CVRD

ISLAND SAVINGS CENTRE COMMISSION
Thursday, July 11, 2013
ISC Board Room 2:30 PM

AGENDA

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   - Verbal Report

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   - Verbal Report

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Committee Members

Chair Councillor Siebring
Vice Chair Councillor Jackson
Councillor Lines
Councillor Woike
Director L Duncan
Councillor T Duncan
Director Iannidinardo

Minutes of the regular meeting of the Island Savings Centre Commission held in the Centre Board Room, 2687 James Street, Duncan, on Thursday, June 13, 2013 at 2:30 pm.

PRESENT: A. Siebring, S. Jackson, T. Duncan, J. Woike, L. Heinio

ALSO PRESENT:
R. Austen, General Manager, Parks Recreation & Culture
J. Elzinga, Manager, Island Savings Centre
J. Wakeham, Manager, Facility, Fleet and Transit
K. Schrader, Manager, Arts & Culture
B. Coleman, Coordinator, North/Central Cowichan Facility
A. Plunet, Recording Secretary

ABSENT: B. Lines, L. Duncan, L. Iannidinardo

APPROVAL OF AGENDA 2013-38

It was moved and seconded that the agenda be approved.

MOTION CARRIED

ADOPTION OF MINUTES 2013-39

It was moved and seconded that the minutes of the Regular Island Savings Centre Commission meeting of May 9, 2013 be adopted.

BUSINESS ARISING

BA1

The Arts and Culture Division Manager K. Schrader reviewed priorities of the Division Work Plan for 2013. A high priority is to establish a steering committee to work with local governments and community stakeholder groups toward a plan for a regional arts, culture and heritage service function.

BA2

The Facility, Fleet and Transit Manager J. Wakeham re-submitted Division Work Plan priorities for 2013, as discussed at the May 9, 2013 meeting.

BA3

The Island Savings Centre Manager J. Elzinga reviewed Division Work Plan priorities for 2013. A high priority is the development of a marketing and programming plan for the ISC, and potential establishment of a programming partnership with VIHA which may include creation of a primary health care facility in the Aquannis Centre. The need for guiding rules of policy for the marketing of the World's Largest Hockey Stick was discussed.

CORRESPONDENCE

A letter dated June 12, 2013 from Cowichan Valley School District, discussed the District's restructuring, and consequent reduction in usage of facilities within the Island Savings Centre, effective June 30, 2013.

INFORMATION No information

STAFF DEPARTMENT REPORTS

SR1 B. Coleman, Facility Coordinator, reported on completed projects: The roundabout project with North Cowichan, arena exit doors, awarding of tender for the arena ice plant roof, installation of refrigerated water coolers and approval to complete a sidewalk for the fast track charging station.

SR2 K. Schrader, Arts & Culture Manager, submitted information on an initiative to support growth and innovation in the Arts & Culture industry. Interviews will soon be conducted for positions of Publicist, Administrative Secretary and Booking Facilitator. The Cowichan Theatre website will be launched mid- August.

SR3 J. Elzinga, Island Savings Centre Manager reported that interviews have been set for the sports programmer position, options are being discussed with the CV Capitals for an additional dressing room, and new security measures are being investigated for installation in the Fall.

UNFINISHED BUSINESS

UB1 A resolution was submitted by Councillor Jackson to update the CVRD Harassment Policy.

2013-40 **It was moved and seconded to move forward a recommendation that CVRD staff review the CVRD Harassment Policy and make recommendations including but not limited to:**

i. Updating the language and
ii. Consequences of harassment by staff or elected representatives to the Board.

MOTION CARRIED

UB2 The City of Duncan and Municipality of North Cowichan, owners of the space formerly known as the Aquannis Centre, have agreed to enter into an agreement with the CVRD for the cost of $1.00 for the purpose of the CVRD exercising management and control of the space.

Ownership of the Centre will remain with the owners, who will pay to the CVRD budget approved operating expenses and administrative charges for the Centre. The agreement will terminate on August 31, 2014.

2013-41

It was moved and seconded that the CVRD enter into an agreement for $1.00 with the City of Duncan and the Corporation of the District of North Cowichan to expire on August 31, 2014, for the purpose of the CVRD exercising management and control of the space formerly known as the Aquannis Centre.

MOTION CARRIED

NEW BUSINESS

NB1

A Staff Report of June 11, 2013 was submitted with recent Island Savings Centre budget implications relating to the recent increase of property insurance and the restructuring of School District 79, causing reduced rental revenue of Island Savings Centre facilities. Further discussion is anticipated to address the shortfall.

A recent reassessment for the replacement value of the Island Savings Centre has resulted in a significant increase in insurance rates. It was suggested that CVRD staff research insurance carriers to obtain a competitive bid to cover replacement value of all CVRD facilities.

2013-42

It was moved and seconded that CVRD staff research other options for insurance carriers to obtain a competitive bid to cover the replacement value of CVRD facilities.

MOTION CARRIED

As per general practice over the summer, the Commission will hold a meeting in July only, reconvening September 12, 2013.

ADJOURNMENT
2013-43
3:24 p.m.

It was moved and seconded that the meeting be adjourned.

MOTION CARRIED

Certified Correct:

Chairperson

Secretary

Dated:

C·V·R·D

STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION
OF JULY 11, 2013

DATE: June 26, 2013 **FILE NO:**

FROM: Steve Hurcombe, Budget Coordinator
Finance Division **BYLAW NO:**

SUBJECT: CVRD Property Insurance

Recommendation/Action:

Provided for information

Relation to the Corporate Strategic Plan:

An efficient, high performance, innovative organization

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

Valuations of the CVRD's assets have been increased consistently over the years, however due to increasing construction costs and building code requirements our valuations had fallen behind current construction costs. As part of the 2012 Island Savings Sustainability plan a professional valuation was performed in order to determine current replacement costs, during which it was discovered that the insured replacement cost for the facility was significantly undervalued by approximately $22.62 million. An increase to the insured value of 51% was therefore required in 2013, resulting in a 42.7% increase in insurance costs even though insurance rates actually decreased from 2012 to 2013. A plan has now been put in place to obtain more accurate valuations on all the CVRD facilities with regular updates on a five year cycle.

Background:

The CVRD's property insurance is provided through the use of an insurance brokerage firm who on an annual basis seeks coverage on our behalf in the international insurance market. All of the CVRD's property insurance is tendered as one package in order to reduce the overall insurance rates for the CVRD.

BA. 1

The Municipal Insurance Association of British Columbia (MIA) of which the CVRD is a member will soon be announcing a property insurance policy which is expected to both reduce the costs of insurance and provide members with insurance coverage that is more suitable to our needs. Information will be distributed to member municipalities in August and the plan formally presented in September at MIA's Annual General Meeting. At that time an assessment will be made of the proposed plan and recommendations made to the Board on whether to join the MIA property insurance program or tender insurance brokerage services for 2014 onwards.

In the past the brokerage service for the CVRD has been tendered but due to the fact that MIA announced their intention to offer a property and possibly events insurance policy for 2014 onwards the decision was made to defer tendering the brokerage services until further information is made available, at which time the proposed package will be presented to the CVRD Board for consideration.

Respectfully submitted by,

Steve Hurcombe, C.G.A., MBA
Budget Coordinator, Finance Division

SH:tk

Approved by:
Division Manager:

Approved by:
General Manager:

Dressing Room Expansion Proposal

Members of the Commission,

For the past 20 years, the current edition of the Cowichan Capitals has played and practiced out of the Island Savings Centre, proud to call the ISC home. As we move forward into our next 20 years, it is our wish to assist in developing the Island Savings Centre, making it more comfortable and more accessible not just for the Capitals, but for all user groups.

To that end, at this time the Capitals would like to respectfully ask permission to expand and enhance our dressing room. We believe we have come up with a proposal that will benefit all concerned, giving the ISC access to an additional dressing room on a regular basis.

We would like to propose that the Capitals take over the current ISC staff room. This area represents approximately 750 square feet. We would strip the room and finish it appropriately. This would necessitate the installation of a door to access the west side tunnel of the arena. It would also be necessary to build a platform with some stairs to make up for the floor height differential. In the current dressing room, we would install a partition, separating the main dressing room area from out storage area and current athletic therapy station. We would ask that we be given access to the current dressing room during our practice times and game nights. However, the rest of the time this would be available to the ISC as a 6th dressing room.

These renovations would be completed at no cost to the ISC or the commission. The Capitals are happy to bear the cost of construction. In return we would ask two things. First, we would request a lease on the expanded space for a 5 year period, at a cost of $1. Second, we request that the current front office space, which we currently occupy rent free (in return for bearing construction cost), to be leased to the Capitals at no cost for a further 5 year period.

We believe that this proposal will assist both the ISC and the Capitals organization. We look forward to hearing your dialogue and decision on this proposal. Thank you for taking the time to consider our proposal.

On behalf of the Cowichan Capitals
David van Deventer
Director of Business Operations

ISLAND SAVINGS CENTRE
RECREATION. SPORTS. CULTURE.

January 26, 2009

Mr. Terry Evans,Treasurer
Cowichan Valley Capitals
Junior A Hockey Club
2687 James St.
DUNCAN BC V9L 2X5

Dear Terry:

Re: New Office Space Lease

Thank you for your letter dated January 23, 2009 in which you advised that the costs incurred by the Cowichan Valley Capitals with the construction of the Capitals new Office at Island Savings Centre amounted to $24,735.24.

As per the provisions of the Lease Agreement between ISC (the Lessor) and CVSI (the Lessee) agreed to in the August 26, 2008 Lease Agreement (copy of August 28, 2008 letter detailing Agreement attached), ISC has agreed to credit CVSI the monthly rental charge of the Office space until such time as the construction costs of the Office project have been retired. I have calculated the annual rent increase to the Office space to be 3% per annum.

With this Agreement in place, I have projected your Rental credit to cover your Office space rent until September 1, 2014 before CVSI commences monthly rental payments.

	YEAR	Monthly Rental Credit Program	Credit
1.	September 2008 - August 2009	350 sq. ft. x $11.00	= $3850.00
2.	September 2009 – August 2010	350 sq. ft. x $11.33	= $3965.50
3.	September 2010 – August 2011	350 sq. ft. x $11.67	= $4084.47
4.	September 2011 – August 2012	350 sq. ft. x $12.02	= $4207.04
5.	September 2012 – August 2013	350 sq. ft x $12.38	= $4333.21
6.	September 2013 – August 2014	350 sq. ft. x $12.75	= $4463.00
		Total Rental Charge Credit	$24,903.22

/...2

Please note: No cash refund shall be granted CVSI by ISC should CVSI terminate its Junior A Hockey Club franchise with ISC prior to the debt retirement of the capital cost ($24,735.24) of

Please note: No cash refund shall be granted CVSI by ISC should CVSI terminate its Junior A Hockey Club franchise with ISC prior to the debt retirement of the capital cost ($24,735.24) of the Office construction project. Please also note: As per article 6 of the August 26 Agreement, the new CVSI Office space at ISC (less furnishings) became the property of ISC, effective August 26, 2008.

In Witness Whereof the parties hereto have caused this instrument to be executed in duplicate by their duly authorized representatives on the day and year herein below written.

Dated at the Corp. of the District of North Cowichan, in the Province of British Columbia, the 27 day of January 2009.

Signed, Sealed and Delivered
In the Presence of:

Anne Spalding
Name

2687 James St. Duncan.
Address

Administrative Supervisor-CVRD
Occupation

Cowichan Valley Regional District
Island Savings Centre
Its authorized signing representative

Name

1822 Shann Dr. Duncan
Address

Treasurer
Occupation

Cowichan Valley Sports Inc.

R.T. (Ron) Austen
General Manager

Enclosure
Rta\ap

Rta\ltr Jan 26 09 T Evans Re: Office Space

BA3

C·V·R·D

STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING
OF JULY 11, 2013

DATE: July 8, 2013

FROM: John Elzinga, Manager, Island Savings Centre

SUBJECT: Revised Costs Report

Recommendation/Action(s):

Provided for information.

Relation to the Corporate Strategic Plan:

Increase accountability with regular performance reporting.

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

The 2013 Island Savings Centre expenditure plan will be amended as follows:

Property insurance	increased expense of $42,000
School District rentals	decreased revenue of $13,000
Security personnel contract	increased expense of $13,200
New security cameras	increased expense of $27,200
	$95,400

New compressors to 2014	decreased net expense of $34,000
No rebuild to compressors	decreased expense of $9,000
Theatre signage to 2014	decreased expense of $30,000
Reduce scope of loading dock	decreased expense of $20,000
Other gym rentals	increased revenue of $2,400
	$95,400

Background:

Budget costs:

At the June 2013 Island Savings Centre Commission meeting, staff identified two budget concerns, a $42,000 increase in property insurance, and an anticipated $13,000 reduction in rental revenue from School District 79. Staff was requested to identify cost savings to address this total $55,000 at the July 2013 Commission meeting.

As has been discussed at recent Commission meetings, security is also increasingly a concern. Staff have obtained a quote for an up-to-date 32 camera security system, for $27,200. Staff have also obtained a quote for security personnel, 5 hours per day in peak periods, 6 days per week, for six months beginning October, 2013. Staff identify these as high priorities.

Items to address budget costs:

A capital expense budgeted this year was compressor replacement, partially funded by a BC Hydro grant. The agreement with BC Hydro was concluded this week, too late to install the compressors for the 2013 ice season. The net cost of $34,000 will be transferred to the 2014 budget. There remains a savings of $9,000 due to not undertaking a compressor rebuild in 2013.

A 2013 capital expense of $30,000 for Theatre signage will be deferred to 2014.

A 2013 capital expense of $60,000 for loading dock improvements will be reduced in scope to $40,000.

Additional gym rentals are anticipated to achieve at least $2,400 in revenue.

Submitted by,

John Elzinga, Manager,
Island Savings Centre.

Reviewed by:
Division Manager:

Approved by:
General Manager:

CVRD

STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING OF JULY 11, 2013

DATE: July 9, 2013 **FILE NO:**

FROM: Jim Wakeham, Manager Facilities, Fleet and Transit **BYLAW NO:**

SUBJECT: ISC Arena Refrigeration Compressor Replacement Project and BC Hydro Incentive

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Recommendation/Action: That it be recommended that the CVRD Board approve;

1) The deferral of the arena refrigeration compressor replacement project from summer 2013 to summer 2014.

2) The CVRD authorize the CVRD Chair and Corporate Secretary to sign the BC Hydro Powersmart Incentive Fund Agreement # BHC-00686 prior to September 4, 2013 for a BC Hydro Incentive grant of a maximum $28,233 towards the Island Saving Centre Arena Compressor replacement project that will take place in 2014.

3) The total expenditure of the arena compressor replacement project of approximately $82,000 less the BC hydro incentive grant, and reinstate the required funds in the 2014 budget.

Relation to the Corporate Strategic Plan:

The compressor replacement project fits within the Sustainable Infrastructure section of the Corporate Strategic Plan, as it relates to the objective of well maintained public facilities by establishing consistent quality and maintenance standards for the CVRD facilities, as well as supports the Safe and Healthy Community goal of providing exceptional Recreation, Cultural and Park services by continually improving the quality of services. In addition the securing of the incentive grant from BC Hydro also supports the corporate goal of seeking alternative funding sources.

Financial Impact: *(Reviewed by Finance Division:)*
The total upgrade cost for replacing the two compressors and motors is approximately $82,000, less the BC Hydro grant for approximately $28,200 for a net capital cost of $53,800. The operating budget will also be reduced by the savings in hydro consumption and repairs to compressors that are due yearly to the age of the old compressors. With the new compressors installed, the estimated savings on the 2014 operating budget for these two expense accounts is approximately $10,000 based on 6 months savings (annual would be $20,000).

BC Hydro has offered the CVRD an incentive of $28,233 for the upgrade, approximately 34% of the total cost based on an estimated 99,000kWh annual energy savings.

Staff Report
ISC Commission meeting

July 11th, 2013

Background:

The Island Savings Centre Ice Arena compressors and motors have been identified for upgrade for reliability and energy saving reasons. The existing compressors and motors are past their useful life at over 35 years of continuous seasonal use.

New compressors and motors offer the CVRD operational savings in the form of reduced electricity expenditure estimated at $9,000/year based on 99,000kWh/year. In addition, further savings result from the reduction in annual maintenance on the compressors as overhauls are shifted from every year to every three (3) years with the new compressors.

This compressor replacement project was approved in the 2013 budget and was originally schedule to be done in the summer of 2013, however because of the delay in receiving the BC Hydro grant approval (just received July 5, 2013) it did not allow enough time for the work to be completed in the arena (between ice coming out and going back in), as a result the project has to be deferred until May to June 2014. The BC Hydro grant agreement is required to be signed within 60 days of issue on July 5, 2013, and the project must be completed and all invoices submitted within 12 months of execution of the agreement.

Attachments:

1) BC Hydro Power Smart Incentive Fund Agreement BCH-00686
2) Compressor Upgrade Quotation from Cimco Refrigeration May 7, 2013.

Submitted by,

Jim Wakeham
Manager of Facilities, Fleet and Transit

Reviewed by:
Division Manager:

Approved by:
General Manager:

ACTIVE

NB. 1

C·V·R·D

STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING OF JULY 11, 2013

DATE: June 25, 2013

FROM: John Elzinga, Manager, Island Savings Centre

SUBJECT: Alcohol, Tobacco, and Drug Discipline Policy

Recommendation/Action:

That the Island Savings Centre Commission approve the following amendments to the Centre's Alcohol, Tobacco, and Drug Discipline Policy:

Discipline Policy Steps

1. **Step 1: First Offence:**

   Written warning to the user group indicating that a subsequent infraction will result in the cancellation of a booking, with the user group still responsible for that booking's rental fee.

2. **Step 2: Second Offence:**

   Cancellation of a booking, with the user group still responsible for that booking's rental fee.

Relation to the Corporate Strategic Plan:

Review organizational processes and streamline where appropriate, to improve efficiency and reduce costs.

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

Having reduced warnings for unlicensed alcohol potentially lessens the chance that unlicensed alcohol consumption will cause the facility to be fined a minimum of $7,500 by the Liquor Control and Licensing Branch.

The facility should not suffer a loss of revenue due to unlicensed alcohol infractions, so the user group would still be responsible for the rental fee.

Background:

A copy of the Centre's current Alcohol, Tobacco, and Drug Policy, and Alcohol, Tobacco, and Drug Discipline Policy, are provided for background.

There has been increased enforcement by the Liquor Control and Licensing Branch on the issue of unlicensed alcohol in dressing rooms.

Staff representing Cowichan Lake Recreation, South Cowichan Recreation, North Cowichan Parks and Recreation, the Cowichan Sportsplex, CVRD Parks, and the Island Savings Centre have met to review existing unlicensed alcohol policies. Staff continue to recommend consistent policies across the region. Moving from three steps of enforcement to two is recommended by the staff from all these areas, and a similar staff report is anticipated for their commissions and committees.

As well as the recommended reduction in the policy of three steps of enforcement to two, staff have recognized that even one empty can be deemed an offence, and that a warning can carry over to the following season.

It should be noted that in the case of the Island Savings Centre this season, there is a further reason for teams not to bring unlicensed alcohol, as dressing rooms are licensed, and beverages will be supplied at a reasonable price.

Submitted by,

John Elzinga, Manager,
Island Savings Centre.

Reviewed by:
Division Manager:

Approved by:
General Manager:

Cowichan
Recreation. Sports. Culture.
COWICHAN CENTRE
Policies & Procedures

Subject:	Alcohol, Tobacco, & Drug Policy	
Approved:	FINAL DRAFT	**Revision:**

Definition:
The following document is in regards to alcohol, tobacco, and drug (ATD) consumption by user groups in unlicensed areas within the Cowichan Centre (CC) facility.

Policy
The use or consumption of Alcohol, Tobacco, or Drugs (ATD) is prohibited in all Cowichan Centre facilities, unless specified with a posted valid B.C.L.C.B permit in accordance with the BC Liquor Control and Licensing Act.

Those who do not abide will be subject to disciplinary action by CC management and or legal action.

Duties and Responsibilities

- The Cowichan Centre Alcohol, Tobacco, and Drug Consumption Policy and the Alcohol, Tobacco, and Drug Consumption Disciplinary Policy to be included in all Cowichan Arena / Theatre / MPH user group contracts, to be signed off by all user group representatives.

- User group contracts to specify that groups must clear facility dressing rooms within 45 minutes after completion of their rental agreement.

- Signage posted in the Arena Lobby, Heritage Hall, Multipurpose Hall, Arena, Multi-purpose Hall Dressing Rooms, and Theatre citing the following:

"The use or consumption of Alcohol, Tobacco, or Drugs is prohibited in all unlicensed Cowichan Centre facilities. Those who do not abide will be subject to disciplinary action by the Cowichan Centre Management and/or legal action."

"Dressing Rooms are to be cleared within 45 minutes upon completion of your event"
Thanks for your cooperation!"

- Work with other Cowichan Valley Regional District Recreation Commissions to implement similar policies.

Cowichan
Recreation. Sports. Culture.
COWICHAN CENTRE
Policies & Procedures

Subject: Alcohol, Tobacco, & Drug Discipline Policy	
Approved: FINAL DRAFT	**Revision:**

Definition:
The purpose of the Alcohol, Tobacco, & Drug Discipline Policy is to provide direction in regards to discipline in the event that the Alcohol, Tobacco, & Drug Policy is breached.

Discipline Policy Steps

1. Step 1: First Offence:

   Verbal warning/discussion with the Licensee to be followed up with a letter of warning indicating that a subsequent infraction will result in the Licensee being placed on probation.

2. Step 2: Second Offence:

   The Licensee is formally advised and placed on probation, which will result in cancellation of bookings if there are any further infractions. Being placed on probation could also affect their future bookings.

3. Step 3: Third Offence:

   The Licensee's booking is cancelled for a minimum of up to 5 sessions and the cancellation would double with subsequent offences. With the third cancellation the Licensee would automatically be suspended for one calendar year. The Licensee would be advised and would have the right to appeal cancellations or suspensions to Cowichan Centre Management.

July 5, 2013

NB2

Mr. John Elzinga, Manager
Islands Savings Centre
Cowichan Valley Regional District
2687 James Street
Duncan, BC V9L 2X5

RE: Social Enterprise Proposal – World's Largest Hockey Stick & Puck (WLHS)

Dear John,

As per today's telephone conversation, please find below a proposal regarding the utilization of the WLHS as a front end social enterprise for our organization.

Background

As per our website, the mission of the West Coast Men's Support Society (WCMSS) is to help men, families & community to create fuller healthier lives. We achieve this by offering men the tools & strategies by which to live their lives with integrity, trust, responsibility and accountability. The WCMSS inspires men to live their richest, most meaningful and healthy lives with their families and community! We have been delivering supportive programs for men in the region for four years and are now expanding across the province. It is our hope that this project will support our expansion.

Social Enterprise Proposal

Introduction:
Utilizing the WLHS as the backdrop, it is the hope and vision of the WCMSS to raise funds for our organization by developing a sales, marketing & PR engine that combines the development of goods and services relating to the WLHS along with the employment of marginalized/unemployed/senior men in our community.

Types of goods and services:
- Replica hockey sticks with the WLHS branding – these sticks can be produced locally using donated pine beetle and/or scrap wood – a shop can be set-up (hopefully donated) that would include the necessary cutting, sanding, and labeling equipment (hopefully donated) to produce the sticks. Men would be trained to operate the equipment
- Various promotional items – including: t-shirts, sweats, hoodies, key fobs, caps, pucks, etc.
- One idea would be to invite famous hockey players (in the area) to come and have their picture taken with the stick behind them – then have them autograph 8 x 10 pictures that could be sold and/or auctioned off on our website
- We would have a website to allow for online promotion & purchasing of the items – this would be tied to both the CVRD and WCMSS websites

NB2

- we would have a "Stick Shack" that would be situated by the stick that would then sell all of the above items – the shack could be made of environmentally friendly materials so that it could serve more than one purpose in the region. It could be solar powered too.

Audience:
Our target audience would include any of the following: locals, tourists, and hockey fans worldwide.
Considering that there is a replica of the stick at the Hockey Hall of Fame in Toronto, we could take advantage of the large audience that it attracts to promote more items.

Initial Financing:
It would be ideal to secure seed funds from local government, along with other local fund sources such as Rotary and Lions. We would certainly be seeking input and direction around best sources and utilization.

Next Steps (need to work out timeline):
1. Feasibility study – can we make this concept viable?
2. Confirm funding once step 1 is complete.
3. Research space for hockey stick production
4. Locate machinery for step 3
5. Connect with natural builders, i.e., Ecosip, OUR, etc. re: Stick Shack
6. Locate promotional goods supplier
7. Recruit staff
8. Soft launch
9. Media blitz
10. Full launch once production and retail space are in place

Regular Reporting to Funders
Provide funders with quarterly progress reports.
Note: we will need an advisory team (Quality Control, Accounting, Marketing/PR) to ensure that we are on track.

I trust that you will find this proposal to your liking and look forward to discussing the next steps. Thanks again for your time and support.

In Community,

Grant M. Waldman
Executive Director