL ACCOUNTANTS

Parksville, Canada
February 14, 2018

OCEANSIDE COMMUNITY ARTS COUNCIL

STATEMENT OF FINANCIAL POSITION (Unaudited - see Notice to Reader) AS AT DECEMBER 31, 2017

ASSETS		2017	2016
CURRENT			
Cash	\$	8,034	\$ 22,636
Accounts receivable		768	493
GST receivable		541	627
		9,343	23,756
TANGIBLE CAPITAL ASSETS (note 3)		39,342	41,409
	\$	48,685	\$ 65,165
LIABILITIES			
CURRENT			
Accounts payable and accrued liabilities	\$	3,313	\$ 4,456
Payroll liabilities		381	875
PST payable		1,239	872
Deferred revenue		48	14,021
		4,981	20,224
NET ASSETS			
Invested in tangible capital assets (note 4)		39,342	41,409
Unrestricted net assets (note 5)		4,362	3,532
		43,704	44,941
	\$	48,685	\$ 65,165

APPROVED ON BEHALF OF THE BOARD:

_____ Director

_____ Director

OCEANSIDE COMMUNITY ARTS COUNCIL

STATEMENT OF OPERATIONS (Unaudited - see Notice to Reader) YEAR ENDED DECEMBER 31, 2017

	2017	2016
REVENUE	\$ 135,677	\$ 115,534
DIRECT EXPENSES	40,846	32,601
	94,831	82,933
EXPENSES		
Advertising and promotion	4,100	5,169
Amortization	2,067	2,343
Bank charges and interest	779	1,138
Insurance	2,265	1,788
Management services	5,982	12,106
Memberships and subscriptions	408	128
Oceanside Classical Concerts	13,214	19,335
Office and general	5,002	5,974
Professional development	35	-
Professional fees	3,641	3,395
Rent	695	600
Repairs and maintenance	2,586	3,810
Security	899	600
Supplies	1,190	607
Telephone	1,216	1,840
Tidal Treasures	12,444	4,005
Travel	1,915	-
Utilities	5,987	5,154
Wages and benefits	31,620	15,520
WorkSafeBC	23	120
	96,068	83,632
EXCESS OF EXPENSES	\$ (1,237)	\$ (699)

OCEANSIDE COMMUNITY ARTS COUNCIL

STATEMENT OF CHANGES IN NET ASSETS (Unaudited - see Notice to Reader) YEAR ENDED DECEMBER 31, 2017

	Invested in Tangible Capital Assets	Unrestricted Net Assets	Total 2017	Total 2016
BALANCE AT BEGINNING OF YEAR	\$ 41,409	\$ 3,532	\$ 44,941	\$ 45,640
Excess of revenue (expenses)	(2,067)	830	(1,237)	(699)
BALANCE AT END OF YEAR	\$ 39,342	\$ 4,362	\$ 43,704	\$ 44,941

OCEANSIDE COMMUNITY ARTS COUNCIL

NOTES TO FINANCIAL STATEMENTS

(Unaudited - see Notice to Reader)

YEAR ENDED DECEMBER 31, 2017

The council is a registered charity that serves the Oceanside community by providing programs and a venue for cultural and artistic expression.

1. ACCOUNTING POLICY

Tangible capital assets

Tangible capital assets are recorded at cost and are being amortized on the diminishing balance basis using the following annual rates:

Building	- 4%
Office equipment	- 20%
Furniture and fixtures	- 20%
Computer hardware	- 55%

2. FINANCIAL INSTRUMENTS

The council's financial instruments consist of cash, accounts receivable and accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the council is not exposed to significant interest, currency or credit risks arising from these financial instruments, the fair value of which approximates their carrying value.

Credit Risk

Three customers account for approximately 79% of total accounts receivable. The council is subject to normal risk associated with accounts receivable.

3. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated Amortization	Net 2017	Net 2016
Building	\$ 51,417	\$ 13,795	\$ 37,622	\$ 39,190
Office equipment	11,595	10,767	828	1,035
Furniture and fixtures	2,482	1,662	820	1,025
Computer hardware	2,414	2,342	72	159
	<u>\$ 67,908</u>	<u>\$ 28,566</u>	<u>\$ 39,342</u>	<u>\$ 41,409</u>

4. INVESTED IN TANGIBLE CAPITAL ASSETS

Invested in tangible capital assets consists of tangible capital assets net of liabilities related to the acquisition of tangible capital assets.

5. UNRESTRICTED NET ASSETS

Unrestricted net assets represent the operating equity of the council.

OCEANSIDE COMMUNITY ARTS COUNCIL

FINANCIAL STATEMENTS
(Unaudited - see Notice to Reader)

YEAR ENDED DECEMBER 31, 2018

OCEANSIDE COMMUNITY ARTS COUNCIL

STATEMENT OF FINANCIAL POSITION (Unaudited - see Notice to Reader) AS AT DECEMBER 31, 2018

ASSETS		2018	2017
CURRENT			
Cash	\$	43,776	\$ 8,034
Accounts receivable		550	768
GST receivable		1,401	541
		45,727	9,343
TANGIBLE CAPITAL ASSETS (note 3)		39,268	39,342
	\$	84,995	\$ 48,685
LIABILITIES			
CURRENT			
Accounts payable and accrued liabilities	\$	8,225	\$ 3,313
Payroll liabilities		1,141	381
PST payable		1,177	1,239
Deferred revenue		1,598	48
		12,141	4,981
NET ASSETS			
Invested in tangible capital assets (note 4)		39,268	39,342
Unrestricted net assets (note 5)		33,586	4,362
		72,854	43,704
	\$	84,995	\$ 48,685

APPROVED ON BEHALF OF THE BOARD:

Director

Director

OCEANSIDE COMMUNITY ARTS COUNCIL

STATEMENT OF OPERATIONS (Unaudited - see Notice to Reader) YEAR ENDED DECEMBER 31, 2018

	2018	2017
REVENUE	\$ 252,534	\$ 135,677
DIRECT EXPENSES	119,167	40,846
	133,367	94,831
EXPENSES		
Advertising and promotion	8,219	4,100
Amortization	2,074	2,067
Bank charges and interest	3,392	779
Contract services	8,582	5,982
Insurance	1,977	2,265
Memberships and subscriptions	228	408
Oceanside Classical Concerts	-	13,214
Office and general	11,727	5,002
Professional development	153	35
Professional fees	1,625	3,641
Rent	-	695
Repairs and maintenance	7,372	2,586
Security	695	899
Supplies	5,238	1,190
Telephone	1,645	1,216
Tidal Treasures	-	12,444
Travel	157	1,915
Utilities	7,701	5,987
Wages and benefits	43,277	31,620
WorkSafeBC	155	23
	104,217	96,068
EXCESS OF REVENUE (EXPENSES)	\$ 29,150	\$ (1,237)

OCEANSIDE COMMUNITY ARTS COUNCIL

STATEMENT OF CHANGES IN NET ASSETS (Unaudited - see Notice to Reader) YEAR ENDED DECEMBER 31, 2018

	Invested in Tangible Capital Assets	Unrestricted Net Assets	Total 2018	Total 2017
BALANCE AT BEGINNING OF YEAR	\$ 39,342	\$ 4,362	\$ 43,704	\$ 44,941
Excess of revenue (expenses)	(2,074)	31,224	29,150	(1,237)
Investment in tangible capital assets	2,000	(2,000)	-	-
BALANCE AT END OF YEAR	\$ 39,268	\$ 33,586	\$ 72,854	\$ 43,704

OCEANSIDE COMMUNITY ARTS COUNCIL

NOTES TO FINANCIAL STATEMENTS

(Unaudited - see Notice to Reader)

YEAR ENDED DECEMBER 31, 2018

The council is a registered charity that serves the Oceanside community by providing programs and a venue for cultural and artistic expression.

1. ACCOUNTING POLICY

Tangible capital assets

Tangible capital assets are recorded at cost and are being amortized on the diminishing balance basis using the following annual rates:

Building	- 4%
Office equipment	- 20%
Furniture and fixtures	- 20%
Computer hardware	- 55%

2. FINANCIAL INSTRUMENTS

The council's financial instruments consist of cash, accounts receivable and accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the council is not exposed to significant interest, currency or credit risks arising from these financial instruments, the fair value of which approximates their carrying value.

Credit Risk

Accounts receivable are from three customers. The council is subject to normal risk associated with accounts receivable.

3. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated Amortization	Net 2018	Net 2017
Building	\$ 51,417	\$ 15,299	\$ 36,118	\$ 37,622
Office equipment	11,595	10,933	662	828
Furniture and fixtures	4,482	2,026	2,456	820
Computer hardware	2,414	2,382	32	72
	<u>\$ 69,908</u>	<u>\$ 30,640</u>	<u>\$ 39,268</u>	<u>\$ 39,342</u>

4. INVESTED IN TANGIBLE CAPITAL ASSETS

Invested in tangible capital assets consists of tangible capital assets net of liabilities related to the acquisition of tangible capital assets.

5. UNRESTRICTED NET ASSETS

Unrestricted net assets represent the operating equity of the council.

**Oceanside Community Arts Council
2019 Budget**

	BUDGET 2019
REVENUE	
External Box Office	5,000
External Workshops/Classes Reg.	6,000
Performance Series	16,500
Donations	5,000
Soft shore door	3,000
Fundraising	7,000
Grants	18,922
Membership Dues	4,000
Room Rentals	20,000
Gift Shop Sales	27,000
Gallery Sales	23,000
MAC School for Creative Arts	8,500
Concession	2,000
Exhibit Fees	1,000
Other/miscellaneous	2,100
TOTAL REVENUE	149,022
EXPENSES	
External Box Office Payout	4,250
External Workshops Payout	5,100
Performance Series	12,375
Piano Tuning/Sound Equipment	200
SOCAN	500
Gift Shop	17,550
Galleries	15,180
MAC School for Creative Arts	2,000
Program Supplies	2,000
Fundraising expenses	750
Salary and wages	43,000
Contractor (giftshop)	7,500
Worksafe BC	100
Accounting & Legal	1,250
Advertising & Promotion	5,000
Interest & Bank Charges	2,950
Insurance	1,500
Janitorial Contractor	3,200
Janitorial supplies	700
Repairs/Maintenance	4,000
Utilities/Water/Property Tax	7,500
Security	750
Miscellaneous/GST non recoverable	1,500
Office Supplies	3,500
Mail, Courier	400
Telephone/Internet	1,600
Website	500
Membership Fees	300
Opening Receptions	2,000
Miscellaneous	500
TOTAL EXPENSES	147,655
EXCESS REVENUE (EXPENSES)	1,367

Northern Community Economic Development


Forms:



Application Form

Summary Report

APPLICATION FORM


Northern Community Economic Development Program 2019

NAME OF ORGANIZATION: Coombs Farmers' Institute		AMOUNT REQUESTED: \$4,560.00
MAILING ADDRESS: C/O Janet Thony/CFI 267 Buller Road, Qualicum Beach, B.C. V9K 2B3		
CONTACT PERSON: Janet Thony, President CFI	TELEPHONE NUMBER: [REDACTED] FAX NUMBER: N/A	E-MAIL ADDRESS: [REDACTED] 

PROJECT TITLE: CFI 2019 Here We Grow School and Apple Pressing Event				
PROJECT DESCRIPTION: CFI's Here We Grow classes, workshops and events demonstrate the benefits of growing and storing food. By learning traditional skill sets, participants gain the confidence to expand the variety and volume of food they grow in their backyard or in a community garden. They recognize the merits of purchasing the balance of their food from local farmers. Our season's wrap up, CFI Apple Pressing and Farmers Feed Families Event, provides an opportunity for non farmers to meet local producers, discover the variety of food that is produced locally and arrange for purchase and sale.  (Please attach any supporting materials and documents produced as a result of the project.)				
PROJECT AREA (SELECT ALL THAT APPLY): <input checked="" type="checkbox"/> PARKSVILLE <input checked="" type="checkbox"/> QUALICUM BEACH <input checked="" type="checkbox"/> EA E <input checked="" type="checkbox"/> EA F <input checked="" type="checkbox"/> EA G <input checked="" type="checkbox"/> EA H				
DESCRIBE IN DETAIL WHAT THE NORTHERN COMMUNITY ECONOMIC DEVELOPMENT FUNDS WILL BE USED FOR: Budget (see attached Schedule A for details) 4 Classes - 300 Student Hours 6 Workshops - approx. 270 Student Hours Apple Pressing and Farmers Feed Families Event - 2 days with multiple demonstrations  (Please attach additional pages as necessary.)				
LIST ALL GRANTS RECEIVED AND/OR APPLIED FOR FROM OTHER SOURCES: <table> <tr> <td>Coombs Farmers' Institute</td> <td>\$1300.00</td> </tr> <tr> <td>Dolly's Home Hardware</td> <td>50.00</td> </tr> </table> (Please attach additional pages as necessary.)	Coombs Farmers' Institute	\$1300.00	Dolly's Home Hardware	50.00
Coombs Farmers' Institute	\$1300.00			
Dolly's Home Hardware	50.00			

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.

EXPLAIN HOW YOUR PROJECT SUPPORTS THE PRINCIPLES AND PRIORITY AREAS OF THE PROGRAM:

Our project will focus on our ability on Vancouver Island to feed ourselves, whether from our backyard or community garden, or by purchasing from a local farmer. Our natural resources of arable land, clean water and mild climate supply the means to meet the consumer's demand for ethically produced food. Vancouver Island has unique challenges in food security, if impacted by eco-geologic events. A robust local food delivery model can address this. See attached Overview for more details. 

(Please attach additional pages as necessary.)

LIST ANY MEASURABLE ECONOMIC BENEFITS OR OTHER OUTCOMES THAT WILL RESULT FROM THIS PROJECT:

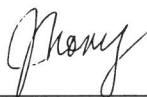
See attached Schedule B

(Please attach additional pages as necessary.)

PLEASE PROVIDE THE FOLLOWING SUPPLEMENTAL MATERIAL:

- ☒ An Organizational Chart illustrating the structure of your organization, including Directors and volunteers.
- ☒ A copy of a bank statement showing your organization's name and address.
- ☒ A copy of your organization's financial statements for the current year and one year prior.
- ☒ A copy of your organization's budget for the current year and one year prior.
- ☒ Any supporting materials you consider necessary to communicate your project idea.

SIGNATURE



DATE:

March 15, 2019

By signing here, you confirm that you have read the Program Guide and that you are signing on behalf of an eligible applicant.

SUBMIT HARD COPIES TO: NORTHERN COMMUNITY ECONOMIC DEVELOPMENT PROGRAM
REGIONAL DISTRICT OF NANAIMO
6300 HAMMOND BAY ROAD
NANAIMO, BC V9T 6N2

SUBMIT DIGITAL COPIES TO: nced@rdn.bc.ca

OFFICE USE ONLY:	
DATE RECEIVED:	RECEIVED BY:
COMMENTS:	
FUNDING AWARDED: <input type="checkbox"/> YES <input type="checkbox"/> NO	AMOUNT AWARDED:

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.

PROJECT TITLE		
NAME OF ORGANIZATION:		
CONTACT PERSON:	TELEPHONE NUMBER: 250 738 0888 FAX NUMBER: N/A	E-MAIL ADDRESS:
TOTAL NCED PROGRAM FUNDING:	TOTAL PROJECT BUDGET:	
PROJECT START DATE (YYYY/MM/DD):	PROJECT END DATE (YYYY/MM/DD):	
PERCENT COMPLETE:		
IF NOT COMPLETE, WHAT ASPECTS OF THE PROJECT REMAIN? PROVIDE ESTIMATED COMPLETION DATE:		
PROJECT AREA (SELECT ALL THAT APPLY): <input type="checkbox"/> PARKSVILLE <input type="checkbox"/> QUALICUM BEACH <input type="checkbox"/> EA 'E' <input type="checkbox"/> EA 'F' <input type="checkbox"/> EA 'G' <input type="checkbox"/> EA 'H'		
PLEASE PROVIDE A SUMMARY OF THE PROJECT RESULTS: (Attach any documents or other materials produced as a result of this project).		
DESCRIBE THE ECONOMIC BENEFITS OR OTHER OUTCOMES THAT HAVE RESULTED FROM THIS PROJECT: (Please attach any supporting information that quantifies the economic benefits of the project.)		
PLEASE DESCRIBE HOW THE PROJECT HAS MET THE PROGRAM PRINCIPLES AND PRIORITY AREAS: (Please attach additional pages as necessary.)		
OFFICE USE ONLY:		
DATE RECEIVED:	RECEIVED BY:	POSTED ONLINE: <input type="checkbox"/> YES <input type="checkbox"/> NO

Please Note: Completed Summary Reports will be posted publicly on the Regional District of Nanaimo website. To be eligible for future funding Summary Reports must be submitted to the RDN.

Coombs Farmers' Institute
RDN NCED Application
2019 CFI – Here We Grow School
Schedule A - Budget

-

Expenses

1. Four Classes (300 Student Hours) – April 2, 6, 9 and 13, 2019 Administration, I/T, Instructors, Class Supplies (Funded by the Coombs Farmers' Institute)	\$1,300.00
2. Six Workshops (270 Student Hours) – May through September Venue, Promotion, Administration, I/T, Instructors, Class Supplies	\$2,030.00
3. Apple Pressing and Farmers Feed Families Event – October 5 and 6, 2019	
Venue Rental	\$400.00
Denman Island Heritage Apples (Instructors and Display)	200.00
Entertainment and Demonstrations	400.00
Staff – Administration, Workshops, Instructors, Supplies	<u>1,580.00</u>
Sub-total	\$2,580.00
Total	\$5,910.00

Revenue

1. Northern Community Economic Development	\$4,560.00
2. Coombs Farmers' Institute	1,300.00
3. Dolly's Home Hardware	<u>50.00</u>
Total	\$5910.00

** This project addresses, in whole or in part, the following Objectives in the RDN Agriculture Area Plan.

3.1 C.	Enhancement of Farmers' Institutes and 4-H
5.4 E and F	Teach Holistic and climate adapted growing strategies
6.1 B, C, E and F	Give presentations, invite public to F.I. meetings, use social media and demonstration gardens to further discussions about local food production.
6.2 A and B	Host agriculture related events to bring farmers and non-farmers together
7.2 A	Support agricultural activities that increase RDN long-term sustainability and resilience

Coombs Farmers' Institute
CFI – 2019 Here We Grow - Overview

Project Objective

This project's objective is to increase the ability of interested members of our community to grow some of their own food, and to recognize the importance of this enterprise, whether conducted by themselves or local farmers.

The goals of this program addressing self-reliance are to:

- Raise awareness of current food supply issues and increase the perceived value of agriculture,
- Provide support and education in food self-sufficiency, at no charge to the public.
- Motivate and instruct local residents to grow, prepare and preserve more food for their own consumption.
- Support local farmers by providing reasons and opportunities for non-farmers to meet with them. Consumers will be made aware of the variety and quality of local products, and sourcing and purchasing arrangements will be facilitated.

Expected results include:

- consumers making more informed choices about food quality, safety and security of supply
- farmers increasing production to meet new market demand
- increased volume of food being produced and stored by existing or new gardeners
- creation of skilled gardeners who can then share their knowledge with others
- strengthened community ability to create greater food supply security for all.

CFI – Here We Grow will demonstrate that the enterprise of growing one's own food is not only necessary, but easily accomplished and enjoyable. Using a mixed model of classroom sessions, workshops and events, support and encouragement can be provided to those citizens who recognize that being more self reliant is something they want and should do, but lack the means to get started.

This initiative will allow all participants to remember or learn the basics of self-sufficiency. Using traditional skill sets and adhering always to simple, basic principles, participants will gain confidence to expand the varieties and volumes of food they grow. When 'consumer growers' recognize the values and benefits of a local food supply, they are more likely to reach out to local farmers to fill those grocery needs that are beyond the production capacity of their backyard.

Some students may realize that their newly acquired skills may enable them to produce a marketable commodity, and thence lead to a new career.

We will have made steps toward a model of self reliance, particularly valuable in the event of uncontrollable outside forces, such as climate change, global politics and economics and ecological events.

Coombs Farmers' Institute
RDN NCED Application
2019 – Here We Grow School
Schedule B

List any Measurable Economic Benefits or other Outcomes that will result from this Project

1. Supporting community members in learning the skills related to self reliance and self sufficiency helps to create stronger communities.
2. Growing and storing fruits and vegetables, for household use, saves money. Those saved dollars can improve a family's economic circumstances, or circulate back into the community.
3. Consumers will realize they can produce food in their backyard or community garden, or purchase from local farmers, those items not manageable in a back yard.
4. Farmers, with their products on display, will be a prime focus of our Fall Apple Pressing Event. Attendees will have an opportunity to engage in discussion with many local producers, all gathered together, at an entertaining community function.
5. When farmers experience the increasing interest in local food, they will gain confidence to increase production.
6. At the Apple Pressing, thousands of pounds of local fruit, (18,000 pounds in 2018) usually not used because of overabundance, makes it way back into the food economy. Windfall apples are cleaned up, no longer serving as bear attractant.
7. Local Gleaning Societies and their clients benefit by knowing the Fruit Press will be in a central location (Coombs Fairgrounds) at a dependable time, to make the most of the fruit (mostly apple and pear) harvest.
8. For those who choose to 'grow their own', local businesses that carry agricultural supplies will be the logical suppliers of seeds, plants, soil, tools, etc.
9. Students of our classes and workshops may gain an income from becoming 'smallholder market gardeners' in their own communities.
10. Unused, fallowed, arable land may be put to use to produce local food (like the UK 'allotment' system)
11. A broad network of small, diversified, non mechanized food growing spaces, would provide a measure of food security, from the threats of inflation and uncertain supply. (Trade disputes, drought, earthquake)

Coombs Farmers' Institute Organizational Chart

Coombs Farmers' Institute is a non-profit organization registered under the Farmers and Women's Institutes Act, (Farmers Institute and Co-operation Act, 1897). We were incorporated in 1914, with a mandate to “improve conditions of rural life so that settlement may be permanent and prosperous”.

Our AGM is held annually in March, at which meeting an annual election of officers is held. The current executive and directors are:

President	Janet Thony	6 th Term
Vice-President	Janet Boley	2 nd Term
Treasurer	Cindy Vanduin	10 th Term
Secretary	Nicole Shaw	5 th Term
Directors	Sam Pickard	Gene Ambrose
	Marion Woloschuk	Marga Wilson
	Brian Robinson	Stephen Thiessen

Volunteer Committees

Apple Pressing and Farmers Feed Families Event – Organize and staff an annual Apple Pressing Event

Janet Thony
Janet Boley
Marion Woloschuk
Kiyomi Ito

CFI Here We Grow School – Organize and instruct classes and workshops in food growing and self reliance.

Janet Thony
Janet Boley
Kiyomi Ito
Marion Woloschuk
Cindy Vanduin

Auction Committee – Plan, organize, staff and audit our Annual Farm Auction Fundraiser.

Cindy Vanduin
Janet Thony
Janet Boley
Marion Woloschuk
Colin Springford
Don Alberg
Glen Hersley
and 20 member volunteers.

Scholarship Committee – Receive and assess applications for our scholarship, meet with successful applicants, arrange media coverage, attend graduation ceremonies and issue monies.

Sam Pickard
Colin Springford
Cindy Vanduin
Marion Woloschuk
Kevin Kittmer
Janet Thony

FINANCIAL STATEMENT

Of the Coombs Farmers' Institute for the year ending 2016

RECEIPTS		AMOUNT	EXPENDITURES		AMOUNT
Bank and Cash Balance from previous year		\$4,166.11	Expenses for Directors and regular meetings		\$300.00
Membership fees		\$770.00	Officers' salaries		\$0.00
Government grants		\$0.00	office supplies		\$314.96
Interest from Banks and Investments		\$452.15	BC 4H Foundation		\$500.00
Sales		\$0.00	Membership dues to other organizations		\$200.00
Seed		\$0.00	4-H Auction		\$230.00
Fertilizer		\$0.00	Property taxes and insurance		\$0.00
Fencing, twine, salt, etc.		\$0.00	Purchases		\$0.00
Auction		\$4,805.33	Feed and supplies		\$0.00
		\$0.00	Seed		\$0.00
		\$0.00	Fertilizer		\$0.00
Grower's Guide		\$6,857.14	Fencing, twine, salt, etc.		\$0.00
Total Receipts		\$17,050.73	Other		\$0.00
(include balance from previous year)			Scholarships		\$4,000.00
			Qual. Com. Ed		\$300.00
			P/Q 4H District Council		\$500.00
ASSETS			Total Expenditures		\$6,345.00
Cash on hand and in bank (total receipts less total expenditures)		\$10,254.55			
Investments		\$28,013.00			
Inventory on hand		\$0.00			
Properties and buildings value		\$152,000.00			
Accounts receivable		\$0.00	LIABILITIES		
		\$0.00	Accounts payable		\$0.00
Total Assets		\$190,267.55			
			Total Liabilities		\$0.00

Examined and found correct this March day of 20 17

(Complete the Annual Report on the reverse side of this form)

FINANCIAL STATEMENT

Of the _____ Coombs _____

Farmers' Institute for the year ending _____

2017

RECEIPTS	AMOUNT
Bank and Cash Balance from previous year	\$10,254.55
Membership fees	\$410.00
Government grants <i>GRAC LOCAL BC</i>	\$24,900.00
Interest from Banks and Investments	\$132.29
Sales	\$0.00
Seed	\$0.00
Fertilizer	\$0.00
Fencing, wire, salt, etc.	\$0.00
Auction	\$4,465.78
GAP	\$45.00
	\$0.00
Total Receipts	\$40,207.62
(Include balance from previous year)	
ASSETS	
Cash on hand and in bank (total receipts less total expenditures)	\$2,032.40
Investments	\$20,000.00
Savings account	\$28,144.55
Property (2018 assessment)	\$175,000.00
Accounts receivable	\$0.00
	\$0.00
Total Assets	\$225,176.95

EXPENDITURES	AMOUNT
Meeting Room fees	137.84
Officer's mileage	\$169.50
Office supplies	\$36.91
BC 4H Foundation	\$0.00
Membership dues to other organizations	\$200.00
Growers Guide	\$170.99
Property taxes and insurance	\$606.00
Apple Pressing	\$247.85
Here We Grow Project	\$11,342.78
New Garden at AAA	\$1,919.02
Fair Book Advertising	\$409.76
Advertising AGM Ad	\$58.01
Scholarships	\$2,000.00
Root Bag	\$300.00
GAP workshop (<i>\$522 to be reimbursed by P&R</i>)	\$538.27
Total Expenditures	\$18,135.93
LIABILITIES	
Accounts payable	\$0.00
	\$0.00
	\$0.00
Total Liabilities	\$0.00

Examined and found correct this _____

5 day of _____

March _____

2018

[Signature]

Coombs Farmers' Institute
Operational Budgets 2017 and 2018

For 41 years, CFI has held an Annual Auction. All funds raised from this event are circulated back into agricultural projects and events in the community.

The two years' budget details outlined below, illustrate how we define our projects, in order to support local farmers, students and all community members interested in raising the profile and importance of local food production.

Many volunteers hours are donated annually to agricultural mentorships and on farm support as well as the hosting of our events.

2019 Budget TBD

We will be hosting our 41st Annual Farm Auction on April 28th.

- Events will be similar to the prior two years noted below.

2018 Budget

Coombs Farmers' Institute 40th Annual Farm Auction netted \$4344.00.

- We received six scholarship applications from local students and granted two. Neither student has yet registered at a post secondary institution. We paid out the remaining \$1000 scholarship that was granted in 2017. We raised our Scholarship amount to \$1500, effective January 2018.
- We hosted free inter-active animal husbandry and food preservation demonstrations at the Coombs Fair.
- We organized, hosted and sponsored an expanded 2nd Annual Apple Pressing Event at Coombs Fairgrounds. This second year's (free) event ran over two days and close to 18,000 pounds of fruit was pressed. Two local businesses (an apple tree nursery (\$100 honorarium) and a cidery/winery) were invited to attend, at no cost, to further assist fruit growers to expand and store their production.
- We sponsor the 4-H Livestock Auction every September by paying for the grounds rental (\$360) at the Coombs Fairground.

2017 Budget

Coombs Farmers' Institute 39th Annual Farm Auction netted \$4466.00.

- We received four scholarship applications from local students. We granted three scholarships, and paid out two, each one for \$1000.
- We donated \$300, plus volunteer hours, to the QBCEWS Root Bag project, an initiative that introduces young students to food growing
- We designed, sponsored (\$1950) and built a 550 square foot "Demonstration and Teaching Garden" at the Coombs Fairgrounds, on a plot of land donated by the Arrowsmith Agricultural Association.
- We organized, hosted and sponsored the 1st Annual Apple Pressing at the Coombs Fairgrounds. Local apple growers attended this free event, bringing 8000 pounds of fruit for pressing by a local mobile press.
- We sponsor the 4-H Livestock Auction every September by paying the grounds rental (\$250) at the Coombs Fairgrounds.

We encourage local organizations to approach us for support in funding their projects, and donate many volunteer hours to our own and other organization's events.

Coombs Farmers' Institute

CFI -Here We Grow 2019 April Classes - Course Content

Class 1. Basics of Food Production, Garden Structure and Soils

Tuesday, April 2nd or Saturday, April 6th - 1:00 to 4:00 P.M.

Classroom: 2 Hours

1. List of common food varieties easily grown on Vancouver Island
 - *What vegetables to grow, their space and light requirements
2. Strategies of organic food production:
 - *A plant's basic requirements (air, water, light, healthy soil)
 - *Preparation of soil for seeding
 - Hands-on: Germination testing of seeds.
 - *Seeding techniques
 - *Common Garden Pests
3. How to determine your soil type
 - *Mulching and Composting
4. How to design and best position a garden
 - Hands-on: Using graph paper, plan your garden space(s)



In the Garden: 1 Hour

5. Prepare beds for direct seeding and transplants. Practice direct seeding and setting out of bedding plants. Provide cloche, hoop, mulch or other protection.

Class 2. Basics of In Ground Gardening, Direct Seeding and Soil Preparation

Tuesday, April 9th or Saturday, April 13th - 1:00 to 4:00 P.M.

Classroom: 2 Hours

1. Cool Season and Warm Season Crops
 - *Hardy, Semi Hardy and Tender Vegetables
2. Open Pollinated and Hybrid Crops
 - *Using Seed Catalogues to your Advantage
3. Bedding Plants, Soil Mixes and Transplanting
4. How to Build and Feed your Soil
 - *Brown and Green Carbons
 - *More on the Importance of Composting and Mulching
5. How to Maximize Production in a Growing Space
 - *Succession Cropping and 'Doubling up'
 - *Seasonal and Year Round Growing
6. Crops for Winter Storage



In the Garden: 1 Hour

7. Continue bed preparation, direct seeding and bedding out, and general plant management. Start flats of warm season crops.

Workshops Beginning in May — Dates and Times TBA:

- *Cold Frames and Hoop Houses
- *Composting and Mulching
- *Pruning Fruit Trees and Soft Fruits
- *Planting Winter Gardens and Crop Storage
- *Apple Pressing and Farmers Feed Families Event - October 5th and 6th

Here We

Join us in our indoor classes and garden workshops to learn from our local experts how to grow your own food. Feed your family with fruits and vegetables grown in your own backyard.

All Ages Welcome

Classes and Workshops are FREE!

Classes start in April (Dates and Times TBA)

- Learn the Basics of Food Production including: building a garden, preparing soils, growing healthy plants, harvesting and storing nutritious foods for you and your family.

Workshops start in May (Dates and Times TBA)

- Cold frames and hoop houses
- Composting
- Pruning fruit trees
- Planting winter gardens

Classroom and Garden at **Coombs Fairgrounds**



Know Where Your Food Comes From

Email us at herewegrowCFI@gmail.com for more information about class times and registration. Find us on Facebook: **CFI - Here We Grow**

Northern Community Economic Development

Forms:

Application Form

Summary Report

NAME OF ORGANIZATION: Qualicum Beach Multi-Use Cinema Society		AMOUNT REQUESTED: \$15,000
MAILING ADDRESS: 304 Sunningdale Road East Qualicum Beach, BC V9K 1L3		
CONTACT PERSON: Shannon Cowan	TELEPHONE NUMBER: 250-594-7002 FAX NUMBER:	E-MAIL ADDRESS: info@qbcinema.org

PROJECT TITLE: Feasibility Study for a Qualicum Beach Community Cinema
PROJECT DESCRIPTION: <p>The Qualicum Beach Multi-Use Cinema Society wishes to conduct a feasibility study examining the prospects, conditions, and models for a community-owned cinema in Qualicum Beach. The feasibility study will follow up on research performed by Society board members who have spoken with community cinema representatives across BC and in the UK. It will include a market assessment, a financial analysis, a comparison of available sites, and a look at operational considerations and competition. The full scope of the study is attached, along with a more detailed proposal.</p> <p>(Please attach any supporting materials and documents produced as a result of the project.)</p>
PROJECT AREA (SELECT ALL THAT APPLY): <input checked="" type="checkbox"/> PARKSVILLE <input checked="" type="checkbox"/> QUALICUM BEACH <input checked="" type="checkbox"/> EA E <input checked="" type="checkbox"/> EA F <input checked="" type="checkbox"/> EA G <input checked="" type="checkbox"/> EA H
DESCRIBE IN DETAIL WHAT THE NORTHERN COMMUNITY ECONOMIC DEVELOPMENT FUNDS WILL BE USED FOR: <p>Requested funds will be used to pay a portion of the cost for an independent consultant to conduct a feasibility study for a multi-use cinema in Qualicum Beach. Please see attached document for the full scope of the study.</p> <p>(Please attach additional pages as necessary.)</p>
LIST ALL GRANTS RECEIVED AND/OR APPLIED FOR FROM OTHER SOURCES: <p>Coastal Community Credit Union (\$500 received) Town of Qualicum Beach in-kind donation (\$2000 confirmed for Town Planner labour) Cultural Spaces Fund (\$17,500 requested)</p> <p>(Please attach additional pages as necessary.)</p>

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.

EXPLAIN HOW YOUR PROJECT SUPPORTS THE PRINCIPLES AND PRIORITY AREAS OF THE PROGRAM:

Please see attached proposal, pages 3-4.

(Please attach additional pages as necessary.)

LIST ANY MEASURABLE ECONOMIC BENEFITS OR OTHER OUTCOMES THAT WILL RESULT FROM THIS PROJECT:

Community cinemas are vibrant, well-loved cultural institutions that are growing in number and popularity across the province. Measurable economic benefits from the cinema would include new jobs, better attraction and retention of residents and visitors, and increased evening revenue for downtown businesses. Benefits from the feasibility study directly include optimally positioning the multi-use cinema for success within the Oceanside area. A completed feasibility study is required to apply for capital grants from federal and provincial government programs

(Please attach additional pages as necessary.)

PLEASE PROVIDE THE FOLLOWING SUPPLEMENTAL MATERIAL:

- ☒ An Organizational Chart illustrating the structure of your organization, including Directors and volunteers.
- ☒ A copy of a bank statement showing your organization's name and address.
- ☒ A copy of your organization's financial statements for the current year and one year prior.
- ☒ A copy of your organization's budget for the current year and one year prior.
- ☒ Any supporting materials you consider necessary to communicate your project idea.

SIGNATURE

Shannon Cowan

Shannon Cowan (Apr 10, 2019)

DATE:

April 10, 2019

By signing here, you confirm that you have read the Program Guide and that you are signing on behalf of an eligible applicant.

SUBMIT HARD COPIES TO: NORTHERN COMMUNITY ECONOMIC DEVELOPMENT PROGRAM
REGIONAL DISTRICT OF NANAIMO
6300 HAMMOND BAY ROAD
NANAIMO, BC V9T 6N2

SUBMIT DIGITAL COPIES TO: nced@rdn.bc.ca

OFFICE USE ONLY:

DATE RECEIVED:

RECEIVED BY:

COMMENTS:

**FUNDING
AWARDED:**

☐ YES

☐ NO

AMOUNT AWARDED:

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.

PROJECT TITLE		
NAME OF ORGANIZATION:		
CONTACT PERSON:	TELEPHONE NUMBER: 250-594-7002 FAX NUMBER:	E-MAIL ADDRESS:
TOTAL NCED PROGRAM FUNDING:	TOTAL PROJECT BUDGET:	
PROJECT START DATE (YYYY/MM/DD):	PROJECT END DATE (YYYY/MM/DD):	
PERCENT COMPLETE:		
IF NOT COMPLETE, WHAT ASPECTS OF THE PROJECT REMAIN? PROVIDE ESTIMATED COMPLETION DATE:		
PROJECT AREA (SELECT ALL THAT APPLY): <input type="checkbox"/> PARKSVILLE <input type="checkbox"/> QUALICUM BEACH <input type="checkbox"/> EA 'E' <input type="checkbox"/> EA 'F' <input type="checkbox"/> EA 'G' <input type="checkbox"/> EA 'H'		
PLEASE PROVIDE A SUMMARY OF THE PROJECT RESULTS: (Attach any documents or other materials produced as a result of this project).		
DESCRIBE THE ECONOMIC BENEFITS OR OTHER OUTCOMES THAT HAVE RESULTED FROM THIS PROJECT: (Please attach any supporting information that quantifies the economic benefits of the project.)		
PLEASE DESCRIBE HOW THE PROJECT HAS MET THE PROGRAM PRINCIPLES AND PRIORITY AREAS: (Please attach additional pages as necessary.)		
OFFICE USE ONLY:		
DATE RECEIVED:	RECEIVED BY:	POSTED ONLINE: <input type="checkbox"/> YES <input type="checkbox"/> NO

Please Note: Completed Summary Reports will be posted publicly on the Regional District of Nanaimo website. To be eligible for future funding Summary Reports must be submitted to the RDN.



Proposal for a Feasibility Study

FOR A MULTI-USE CINEMA IN QUALICUM BEACH

Submitted to the RDN Northern Community Economic Development Grants

April 10, 2019

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Feasibility Study for a Multi-Use Cinema in Qualicum Beach

Background

In 2015, the Economic Development Strategy for Parksville and Qualicum Beach identified a “local entertainment gap” that could negatively impact attraction and retention of residents and tourists in the Oceanside area, specifically noting the lack of movie theatre. A previous newspaper poll featured in the Parksville-Qualicum Beach News reported that over 95% of respondents wished to see a cinema built in Qualicum Beach. Official Community Plans for the area have also placed a cinema among the top of the community’s goals.

When the Town of Qualicum Beach acquired a key property in the heart of downtown and subsequently requested proposals for the site, interested citizens recognized an opportunity to fulfill the community’s desire for a cultural space that could meet the town’s goals and support local businesses by attracting and retaining people in the downtown area. In 2018, these citizens joined together to create The Qualicum Beach Multi-Use Cinema Society (QBMUCS).

Research conducted by the Society supports the idea that community cinemas are vibrant, well-loved cultural institutions that are growing in number and popularity across the province. They are often the centre of local entertainment, creating a sense of community, reducing social isolation, and bringing together multiple generations. Community cinemas create jobs, attract tourism, stimulate education and training in the film industry and create revenue, which they are able to reinvest in the community.

To date the Society has received support from the Town of Qualicum Beach, which has been working with the Society to explore potential spaces for the proposed facility. Other activities conducted by the Society:

- **Preliminary research.** The Society has looked at different models of community cinema in the UK, the US and Canada. We have been in contact with several very successful community cinemas in BC and spoken to key figures in the industry.
- **Reaching out to a diverse community.** The Society has received support from a broad range of local community organizations and businesses.
- **Creating a website and social media accounts.** With a grant provided by the local credit union, board members have crafted information pages and online platforms to keep interested citizens up to date.
- **Launching a survey.** To build on the poll conducted by the local paper, the Society is hosting an online survey to gather more information about local needs, opinions and preferences. Visit www.qbcinema.org.

The next step is to conduct a feasibility study to optimally position the cinema for success within the community. This third-party feasibility study is required for capital grants from federal and provincial government programs.

Project Description

The Society envisions a community-owned cinema comprised of 1-3 screening rooms. For its primary function, the cinema will showcase a carefully-curated program of first and second run feature films, independent films, classic films, local and international films and film festivals. Secondary functions include talks, conferences, gaming events, small-scale music performances and private rentals. The question of multiple screening rooms—which is the direction most community cinemas have gone (or are going) because they allow for greater flexibility and responsiveness to community needs—is one aspect the feasibility study will explore. Other aspects include local market and competition, operating environment, and financial analysis.

The study will also explore how the following additional elements might function within the cinema as welcoming social spaces that support the Society’s vision:

- **Family-friendly cafe:** adjacent to one side of the lobby, a relaxed cafe designed to meet the needs of all ages would provide a welcoming social space and opportunities for intergenerational community building.
- **Wine bar:** on the opposite side of the lobby, a sophisticated beer and wine bar would showcase local breweries and Vancouver Island wineries in partnership with these businesses.
- **Tourism features:** As a gateway to the North Island and the West Coast, Qualicum Beach is ideally situated to provide tourists with a cinematic experience showcasing the area. In coordination with the local Tourism Information Centre, a film oriented to tourists could be shown in one of the screening rooms throughout the day during the tourist season. This is a successful practice elsewhere. It provides an all-weather experience and highlights destinations which may be lesser known.

Other aspects the Society wishes to explore are noted in the attached Scope of a Feasibility Study document.

Service Area and Ownership

The cinema would service the local population in Qualicum Beach, Parksville, and the surrounding area (Bowser, Errington, Coombs, Nanoose) as well as visiting tourists and snowbirds. Estimated population base for the cinema is 30,000.

Once established, the cinema building would be owned by the Town of Qualicum Beach, but the program of events would be curated by the society through its volunteer Board of Directors. The day-to-day running of the facility would involve a combination of volunteers and paid positions. This is a very successful model used elsewhere.

Strategic Economic Development Links

The proposal for a multi-use cinema in Qualicum Beach meets the area's strategic economic goals in the following ways.

Arts and Culture

The 2015 Economic Development Strategy for Parksville and Qualicum Beach noted that one critical sector for development was "Retirement community entertainment." The same document said that *"limited entertainment options exist in the region, which could negatively impact retention and attraction (e.g. no nightclubs, no movie theaters, etc)."* In 2018, the Official Community Plan for Qualicum Beach reinforced the need for a cinema when it prioritized *the need to value arts, culture, and community service as a daily part of life.*

A multi-use cinema space would provide retirement community entertainment by offering a local program of movies available throughout the day. Personal communication with the Cinecenta in Victoria and The Star cinema in Sidney supports the idea that retirees are some of the most enthusiastic and active movie-goers on Vancouver Island. Additionally, to the benefit of all ages, the presence of a local cinema would eliminate the challenges of driving to Nanaimo or Courtenay to view a movie. In the same way, the cinema would expand daily cultural offerings in the area by featuring a broad array of cinematic genres including documentaries, classics, independent, international and local films.

Tourism

The 2018 Official Community Plan 2018 identified the need *"to promote Qualicum Beach as a tourist destination by providing opportunities for tourist [...] amenities within the "Village Neighbourhood".*

As indicated above, the multi-use cinema would provide Qualicum Beach and surrounding area with a cinematic experience for tourists, showcasing the West Coast and North Island through a short film presentation, which could show daily during the tourist season. Additionally a bar showcasing local breweries and Island wineries would build on the increasingly popular tourism associated with these businesses.

Inter-generational community building

The 2018 Qualicum Beach Official Community Plan identified the need to strengthen community and social capital through the creation of public spaces and improved community planning. The Economic Development Strategy has as one of its goals to *"retain the younger demographic".* The OCP 2018 recognized the need to *"explore ways to attract young families to the Town and school catchment area."*

The multi-use cinema and attached social spaces would provide a significant opportunity for local residents of all ages to gather and share in appreciation of film. A

community cinema provides the opportunity to curate a program of films appealing to all ages.

The "nodal community"

The multi-use cinema venue would help "*prevent economic leakage to Nanaimo and Vancouver - 'the Walmart effect'*" identified in the 2015 Parksville/Qualicum Beach Economic Development Strategy. It is a project that is key to the "nodal community" identified by the Official Community Plan in 2018.

Alignment with RDN Program Priorities

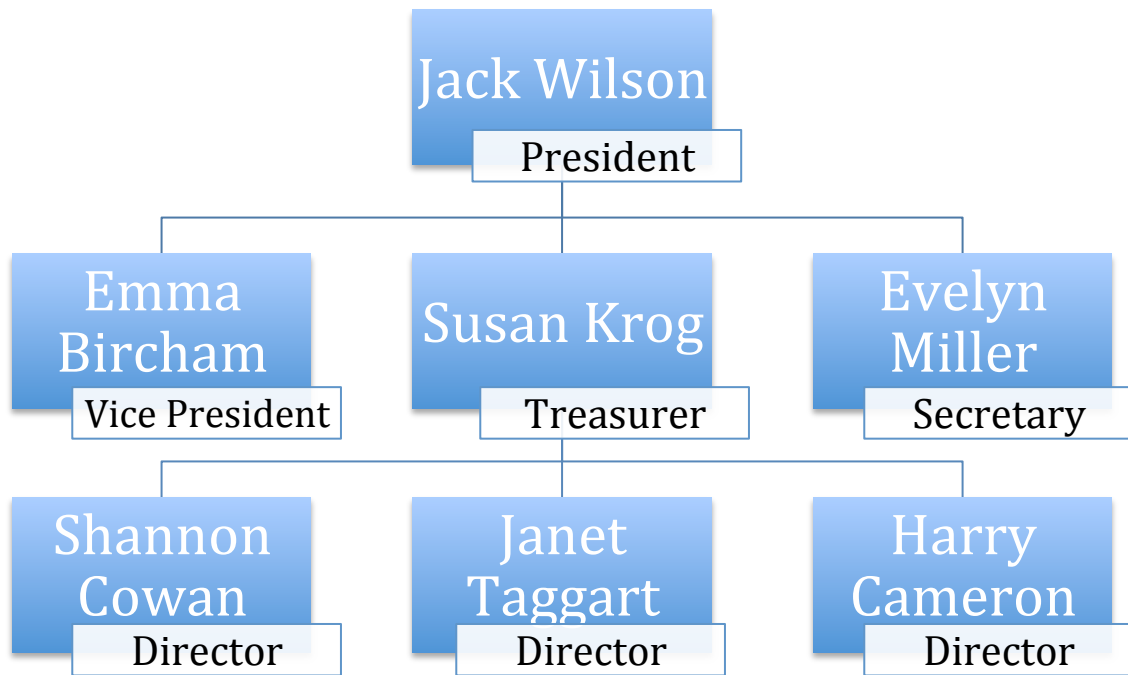
The proposed project fits with the RDN Board's Media priorities in the following ways:

1. **Building arts and culture institutions:** The creation of a community-owned cinema will establish a unique institution in the region well-positioned to support local businesses and attract visitors. Currently little exists to keep residents and visitors downtown in Qualicum Beach after daytime hours. A cinema offering a variety of programming will complement local businesses seeking to expand their hours and service moviegoers both before and after show times.
2. **Promotion of arts and cultural activities in non-urban areas to promote regional tourism:** Successful community cinemas currently operating on Salt Spring Island, in Sidney, in Salmon Arm, and Nelson draw tourists by adding an extra entertainment option to the small community experience. Film festivals and other cinematic offerings can also become tourist attractions in their own right.
3. **Support for innovative or unique events that showcase the region's recreational, environmental and tourism amenities:** Cinemas offering themed film festivals commonly sell out across the province. The Qualicum Beach cinema could offer viewings of festival films (e.g. wildlife or nature-themed movies) that showcase issues and locales relevant to the region's natural amenities. The cinema can showcase the North Island and West Coast to tourists interested in venturing further afield or deepening their understanding of the history and geography of the area.
4. **Identifying needs and opportunities to attract high tech businesses to the region:** Successful community cinemas in BC count among their clients high-tech businesses seeking rental space to host screenings and other events. The cinema could also support the region's growing film industry by providing educational and training opportunities, using the cinema's facilities.

Conclusion

Community cinemas are important to the quality of life of residents fortunate enough to have them located within their communities. They stimulate the local economy in terms of jobs and tourism. Successful community cinemas also reinvest substantial revenues back into the local area. The Qualicum Beach Multi-Use Cinema Society seeks to establish such an institution in Qualicum Beach, to meet the needs of a growing population and fulfill the economic and cultural development objectives identified by local government and citizens. Exploring the models currently used by thriving BC cinemas, along with considering the market, financial viability, and operational issues through a feasibility study will give this project the best chance for success.

Qualicum Beach Multi-Use Cinema Society
ORGANIZATIONAL CHART 2019



Qualicum Beach Multi Use Cinema Society
304 Sunningdale Road East
Qualicum Beach, B. C.
V9K 1L3

Incorporation Number: S0069875

Business Number: 73828 8083 BC0001

Income and Expense Statement

For the period January 1, 2019 to March 31, 2019

<u>Income</u>	<u>Description</u>	<u>Cheque #</u>	<u>Date</u>	<u>\$</u>
Coastal Community Credit Union	New Account Deposit		10/01/2019	500.00
Emma Bircham	Member Contribution		31/01/2019	100.00
Evelyn Miller	Member Contribution		03/02/2019	100.00
Alan Miller	Member Contribution		03/02/2019	100.00
Janet Taggart	Member Contribution		04/02/2019	100.00
Harry Cameron	Member Contribution		04/02/2019	100.00
Jack Wilson	Member Contribution		04/02/2019	100.00
Shannon Cowan	Member Contribution		17/02/2019	100.00
Susan Krog	Member Contribution		19/02/2019	100.00
Coastal Community Credit Union	Deposit Interest		28/02/2019	0.02
Total Income				<u>\$ 1,300.02</u>
<u>Expenses</u>				
Vedran Design	Logo Design, Invoice #042	001	17/02/2019	500.00
Printing Services				
Stationery				
Postage				
Ink Cartridges				
Other Expenses, Promotional Material				
Total Expenses				<u>\$ 500.00</u>
Balance as at March 31, 2019				<u><u>\$ 800.02</u></u>

Prepared by: S. M. Krog, Treasurer

Qualicum Beach Multi Use Cinema Society

304 Sunningdale Road East
Qualicum Beach, B. C.
V9K 1L3

Incorporation Number: S0069875

Business Number: 73828 8083 BC0001

Fiscal Year Budget

For the period January 1, 2019 to December 31, 2019

Income

Coastal Community Credit Union	\$ 1,000.00
Federal Government Cultural Spaces Fund	17,500.00
RDN Northern Development Fund	15,000.00
Individual Donors	3,000.00
Interest Income	50.00
Membership Contributions	800.00
Promotional Sale Items	5,000.00
Special Events	1,000.00
In Kind Donations (Town of Qualicum Planner)	2,000.00

Total Income	\$ 45,350.00
---------------------	---------------------

General Expenses

Computer Software and Supplies	\$ 200.00
Feasibility Study (MNP)	35,000.00
Office Supplies	150.00
Postage and Freight	50.00
Professional Services (Vedran Design)	500.00
Telephone, Website, Fax	200.00

Total General Expenses	\$ 36,100.00
-------------------------------	---------------------

Fundraising Expenses

Advertising and Marketing	\$ 1,000.00
Donor Recognition	200.00
Market Stall Space	500.00
Photography and Video	200.00
Promotional Items (T-Shirts, Bookmarks, Wine Glasses, etc)	5,000.00

Total Fundraising Expenses	\$ 6,900.00
-----------------------------------	--------------------

Total Expenses	\$ 43,000.00
-----------------------	---------------------

Balance	\$ 2,350.00
----------------	--------------------

APPLICATION FORM

Northern Community Economic Development Program 2019

NAME OF ORGANIZATION: ECHO Players Society (Please see Note # 1 attached)		AMOUNT REQUESTED: \$ 4,250.00
MAILING ADDRESS: 110 West Second Ave. Qualicum Beach, BC V9K 1S8		
CONTACT PERSON: Jim Windsor	TELEPHONE NUMBER: [REDACTED] FAX NUMBER: [REDACTED]	E-MAIL ADDRESS: [REDACTED]

PROJECT TITLE: Curtain Motorization Project
PROJECT DESCRIPTION: Please see Note # 2 attached (Please attach any supporting materials and documents produced as a result of the project.)
PROJECT AREA (SELECT ALL THAT APPLY): <input type="checkbox"/> PARKSVILLE <input checked="" type="checkbox"/> QUALICUM BEACH <input type="checkbox"/> EA E <input type="checkbox"/> EA F <input type="checkbox"/> EA G <input type="checkbox"/> EA H
DESCRIBE IN DETAIL WHAT THE NORTHERN COMMUNITY ECONOMIC DEVELOPMENT FUNDS WILL BE USED FOR: Please see Note # 3 attached (Please attach additional pages as necessary.)
LIST ALL GRANTS RECEIVED AND/OR APPLIED FOR FROM OTHER SOURCES: ECHO Players is also applying for a grant from the RDN Community Grant Program. This request will also be for \$4,250.00. (Please attach additional pages as necessary.)

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.

EXPLAIN HOW YOUR PROJECT SUPPORTS THE PRINCIPLES AND PRIORITY AREAS OF THE PROGRAM:

We believe that this "Curtain Motorization Project", although primarily geared toward assisting our mature membership, will also provide some benefit to tourism. A motorized curtain allows, inter alia, for a more rapid pace for a play and, therefore a more enjoyable experience for theatre patrons.

(Please attach additional pages as necessary.)

LIST ANY MEASURABLE ECONOMIC BENEFITS OR OTHER OUTCOMES THAT WILL RESULT FROM THIS PROJECT:

The motorization of the main stage curtain will result in one or two days employment by a local electrical company. In the longer term, it will make live productions at the Village Theatre even more enjoyable for patrons. In addition, it will make the Village Theatre even more attractive for rental by such groups as the Bard to Broadway Theatre Society, the Qualicum Beach School of Dance and the TV show Chesapeake Shores.

(Please attach additional pages as necessary.)

PLEASE PROVIDE THE FOLLOWING SUPPLEMENTAL MATERIAL:

- ☒ An Organizational Chart illustrating the structure of your organization, including Directors and volunteers.
- ☒ A copy of a bank statement showing your organization's name and address.
- ☒ A copy of your organization's financial statements for the current year and one year prior.
- ☒ A copy of your organization's budget for the current year and one year prior.
- ☐ Any supporting materials you consider necessary to communicate your project idea.

SIGNATURE



DATE:

April 11/19

By signing here, you confirm that you have read the Program Guide and that you are signing on behalf of an eligible applicant.

SUBMIT HARD COPIES TO: NORTHERN COMMUNITY ECONOMIC DEVELOPMENT PROGRAM
REGIONAL DISTRICT OF NANAIMO
6300 HAMMOND BAY ROAD
NANAIMO, BC V9T 6N2

SUBMIT DIGITAL COPIES TO: nced@rdn.bc.ca

OFFICE USE ONLY:

DATE RECEIVED:

RECEIVED BY:

COMMENTS:

**FUNDING
AWARDED:**

☐ YES

☐ NO

AMOUNT AWARDED:

Please Note: The Regional District of Nanaimo is subject to the provisions of *The Freedom of Information and Protection of Privacy Act* and cannot guarantee that information provided can or will be held in confidence.

NOTES

The information contained herein is provided in support of an application by the ECHO Players Society of Qualicum Beach, BC for a Northern Community Economic Development Grant from the Regional District of Nanaimo.

1. *ECHO Players* (which is an acronym for: “*Errington, Coombs, Hilliers and Others*”) is a not-for-profit, volunteer theatre company based in Qualicum Beach, BC. It has been in existence since 1974 and mounted its first production in the Spring of 1975. Thus, we celebrated our 40th anniversary just a couple of years ago.

Echo Players provides a number of services not only to Qualicum Beach and the broader Oceanside community but much further afield, as well. Our activities include mounting a minimum of 4 major theatrical productions each year; renting our theatre (the “Village Theatre”) to other performing groups (including other theatre companies such as *Bard to Broadway* and the *Qualicum Beach School of Dance*) and to individuals for a variety of both commercial and charitable causes. We regularly allow our theatre to be used free of charge for charitable purposes.

We draw actors, directors, back stage crew folks as well as audiences from as far afield as Nanaimo, Port Alberni, Courtney and Campbell River. In addition, our theatre is a regular venue for the Annual Theatre BC North Island Zone Festival.

In addition, we host an annual Vancouver Island Juried One Act Play Festival which includes not only plays from our fellow theatre companies in Courtney, Port Alberni, Nanaimo, etc. but also (and as a direct result of our many years of encouragement) from area high school drama clubs.

Echo Players is also a regular participant in local events such as Family Day celebrations, Hallowe'en Celebrations and Moonlight Madness etc.

ECHO Players' principal revenue generating activity is the plays that it mounts each year. Please find enclosed a copy of our 2019 – 2020 Season brochure. In addition, we receive rental income for the use of our theatre each summer by *Bard to Broadway*. Finally, as a registered charity, *ECHO Players* receives a small amount of funds each year in donations. Recently, to formalize this last activity, the Board of Directors of *ECHO Players* established the *ECHO Players Arts Fund*. Please see included brochure.

ECHO Players owns, operates and maintains its own theatre, the “Village Theatre”, located at 110 W. 2nd Ave. in Qualicum Beach, BC. The theatre is an Art Deco structure dating from the 1940s and was originally a cinema. It is one of the oldest – and, in our view, one if the prettiest - buildings still in use in Qualicum Beach. It was recently officially designated as a Heritage Building. Given the age of the building (70 years) it requires regular maintenance and upgrading.

The many activities of ECHO Players may be viewed on our website: www.echoplayers.ca. A link showing details of the mural project can be found on the right hand side of our home page.

2. The project for which this application is being made is known as the “***Curtain Motorization Project***”. The main curtain at the front of the stage in the theatre is, currently, manually operated. It is a very heavy curtain not only because of its very large size but, also, because it is, by regulation, fire retardant (and, therefore, comprised of very heavy material).

For at least the past decade, ECHO Players has been hoping to motorize the curtain so as to make its operation less onerous on our members. This has come to a head, somewhat, in the last couple of years as our membership (all of whom are volunteers and many of whom are in their late 70s and early 80s) continues to age. Finding a volunteer to operate this curtain several times during each performance for productions that run for 12 to 14 evenings is becoming a challenge.

Although there are well-known artistic advantages to a motorized curtain, our motivation is entirely for the well-being of our mature members.

3. The NCED Funds applied for will be used to help pay for the purchase and professional installation of a motorized Main Stage Curtain in the Village Theatre in Qualicum Beach.

These costs are estimated to be approximately \$17,000.⁰⁰. We have an estimate (from Sapphire Sound in Abbotsford) of \$15,773.¹⁰ for the requisite motors, controllers, etc. Plus, we will need to hire a local electrician to run new wiring from the stage all the way to the Tech Booth at the back of the theatre auditorium. We estimate this cost to be approximately \$1,200.⁰⁰. Thus, the total cost estimate is approximately \$17,000.⁰⁰ (\$16,973.¹⁰).

This project is to be paid for from the **ECHO Arts Fund** which was established a few years ago specifically for the purpose of funding exactly these kinds of improvements to the Village Theatre. The current balance in the **ECHO Arts Fund** is \$7,500.⁰⁰. All of these funds will be applied to this project. This leaves us, therefore, \$9,500.00 short of the necessary total. In our application to the RDN for a **Northern Community Economic Development Grant**, we are requesting a grant of \$4,250.⁰⁰ (representing 25% of the total cost of the project).

SALES QUOTATION

Date: 22 Mar 2019

Reference: Motor no track

Sales Rep: Brian Cloutier

Customer Info				Shipping Info			
Echo Players		Contact		Company:		Village Theatre	
110 W 2nd Ave		Phone		Address :		Same	
Qualicum Beach, BC		Cell		Postal :		Contact:	
P.O. Box 281				Acct # :		Phone:	
Postal Code	V9K 1S8	Client #		Courier:		PO # :	
Payment Terms : Net 30 Days (OAC)				Service:			

Qty	Code	Description:	Price	Sub Total
1	TR454-1/3	465 - 1/3 HP Draw Curtain Motor Floor Mount w// 3 button remote station	\$ 8,100.00	\$ 8,100.00
34	TR100WA	100A Walk Along Track	\$ 12.50	\$ 425.00
100	TXMISC	7x19 GC Black Nylon - 1/8" - 3/16"	\$ 1.50	\$ 150.00
1	TR481	Single Gang 3 Button Remote Station	\$ 93.50	\$ 93.50
1	TR100-PLY	100 Series Pulley & Cordset	\$ 297.40	\$ 297.40
9	TR106	100 Hanger	\$ 6.10	\$ 54.90
1	TR329	Neoprene Master Carrier (pair)	\$ 199.20	\$ 199.20
50	TR428	Neoprene Single Carrier	\$ 42.20	\$ 2,110.00
32	TECH	2 techs x 2 days (includes travel)	\$ 65.00	\$ 2,080.00
Motor Options				
1	TR462-1/3	462-1/3HP Track Mount Machine w/ 3 button remote station	\$ 9,406.00	
1	TR454-1_2	454-1/2HP Draw Curtain Motor Floor Mount w/ 3 button remote station	\$ 8,750.00	

Comments: Labour does NOT include electrical wire & hook up (by others) Based on solid postions for track hangers, pullies and motor Pricing may be subject to foreign currency exchange rate. Quote is valid for 30 days. Prices subject to change including any error and or omissions.	NET SUBTOTAL	\$11,430.00
	Estimated Transport:	\$750.00
	Estimated Labour:	\$2,080.00
	NET TOTAL:	\$14,260.00
	GST:	\$713.00
	PST:	\$800.10
TOTAL		\$15,773.10

ECHO Players Society

Organizational Chart

(Current Year 2018/19)

The ECHO Players Society is a non-profit charitable organization registered under the BC Societies Act.

Our current membership is approximately 230 members.
Membership in the Society is \$15.⁰⁰ per year.

The Society is governed by an elected Board consisting of 11 members. These are (currently) as follows:

Table Officers

President: Rose Knabb
Vice-President: Mike Andrews
Secretary: Lynn Walker
Treasurer: Anne Drozd
Past President: Ken McCready

Directors at Large

Margaret Jenkins
Jennifer Kelly
Ron Stoltz
Jim Windsor
Stephen Torrence
Vacancy

In addition, the Society has several committees charged with overseeing the management of the Society's affairs. These committees and their chairs are as follows:

Archivist: Eileen Butts

Artistic Direction Committee. Chair: Ron Stoltz

Bar Committee. Chair: Janet Taggart

Bugle Newsletter: Kerry Campbell

Concession: Tricia Browne

Costumes. Chair: Pam McCready

Health and Safety Committee. Chair: Alistair McVey

Hilliers Committee. Chair: Phil Copple

Marketing/Sponsors. Chair: Sue Murguly

One Act Play Committee. Chair: Margaret Jenkins

Play Reading Committee. Chair: Helen Margaret Randall

Publicity Committee. Chair: Sue Murguly

Properties. Chair: Judi Andrews

Sets Committee. Chair: Phil Copple

Social Committee. Chair: Margaret Jenkins

Technical Committee. Chair: Ken McCready

Theatre Management Committee. Chair: Alistair McVey

Website Committee. Chair: Vacant

ECHO Players has no paid staff and all work is undertaken on a strictly volunteer basis by our membership. For example, a typical play (with a cast of, say, 4 or 5) will involve the work of up to 130 people.

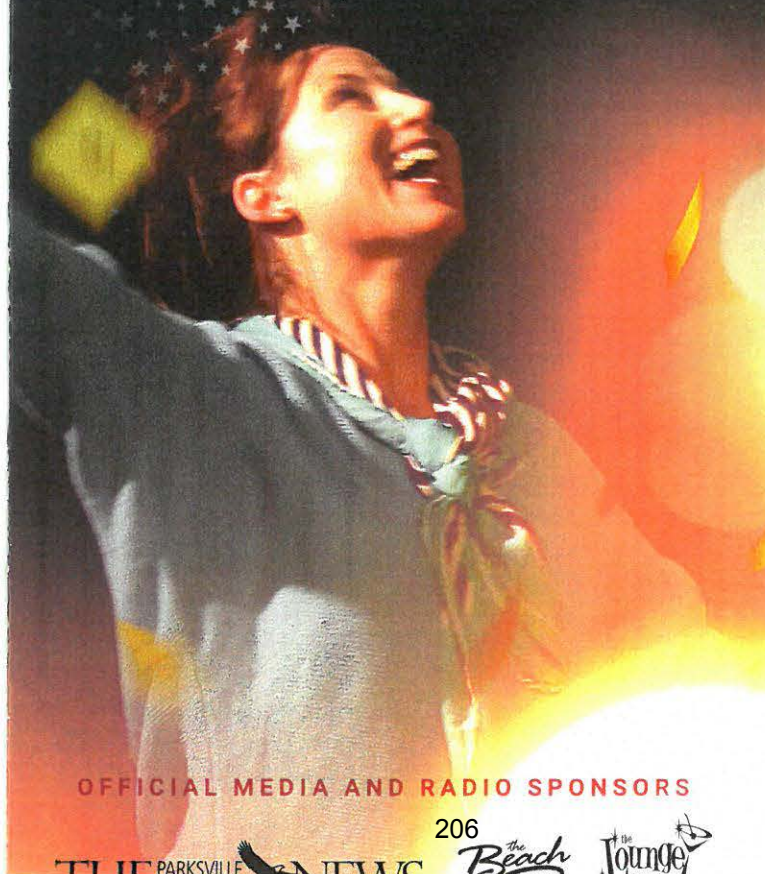
VILLAGE THEATRE

2018-2019



QUALICUM BEACH, BC

THEATRE MAGIC AT ITS BEST

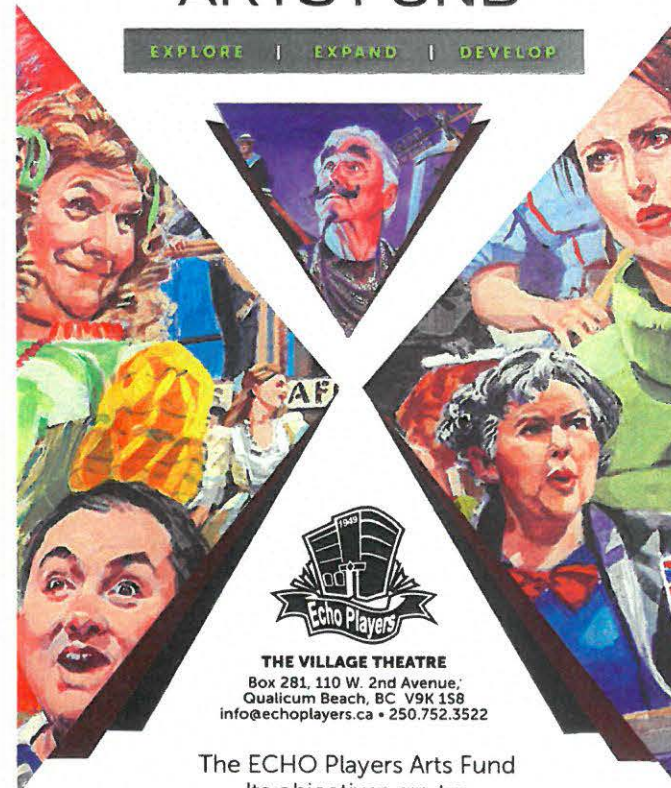


OFFICIAL MEDIA AND RADIO SPONSORS



ECHO PLAYERS ARTS FUND

EXPLORE | EXPAND | DEVELOP



THE VILLAGE THEATRE
Box 281, 110 W. 2nd Avenue,
Qualicum Beach, BC V9K 1S8
info@echoplayers.ca • 250.752.3522

The ECHO Players Arts Fund

Its objectives are to:

- Contribute to and support the love of theatre
- Maintain the heritage Village Theatre
- Provide ongoing requirements for productions
- Support workshops, scholarships and facilities for Theatrical endeavours

For more information or to make a contribution visit:

www.echoplayers.ca





E.C.H.O. PLAYERS SOCIETY

FINANCIAL STATEMENTS

AND

TREASURER'S REPORT

AS AT JULY 31ST 2018

E.C.H.O. PLAYERS SOCIETY

ANNUAL GENERAL MEETING AUGUST 30, 2018

TREASURER'S REPORT

So I have come to the end of my fourth year as Treasurer. Once more it was a busy year for finances – mainly money going out! But I will come to that later.

It has also been a difficult year for our bookkeeper, Debby Lecerf. In September of 2017 we started to use our new point-of-sale box office software, the Vendini system. With Vendini we are able to offer “on line” booking as well as the usual methods of ticket access. Vendini is good, but as anyone who has worked with changing software will know, it didn't come without a massive learning curve, not just for box office workers, but the accounting department as well. Debby was trying to access sales information from reports with print so small she couldn't read them; she had to equip herself with a magnifying glass that she attached to her head and raised and lowered as and when needed. Frustrating and time consuming. To better cope with daily problems in credit/debit card sales, it was decided to open a second chequing account with a national bank; after research into various banks we chose TD Canada Trust.

Debby has coped admirably with the Vendini and other issues that have arisen through the year, so I am saying a big thank you to her for consideration of me and a willingness to give so much more time than she claimed payment for. The people slogging it through at the front line were the box office co-ordinators and workers.; a big thank you to them for that work. But an even bigger thank you must go to our President, Rose, for she was the one who worked at the set-up and learning of the system and then the task of teaching everyone else. Even after it was up and running she spent hours with Vendini and the box office workers sorting out teething problems; sometimes dropping everything at home to run into the theatre to solve an issue that could not be dealt with by phone. Thank you Rose.

Onto the financial reports; as usual, I have attempted to present the detail in a format that makes some sense to you – I know that most people shudder just at the sight of a Balance sheet!

BALANCE SHEET (COMPARATIVE WITH YEAR END 2017)

The balance sheet is presented with a comparison to assets, liabilities and equity of 2017. I have provided two schedules on the second page; namely a breakdown of prepaids and the Investment Portfolio. Our fiscal year-end is July 31st and all amounts are rounded to dollars only.

1. Current assets: Cash in bank at July 31st, was **\$57,291**, this is **\$26,789** less than at the same time last year. But last year's total included \$30,000 from a GIC cashed out to cover the cost of the Mural. Fortunately most of it was not needed, as donations and grants were coming in throughout the year. Also under current assets there are several sundry items which need no explanation. Prepaids are standard operating expenses for the 2018/2019 season and Schedule 1 also shows \$3,603 for prepaid insurance.
2. Long Term Assets: Looking at Investments: The total now is \$54,834, an increase of \$933 over the prior year, which is the amount of interest earned this past year. If it had been necessary, a GIC purchased in 2016 could have been cashed, but we managed to limp along without it.

3. Capital Assets The Book Value of our assets now stands at \$278,256, which is more realistic than in 2015, when I became treasurer. It needs no further reduction in value at this time, which explains the small amortization expense this year. Four years ago, Leasehold improvements of \$7,197, had not been written down, so it was decided to reduce the value by one fifth for five years. There is one more write-off of \$1,439 remaining which will be applied at next fiscal year's end. Capital purchases this year were minimal: \$6,143 for five LED stage lights, which had to be purchased as five of the existing lights were faulty and could not be repaired, plus \$1,239 for a Head Set Body Pack, which enables backstage staff to communicate with the Tech booth.

4. Current Liabilities Accounts payable at July 31 were \$3,596, paid in August. The Gift certificate liability is reasonable at \$2,929. The unearned revenue is purchases of our Season passes. A large number of patrons prepay a discounted amount for tickets to all four plays in the season. As at July 31, the amount received was \$15,585, which is tremendous. It increased by \$3,118 from last year. This is a striking endorsement of the quality of theatre we present throughout our play season; it also helps provide cash for the prepayments paid out for that same season; which as noted was \$15,241.

5. Long Term Liabilities The Arts Fund, which is renamed the Donation fund, now has a positive balance of \$2,946, a vast improvement on its deficit of \$8,312 last year. A further production of the Spam and Maple Syrup concert was staged in May 2018 which raised \$7,909 in sales, with absolutely minimal expenses; this means that the mural has now paid for itself via the many vehicles of donations, fundraisers and grants.

The contingency fund now is down to a balance of \$7,070. Last year's balance of \$52,960 was reduced by the purchase of the HVAC system, the heating/air-conditioning unit on the roof, at a cost of \$32,916; and by the cost of \$12,287 for taking our winning Festival play, Collected Stories, to Vernon for the Mainstage Drama Festival. A big thank you to all involved with that amazing play. We also received a grant from the Regional District of Nanaimo of \$7,500 towards the cost of the HVAC System, though the money was not received until August of this year.

6. Equity Net excess of income over expenses for the year amounts to **\$10,768**. This is higher than last year by \$2,486. But last year we applied an amortization (depreciation) expense of \$12,644 and this year we applied only \$1,644. If \$11,000 of that amortization was added back, last year's excess would be \$19,281.

INCOME OVER EXPENSE STATEMENT (ACTUAL VS. BUDGET)

7. The incomes and expenses are set out in summarized form at the top of this report. Further detail is provided in schedules 3, 4 and 5. The summary demonstrates that the box office revenue for the year, \$113,777, was less than the prior year by \$3,987; but that the total of other income was more by \$3,502, ergo the total income for both years was almost equal. This year there was a new category for income, namely Vendini. This is a \$1 fee added to the cost of each ticket sold to cover the Vendini administration charges, on each ticket sold. \$11,493 was collected, but only \$9,439 was paid, giving us a gain of \$2,054. All contributions gratefully received!

8. Production expenses came in at \$1,153 less than budget, which is good and were less than last year. Occupancy costs were \$3,413 higher than budget, but during the year it was decided to rent extra storage space for all the furniture that was in the red room and an annual fee of \$1,612 was prepaid giving us a good discount.

9. Administration costs were higher than budget. One reason being the aforementioned Vendini costs, plus accounting costs are higher now as the workload for our bookkeeper has increased dramatically. A higher budget allowance for this will have to be created in the next fiscal year.

SUMMARY

To sum up, 2017/2018 was certainly a spending year for E.C.H.O. Players but we have now accomplished two very necessary improvements to the building and equipment, namely the roof and heating/cooling system replacements. These expenses cannot be classified as Capital Improvements, as they are bringing these items back up to their original usefulness. I would like to emphasise that these expenses were covered by the Contingency fund which was put in place when I took over as Treasurer. The cost for them came out of retained net worth, along with the cost of taking the Festival play to Mainstage.

Before closing I would like to draw your attention to the \$13,000 rent that our Summer renter, Bard to Broadway has paid the past two years alone. They have been our main renters since the summer of 2011, and their rent has increased from \$7,840 to the current day \$13,000. If that extra income had not been received this year, we would be looking at a deficit of \$2,232 – last year's would have been \$4,719. Without their rent we would have to consider presenting a fifth production or cutting spending drastically. It is definitely a two-way street; their using our theatre for their yearly summer theatre, and us having them, benefits both Societies.

Now I have to say that this is my last AGM report. Due to health concerns and a need to do something different from accounting, I am standing down. But, I can assure you, not without sadness and some doubt. I have enjoyed my five years on the board of E.C.H.O. Players, one as a director at large, and the four as treasurer. It was exciting being at the heart of everything that was happening within a much loved theatre group. I have made some truly wonderful friends and have so enjoyed working with them all. I will miss our monthly board meetings and want to thank each and every one of the board members for the encouragement I have received while working with them.

I will always be a proud member of E.C.H.O. Players; I am truly filled with admiration for how the society is administered and the hours of dedication that many volunteers willingly donate to keep it operational. After a suitable rest, I may come back to the board again to offer my time and skills - but not as Treasurer.

Submitted with respect
Wendy Punter, Treasurer,

On behalf of E.C.H.O. PLAYERS SOCIETY.

E.C.H.O. PLAYERS SOCIETY
COMPARATIVE BALANCE SHEET
AS AT JULY 31, 2018

	<u>JUL 31, 18</u>	<u>JUL 31, 17</u>	<u>\$ CHANGE</u>
<u>ASSETS</u>			
CURRENT ASSETS			
Bank Accounts			
Cash in banks	\$ 57,291	\$ 84,080	\$ -26,789
Advances and floats			
Total advanced	300	254	46
Receivables			0
Accounts Receivable	1,098	220	878
GST Rebate Receivable	1,982	2,025	-43
Total receivables	<u>3,080</u>	<u>2,245</u>	<u>835</u>
Total prepaid expenses (see Schedule 1)	15,241	16,432	-1,191
Script Library	<u>2,964</u>	<u>2,964</u>	<u>0</u>
TOTAL CURRENT ASSETS	\$ 78,876	\$ 105,975	\$ -27,099
LONG TERM ASSETS			
Security deposit - Hilliers	1,208	1,208	0
Investments			
Total Portfolio (See Schedule 2)	<u>54,834</u>	<u>53,901</u>	<u>933</u>
TOTAL LONG TERM ASSETS	\$ 56,042	\$ 55,109	\$ 933
CAPITAL ASSETS			
Non-amortized assets			
Land and Building	147,703	147,703	0
Capital Improvements to Building	107,905	107,905	0
Amortized assets			
Furniture, Equipment, Wardrobe	254,391	247,008	7,383
Computer equipment	9,594	7,468	2,126
Small Tools	2,737	2,737	0
Set Flats	1,020	0	1,020
Total historic value of amortized assets	<u>\$ 267,742</u>	<u>\$ 257,213</u>	<u>\$ 10,529</u>
Less: Total amortization	<u>-245,084</u>	<u>-244,890</u>	<u>-204</u>
TOTAL CAPITAL ASSETS - BOOK VALUE	\$ 278,256	\$ 267,931	\$ 10,325
INTANGIBLE ASSETS			
Hilliers Leasehold Improvements	7,198	7,197	0
Accumulated Amortization Leasehold	<u>-5,758</u>	<u>-4,318</u>	<u>-1,440</u>
TOTAL INTANGIBLE ASSETS	1,440	2,879	-1,439
TOTAL ASSETS	<u>\$ 414,614</u>	<u>\$ 431,894</u>	<u>\$ -17,280</u>

E.C.H.O. PLAYERS SOCIETY
COMPARATIVE BALANCE SHEET
AS AT JULY 31, 2018

	<u>JUL 31, 18</u>	<u>JUL 31, 17</u>	<u>\$ CHANGE</u>
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
Accounts payable	3,596	1,870	1,726
Gift Certificate Liability	2,929	2,139	790
Damage Deposits from Rental customer	1,000	500	500
Refundable deposit	450	0	450
Unearned Revenue	15,585	12,467	3,118
TOTAL CURRENT LIABILITIES	\$ 23,560	\$ 16,976	\$ 6,584
LONG TERM LIABILITIES			
E.C.H.O. Donation Fund (formerly Arts Fund)	2,946	6,312	11,258
Contingency fund	7,070	52,960	45,890
TOTAL LONG TERM LIABILITIES	10,016	44,648	34,632
TOTAL LIABILITIES	\$ 33,576	\$ 61,624	\$ 28,048
<u>EQUITY</u>			
Retained net worth	370,270	361,989	8,281
Net excess income over expenses	10,768	8,281	2,487
TOTAL EQUITY	\$ 381,038	\$ 370,270	\$ 10,768
TOTAL LIABILITIES AND EQUITY	\$ 414,614	\$ 431,894	\$ 17,280
SCHEDULE 1 - PREPAIDS			
Prepaid Royalties	3,747	1,235	
Prepaid scripts	603	553	
Prepaid - other	7,288	8,477	
Prepaid insurance	3,603	6,167	
Bar inventory at YE.	0	0	
TOTAL PREPAIDS	\$ 15,241	\$ 16,432	
SCHEDULE 2 - INVESTMENT PORTFOLIO			
Class A Equity Shares	17	17	
GIC 5 yr - matures Jan 2020	21,173	20,707	
GIC - 5 yr matures Jun 16 2020	13,277	13,029	
GIC Matures 27 Nov 2016	20,367	20,148	
TOTAL INVESTMENT PORTFOLIO	\$ 54,834	\$ 53,901	

¹ This money was set aside to cover the cost of the mural, should that prove necessary, it was cashed out in October 2016

INCOME OVER EXPENSE STATEMENT - ACTUAL VS BUDGET

August 1, 2017 through July 31, 2018

	AUGUST 2017 - JULY 2018	2017/2018 BUDGET	\$ OVER BUDGET	PRIOR YEAR JULY 2017
INCOME				
Box Office Revenue (See Schedule 3)	113,778	101,190	12,588	117,764
Total other income (See Schedule 3)	55,400	40,715	14,685	51,899
TOTAL ALL INCOME	\$ 169,178	\$ 141,905	\$ 27,273	169,663
EXPENSE				
Production expenses (See Schedule 4)	37,277	38,430	-1,153	40,535
Theatre occupancy costs (See Schedule 4)	53,242	49,829	3,413	48,016
Administration (See schedule 5)	67,891	53,646	14,245	63,431
TOTAL ALL EXPENSES	\$ 158,410	\$ 141,905	\$ 16,505	151,982
TOTAL INCOME OVER EXPENSES	\$ 10,768	\$ 0	\$ 10,768	17,681
EXTRA-ORDINARY INCOME AND EXPENSES				
Extra-ordinary income	4,683	0	4,683	22,986
Extra-ordinary expense (Transfers)	4,683	0	4,683	32,386
TOTAL EXTRA-ORDINARY INCOME/EXPENSES	\$ 0	\$ 0	\$ 0	-9,400
NET INCOME	\$ 10,768	\$ 0	\$ 10,768	8,281

SCHEDULE 3 - STATEMENT OF REVENUES

Box Office Revenue				
Play 1 - Hilda's Yard	30,278	25,910	4,368	23,342
Play 2 - The Christmas Express	32,114	24,510	7,604	29,253
Play 3 - Hay Fever	35,823	26,260	9,563	25,431
Play 4 - Collected Stories	15,562	24,510	-8,948	39,738
Total Box Office Revenue	\$ 113,777	\$ 101,190	\$ 12,587	\$ 117,764
Other Income				
Box Office one-Act Festival	4,178	4,000	178	3,463
One-Act Festival Entry Fees	1,040	600	440	470
One-Act Party Fees	0	150	-150	0
Rentals	15,723	13,480	2,243	13,950
Education/Workshop Revenue	1,844	600	1,244	0
Concession	3,761	4,000	-239	4,142
Sponsors	5,450	5,740	-290	5,650
Membership	3,580	3,100	480	3,608
Bar receipts	4,686	3,800	886	3,879
Vendini Income - ticket fees	11,493	0	11,493	0
Ticket Advertising	875	875	0	0
Program Advertising	1,875	3,500	-1,625	3,400
T-shirts	-239	100	-339	-194
Interest & Investment Income	1,003	600	403	1,286
Donations	0	0	0	450
PST Commission	132	170	-38	152
Miscellaneous Income	0	0	0	2,143
Grants (2 rec'd, both transferred to Arts Fund)	0	0	0	9,500
Total other income	\$ 55,401	\$ 40,715	14,686	51,899
TOTAL ALL INCOME	\$ 169,178	\$ 141,905	27,273	169,663

INCOME OVER EXPENSE STATEMENT - ACTUAL VS BUDGET

August 1, 2017 through July 31, 2018

	AUGUST 2017 - JULY 2018	2017/2018 BUDGET	\$ OVER BUDGET	PRIOR YEAR JULY 2017
SCHEDULE 4 - STATEMENT OF PRODUCTION AND OCCUPANCY EXPENSES				
PRODUCTION EXPENSES				
Marquee sign	481	550	-69	901
Graphic Design (all)	4,869	3,800	1,069	3,578
Printing Costs-tent,rack,poster	2,501	2,000	501	1,691
Program Cost	5,845	4,300	1,545	5,228
Photographer	670	700	-30	680
Costumes	2,092	1,600	492	1,927
Hair & Makeup	388	800	-412	981
Royalties	6,832	6,371	461	2,749
Professional Fees	4,050	5,050	-1,000	1,500
Scripts	823	1,025	-202	976
Set (Including Window Decorations)	5,685	6,478	-793	4,889
Set Furnishings	150	1,350	-1,200	659
Lighting	58	150	-92	3,792
Sound	0	225	-225	70
Props	790	725	65	1,663
Musicians & Music	0	0	0	5,675
Rehearsal space rental	348	256	92	903
Production Office Expenses	109	400	-291	19
Rehearsal/Set Construction Refreshments	384	1,000	-616	689
Post Production Party	930	850	80	1,048
Offsite hall rental for Post Production Party	150	600	-450	250
Miscellaneous	122	200	-78	667
TOTAL PRODUCTION EXPENSES	\$ 37,277	\$ 38,430	\$ -1,153	40,535
THEATRE OCCUPANCY COSTS				
Insurance	10,165	10,000	165	9,809
Lighting Maintenance	2,097	1,200	897	1,549
Building & Equip. Maintenance	8,035	6,000	2,035	4,965
Equipment & Tools < \$500	386	700	-314	1,074
Sound	133	300	-167	154
Janitor's Supplies	624	400	224	317
Janitorial Services	4,522	5,000	-478	4,961
Rent - Hilliers	15,170	15,729	-659	14,760
Rent - Storage space	1,612	0	1,612	0
Security	369	400	-31	369
Utilities - Hydro, Water&Sewer	10,129	10,100	29	10,058
TOTAL OCCUPANCY COSTS OF THEATRE	\$ 53,242	\$ 49,829	\$ 3,413	48,016

INCOME OVER EXPENSE STATEMENT - ACTUAL VS BUDGET
August 1, 2017 through July 31, 2018

	AUGUST 2017 - JULY 2018	2017/2018 BUDGET	\$ OVER BUDGET	PRIOR YEAR JULY 2017
SCHEDULE 5 - STATEMENT OF ADMINISTRATION EXPENSES				
ADMINISTRATION				
Vendini Expense - ticket fees	9,439	0	9,439	0
Amortization	1,644	0	1,644	12,644
Accounting	8,667	6,000	2,667	7,268
Insurance-officers & directors	505	550	-45	505
Advertising & Promotion	15,715	17,000	-1,285	16,356
Bar costs plus license	2,735	2,650	85	2,569
Concession	1,849	2,000	-151	2,015
Donations / Scholarships	1,500	1,500	0	790
Memberships, dues and licenses	1,421	1,050	371	1,248
Bank Charges/Credit card fees	4,936	4,380	556	4,739
Membership Benefits	1,746	1,800	-54	1,725
Office Expense	3,109	3,200	-91	2,995
Postage & Courier	753	1,200	-447	1,353
Telephone	3,616	3,500	116	3,397
Ticket Printing & Consumables	1,415	1,400	15	182
Website	275	350	-75	255
Education Expense	1,529	1,000	529	74
Special Meetings	501	350	151	227
Sundry Wardrobe purchases	125	150	-25	110
Scripts expense for library and ADC	565	500	65	
Expenses Unique to One Act	2,492	2,580	-88	2,334
NIZ Festival entry costs	3,354	2,486	868	2,645
TOTAL ADMINISTRATION	67,891	53,646	14,245	63,431

E.C.H.O. Players Society
Balance Sheet
As of 31 March 2019

	<u>31 Mar 19</u>
ASSETS	
Current Assets	
Chequing/Savings	
Total 10000 · Bank Accounts	60,471.11
Total 11400 · Investments	55,364.11
Total 11500 · Petty Cash/Advance	4,884.83
Total Chequing/Savings	120,720.05
Total Accounts Receivable	2,000.00
Other Current Assets	
13410 · GST Rebate Receivable	2,067.28
Total 13500 · Script Library Net Total	2,964.08
Total 14000 · Prepaid Expenses	1,767.90
14500 · Unexpired Insurance	8,904.01
14999 · Undeposited Funds	30.00
Total Other Current Assets	15,733.27
Total Current Assets	138,453.32
Fixed Assets	
15000 · Property & Equipment	
15100 · Land	20,500.00
15200 · The Village Theatre Building	127,202.62
15250 · Capital Improvement- Theatre	107,905.40
Total 15300 · Furniture, Equip & Wardrobe Theatre	18,216.26
Total 15314 · Small Tools >\$500!	923.18
Total 15317 · Set Flats	816.00
Total 15320 · Cmppt Equipment	3,977.79
Total 15000 · Property & Equipment	279,541.25
Total Fixed Assets	279,541.25
Other Assets	
18100 · Security Deposit - Hilliers	1,207.50
Total 18200 · Leasehold Improvements-Hilliers	1,439.51
18300 · Refundable Deposit	150.00
Total Other Assets	2,797.01
TOTAL ASSETS	<u><u>420,791.58</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Total Accounts Payable	2,445.33
Total Other Current Liabilities	5,433.50
Total Current Liabilities	7,878.83
Long Term Liabilities	
25000 · Arts Fund	7,416.74
Total Liabilities	15,295.57
Equity	
31000 · Retained Net Worth	381,037.54
Net Income	24,458.47
Total Equity	405,496.01
TOTAL LIABILITIES & EQUITY	<u><u>420,791.58</u></u>

E.C.H.O. Players Society
Profit & Loss Budget vs. Actual
August 2018 through March 2019

	<u>Aug '18 - Mar 19</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Income				
41100 · Box Office Revenue				
Total 41100 · Box Office Revenue	134,966.35	136,075.00	(1,108.65)	99.19%
41160 · Box Office One Act Festival	5,633.12	4,000.00	1,633.12	140.83%
41165 · One Act Festival Entry Fees	970.00	1,000.00	(30.00)	97.0%
42100 · NIZ Festival - Revenue				
Total 42100 · NIZ Festival - Revenue	600.00	4,000.00	(3,400.00)	15.0%
43000 · Rentals/Sales				
Total 43000 · Rentals/Sales	8,157.00	16,350.00	(8,193.00)	49.89%
43500 · Education/Workshop Revenue		1,800.00	(1,800.00)	
44000 · Concession	3,184.13	3,800.00	(615.87)	83.79%
45000 · Sponsors	2,520.00	5,040.00	(2,520.00)	50.0%
46000 · Membership	4,062.00	4,000.00	62.00	101.55%
47010 · Bar receipts	4,290.29	4,700.00	(409.71)	91.28%
49050 · Vendini Income	10,180.65			
49100 · Ticket Advertising	700.00	800.00	(100.00)	87.5%
49200 · Program Advertising	3,700.00			
49300 · Shirts for ECHO Members	130.00	180.00	(50.00)	72.22%
49400 · Other Income				
Total 49400 · Other Income	1,006.34	1,100.00	(93.66)	91.49%
Total Income	180,099.88	182,845.00	(2,745.12)	98.5%
Expense				
61000 · PRODUCTION EXPENSES				
Total 61000 · PRODUCTION EXPENSES	58,044.95	60,512.00	(2,467.05)	95.92%
65000 · OCCUPANCY COSTS OF THEATRE				
Total 65000 · OCCUPANCY COSTS OF THEATRE	41,173.53	53,662.60	(12,489.07)	76.73%
69800 · Uncategorized Expenses	395.00			
71000 · ADMINISTRATION				
Total 71200 · Advertising & Promotion	15,213.66	15,700.00	(486.34)	96.9%
71245 · Green Room Collages&Posters	358.01	500.00	(141.99)	71.6%
71300 · Bar costs	1,966.84	2,500.00	(533.16)	78.67%
71310 · Bar License/Admin	580.00	250.00	330.00	232.0%
71600 · Concession	1,327.03	2,000.00	(672.97)	66.35%
71700 · Donations / Scholarships	518.00	1,500.00	(982.00)	34.53%
71800 · Membership, Dues & Licenses	860.15	1,450.00	(589.85)	59.32%
71952 · NIZ Festival - ECHO's Entry				
Total 71952 · NIZ Festival - ECHO's Entry	1,678.43	950.00	728.43	176.68%
72100 · Bank Charges & Credit Crd Fees	3,461.40	5,000.00	(1,538.60)	69.23%
72150 · Credit Card Merchant Fees	37.50		37.50	100.0%
72160 · Vendini Expenses	8,121.76	10,000.00	(1,878.24)	81.22%
72300 · Membership Benefits	1,545.48	1,800.00	(254.52)	85.86%
72700 · Office Expense-includes copying	2,359.71	3,000.00	(640.29)	78.66%
72730 · Postage & Courier	492.45	800.00	(307.55)	61.56%
72742 · Telephone	3,061.26	3,700.00	(638.74)	82.74%
72747 · Travel	120.00	100.00	20.00	120.0%
72910 · Ticket Printing & Consumables	1,857.43	1,450.00	407.43	128.1%
73100 · Website		350.00	(350.00)	
73300 · Education/Workshop Expense	132.23	1,000.00	(867.77)	13.22%
73400 · Special Meeting		350.00	(350.00)	
73450 · Sundry Wardrobe Purchases	286.45	150.00	136.45	190.97%
73455 · Scripts for Library and ADC	505.56	500.00	5.56	101.11%
73510 · Expenses Unique to One Act				

E.C.H.O. Players Society
Profit & Loss Budget vs. Actual
August 2018 through March 2019

	<u>Aug '18 - Mar 19</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Total 73510 · Expenses Unique to One Act	3,907.28	4,330.00	(422.72)	90.24%
Total 71000 · ADMINISTRATION	56,022.56	68,843.00	(12,820.44)	81.38%
Total Expense	155,636.04	183,017.60	(27,381.56)	85.04%
Net Ordinary Income	24,463.84	(172.60)	24,636.44	(14,173.72%)
Net Other Income	(5.37)		(5.37)	100.0%
Net Income	<u>24,458.47</u>	<u>(172.60)</u>	<u>24,631.07</u>	<u>(14,170.61%)</u>

E.C.H.O. Players Society
Balance Sheet
As of 31 March 2019

	<u>31 Mar 19</u>
ASSETS	
Current Assets	
Chequing/Savings	
Total 10000 · Bank Accounts	60,471.11
Total 11400 · Investments	55,364.11
Total 11500 · Petty Cash/Advance	<u>4,884.83</u>
Total Chequing/Savings	120,720.05
Total Accounts Receivable	2,000.00
Other Current Assets	
13410 · GST Rebate Receivable	2,067.28
Total 13500 · Script Library Net Total	2,964.08
Total 14000 · Prepaid Expenses	1,767.90
14500 · Unexpired Insurance	8,904.01
14999 · Undeposited Funds	<u>30.00</u>
Total Other Current Assets	<u>15,733.27</u>
Total Current Assets	138,453.32
Fixed Assets	
15000 · Property & Equipment	
15100 · Land	20,500.00
15200 · The Village Theatre Building	127,202.62
15250 · Capital Improvement- Theatre	107,905.40
Total 15300 · Furniture, Equip & Wardrobe Theatre	18,216.26
Total 15314 · Small Tools >\$500!	923.18
Total 15317 · Set Flats	<u>816.00</u>
Total 15320 · Cmpt Equipment	<u>3,977.79</u>
Total 15000 · Property & Equipment	<u>279,541.25</u>
Total Fixed Assets	279,541.25
Other Assets	
18100 · Security Deposit - Hilliers	1,207.50
Total 18200 · Leasehold Improvements-Hilliers	1,439.51
18300 · Refundable Deposit	<u>150.00</u>
Total Other Assets	<u>2,797.01</u>
TOTAL ASSETS	<u><u>420,791.58</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Total Accounts Payable	2,445.33
Total Other Current Liabilities	<u>5,433.50</u>
Total Current Liabilities	7,878.83
Long Term Liabilities	
25000 · Arts Fund	<u>7,416.74</u>
Total Liabilities	<u>15,295.57</u>
Equity	
31000 · Retained Net Worth	381,037.54
Net Income	24,458.47
Total Equity	<u>405,496.01</u>
TOTAL LIABILITIES & EQUITY	<u><u>420,791.58</u></u>

E.C.H.O. Players Society
Profit & Loss Budget vs. Actual
August 2018 through March 2019

	Aug '18 - Mar 19	Budget	\$ Over Budget	% of Budget
Income				
41100 · Box Office Revenue				
Total 41100 · Box Office Revenue	134,966.35	136,075.00	(1,108.65)	99.19%
41160 · Box Office One Act Festival	5,633.12	4,000.00	1,633.12	140.83%
41165 · One Act Festival Entry Fees	970.00	1,000.00	(30.00)	97.0%
42100 · NIZ Festival - Revenue				
Total 42100 · NIZ Festival - Revenue	600.00	4,000.00	(3,400.00)	15.0%
43000 · Rentals/Sales				
Total 43000 · Rentals/Sales	8,157.00	16,350.00	(8,193.00)	49.89%
43500 · Education/Workshop Revenue		1,800.00	(1,800.00)	
44000 · Concession	3,184.13	3,800.00	(615.87)	83.79%
45000 · Sponsors	2,520.00	5,040.00	(2,520.00)	50.0%
46000 · Membership	4,062.00	4,000.00	62.00	101.55%
47010 · Bar receipts	4,290.29	4,700.00	(409.71)	91.28%
49050 · Vendini Income	10,180.65			
49100 · Ticket Advertising	700.00	800.00	(100.00)	87.5%
49200 · Program Advertising	3,700.00			
49300 · Shirts for ECHO Members	130.00	180.00	(50.00)	72.22%
49400 · Other Income				
Total 49400 · Other Income	1,006.34	1,100.00	(93.66)	91.49%
Total Income	180,099.88	182,845.00	(2,745.12)	98.5%
Expense				
61000 · PRODUCTION EXPENSES				
Total 61000 · PRODUCTION EXPENSES	58,044.95	60,512.00	(2,467.05)	95.92%
65000 · OCCUPANCY COSTS OF THEATRE				
Total 65000 · OCCUPANCY COSTS OF THEATRE	41,173.53	53,662.60	(12,489.07)	76.73%
69800 · Uncategorized Expenses	395.00			
71000 · ADMINISTRATION				
Total 71200 · Advertising & Promotion	15,213.66	15,700.00	(486.34)	96.9%
71245 · Green Room Collages&Posters	358.01	500.00	(141.99)	71.6%
71300 · Bar costs	1,966.84	2,500.00	(533.16)	78.67%
71310 · Bar License/Admin	580.00	250.00	330.00	232.0%
71600 · Concession	1,327.03	2,000.00	(672.97)	66.35%
71700 · Donations / Scholarships	518.00	1,500.00	(982.00)	34.53%
71800 · Membership, Dues & Licenses	860.15	1,450.00	(589.85)	59.32%
71952 · NIZ Festival - ECHO's Entry				
Total 71952 · NIZ Festival - ECHO's Entry	1,678.43	950.00	728.43	176.68%
72100 · Bank Charges & Credit Crd Fees	3,461.40	5,000.00	(1,538.60)	69.23%
72150 · Credit Card Merchant Fees	37.50		37.50	100.0%
72160 · Vendini Expenses	8,121.76	10,000.00	(1,878.24)	81.22%
72300 · Membership Benefits	1,545.48	1,800.00	(254.52)	85.86%
72700 · Office Expense-includes copying	2,359.71	3,000.00	(640.29)	78.66%
72730 · Postage & Courier	492.45	800.00	(307.55)	61.56%
72742 · Telephone	3,061.26	3,700.00	(638.74)	82.74%
72747 · Travel	120.00	100.00	20.00	120.0%
72910 · Ticket Printing & Consumables	1,857.43	1,450.00	407.43	128.1%
73100 · Website		350.00	(350.00)	
73300 · Education/Workshop Expense	132.23	1,000.00	(867.77)	13.22%
73400 · Special Meeting		350.00	(350.00)	
73450 · Sundry Wardrobe Purchases	286.45	150.00	136.45	190.97%
73455 · Scripts for Library and ADC	505.56	500.00	5.56	101.11%
73510 · Expenses Unique to One Act				

E.C.H.O. Players Society
Profit & Loss Budget vs. Actual
August 2018 through March 2019

	<u>Aug '18 - Mar 19</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Total 73510 · Expenses Unique to One Act	3,907.28	4,330.00	(422.72)	90.24%
Total 71000 · ADMINISTRATION	56,022.56	68,843.00	(12,820.44)	81.38%
Total Expense	155,636.04	183,017.60	(27,381.56)	85.04%
Net Ordinary Income	24,463.84	(172.60)	24,636.44	(14,173.72%)
Net Other Income	(5.37)		(5.37)	100.0%
Net Income	<u>24,458.47</u>	<u>(172.60)</u>	<u>24,631.07</u>	<u>(14,170.61%)</u>

E.C.H.O. Players Society
Profit Loss Budget

	Aug '17 - Jul 18	Aug '18 - Jul 19
Ordinary Income/Expense		
Income		
41100 · Box Office Revenue		
41148 · Play 1	\$25,910.36	\$34,899.00
41149 · Play 2	\$24,509.80	\$38,056.00
41150 · Play 3	\$26,260.50	\$38,056.00
41151 · Play 4	\$24,509.80	\$25,064.00
Total 41100 · Box Office Revenue	<u>\$101,190.46</u>	<u>\$136,075.00</u>
41160 · Box Office One Act Festival	\$150.00	\$4,000.00
41165 · One Act Festival Entry Fees	\$4,000.00	\$1,000.00
42100 · NIZ Festival - Revenue	\$600.00	\$4,000.00
43000 · Rentals/Sales		
43100 · Rental/Sale - Costumes	\$480.00	\$350.00
43300 · Rental- Theatre	\$13,000.00	\$16,000.00
Total 43000 · Rentals/Sales	<u>\$13,480.00</u>	<u>\$16,350.00</u>
43500 · Education/Workshop Revenue	\$600.00	\$1,800.00
44000 · Concession	\$4,000.00	\$3,800.00
45000 · Sponsors	\$5,740.00	\$5,040.00
46000 · Membership	\$3,100.00	\$4,000.00
47010 · Bar receipts	\$3,800.00	\$4,700.00
49100 · Ticket Advertising	\$875.00	\$800.00
49200 · Program Advertising	\$3,500.00	
49300 · Shirts for ECHO Members	\$100.00	\$180.00
49400 · Other Income		
49401 · Interest & Investment Income	\$600.00	\$1,000.00
49404 · PST Commission	\$170.00	\$100.00
Total 49400 · Other Income	<u>\$770.00</u>	<u>\$1,100.00</u>
Total Income	<u>\$141,905.46</u>	<u>\$182,845.00</u>
Expense		
61000 · PRODUCTION EXPENSES		
61300 · Marquee sign	\$550.00	\$400.00
61400 · Graphic Design (all)	\$3,800.00	\$4,900.00
61500 · Printing Costs-tent,rack,poster	\$2,000.00	\$3,100.00
61600 · Program Cost	\$4,300.00	\$5,350.00
61710 · Photographer	\$700.00	\$700.00
61800 · Costumes	\$1,600.00	\$4,500.00
61900 · Hair & Makeup	\$800.00	\$620.00
62100 · Royalties	\$6,371.00	\$8,767.00
62150 · Professional Fees	\$5,050.00	\$4,500.00
62200 · Scripts	\$1,025.00	\$1,550.00
62300 · Set	\$6,478.00	\$5,200.00
62310 · Set Furnishings	\$1,150.00	\$1,600.00
62400 · Lighting	\$150.00	\$850.00
62500 · Sound	\$225.00	\$1,275.00
62600 · Props	\$725.00	\$1,300.00
63100 · Musicians & Music	\$200.00	\$9,200.00
63200 · Rehearsal space rental	\$256.00	\$3,100.00
63300 · Production Office Expenses	\$400.00	\$400.00
63400 · Rehearsal/Construction Food	\$1,000.00	\$1,000.00

E.C.H.O. Players Society

Profit Loss Budget

63415 · Post Production Party	\$850.00	\$1,200.00
63450 · Offsite Hall Rental Cast Party	\$600.00	\$600.00
63500 · Misc	\$200.00	\$400.00
Total 61000 · PRODUCTION EXPENSES	\$38,430.00	\$60,512.00
65000 · OCCUPANCY COSTS OF THEATRE		
65100 · Insurance	\$10,000.00	\$10,000.00
65200 · Lighting Maintenance	\$1,200.00	\$700.00
65312 · Building & Equip. Maintenance	\$6,000.00	\$7,300.00
65316 · Equipment & Tools < \$500	\$700.00	\$350.00
65320 · Sound	\$300.00	\$3,240.00
65330 · Janitor's Supplies	\$400.00	\$600.00
65340 · Janitorial Services	\$5,000.00	\$4,800.00
65380 · Rent - Hilliers	\$15,729.00	\$15,800.00
65400 · Security	\$326.60	\$695.60
65600 · Utilities - Hydro, Water&Sewer	\$10,100.46	\$10,300.00
Total 65000 · OCCUPANCY COSTS OF THEATRE	\$49,756.06	\$53,785.60
71000 · ADMINISTRATION		
71010 · Amortization	\$0.00	\$2,213.00
71100 · Accounting	\$6,000.00	\$8,700.00
71150 · Insurance-officers & directors	\$550.00	\$550.00
71200 · Advertising & Promotion		
71210 · Advertising	\$13,500.00	\$13,000.00
71230 · Season Brochure	\$2,700.00	\$2,700.00
Total 71200 · Advertising & Promotion	\$16,200.00	\$15,700.00
71245 · Green Room Collages&Posters	\$800.00	\$500.00
71300 · Bar costs	\$2,400.00	\$2,500.00
71310 · Bar License/Admin	\$250.00	\$250.00
71600 · Concession	\$2,000.00	\$2,000.00
71700 · Donations / Scholarships	\$1,500.00	\$1,500.00
71800 · Membership, Dues & Licenses	\$1,050.00	\$1,450.00
71952 · NIZ Festival - ECHO's Entry		
71953 · Royalties - NIZ	\$156.00	\$150.00
71954 · Truck Rental - NIZ	\$400.00	\$0.00
71955 · Transport. allowance - NIZ	\$0.00	\$50.00
71959 · Theatre BC Memberships - NIZ	\$500.00	\$400.00
71960 · Registration - NIZ	\$100.00	\$150.00
71962 · Promotion - NIZ	\$0.00	\$100.00
71963 · Miscellaneous - NIZ	\$1,100.00	\$100.00
Total 71952 · NIZ Festival - ECHO's Entry	\$2,256.00	\$950.00
72100 · Bank Charges & Credit Crd Fees	\$4,380.00	\$5,000.00
72160 · Vendini Expenses	\$0.00	\$10,000.00
72300 · Membership Benefits	\$1,800.00	\$1,800.00
72700 · Office Expense-includes copying	\$3,000.00	\$3,000.00
72730 · Postage & Courier	\$1,400.00	\$800.00
72742 · Telephone	\$3,500.00	\$3,700.00
72747 · Travel	\$100.00	\$100.00
72910 · Ticket Printing & Consumables	\$1,400.00	\$1,450.00
73100 · Website	\$350.00	\$350.00
73300 · Education/Workshop Expense	\$1,000.00	\$1,000.00
73400 · Special Meeting	\$350.00	\$350.00

E.C.H.O. Players Society

Profit Loss Budget

73450 · Sundry Wardrobe Purchases	\$150.00	\$150.00
73455 · Scripts for Library and ADC	\$500.00	\$500.00
73510 · Expenses Unique to One Act		
73515 · Newspaper Advertising One Act	\$400.00	\$400.00
73550 · Awards One Act	\$205.00	\$360.00
73551 · Gifts	\$130.00	\$100.00
73552 · Adjudicators/Technicians	\$1,000.00	\$1,000.00
73560 · Travel & Accommodation	\$50.00	\$50.00
73570 · Program One Act	\$450.00	\$500.00
73580 · Posters One Act	\$130.00	\$100.00
73593 · One Act expenses for ECHO entry		\$1,200.00
73594 · photo album One Act	\$120.00	\$120.00
73595 · Party	\$100.00	\$100.00
73596 · Office for One Act	\$75.00	\$200.00
73598 · Misc.	\$50.00	\$200.00
Total 73510 · Expenses Unique to One Act	<u>\$2,710.00</u>	<u>\$4,330.00</u>
Total 71000 · ADMINISTRATION	<u>\$53,646.00</u>	<u>\$68,843.00</u>
Total Expense	<u>\$141,832.06</u>	<u>\$183,140.60</u>
 Net Ordinary Income	 <u><u>\$73.40</u></u>	 <u><u>(\$295.60)</u></u>