

ITEM	21
MANAGER'S REPORT NO.	45
COUNCIL MEETING	87/07/13

RE: 1988 FACILITY AND EQUIPMENT USER FEES

MUNICIPAL MANAGER'S RECOMMENDATION:

1. THAT the recommendations as contained in the report from the Director Recreation & Cultural Services be adopted.

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1987 JULY 08

TO: MUNICIPAL MANAGER

FROM: DIRECTOR RECREATION & CULTURAL SERVICES

RE: 1988 FACILITY AND EQUIPMENT USER FEES

RECOMMENDATIONS:

1. THAT Council approve the proposed 1988 Facility and Equipment User Fees as detailed in Attachment #1 of this report.
2. THAT Council authorize the Municipal Solicitor to execute a 1988 Facility and Equipment Fees Bylaw.

REPORT

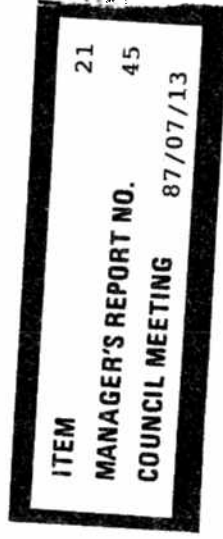
At its meeting of 1987 July 08, the Parks and Recreation Commission approved the 1988 Facility and Equipment User Fees detailed in Attachment #1.

The fees are determined annually according to established pricing guidelines and by consideration of the following variable factors:

1. Current (1987) fee.
2. Public reaction to the current fees.
3. Current (1987) market range of fees for comparable services in the Lower Mainland.
4. Current (1987) Burnaby market demands for our services.
5. Anticipated 1988 demand for services.
6. Changes in operating costs.
7. Budget demands.
8. General market trends and promotional considerations.

The current facility and equipment use opportunities will continue, with some minor changes. These are noted in the fee schedule. Our program has been well received in 1987 and most user fees have accurately reflected the current market conditions.

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Fees are increased by varying amounts, from zero increase in some cases, to as high as 50% in isolated cases. The average increase is in the area of 3.5 - 4.5%. This will allow the Commission to return to Council the \$136,000 agreed to offset inflation and retain a slight cushion that ensures that the Commission's programs do not suffer as a result of excessive inflation on certain goods and services (e.g. 10% on pool chemicals).

Extraordinary inflationary increases are applied wherever needed to meet increasing costs resulting from changes in service design (packaging). For example, these changes may reflect minuses or decreases in the duration of rentals, which will dramatically affect staff costs.

Where desirable, new services are created and appropriate fees established. The attached fee schedule details the various charges and factors influencing the proposed fees. Refer to Attachment #2 for a detailed explanation of the proposed 1988 golf rates.

The factors used to determine the 1988 fee schedule are consistent with those used for the past two years. The approach in designing the program and the fees is to meet the general public's demands and their financial capabilities.

The recommended facility and equipment user fees for 1988 are reasonable and reflect Burnaby's recreation market conditions. The proposed fees, once approved and set in a bylaw, will be in effect from 1988 January 01 to December 31.



DENNIS GAUNT  
Director Recreation &  
Cultural Services

PAL:hh  
Attach.

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ATTACHMENT #1

1988 FACILITY AND EQUIPMENT FEES - COMMUNITY RECREATION					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
I. PRIVATE RENTALS a) Personal Use 4-8 hr. booking including janitorial services, tables, chairs, washrooms, coat rack and kitchen, where acces- sible. Weddings, anniver- saries, receptions, private parties. Must comply with Health & Liquor regula- tions. Damage deposit required. 8 hrs. with 2 hr. preparation included Cameron, Eastburn-Multi- purpose Room Willingdon, Edmonds, Confederation - Main Hall Burnaby Lake Pavilion Burnaby Arts Centre Studio II, III, and Foyer Single Studio	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
	0	No comparison	72.00	6%	New market identified
Basic	60.00	60.00 - 92.00	64.00/hr.	6%	Inflationary adjustment
	60.00	\$175.00 - \$455.00	212.00	6%	Inflationary adjustment
Add'l hr.	145.00	60.00 - 145.00	\$154.00/hr.	6%	Inflationary adjustment
	\$460.00	\$410.00 - \$540.00	\$488.00	6%	Inflationary adjustment
Basic	92.00	60.00 - 92.00	92.00/hr.	0	Currently at market value
	\$305.00	\$175.00 - \$455.00	\$305.00	0	Currently at market value

NOTE: The phrase "Currently at market value" applies to this specific facility within this specific community.

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1988 FACILITY AND EQUIPMENT FEES - COMMUNITY RECREATION					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
4 hrs. rental Cameron, Eastburn - Multi- purpose room	0	No comparison	\$ 40.50/hr.	0	New market identified
Willingdon, Edmonds, Confederation - Main Hall	0	No comparison	\$ 40.50/hr.	0	New market identified
Burnaby Arts Centre Studio II, III Foyer Single Studio	0	No comparison	\$144.00	0	New market identified
b) Meeting Rate 2-4 hr. private meeting rental during operating hours includes chairs, tables, washrooms, coat rack, kitchen facilities, where accessible.	0	No comparison	48.00	0	New market identified
Willingdon, Edmonds, Cameron, Eastburn, Confederation	Up to 50 people \$18.50 Over 50 people 36.75	\$ 10.00 - \$ 50.00 18.75 - 50.00	\$ 19.50 39.00	6% 6%	Inflationary adjustment
Burnaby Arts Centre Studio II, III or Studio A	Up to 50 people \$18.50 Over 50 people 36.75	No charge to \$50.00/hr.	Up to 50 people \$19.50/hr. Over 50 people 39.00/hr.	6% 6%	Inflationary adjustment
All other studios -8:30am-5:00pm weekdays AND -5:00pm-10:00pm weekends	\$ 8.00/hr. 250.00/wk.		\$ 8.50/hr. 265.00/wk.	6%	Inflationary adjustment
	16.00/hr.		17.00/hr.	6%	Inflationary adjustment

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
II. JAMES COWAN THEATRE a) Commercial - per performance (max. 6 hrs.) - (additional performances within 6 hr. period) - per week (7 days-Sunday through Saturday) 8:00 am - midnight b) Preferred - per performance (max. 6 hrs.) - additional performances within 6 hr. period - per week (7 days-Sunday through Saturday) 8:00 am - midnight	\$ 340.00	\$200.00 - \$ 900.00	\$ 360.00	6%	Inflationary adjustment
	\$ 170.00	No comparison	\$ 180.00	6%	Inflationary adjustment
	\$1,700.00	\$1,700.00 - \$6,000.00	\$1,800.00	6%	Inflationary adjustment
	\$ 170.00	\$100.00 - \$ 450.00	\$ 180.00	6%	Inflationary adjustment
	\$ 85.00	No comparison	\$ 90.00	6%	Inflationary adjustment
	\$ 850.00	\$850.00 - \$3,000.00	\$ 900.00	6%	Inflationary adjustment

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
(c) Additional Costs - General - additional technical service/hr. - additional rehearsal time/hr. (8 am-midnight) - prime-time (Fri./Sat.) rehearsal time/hr. for other than same day performances - additional rehearsal time/hr. (midnight-8am) - grand piano moving charge	\$17.75	\$15.00 - \$32.00	\$18.50 (8:00 am - midnight) \$37.00 (midnight - 8:00 am)	4%	Inflationary adjustment New market identified
	0	No comparison	\$27.00	0	No increase in basic hourly rate due to other changes in rehearsal policy (see following new categories)
	\$27.00	\$25.00 - \$90.00	\$27.00	0	Change in rehearsal policy. New market identified for James Cowan.
	0	\$25.00 - \$90.00	\$27.00	0	Additional staff time - James Cowan Theatre
	0	\$75.00	\$54.00	0	Increased demand for moving piano off stage, therefore increases labour costs
	\$27.00	No comparison	\$30.00	11%	

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
- reservations service per performance	\$10.50	No comparison	\$11.00	5%	Reflects average hourly wage of Recreation Clerk and allowance for staff cost increase based on general studio allotment use rate.
- Studio A as green room	0	No comparison	\$ 2.25/hr.	0	New room use
III. COMMUNITY GROUP RENTALS a) Preferred Socials 4-8 hr. booking including janitorial services, tables, chairs, washrooms and kitchen, where accessible. Banquets, dances, receptions for sponsored, non-profit societies, sport, art and recreation clubs. Must comply with Health and liquor regulations. Damage deposit required. 8 hrs. with 2 hr. preparation included					

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
Cameron, Eastburn - Multi-purpose room	\$220.00	\$135.00 - \$265.00	\$233.00	6%	Inflationary adjustment
Willingdon, Edmonds, Confederation, Westburn, Charles Rummel - Main Hall	65.00	60.00 - 70.00	69.00/hr.	6%	Inflationary adjustment
Burnaby Lake Pavilion	\$320.00	\$135.00 - \$320.00	\$339.00	6%	Inflationary adjustment
Burnaby Arts Centre	\$140.00	Free to \$265.00	\$144.00	3%	Inflationary adjustment
Studio II, III and Foyer	45.00	No comparison	48.00/hr.	7%	Inflationary adjustment
Single Studio	0	No comparison	\$ 48.00	0	New market identified
4 hour rental	0	No comparison	16.00	0	New market identified
Cameron, Eastburn - Multi-purpose room	\$125.00	\$125.00	\$133.00	6%	Inflationary adjustment
Willingdon, Edmonds, Confederation, Westburn, Charles Rummel - Main Hall	\$200.00	\$200.00	\$212.00	6%	Inflationary adjustment
Burnaby Lake Pavilion	\$ 80.00	No comparison	\$ 96.00 or \$32.00/Studio II, III or Foyer	20%	Increase in 4 hr. minimum fee due to high custodial costs. Full-time custodian on duty to cover event.



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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
b) Fund Raising Social Community Recreation groups as stated in (a) above. One rental per year per sponsored group for the purpose of fund raising. 8 hour rental with 2 hours preparation included. Must comply with health and liquor regulations. Damage deposit required. Cameron, Eastburn - Multi- purpose room Willington, Charles Rummel, Westburn, Confera- tion, Edmonds - Main Hall Burnaby Lake Pavilion Burnaby Arts Centre Studio II, III and foyer Single Studio 4 hour Rental Single Studio	\$170.00	\$135.00 - \$265.00	\$180.00	6%	Inflationary adjustment
	\$45.00	\$45.00	47.00	4%	Inflationary adjustment
	\$250.00	\$135.00 - \$285.00	\$265.00	6%	Inflationary adjustment
	\$75.00	\$75.00	79.00	4%	Inflationary adjustment
	\$100.00	No charge to \$265.00	\$108.00	6%	Inflationary adjustment
	30.00	\$15.00 - \$60.00	32.00/hr.	7%	Inflationary adjustment
	0	No comparison	\$36.00	0	Inflationary adjustment
	0	No comparison	12.00	0	New market identified
	0	No comparison	\$72.00	0	New market identified
	0	No comparison	24.00	0	New market identified

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
c) Meetings Executive or membership meetings to handle Burnaby Parks and Recreation Commission spon- sored non-profit organiza- tion or club business on a once per month basis, up to a 4 hr. maximum. Includes tables, chairs, washrooms, coat rack and kitchen, where accessible. IV. COMMUNITY GROUP ALLOTMENTS All facility allotments for non-profit sport, art or recreation club or regis- tered society to conduct regular club activities. Any political group which con- ducts its business in Burnaby. Per hour fee. Membership-Adults - Club membership comprising of adults only. All ages-Club encourages all ages to participate & has a minimum of 20% youth partici- pation.	No charge	Free - \$50.00	No charge	0	Basic service - no fee recommended

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
a) Parks & Recreation Facilities	<p>Adults Membership</p> <p>Up to 30 \$ 4.20</p> <p>Up to 60 8.40</p> <p>Up to 90 16.00</p> <p>Up to 120 24.00</p> <p>Up to 150 32.00</p> <p>Up to 200 40.00</p>	<p>Free to \$32.00/hr.</p> <p>\$ 4.50</p> <p>9.00</p> <p>17.15</p> <p>25.70</p> <p>34.25</p> <p>42.80</p>	<p>Adults Membership</p> <p>Up to 30 \$ 2.25</p> <p>Up to 60 4.50</p> <p>Up to 90 9.00</p> <p>Up to 120 17.15</p> <p>Up to 150 25.70</p> <p>Up to 200 34.25</p> <p>42.80</p>	7%	Inflationary adjustment and based on market value of facilities
	<p>Participation per allotment:</p> <p>Up to 15 \$ 2.10</p> <p>Up to 30 4.20</p> <p>Up to 60 8.40</p> <p>Up to 90 16.00</p> <p>Up to 120 24.00</p> <p>Up to 150 32.00</p> <p>Up to 200 40.00</p>	<p>Free to \$32.00/hr.</p> <p>\$ 2.25</p> <p>4.50</p> <p>9.00</p> <p>17.15</p> <p>25.70</p> <p>34.25</p> <p>42.80</p>	<p>Adults</p> <p>Up to 15 \$ 1.15</p> <p>Up to 30 2.25</p> <p>Up to 60 4.50</p> <p>Up to 90 9.00</p> <p>Up to 120 17.15</p> <p>Up to 150 25.70</p> <p>Up to 200 34.25</p> <p>42.80</p>	7%	Inflationary adjustment and based on market value of facilities

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE
b) <u>School Gymnasiums</u> Allotments for adult organized and casual use of Burnaby School Board gymnasiums and activity rooms. Per hour rental fee Participation per allotment: Up to 30 \$ 4.20 Up to 60 8.40 Up to 90 16.00 Up to 120 24.00 V. <u>EVENTS AND FESTIVALS</u> <u>All facility rentals for any recreation, sport or art clubs/organizations or societies sponsored by Burnaby Parks &amp; Recreation Department for all intermittent activities. For example, festivals, special events, art shows, craft markets.</u>		Free to \$32.00/hr.	\$ 4.50 9.00 17.15 25.70	7% 7% 7% 7%
EXPLANATION OF VARIANCE			Inflationary adjustment and based on market value of facilities	

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1988 FACILITY AND EQUIPMENT FEES - COMMUNITY RECREATION					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
Burnaby Arts Centre	0	No comparison	Basic \$42.00/studio 4 hour \$28.00/studio Add 1 hrs. \$14.00/hr/ studio	0	New market identified
Equipment rental, commercial rental of sports and recreation equipment to parties. Rental per event per item.	\$10.00	0	\$15.00	50%	Expanded market identified
Special Event Leadership. Per hour minimum	0	0	\$15.00	0	New market identified
Spray pool/wading pool rental to private groups, 4 hr. min. rental includes supervisor and facility during non-supervised hours.	0	No comparison	\$20.00	0	New market identified
VI. RACQUET COURT RENTALS <u>Racquetball/Squash</u> - per courts (45 minutes) - 10 tickets - Summer rates (June-Aug.)	\$ 6.75 58.50 5.75	\$ 6.00 - \$ 8.00 0 0	\$ 7.00 61.00 6.00	4% 4% 4%	Inflationary adjustment Inflationary adjustment Inflationary adjustment

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
Tennis - per court (60 minutes) prime time non-prime - 10 tickets - Summer rates (June-Aug.) VII WEIGHTROOMS Cameron Centre Adult - Drop-in - Monthly Pass - 3 Month Pass Teen - Drop-in - Monthly Pass - 3 Month Pass Willingdon Centre Adult - Drop-in - Monthly Pass - 3 Month Pass	\$ 8.85 6.75 70.75 6.75 \$ 8.85	\$ 8.00 - \$15.00 No comparison No comparison No comparison	\$ 9.20 7.00 73.60 7.00 \$ 9.20	4% 4% 4% 4% 4%	Inflationary adjustment Inflationary adjustment Inflationary adjustment Inflationary adjustment Inflationary adjustment
	\$ 1.50 13.50 36.00	\$ 1.25 - \$ 3.00 10.50 - 26.00 28.00 - 70.00	\$ 2.00 18.00 47.00	33% 33% 31%	Renovations to weight rooms resulting in increased service to public and new market value To encourage teen use of weight rooms Currently at market value
	\$ 1.10 9.00 27.00	\$ 1.10 - \$ 2.25 No comparison No comparison	\$ 1.00 9.00 27.00	-10% 0 0	Currently at market value Currently at market value Currently at market value
	\$ 1.50 13.50 36.00	\$ 1.25 - \$ 3.00 10.50 - 26.00 28.00 - 70.00	\$ 1.60 14.25 38.00	7% 6% 6%	Inflationary adjustment Inflationary adjustment Inflationary adjustment

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1988 FACILITY AND EQUIPMENT FEES - COMMUNITY RECREATION					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
Teen - Drop-in - Monthly Pass - 3 Month Pass Eastburn	\$ 1.10 9.00 27.00	\$ 1.10 - \$ 2.25 No comparison	\$ 1.00 9.00 27.00	-10%	To encourage teen use of weight rooms Currently at market value 0 0 0
Adult - Drop-in - Monthly Pass - 3 Month Pass Eastburn	\$ 1.10 9.90 26.40	\$ 1.10 - \$ 3.00 9.90 - 26.00 26.40 - 70.00	\$ 1.10 9.90 26.40	0 0 0	Currently at market value Currently at market value Inflationary adjustment and to bring up to market value 0 0 0
Teen - Drop-in - Monthly Pass - 3 Month Pass	\$ .85 9.00 27.00	\$ .85 - \$ 2.25 No comparison	\$ 1.00 9.00 19.75	18%	Currently at market value and to bring up to market value Inflationary adjustment 0 0 0
Adult - Drop-in-Willingdon/ Eastburn	0	No comparison	3.00	0	Renovations to facilities resulting in increased ser- vice to the public and new market value New market identified
Adult Sports Card-Cameron MISCELLANEOUS RENTALS	\$ 5.00	No comparison	\$ 8.00	60%	

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
Children's Drop-in Card Willington/Eastburn	\$ 1.00	No comparison	\$ 1.00	0	Currently at market value
Rental of sports equipment	\$ 1.15	No comparison	\$ 1.20	4%	Inflationary adjustment
Guest Pass-Cameron Racquet Courts	\$ 1.00	No comparison	\$ 1.25	25%	Inflationary adjustment and to bring up to market value
Lock Rentals	\$ .50	No comparison	\$ .55	10%	Inflationary adjustment
Ball Machine-Winter Rates (Tennis) -Summer Rates (June-Aug.)	\$ 3.00	No comparison	\$ 3.15	5%	Inflationary adjustment
	1.50	No comparison	1.60	7%	Inflationary adjustment



1988 FACILITY AND EQUIPMENT FEES - COMMUNITY RECREATION - SPORTS

SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
SPORTS FIELD ALLOTMENTS					
a) Youth Sports Field Allotments	No charge	No charge		0	User fee for youth not available at this time.
b) Adult Sports Field Allotments - Soccer, Rugby, Field Hockey, Cricket, Baseball, Softball, Touch Football, Field Lacrosse "A" Grass Field-Burnaby Lake, Riverway "B" Grass Field-Richmond, Central, etc.	\$7.25/hr. (Max. \$500.00/field or diamond/season) \$30.00/field/day	No comparison	\$7.50/hr. (Max. \$500.00/field or diamond/season) \$32.00/field/day	3%	Inflationary adjustment
- Game	\$16.00/game	No comparison	\$16.00/game	0	High inflationary adjustment to keep pace with costs of tournaments. Currently at market value
- Tournament	\$5.25/hr. (Max. \$300.00/field or diamond/season) \$30.00/field/day	No comparison	\$5.50/hr. (Max. \$300.00/field or diamond/season) \$32.00/field	5%	Inflationary adjustment
- Game	\$11.00/game	No comparison	\$11.00/game	0	High inflationary adjustment to keep pace with costs of tournaments maintenance and cleanup at currently at market value

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
"C" All-Weather Fields with lights-Kensington #7, Bonson, etc. - Tournament	\$4.25/hr. (Max. \$300.00/field/season)	No comparison	\$4.50/hr. (Max. \$300.00/field/season)	6%	Inflationary adjustment
"D" Grass or All-Weather - Kensington #1, Confederation #2, etc. and Lacrosse Boxes - Tournament	\$11.00/game	No comparison	\$11.00/game	0	Currently at market value
"E" All School Fields or Diamond and Practice Fields	\$11.00/game	No comparison	\$11.00/game	0	Currently at market value
"F" Soccer, baseball, softball and cricket schools	\$25.00/day of week allotted/season	No comparison	\$25.00/day of week allotted/season	0	Currently at market value
(d) Beer Gardens - 1 day - 2 days - 3 days	\$5.00/participant flat rate charged	\$5.00	\$5.00/participant flat rate charged	0	Currently at market value
	\$75.00	\$ 57.00 - \$ 85.00 114.00 - 150.00 150.00 - 200.00	\$ 78.00 130.00 182.00	4%	Inflationary adjustment
	0			0	New service created

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
(e) Additional Parks equipment or services - charge for Special Events (subject to availability) - additional picnic tables - additional bleachers PICNIC ALLOTMENTS - Up to 100 people - Over 100 people \$ 25.00 \$ 50.00 - Major picnics over 400 people (includes facility use, custodian and cleanup) (max. 12 hrs.) - Overtime charges COMMERCIAL FILMING a) Commercial filming on parks \$500.00/day/location b) Each additional day \$100.00/day/location	0 0 \$ 25.00 \$ 50.00 0 0 0	\$ 10.00 \$ 35.00 - \$100.00 No comparison \$ 22.00 - \$ 30.00 \$ 45.00 - \$ 75.00 No comparison \$ 500.00/day \$ 50.00 \$ 25.00 \$ 50.00/day	\$10.00 each \$35.00 each No comparison \$ 30.00/hr. \$500.00/day \$ 50.00 \$ 25.00 \$ 50.00/day	0 0 0 0 0 0 0	New market identified Currently at market value Currently at market value Currently at market value New market identified New market identified Currently at market value Currently at market value New market identified Currently at market value Currently at market value

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
SWANGARD STADIUM					
Senior Amateur	\$365.00	No comparison	\$380.00 for 1st 4 hrs.	4%	Inflationary adjustment
Junior Amateur	\$215.00	No comparison	\$225.00-\$29.00/hr for each additional hour	5%	Inflationary adjustment
Schools - hourly (includes use of available equipment)	\$ 25.00	No comparison	\$ 25.00 (min. 4 hrs.)	0	Currently at market value
Schools - Holidays/Weekends	\$203.00	No comparison	\$213.00 (for 7 hrs.) \$25.00/hr. for each additional hour	5%	Inflationary adjustment
Non-Sport Activities	\$365.00 - Under 2,500 - 2,500 - 3,500 - Over 3,500	No comparison	\$380.00 \$40.00 \$95.00	4% 4% 4%	Inflationary adjustment Inflationary adjustment Inflationary adjustment
Professional Sports	\$1,000.00	No comparison	\$1,000.00	0	Fee agreed upon for professional soccer use of the Stadium for a 2 year term. New rate to be renegotiated if contract renewed after 1988 season.
Track & Field Practices (Group fee/season)	\$220.00	No comparison	\$230.00	5%	Inflationary adjustment
Equipment Storage Rental Fee/Yr. Lights	\$200.00	No comparison	\$210.00	5%	Inflationary adjustment
Overtime rate	\$29.00/hr.	No comparison	\$30.00/hr.	3%	Inflationary adjustment

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1988 FACILITY AND EQUIPMENT FEES - COMMUNITY RECREATION - SPORTS		EXPLANATION OF VARIANCE	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
SERVICES							
Beer Gardens at Swangard Stadium			\$75.00/day	No comparison	\$150.00/day	100%	Inflationary adjustment and fee increased to recover concession beverage revenue losses at events when Beer Gardens are held.

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1988 FACILITY AND EQUIPMENT FEES - ARENAS					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
<u>ARENAS</u>					
a) <u>Admissions</u>					
Children/Seniors/Students	\$1.05 10 for \$9.50	\$ .80 - \$1.50	\$1.10 10 for \$10.00	5%	Inflationary adjustment
Students	\$1.30 10 for \$12.00	\$1.10 - \$1.75	\$1.10 10 for \$10.00	-18%	Rate standardized with Children/Senior/Student admission rate
Adults	\$1.85 10 for \$15.50	\$1.50 - \$2.50	\$2.00 10 for \$18.50	8%	Inflationary adjustment
Bargain Busters	\$.55	\$.35 - \$.80	\$.60	9%	Inflationary adjustment
Family	\$1.05 10 for \$9.50	\$1.00 to \$1.10	\$1.10 10 for \$10.00	5%	Inflationary adjustment
b) <u>Skate Shop</u>					
Regular rentals	\$1.25 10 for \$10.00	\$.75 to \$1.50	\$1.30 10 for \$11.00	4%	Inflationary adjustment
Toddler Sessions	\$.55	\$.50 to \$1.50	\$.60	9%	Inflationary adjustment
Family Sessions	\$1.00	\$.90 to \$1.50	\$1.10	10%	Inflationary adjustment

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SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
School Rentals	\$1.00	\$ .40 - \$1.25	\$1.00	0	Currently at market value
Helmets	.35	Free - .50	.35	0	Currently at market value
Skate Sharpening	2.80	2.20 - 3.00	2.80	0	Currently at market value
Lesson Rentals	1.00	.90 - 1.50	1.10	10%	Inflationary adjustment
c) Ice Rental					
Minor Hockey Prime	\$31.00	\$29.00 - \$43.00	\$32.65	5%	Inflationary adjustment
Speed Skating Non Prime	16.00	13.50 - 29.00	16.85	5%	Inflationary adjustment
Schools	17.00	Free - 40.00	18.00	6%	Inflationary adjustment
Women's Hockey	43.50	43.50 - 95.00	47.85	10%	To bring closer to men's rate of \$96.00
Jr: "A" Hockey	85.00	85.00 - 95.00	89.25	5%	Inflationary adjustment
Jr: "B" Hockey	31.00	25.00 - 82.50	32.65	5%	Inflationary adjustment
Minor Tournaments	52.50	No comparison	52.50	0	Currently at market value
Lions' Skateathon	76.25	No comparison	80.00	5%	Inflationary adjustment

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1988 FACILITY AND EQUIPMENT FEES - ARENAS					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
Regular Rentals - Weekday: Midnight - 8:00 a.m.	\$56.00	\$53.00 - \$85.00	\$57.00	2%	Inflationary adjustment
8:00 a.m. - 3:00 p.m.	35.00	35.00 - 85.00	36.00	3%	Inflationary adjustment
3:00 p.m. - 7:00 p.m.	56.00	53.00 - 95.00	57.00	2%	Inflationary adjustment
7:00 p.m. - Midnight	96.00	75.85 - 96.00	96.00	0	Currently at market value
Regular Rentals - Weekend: Midnight - 8:00 a.m.	\$62.00	\$53.00 - \$85.00	\$63.00	2%	Inflationary adjustment
8:00 a.m. - Midnight	96.00	75.85 - 96.00	96.00	0	Currently at market value
Pre Season Rentals: 8:00 a.m. - 5:00 p.m.	\$45.75	\$44.50 - \$95.00	\$47.00	3%	Inflationary adjustment
5:00 p.m. - Midnight	78.75	75.85 - 95.00	80.00	2%	Inflationary adjustment
Casual Rentals (short notice)	\$35.00	\$35.00 - \$95.00	\$36.00	3%	Inflationary adjustment



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1988 FACILITY AND EQUIPMENT FEES - ARENAS					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
d) Summer Floor Rental Lacrosse - Minor Jr. "B" Game Jr. "B" Practice Jr. "A" Game Jr. "A" Practice Sr. "B" Game Sr. "B" Practice Sr. "A" Game Ball Hockey - Minor - Senior Game - Senior Practice	\$11.00	\$ 5.00 - \$15.25	\$11.60	5%	Inflationary adjustment
	15.75	10.68 - 15.75	15.75	0	Currently at market value
	11.00	7.00 - 15.25	11.60	5%	Inflationary adjustment
	34.00	9.00 - 40.00	35.00	3%	Inflationary adjustment
	17.25	Free - 17.25	17.25	0	Currently at market value
	15.75	10.68 - 57.00	16.25	3%	Inflationary adjustment
	11.00	10.68 - 41.00	11.60	5%	Inflationary adjustment
	46.00	10.68/ hr. - 150.00/game	46.00	0	Currently at market value
	\$11.00	\$10.50 - \$15.25	\$11.60	5%	Inflationary adjustment
	23.00	12.00 - 37.00	23.50	2%	Inflationary adjustment

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1988 FACILITY AND EQUIPMENT FEES - ARENAS					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
Committee Room Rental	\$15.75	No comparison	\$16.50	5%	Inflationary adjustment
Private Rental					
Community Group (Adult) (only if building staffed)	\$ 4.20	No comparison	\$ 4.40	5%	Inflationary adjustment
Community Group (Children)	0	No comparison	\$ 1.00	0	New market identified
Business Use Floor Rental	\$48.25	\$27.00 - \$100.50	\$51.00	6%	Inflationary adjustment
Non-Profit Floor Rental	\$24.25	\$12.00 - \$ 50.00	\$25.50	5%	Inflationary adjustment

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1988 FACILITY AND EQUIPMENT FEES - AQUATICS					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
a) INDOOR POOLS ADMISSION FEES Children (0 - 12) Students (13 - 18 or with cards) Adults (19 and over) Seniors (65 and over) Family Rate Swirl & Sauna Swirl & Swirl (only one lane available for swimming) Parent & Tot Drop-in (Leisure Pool only)	\$1.05 or 10/\$ 9.50	\$ .85 - \$1.50	\$1.10 or 10/\$10.00	5%	Inflationary adjustment
	\$1.55 or 10/\$14.50 or 30/\$40.00	\$1.05 - \$1.75	\$1.65 or 10/\$15.50 or 30/\$43.00	6%	Inflationary adjustment
	\$2.20 or 10/\$19.50 or 30/\$53.00	\$1.50 - \$2.50	\$2.35 or 10/\$21.00 or 30/\$58.00	7%	Inflationary adjustment To bring more in line with market range
	\$1.05 or 10/\$ 9.50	\$ .85 - \$1.50	\$1.10 or 10/\$10.00	5%	Inflationary adjustment
	\$1.05 or 10/\$ 9.50	\$ .85 - \$1.50	\$1.10 or 10/\$10.00	5%	Inflationary adjustment
	\$1.05 or 10/\$ 9.50	\$ .95 - \$1.10	\$1.10 or 10/\$10.00	5%	Inflationary adjustment
	\$1.10 or 10/\$11.00	\$1.30 - \$2.00	\$1.15 or 10/\$11.50	5%	Inflationary adjustment
	\$1.60	\$1.30 - \$2.10	\$1.70 or 10/\$16.00	6%	Inflationary adjustment
	\$ .75	\$ .80 - \$1.05	\$1.00	33%	To bring more in line with market range. Feel this service is currently undervalued.
			\$45.00	0	New market identified

1988 FACILITY AND EQUIPMENT FEES - AQUATICS

SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
Fitness Programs	\$2.75 or 10/\$25.00 or 30/\$65.00	\$2.00 - \$2.75	\$2.75 or 10/\$25.00 or 30/\$65.00	0	Currently at market value
b) OUTDOOR POOLS					
Children (0 - 12)	\$ .85 or 15/\$12.00	\$ .35 - \$1.25	\$ .90 or 15/\$13.00	6%	Inflationary adjustment
Youth & Students with cards (13 - 18 years)	\$1.00 or 15/\$14.00	\$ .60 - \$1.50	\$1.05 or 15/\$15.00	5%	Inflationary adjustment
Adults (19 and over)	\$1.20 or 15/\$16.00	\$ .80 - \$2.25	\$1.25 or 15/\$17.50	4%	Inflationary adjustment
Seniors (65 and over)	\$ .85 or 15/\$12.00	\$ .35 - \$1.25	\$ .90 or 15/\$13.00	6%	Inflationary adjustment
Family Rate	\$ .85 or 15/\$12.00	\$2.50 - \$4.00 per family	\$ .90 or 15/\$13.00	6%	Inflationary adjustment
c) INDOOR POOL RENTALS					
Daily Rental (8 - 16 hours)	\$390.00 + staff costs	\$450.00 - \$462.00	\$410.00 + staff costs	5%	Inflationary adjustment
Hourly Rentals Commercial	\$58.00 + staff costs	\$50.00 - \$101.00 + staff	\$ 61.00 + staff costs	5%	Inflationary adjustment
Non-Profit	\$27.50 + staff costs	\$25.20 - \$ 82.50 + staff	\$ 29.00 + staff costs	5%	Inflationary adjustment
Synchro & Water Polo	\$25.50	\$15.00 - \$27.00	\$27.00	6%	Inflationary adjustment

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1988 FACILITY AND EQUIPMENT FEES - AQUATICS					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
Underwater Hockey	\$25.50 + staff costs		\$27.00 + staff costs	6%	Inflationary adjustment
Swim Clubs					
- Prime Time (09:00-24:00)	\$25.50	\$16.25 - \$34.50	\$27.00	6%	Inflationary adjustment
- Non-Prime (24:00-09:00)	\$15.25	\$ 8.20 - \$16.80	\$16.00	5%	Inflationary adjustment
- Sponsor Shallow End	\$15.25	\$9.00	\$16.00	5%	Inflationary adjustment
d) OUTDOOR POOL RENTALS					
Central Park Pool	0		\$27.00	0	New market identified

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1988 FACILITY AND EQUIPMENT FEES - GOLF						
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE	
I. BURBABY MOUNTAIN GOLF COURSE	18 holes	\$ 11.00	\$ 11.00 - \$ 22.00	14%	Inflationary adjustment and to bring closer to market	
	9 holes	\$ 6.85	\$ 6.00 - \$ 9.00	-	Inflationary adjustment and to bring closer to market	
	Twilight	\$ 6.85	\$ 6.00 - \$ 9.00	17%	Inflationary adjustment and to bring closer to market	
	Junior/Senior Restricted	\$ 5.80	\$ 6.85 - \$ 9.00	12%	Inflationary adjustment and to bring closer to market	
	Adult Annual Restricted	\$367.50	No comparison	\$450.00	22%	Inflationary adjustment and to bring closer to market
	Jr./Sr. Annual Restricted	\$194.00	\$194.00 and \$275.00	\$225.00	16%	Inflationary adjustment and to bring closer to market
	Junior/Senior Monthly	\$ 38.50	No comparison	Eliminate	-	Replaced with 10 round New category
Junior/Senior 10 Round	0	No comparison	\$ 46.50	-		

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1988 FACILITY AND EQUIPMENT FEES - GOLF					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
Adult 10 Round	\$92.00	No comparison	\$105.00	14%	Inflationary adjustment and to bring closer to market
II. DRIVING RANGE					
1 Token ( 30 balls)	\$ 1.50	\$ 1.45 - \$ 1.85	\$ 1.60	7%	Inflationary adjustment and to bring closer to market
3 Tokens ( 90 balls)	\$ 3.60	\$ 3.50 - \$ 4.50	\$ 4.00	8%	Inflationary adjustment and to bring closer to market
10 Tokens (300 balls)	\$10.75	\$10.75 - \$12.50	\$ 12.00	9%	Inflationary adjustment and to bring closer to market
III. PITCH AND PUTTS					
18 Holes	\$ 4.20	\$ 3.75 - \$ 6.00	\$ 4.50	7%	Inflationary adjustment and to bring closer to market
Twilight	\$ 2.65	\$ 2.55 - \$ 4.50	\$ 2.80	6%	Inflationary adjustment and to bring closer to market

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1988 FACILITY AND EQUIPMENT FEES - GOLF					
SERVICES	1987 FEE	1987 MARKET RANGE OF FEE	PROPOSED 1988 FEE	% INCREASE	EXPLANATION OF VARIANCE
Junior/Senior Restricted	\$ 2.25	\$1.50 - \$4.25	\$ 2.40	7%	Inflationary adjustment and to bring closer to market
Adult 10 Rounds	\$32.50	No comparison	\$35.00	8%	Inflationary adjustment and to bring closer to market
Junior/Senior 20 Rounds	\$32.50	No comparison	\$35.00	8%	Inflationary adjustment and to bring closer to market

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GOLF

BURNABY MOUNTAIN GOLF COURSE

ATTACHMENT #2

Staff are recommending major changes and increases for golf in 1988. This has come about due to a major shift in the market as a result of large increases on the Vancouver courses. Refer to pages 492 - 494 for comparative rates on area courses.

As background, the following statistics are provided based on our play in 1986:

- |  |        |
|--|--------|
| Total number of rounds played                        | 81,565 |
| Total number of rounds played on passes              | 19,176 |
| % of total rounds played on passes                   | 23.8%  |
| % of total rounds played on senior passes            | 13.7%  |
| % of pass rounds played on senior passes             | 56.4%  |
| % of pass rounds played on 10 round adult punch card | 22.0%  |
| % of pass rounds played on adult annual pass         | 13.6%  |
| % of pass rounds played on Jr./Sr. monthly pass      | 4.4%   |
| % of pass rounds played on guest passes              | 3.7%   |

- Green fee revenue collected in 1986 and a breakdown of revenue per round:

Revenue	\$ 610,309.00
Revenue per round	\$ 7.48

- Out of the total green fee revenue the pass revenue collected in 1986 and breakdown of revenue per round is:

Revenue	\$ 77,310.00	Total	Revenue
Revenue per round	\$ 4.03	Rounds	Per Round
		Played	
Adult Annual		2,637	\$ 4.25
Jr./Sr. Annual		10,935	2.50
Adult - 10 round card		4,266	8.61
Jr./Sr. Monthly pass		853	2.35
Guest		707	

TOTAL	\$77,310.00	19,398
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The average number of rounds played on the Adult Annual Pass is 75, and 74 on the Jr./Sr. Annual Pass.

The key to pricing is the revenue per round figure, which must be kept at a level which gives the Department a return which meets our commitments in the overall budget. Some players are playing rounds for less than \$2.00. If this trend continues, particularly in light of the major changes which Vancouver implemented this spring, we will have pass players dominating the course and our revenue per round decreasing. Staff are monitoring our pass sales on a daily basis to ensure we do not have a run on both Adult Annual and Jr./Sr. Annual Passes.

The following are the changes Vancouver implemented:

- 18 hole rate increased from \$ 10.65 to \$ 13.50
- no 9 hole rate
- Twilight increased from \$ 6.50 to \$ 7.00
- Twilight Jr./Sr. a new rate of \$ 3.50
- Junior restricted \$ 4.45 to \$ 6.75

- f) Senior restricted
- g) Annual Adult Pass eliminated (was \$588.00)
- h) Annual Jr./Sr. pass was recommended to be eliminated but reconsidered; increased from

\$ 5.95 to \$ 6.75  
\$185.00 to \$275.00

The reasons for the above changes were increased revenue to offset budget cuts in other areas, plus the realization that too many rounds of golf in the \$2.00 range were being played.

With the elimination of the Adult Annual Pass and the large increase in the Jr./Sr. Pass in Vancouver, we have to monitor our situation carefully.

The following are the staff recommendations for 1988 at Burnaby Mountain Golf Course:

1) 18 holes - From \$11.00 to \$12.50

This represents a 14% increase over 1987. The increase is a direct result of increases in the market, particularly at the Vancouver courses. The \$12.50 rate is reasonable when you consider the other courses will not increase their fees for 1988 until later in the year.

2) 9 holes - Eliminate

Staff are recommending the elimination of the 9 hole rate. With the number of rounds being played increasing, too many 18 hole players are being turned away and the control aspect becomes more difficult the busier we get.

3) Twilight - From \$6.85 to \$8.00

This represents a 17% increase over 1987. The Twilight fee is charged at such time that 18 holes cannot be completed due to darkness. The time is set approximately 4 1/2 to 5 hours before it is too dark to continue play. This ample allowance is based on being able to guarantee any player paying full rate just prior to Twilight, will be able to complete 18 holes, allowing for heavy play and/or early darkness due to an overcast sky. As the days get shorter the time is reduced in approximately 1/2 hour increments. This fee should be approximately 2/3 of the regular rate. We will also use this fee for our temporary greens rate in the winter.

4) Jr./Sr. Restricted (Monday - Friday) - From \$5.80 to \$6.50

This represents a 12% increase. The increase is related directly to the market and our intention to raise the per round revenue figures in all cases.

5) Adult Annual Restricted Pass (Monday - Friday) - From \$367.50 to \$450.00

This represents a 22% increase over 1987. With the elimination of the Adult Annual Pass in Vancouver, Burnaby is the only course with this type of pass. Staff have discussed the retention of this pass at length. The recommendation is based on two factors:

- a) There is a market for an annual pass, and
- b) The per round revenue must be brought up to a more reasonable level, i.e. from \$4.25 to \$6.00 based on the average play.

6) Jr./Sr. Annual Restricted - From \$194.00 to \$225.00

This represents a 16% increase over 1987. Vancouver and Burnaby are the only courses who offer annual passes to Juniors and Seniors. Vancouver recommended elimination of this pass but compromised by raising this fee to \$275.00.

Staff would not recommend elimination of this fee, but suggest we increase our revenue per round from the present \$2.50 to slightly over \$3.00 based on average play.

As mentioned previously, we will have to monitor the sales of these passes carefully to ensure pass players generally do not dominate the course.

7) Jr./Sr. Monthly - Replace

Staff are recommending we eliminate this pass and replace it with a "Jr./Sr. 10 Round Punch Card". The monthly pass was \$38.50 in 1987. This resulted in a \$2.35 per round revenue factor. If we replace this with a 10 round punch card at \$46.50, this brings our revenue per round to a more reasonable level. Burnaby would be the only course with this option.

8) Adult 10 Round Punch Card - From \$92.00 to \$105.00

This represents a 14% increase over 1987. Burnaby is the only course with this fee. This represents a saving of \$1.50 per round.

PITCH & PUTT / DRIVING RANGE

Pitch & Putt fees and Driving Range Token Sales have been increased on average from 6% to 9%, which will keep our Pitch and Putt and Driving Range fees competitive in the market place.

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COURSE	18 weeks	9 weeks	Twilight	Twilight Junior/Senior	Twilight Restricted	Twilight Weekends	Senior Restricted	Senior Annual Restricted	Senior Annual Restricted	Senior Monthly	Senior Monthly	10 Rounds
BURNABY MOUNTAIN	\$ 11.00	6.85	6.85	6.85	6.85	6.85	5.80	194.00	194.00	38.50	38.50	92.00
CARNOUSTIE	\$13.00	6.00	6.00	6.00	6.00	6.00	9.00	376.50	194.00	376.50	376.50	376.50
DELTA	\$ 8.00	6.00	6.00	6.00	6.00	6.00	5.00	275.00	275.00	275.00	275.00	275.00
FRASERVIEW LANGARA MCLEERY	\$ 13.50	6.00	6.00	6.00	6.00	6.00	5.00	275.00	275.00	275.00	275.00	275.00
GREENACRES	\$11.75	6.00	6.00	6.00	6.00	6.00	5.00	275.00	275.00	275.00	275.00	275.00
MEADON GARDENS	\$13.00	6.00	6.00	6.00	6.00	6.00	5.00	275.00	275.00	275.00	275.00	275.00
PEACE PORTAL	\$16.00	6.00	6.00	6.00	6.00	6.00	5.00	275.00	275.00	275.00	275.00	275.00
SURREY	\$10.00	6.00	6.00	6.00	6.00	6.00	5.00	275.00	275.00	275.00	275.00	275.00
UNIVERSITY	\$19.00	6.00	6.00	6.00	6.00	6.00	5.00	275.00	275.00	275.00	275.00	275.00

\* Wednesday morning only

COMPARATIVE RATES - AREA GOLF COURSES

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COMPARATIVE RATES - AREA PITCH & PUTTS

Area	18 holes	9 holes	Twilight	Junior Restricted	Senior Restricted	10 games: Adult	Junior	Senior	20 Games: Adult	Junior	Senior	Annual: Adult	Senior
<u>CENTRAL PARK KENSINGTON</u>	\$ 4.20		2.65	2.25	2.25	2.50	32.50	32.50	32.50	32.50	32.50	32.50	32.50
<u>AMBLESIDE</u>	\$4.50			2.50	2.50								
<u>MEADOWS GOLF CENTRE (9 HOLES)</u>	\$3.75	2.25			1.50	1.50			10.00				
<u>MURDO FRASER (9 HOLES)</u>	\$ 2.50											12.00	
<u>QUEEN ELIZABETH RUPERT PARK STANLEY PARK</u>	\$ 4.15		2.55	2.55	2.05	2.05						198.00	56.00
<u>SUNSHINE HILLS</u>	\$ 6.00	4.50	4.50	4.50	3.25	4.25						23.00	66.40
			37.50										

COMPARATIVE RATES - AREA DRIVING RANGES

AREA	20 balls	25 balls	30 balls	40 balls	45 balls	60 balls	70 balls	75 balls	90 balls	120 balls	150 balls	300 balls	720 balls	1200 balls
BURNABY MOUNTAIN		\$1.50	\$1.45						3.60				24.90	
FRASERVIEW									3.65					
LIONS						\$ 3.50				7.00				60.00
MEADOWS GOLF CENTRE						\$2.50					5.50			
MEADOWS GARDENS	\$1.00				2.00									
MUSQUEAM			\$1.85											12.50
UNIVERSITY	\$2.00			3.00				5.00						
CARNOUSTIE			\$1.50											3.75

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ITEM 8  
 DIRECTOR'S REPORT NO. 15  
 COMMISSION MEETING 87/07/08

ITEM 21  
 MANAGER'S REPORT NO. 45  
 COUNCIL MEETING 87/07/13