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**CANADA—BRITISH COLUMBIA
SUBSIDIARY AGREEMENT
ON TRAVEL INDUSTRY DEVELOPMENT**



**Government
of Canada**

**Gouvernement
du Canada**

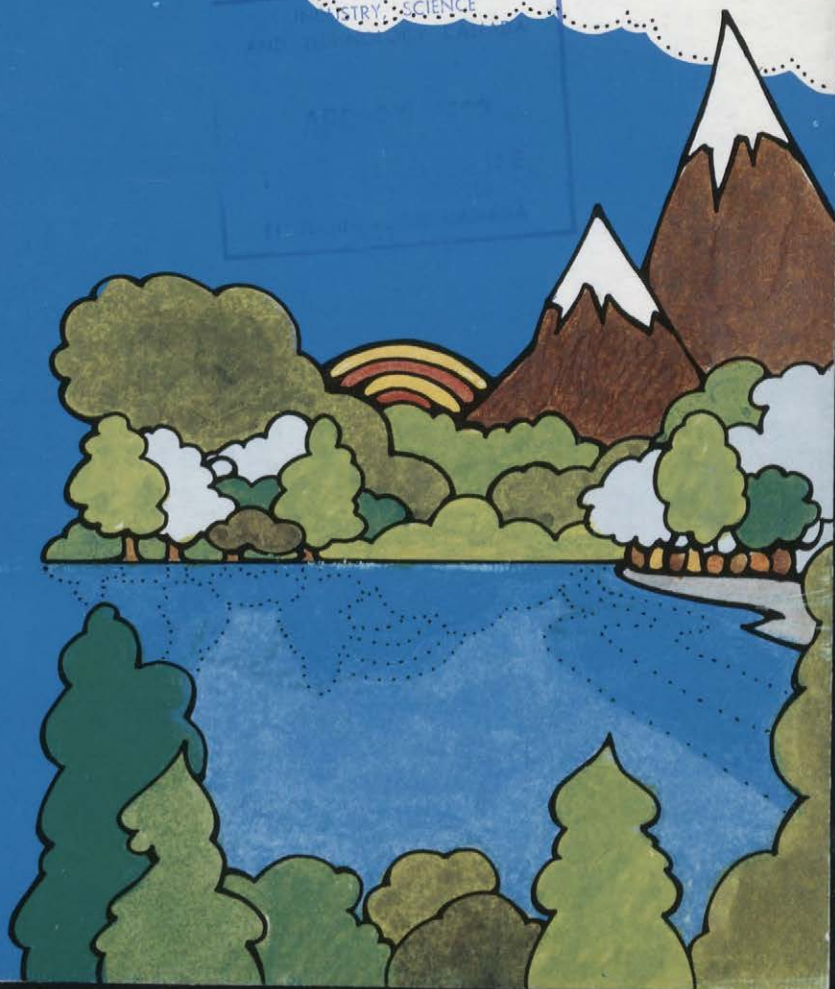
**Regional
Economic
Expansion**

**Expansion
Économique
Régionale**



**Province of
British Columbia**

**Ministry of
Economic Development**



**CANADA - BRITISH COLUMBIA
SUBSIDIARY AGREEMENT
ON TRAVEL INDUSTRY DEVELOPMENT**

THIS AGREEMENT made this 17th day of October, 1978

BETWEEN: THE GOVERNMENT OF CANADA (hereinafter referred to as "Canada") represented by the Minister of Regional Economic Expansion and the Minister of Industry, Trade and Commerce,

OF THE FIRST PART,

AND: THE GOVERNMENT OF THE PROVINCE OF BRITISH COLUMBIA (hereinafter referred to as "the Province"), represented by the Minister of Economic Development,

OF THE SECOND PART.

WHEREAS Canada and the Province, on March 28, 1974 entered into a General Development Agreement (hereinafter referred to as "the GDA") for the purpose of facilitating joint co-operation in respect of economic and socio-economic development in British Columbia; and

WHEREAS in pursuit of these objectives, Canada and the Province have agreed to seek a coordinated application of relevant federal and provincial policies and programs; and

WHEREAS Canada and the Province have identified a development opportunity that includes programs for the development of travel industry in British Columbia; and

WHEREAS the Governor in Council by Order in Council P.C. 1978-10/3144 of the 12th day of October, 1978, has authorized the Minister of Regional Economic Expansion and the Minister of Industry, Trade and Commerce to execute this Agreement on behalf of Canada; and

WHEREAS the Lieutenant Governor in Council by Order in Council No. 2652 of the 12th day of October, 1978, has authorized the Minister of Economic Development to enter into this Agreement on behalf of the Province;

NOW THEREFORE the parties hereto mutually agree as follows:

SECTION 1: DEFINITIONS

1. In this Agreement:

- (a) "Capital project" means any project, as determined by the Management Committee, in which construction or related activities are involved;
- (b) "development opportunity" means the programs outlined in Part V of Schedule "A" attached hereto and forming part of this Agreement;
- (c) "eligible costs" means those costs defined in section 6.5 of this Agreement;
- (d) "Federal Ministers" means the Minister of Regional Economic Expansion and the Minister of Industry, Trade and Commerce for Canada and, unless the context otherwise requires, anyone authorized by either of them to act on his behalf;
- (e) "fiscal year" means the period commencing on April 1 of any year and terminating on March 31 of the immediately following year;
- (f) "Lower Mainland" means that part of the province comprising the regional districts of Greater Vancouver, Central Fraser Valley, Dewdney-Alouette, Fraser-Cheam excluding Electoral Areas A, B and C;
- (g) "Management Committee" means the committee established pursuant to section 4.1;
- (h) "Ministers" means the Minister of Regional Economic Expansion for Canada and the Minister of Economic Development for British Columbia;
- (i) "program" means a group of related projects;
- (j) "project" means a specific activity forming a self-contained unit within a program;
- (k) "Provincial Minister" means the Minister of Economic Development for British Columbia and, unless the context otherwise requires, anyone authorized to act on his behalf;
- (l) "Southern Vancouver Island" means that part of the province comprising the Capital Regional District, excluding Electoral Area D;
- (m) "Target area" means all of the Province of British Columbia except the "Lower Mainland" and "Southern Vancouver Island".

SECTION 2: PURPOSE AND OBJECTIVES

2.1 The purpose of this Agreement is to enable Canada and the Province to implement the development opportunity by coordinating existing programs and jointly undertaking additional new projects to encourage development of the travel industry in the target area according to the strategy outlined in Schedule "A" of this Agreement.

2.2 The objective of this Agreement is to encourage greater sectoral and spatial diversification of economic activity in the target area and thereby improve opportunities for productive employment and achieve a more balanced level of development among the different areas of the Province.

2.3 Specifically, the objectives of this Agreement are to:

- (a) develop plans for British Columbia's travel industry development utilizing unexploited and new initiatives;
- (b) generate significant employment opportunities in British Columbia;
- (c) contribute to the orderly growth and development of the travel industry in British Columbia through the greater utilization of the tourism potential;

- (d) generate, encourage and increase travel and vacation time within British Columbia that will result in a stimulus to the British Columbia economy and will contribute to improvements of Canada's balance of payments on travel account position; and
- (e) develop a long-term travel industry strategy for British Columbia.

SECTION 3: SUBJECT MATTER

3.1 This Agreement shall commence on and take effect from the date on which it is signed by the Federal Ministers and the Provincial Minister and shall terminate five years from the date of the signing or such earlier date as may be agreed to in writing by the Federal Ministers and the Provincial Ministers. No project may be approved after the termination date of this Agreement and no project completion date shall extend beyond September 30, 1984, and no claim shall be paid by Canada unless it is received by Canada within six months following the applicable project completion date.

3.2 The Province will undertake the implementation of the development opportunity either directly or through agencies of the Province, in accordance with guidelines and procedures to be established under this Agreement.

3.3 The financing by Canada of the projects to be implemented under this Agreement shall not confer upon Canada any proprietary interest in the physical assets constructed or acquired pursuant to this Agreement.

3.4 The Province or its agencies shall take over or arrange to take over on completion, each capital project undertaken under this Agreement. British Columbia agrees to save Canada free and harmless from any claims that may be made against it arising out of the operation, maintenance or repair of any project funded pursuant to this Agreement.

3.5 All activities to be undertaken pursuant to this Agreement shall be consistent with the objectives and intent stated herein and all projects, before being implemented, shall be authorized in writing by the Management Committee.

3.6 Each party agrees to strictly adhere to the environmental laws of Parliament and of the Provincial Legislature.

3.7 Notwithstanding subsection 2.2 of this Agreement, if a particular project is considered by the Federal Ministers and the Provincial Ministers personally to be necessarily incidental to the attainment of the purposes of this Agreement, then such project may be implemented in the Lower Mainland or Southern Vancouver Island.

SECTION 4: MANAGEMENT

4.1 The parties shall promptly establish a joint federal-provincial Management Committee comprised of at least two representatives from Canada and two representatives from the Province whose function as the regular members of the Committee shall be to oversee the planning and implementation of the development opportunity within the allocation of funds set out in Schedule "B" and to fulfill responsibilities identified for the Management Committee elsewhere in this Agreement.

4.2 The Provincial Minister shall appoint two regular members to the Management Committee from the Ministry of Economic Development. The Federal Ministers shall each appoint one regular member to the Management Committee from the Department of Regional Economic Expansion and the Department of Industry, Trade and Commerce. Other non-voting representatives may be invited to the Management Committee if agreed to by the regular members of the Management Committee.

4.3 The representative of the Department of Regional Economic Expansion and the representative of the British Columbia Ministry of Economic Development shall act as Co-Chairman of the Management Committee.

4.4 The Management Committees shall be responsible to the Federal Ministers and Provincial Minister for the administration of this Agreement and in particular for the following:

- (a) the general management and coordination of the programs and projects to be undertaken pursuant to this Agreement;
- (b) the establishment of operational guidelines for the programs specified in Schedule "A" of this Agreement;
- (c) approval of all projects pursuant to the implementation of this Agreement;
- (d) submission for the approval of the Ministers annually, and no later than September 1, of the projected budget required for the subsequent fiscal year;
- (e) reporting annually to the Ministers on the progress of this Agreement and its recommendations with respect to the progress of implementation;
- (f) establishing at its discretion, in order to facilitate implementation, advisory, coordinating or steering committees consisting of representatives of the departments and agencies of Canada and the Province involved in the implementation of projects under this Agreement;
- (g) recommending to the Federal Ministers and Provincial Ministers amendments to be made to this Agreement;
- (h) performing any other functions that may be assigned to it by the parties hereto.

4.5 If, at any stage in the implementation of a program, it appears to the Province that the costs thereof will exceed the estimated costs specified for that program in Schedule "B", the Province shall promptly so inform the Management Committee and state the reasons for such increase.

4.6 Upon being so informed, the Management Committee shall consider the circumstances which have contributed to the increase in the estimated costs and shall prepare and present a report and recommendations to the Ministers in respect of the action proposed to be taken.

4.7 The Management Committee may, subject to subsection 4.6, make adjustment in and between program allocations specified in Schedule "B" to this Agreement, provided, however that such adjustments do not increase the total amount.

4.8 Decisions of the Management Committee shall be acted upon only if its regular members are unanimous. In those cases where the regular members of the Management Committee are unable to reach a unanimous decision, the relevant matter shall be referred to the Ministers, whose decision shall be final.

4.9 The signatures of the Co-Chairmen of the Management Committee shall be sufficient verification for the purpose of this Agreement of any recommendation or decision made, or approval given by the Management Committee.

4.10 The Department of Regional Economic Expansion, through its representation on the Management Committee, shall be responsible for liaison and program co-ordination among the departments and agencies of Canada interested in programs implemented pursuant to this Agreement.

4.11 Subject to paragraph 4.4 (c), the Ministry of Economic Development, through its representation on the Management Committee, shall be responsible for:

- (a) except as otherwise specified in this Agreement or agreed to by the Management Committee, the development of projects for implementing all cost-shared programs under this Agreement, and the ensurance of the provision of the staff and administrative mechanisms for the implementation of projects under this Agreement assigned to the Province; and
- (b) the liaison and program co-ordination between the agencies of the Province administering the programs included in this Agreement or whose activities affect the implementation of this Agreement.

4.12 All projects to be undertaken pursuant to this Agreement shall be jointly approved by Canada and the Province by a project approval issued by the Management Committee and shall be consistent with the objectives set forth in subsections 2.2 and 2.3.

4.13 Canada and the Province agree to provide the Management Committee with all information necessary for the performance of its functions which include the management and administration of this Agreement.

4.14 Either party may submit proposals for approval by the Management Committee to provide funds for special joint investigating, reconnaissance and assessment of strategic features of proposed projects.

SECTION 5: IMPLEMENTATION PROCEDURES

5.1 Either party may from time to time submit, for approval by the Management Committee, proposals for projects to be implemented under this Agreement.

5.2 In submitting proposals, Canada or the Province shall provide a project document containing sufficient information for the adequate assessment of the suitability of the project, including the purpose, cost, cash flow, benefits, expenses, and assessments of the economic significance of each of the parts of the project, design and construction standards where applicable, and where applicable:

- (a) other physical data, such as plans, maps, and description of development works;
- (b) such financial details as the cost-sharing between the parties involved, expected revenues, and like data;
- (c) a description of any development works proposed, the authority that will be responsible for undertaking, operating and maintaining the project, the expected revenues, user charges or any other like considerations;
- (d) the proposed plan of cost-sharing between all parties taking part in the project including charges, if any, to persons to whom any of the benefits will accrue;
- (e) relationship of the proposed project to other federal and provincial government programs and activities; and
- (f) any other information which the Management Committee may require.

5.3 Subject to subsection 3.1, a project shall be for the period specified in the relevant project approval.

5.4 All contracts for approved activities shall be awarded in accordance with procedures to be approved by the Management Committee, and, unless in its opinion it is impractical to do so, shall be let pursuant to tenders invited by public advertisement and awarded to the qualified and responsible tenderer submitting the lowest evaluated bid.

5.5 All contracts under this Agreement shall be supervised in accordance with procedures to be approved by the Management Committee, and reports, documents, plans, maps and other materials produced by consultants or resulting from such contracts shall become the property of both parties.

5.6 In the awarding of contracts pursuant to the recommendation of the Management Committee, the Province shall retain the services of Canadian firms or individuals where practical and consistent with economy and efficiency.

5.7 All announcements of contract awards shall be made jointly by Canada and the Province.

5.8 Canadian material, machinery and equipment, and consulting and other professional services shall be used in respect of all work under this Agreement to the extent to which it is procurable and consistent with economy and efficiency as determined by the Management Committee.

5.9 The following conditions relevant to employment and the award of contracts shall apply in respect to all projects carried out under this Agreement:

- (a) recruiting of labour shall be conducted through the offices of Employment and Immigration Canada unless the Management Committee considers that this service cannot reasonably be provided;
- (b) in accordance with Human Rights Legislation of Canada and the Province, there shall be no discrimination by reason of race, sex, age, marital status, national origin, colour, religion or political affiliation in the employment of persons on a project; and
- (c) with regard to the applicability of labour standards, the parties agree as follows:
 - (i) rates of pay shall be those prevailing in the area of employment for each classification of work, subject to the minimum wage specified in provincial legislation;
 - (ii) in building construction, the rates of pay for overtime shall be time and one-half the specified prevailing rate of pay after the hours stipulated for purposes of overtime payment in the relevant provincial standards, which shall in no case be more than 48 hours per week;
 - (iii) in road and heavy construction, the rates of pay for overtime shall be time and one-half the specified prevailing rate of pay after the hours stipulated for purposes of overtime payment in the relevant provincial standards, which shall in no case be more than 50 hours per week; and
 - (iv) labour conditions shall be specified in all tendering documents and shall be posted conspicuously in the work place;

it being expressly understood and agreed that to the extent to which there are higher provincial standards applicable to particular occupations or regions, these higher provincial standards shall apply.

SECTION 6: FINANCIAL PROVISIONS

6.1 Canada shall contribute to the Province a maximum of fifty per cent (50%) of the eligible costs of programs implemented pursuant to the terms and conditions of this Agreement.

6.2 The implementation of this Agreement is subject to the Parliament of Canada and the Legislative Assembly of the Province of British Columbia having provided funds for such purposes for the fiscal year in which such financing is required.

6.3 Notwithstanding anything in this Agreement, the maximum contribution by Canada in respect to jointly-approved projects shall not exceed twenty-five million dollars (\$25,000,000).

6.4 Subject to legislative restrictions, the Province shall acquire or arrange for the acquisition of any lands and interests therein, in the name of the Crown or otherwise, that may be required for projects approved for implementation pursuant to this Agreement.

6.5 (a) Subject to paragraph 6.5 (c) the eligible costs of capital projects undertaken pursuant to this Agreement are all direct costs which, in the opinion of the Management Committee, have been reasonably and properly incurred and paid by the Province, in the implementation of the projects. Direct costs include costs relating to public information, survey, engineering and architectural design, but do not include administration costs.

(b) Subject to paragraph 6.5 (c), the eligible costs of non-capital projects undertaken pursuant to this Agreement are all costs, which in the opinion of the Management Committee have been reasonably and properly incurred and paid by the Province for the supply of goods or the performance of work or services for the implementation of any such projects, but do not include the remuneration of any permanent employee of the Province or its Agencies.

(c) Eligible costs do not include any costs relating to the acquisition of land or any interest therein or costs arising from conditions of acquisition.

- (d) If, in the implementation of the development opportunity, the Province or one of its Agencies chooses to defray the cost of any program or project by making a loan to any person or Corporation, then the amount of such loan may, if the Management Committee agrees, be considered as an eligible cost for the purposes of this Agreement.

SECTION 7: PAYMENT PROCEDURES

7.1 Subject to subsection 7.2 and 7.3, payments by Canada shall be made to the Province promptly on the basis of progress claims setting out the eligible costs actually incurred and paid for the project, certified by a senior officer or the Province, bearing a provincial audit certificate and submitted in a form satisfactory to the Federal Ministers.

7.2 In order to assist with the interim financing of projects, Canada may, if the Province so requests, make interim payments on a quarterly basis to the Province of up to one hundred per cent (100%) of Canada's share of claims submitted, based on estimates of costs incurred as certified by a senior officer of the Province.

7.3 The Province shall account for each quarterly interim payment received by submitting to Canada within the following quarter, a detailed statement of the actual expenditures incurred and paid, submitted in a form and verified in a manner satisfactory to the Federal Ministers and certified by a senior officer of the Province. Any discrepancy between the amount paid to the Province and the amount actually payable, shall be promptly adjusted between Canada and the Province.

7.4 No interim payment shall be made in a fiscal year until any interim payment made in the previous fiscal year has been liquidated by claims for expenditures actually incurred and paid, certified by a senior officer of the Provincial Ministry of Finance and bearing a provincial audit certificate, and any outstanding balance of the payment has been repaid or accounted for in a form or in a manner satisfactory to the Federal Ministers.

7.5 The Province shall maintain proper and accurate accounts and records relating to the cost of projects undertaken pursuant to this Agreement and shall make such accounts and records available at all reasonable times for inspection and audit by Canada.

7.6 Any discrepancy between the amounts paid and amounts actually payable as disclosed by any such audit shall be promptly adjusted between the parties.

SECTION 8: SHAREABLE REVENUE

8.1 For the purpose of this agreement, shareable revenue includes:

- (a) any monies accruing to or collected by the Province or its Agencies and representing the repayment in whole or in part of any loan, and the payment on account of related interest made as a result of the effect of paragraph 6.5 (d), and
- (b) any monies accruing to or collected by the Province or its Agencies as a result of the operation of subsection 8.3, 8.4 or 8.5 of this Agreement.

8.2 Any shareable revenue received by the Province or its Agencies shall be divided between Canada and the Province for a period of twenty-five years in the same proportions as the respective shared costs of Canada and the Province in that particular project.

8.3 When any lands acquired or works constructed by the Province for any purpose specified under this Agreement, and to which Canada contributed its share of acquisition costs or construction costs, are sold within twenty-five years after such acquisition or construction, the proceeds from the sale shall be divided between Canada and the Province in the same proportion as the contribution of Canada and the Province in that particular program or project.

8.4 When any lands acquired or works constructed by the Province for any purpose specified under this Agreement are changed within twenty-five years to a use incompatible with the

intent of this Agreement, the Province shall pay Canada an amount equal to the original contribution by Canada to these lands or works.

8.5 Any contribution by Canada under this Agreement towards the cost of a commercial facility:

- (a) which is owned or operated by the Province or one of its Agencies, or
- (b) which is leased by the Province or one of its Agencies to the private sector,

shall be repaid to Canada by the Province, in full, within one year following the date on which construction of the facility is completed.

8.6 All revenues accruing to Canada under this Agreement shall be credited to the Consolidated Revenue Fund.

SECTION 9: MONITORING

9.1 All substantive amendments to contracts awarded pursuant to this Agreement shall require the prior approval of the Management Committee.

9.2 Any member of the Management Committee or his representative shall be permitted to inspect any project at all reasonable times for the purpose of verifying progress claims and obtaining any other information concerning the projects which may be required by the Federal Ministers or the Provincial Minister.

SECTION 10: PUBLIC INFORMATION

10.1 Canada and the Province agree to co-operate in the development and implementation of a program of public information respecting implementation of projects under this Agreement, and further agree to supply, erect and maintain on the direction of the Management Committee:

- (a) during the course of construction of jointly funded capital projects, a project sign or signs consistent with Federal-Provincial Identity graphics guidelines, and in both official languages, specifying that the relevant project is a Canada-British Columbia Regional Development Project, financed by contributions from the Department of Regional Economic Expansion of the Government of Canada and the Ministry of Economic Development of the Government of British Columbia (and any other Federal or Provincial agency where relevant), or such wording to the like effect as may be agreed upon by the Ministers: and
- (b) where relevant upon completion of each project, a permanent sign or plaque to the effect set forth in (a).

10.2 Any public announcement of the measures covered and of the procedures generated by this Agreement, as well as any official opening ceremony for any jointly funded project under this Agreement, where such ceremony is indicated and appropriate, shall be arranged jointly by the Ministers.

SECTION 11: GENERAL

11.1 Subject to the prior approval of the Lieutenant Governor in Council this Agreement may be amended in writing, personally executed by the Federal Ministers and the Provincial Minister. It is expressly understood and agreed, however, that any amendment to subsections 6.1 and 6.3 shall require the approval of the Governor in Council in addition to that of the Lieutenant Governor in Council.

11.2 No member of the House of Commons of Canada shall be admitted to any share or part of this Agreement or to any benefit to arise therefrom.

11.3 The Province may make payments to any person, firm or corporation for the carrying out of any work or the performance of any service in respect of any project authorized pursuant to this Agreement, provided that no member of the Legislative Assembly of the Province of British Columbia has a significant beneficial interest therein or will receive a direct payment arising therefrom.

11.4 The terms and conditions of the GDA shall apply to this Agreement.

SECTION 12: EVALUATION

12.1 During this Agreement, Canada and the Province shall jointly effect an assessment of the programs listed in Schedule "A" with regard to the stated objectives. Annual progress reports shall be submitted by the Management Committee to the Ministers on or before the annual meeting of the Ministers as prescribed under subsection 9.1 and section 10 or the GDA.

In addition, Canada and the Province shall also jointly effect an evaluation of this Agreement with respect to the general economic and socio-economic development of British Columbia.

IN WITNESS WHEREOF this Agreement has been executed on behalf of Canada by the Minister of Regional Economic Expansion and the Minister of Industry, Trade and Commerce and on behalf of the Province by the Minister of Economic Development.

IN THE PRESENCE OF:

GOVERNMENT OF CANADA

Witness

Minister of
Regional Economic Expansion

Witness

Minister of
Industry, Trade and Commerce

GOVERNMENT OF THE PROVINCE
OF BRITISH COLUMBIA

Witness

Minister of
Economic Development

Witness

Provincial Secretary and
Minister of Travel Industry

CANADA-BRITISH COLUMBIA SUBSIDIARY AGREEMENT ON TRAVEL INDUSTRY DEVELOPMENT

SCHEDULE "A"

PART I: INTRODUCTION

In recent years there has emerged wide recognition of the fact that British Columbia's narrowly-based economy is subject to fluctuations as a result of conditions prevailing in world commodity markets. High wages, high living costs, and chronic high employment also characterize the provincial economy.

A strong positive correlation can be established between stability and economic diversification. While forestry will always be the backbone of the British Columbia economy, diversification is the key to reducing the impact of cyclical fluctuations in export markets. In this regard, the travel industry in British Columbia affords an immediate opportunity to take advantage of an existing potential for accelerated development. While some development will take place without large-scale involvement by senior governments, the full potential will only be realized through comprehensive planning and programming.

The Travel Industry Development Subsidiary Agreement is designed to meet federal and provincial objectives relating to economic development and regional development. It will help to establish the preconditions for private sector investment at all levels through support for selected targets, the provision of necessary infrastructure and the data collection and analysis required to identify and pursue strategic activities.

The travel industry has been identified by both governments as an industry that offers major opportunities that can be realized to the benefit of British Columbia and Canada through co-ordinated program opportunities and more balanced regional economic development. The two governments are committed to improving the British Columbia travel industry.

PART II: CIRCUMSTANCES

Canada's international travel deficit on current account was \$1.7 billion in 1977, up from \$1.2 billion in 1976. British Columbia contributed a disproportionate share to that deficit. By stimulating increased travel industry activity in the province, a significant alleviation of this national problem should result.

THE TRAVEL INDUSTRY IN BRITISH COLUMBIA

The British Columbia travel industry is the third largest in Canada after Ontario and Quebec and accounts for 14 percent of travel expenditures in Canada by residents and non-residents.

The importance of the travel industry presently to British Columbia is attested to by notable revenue and employment indicators. The travel industry in 1977, according to provincial statistical sources, resulted in revenues of \$1,345,000,000. This was a four-fold increase over 1967, and represented some 5 percent of the Gross Provincial Product (G.P.P.). The travel industry is now the third largest revenue earning industry in British Columbia after Forestry and Mining which account for about 20 percent and 7 percent of the G.P.P. respectively.

The travel industry, moreover, is highly labour intensive and is responsible for nearly 6 percent of the provincial work force. The table below indicates that the travel industry in British Columbia employed in 1976 the equivalent of 62,400 man-years, of which two-thirds were full-time jobs. As a result, the part-time employment figures do not adequately reflect the large absolute number of seasonal employees who may work for relatively short periods. The information clearly shows the dominance of the accommodation and the transportation categories in terms of both employment and wages impact. The travel industry at more than \$600,000,000 ranked third behind manufacturing and construction in total wages paid in British Columbia during 1976.

TRAVEL INDUSTRY RELATED EMPLOYMENT AND WAGES IN B.C. 1976

EMPLOYMENT IN MAN-YEAR EQUIVALENTS

	Total	Full-Time	Part-Time	Total Wages in \$
Accommodation	20,400	13,900	6,500	139,700,000
Food and Beverage	9,900	6,000	3,900	66,600,000
Transportation	20,900	14,800	6,100	302,900,000
Retail	3,000	1,500	1,500	29,200,000
Events/Attractions	1,200	800	400	9,000,000
Travel Trade	4,500	4,000	500	47,600,000
Miscellaneous	2,500	1,800	700	20,000,000
	62,400	42,800	19,600	615,000,000

The travel industry plant is diverse and encompasses approximately 10,000 businesses that cater directly to travellers. It ranges from full service hotels to fishing camps and from transcontinental airlines to taxi companies. Although a considerable accommodation plant exists in British Columbia in the form of nearly 2,300 hotel, motel, resort and campground establishments containing 71,000 units, in many instances, and most particularly in the target area, these facilities require upgrading if they are to be capable of meeting the potential of an expanding travel market. The value of construction work for hotels, restaurants and related facilities in British Columbia declined steadily from \$53 million in 1973 to \$43 million, \$35 million and \$21 million in 1974, 1975 and 1976, respectively. This contrasts with the increase in 1974 and otherwise level trend for Canada as a whole.

DISTRIBUTION OF THE TRAVEL INDUSTRY IN BRITISH COLUMBIA

The Province of British Columbia has established eight tourist regions for administrative, promotional and statistical purposes. The regions are: Vancouver Island, Southwestern British Columbia, Okanagan, Kootenays, Thompson-Shuswap, Cariboo-Chilcotin, Yellowhead-16, and Peace River-Liard. Selected travel industry statistics for each of these regions is provided in the table below. The data indicate that two regions dominate the travel industry in the province, namely, Vancouver Island and Southwestern British Columbia. These regions in recent years accounted for 51 percent of the revenue, 57 percent of the employment and 48 percent of the accommodation units associated with the travel industry. The Okanagan region ranked third on these indicators. The tabular information illustrates the rudimentary degree of development of the travel industry plant throughout the greater part of British Columbia that makes up the target area and suggests the potential existing for expansion.

COMPARISONS OF POPULATION REVENUE, EMPLOYMENT, UNEMPLOYMENT, AND ACCOMMODATION IN BRITISH COLUMBIA BY TOURIST REGION

Tourist Region*	Population		Revenue (1977)		Travel Industry		Unemployment		Accommodation (1974)	
	% of B.C. Total	\$ Millions	% of Total	Number	Employment** (Man Years) (1976) % of Total	% April '78	Number of Establishments	% of Total	Number of Units	% of Total
(a) Vancouver Island	19	240	18	11,400	18	8.6	457	20	14,243	20
(b) Southwestern B.C.	55	440	33	24,200	39	7.6	346	15	19,728	28
(c) Okanagan	8	200	15	7,000	11	8.8	373	16	11,723	16
(d) Kootenays	5	150	11	5,150	8	8.7	280	12	7,022	10
(e) Thompson-Shuswap	3	160	12	5,550	9	15.0	300	13	7,740	11
(f) Cariboo-Chilcotin	7	40	3	3,050	5	10.0	284	12	4,511	6
(g) Yellowhead-16		95	7	4,500	7		207	9	4,236	6
(h) Peace River-Liard	3	20	1	1,550	3	9.3	90	4	2,188	3
British Columbia	100%	1,345	100%	62,400	100%	8.4%	2,337	100%	71,391	100%

Sources: *Tourism, British Columbia and Statistics Canada Cat. No. 71-001*

* *Tourist Regions defined by Tourist British Columbia (shown by letters) and Economic Regions defined by Statistics Canada (shown by numbers) are assumed to conform as follows: A=96, B=95, C=93, D=91 § 92, E=94, F § G=97 § 99, H=98*

** *Employment is expressed in man-year equivalents attributed to travel industry activity based on surveys by Tourism B. C.*

PART III: PROBLEMS AND OPPORTUNITIES

It is widely recognized that British Columbia's travel industry potential is not fully utilized, and furthermore, that this potential will not be realized without significant inputs from senior levels of government. Accelerated development of the travel industry in British Columbia requires that certain problem areas facing the industry at large are addressed and concurrently that major opportunities for expansion are seized.

EXTERNALITIES AND THE TRAVEL INDUSTRY

Events and conditions external to the economy of British Columbia have a considerable influence upon the travel industry. These externalities over which the Province has no control tend to amplify swings away from the underlying long-term travel trends. Thus, in recent years the provincial travel industry has had to cope with such major competitors as the United States Bicentennial and the Montreal Olympics. Higher travel costs arising from the energy crisis and the premium on the Canadian dollar that existed until 1976 are other examples of externalities that had negative effects upon British Columbia tourism. On the other hand, various external factors are working in 1978 that will make positive contributions to travel revenues, including the premium on the U.S. dollar and the Commonwealth Games in Edmonton. The Captain Cook Bicentennial, while not an external influence, further illustrates how major events affect the fortunes of the industry in the short term. Such influences, whether positive or negative, are generally of limited duration and have little effect upon major investment decisions related to the longer-term future of the travel industry. For example, the construction of new hotel or motel facilities is normally predicted on long-term viability and therefore decisions by developers and lending institutions will be influenced only marginally by such externalities. Nonetheless, an "event" may advance a development decision or change the priority of one development relative to others.

GEOGRAPHIC AND NATURAL ADVANTAGES AND DISADVANTAGES

There are aspects of British Columbia's strategic location, enormous land area, coastline and lakes and climate that are in some cases advantageous and in others disadvantageous toward the development of the travel industry.

Development of the travel industry in British Columbia is often hindered by factors that relate largely to climate and distance. In some parts of the province rain is a significant deterrent to the travel industry as is the variable climate in many locations. For some, temperature is a major determinant in the selection of travel preferences and as a result British Columbia cannot entirely satisfy the desire for a warm break in winter. Distances in British Columbia are considerable and this means that both the time and associated costs of travelling may inhibit tourists. Additionally, British Columbia is remote from eastern North American centres of population and thus requires a larger travel commitment from potential visitors.

Nonetheless, the natural resources of the province, its mountain and coastal scenery foremost, are unquestionably the province's most obvious and dramatic attraction. The coast provides access to activities such as sailing, fishing and cruising that are unavailable elsewhere on the same scale. The ferry services offer a unique experience for visitors. When most of Canada is under snow, most coastal areas are green, and remain so all year round. The opportunities to observe the natural environment in terms of both flora and fauna in British Columbia are outstanding. The pioneer history of the province is interesting and "romantic". Hot springs are almost unique to the province and occur in many locations, although to date only a few sites have been developed. Also, despite some negative factors related to climate, British Columbia offers a very wide variety of visual and climatic experiences within relatively short distances.

Recognition of these strengths and weaknesses afforded by British Columbia's unique geography is fundamental in the selection of appropriate long-term travel industry development strategies.

SEASONALITY

British Columbia encounters the problem of seasonality in the performance of its travel industry. This is a familiar problem for most of the world's travel destinations; however, it is a problem that the British Columbia industry can fortunately do something to rectify.

Traditionally British Columbia has been a summer vacation destination. Over one-half of non-business travel by visitors and residents takes place in the months of June, July, August and September. Approximately 15 percent takes place in the spring while the remaining one-third occurs in the fall and winter. The occupancy rate in British Columbia motels in 1977 ranged from a low of 42 percent in December to a high of 83 percent in August. With the province's varied terrain and climate, marketable activities could be provided and are available in all four seasons. Development aimed specifically at the off-season market of four season travel opportunities will help fill the gap in the off-season industry. The result will be a stabilizing effect on winter employment opportunities and a stimulation of the economy at a normally slow time of year.

BALANCE OF INTERNATIONAL PAYMENTS ON TRAVEL ACCOUNT

In 1977 Canada recorded a balance of payments deficit of \$4,238 million on current account. Of this, the deficit attributable to travel was recorded at \$1,655 million on receipt of \$2,006 million and payments of \$3,661 million. In 1976, a year for which more detailed data are presently available, the balance of payments deficit on travel account for Canada was \$1,191 million. When allowance is made for the exclusion of both receipts and payments of fares to air carriers, air crew spending and the impact of day-trip spending, Canada's travel deficit in 1976 was \$932 million. British Columbians contributed disproportionately to this worsening Canadian problem. Although British Columbia accounts for 10.7 percent of the total Canadian population, it accounted for 13.9 percent or \$130 million of the deficit on Canada's travel account during 1976. The table below provides international balance of payments on travel account for Canada as a whole and the province of British Columbia.

A relatively modest change in the flow of travellers can have large beneficial effects on the international balance of payments position. For example, using the 1976 data for British Columbia a swing of only 10 percent each way in decreasing the flow of provincial residents who travel abroad and concurrently augmenting the numbers of foreigners who come to the province would reduce the balance of payments deficit 41 percent, from \$130 million to \$77 million. Comparable impact on the deficit can be made by measures that result in increasing the length of stay of visitors. Had U.S. visitors to British Columbia in 1976 stayed an average one additional night, they would have reduced Canada's international balance of payments deficit by \$39 million and have increased employment and revenues in the province.

In 1976, the latest year for which complete Statistics Canada data are available, the following distributional relationships emerged that have a bearing on the balance of payments (data refer to over-night trips);

- (a) 13.6% of all U.S. visitors to Canada visited British Columbia;
- (b) 11.1% of all other non-Canadian visitors to Canada visited British Columbia;
- (c) 17.0% of all Canadian visitors to the U.S. were residents of British Columbia; and
- (d) 10.8% of all Canadian visitors to the rest of the world were residents of British Columbia.

MARKET POTENTIAL

The market for British Columbia's travel industry is much larger than the 2,500,000 provincial residents and the nearly 2,000,000 people in the neighbouring province of Alberta. Within two days' driving time, there are over 30,000,000 citizens of the United States located in the high income states of California, Oregon, Washington, Nevada, Idaho and Montana. With increasing disposable incomes and the increasing use of international charters, Japan and Western Europe also offer major markets for many aspects of the travel industry in British Columbia. The overseas market is small but rapidly growing in importance, particularly because of high average spending per visit. Statistics Canada figures indicate that the number of overseas visitors to British Columbia increased nearly four-fold between 1968 and 1976, from 43,000 to 151,000. The average spending per visit in the latter year was \$299, in contrast to \$82 on average by visitors from the United States. The increasing use of international charter flights also offers opportunities for the travel industry. Data for the period 1970 to 1975 indicate that the number of passengers on international charter flights through Vancouver and originating outside Canada more than doubled from 14,000 to nearly 32,000. Major international airports exist in the province capable of handling an expanded travel industry.

Provincial reviews and evaluations of such factors as distance, population, buying income and access have indicated that increased penetration can be realized within existing markets

and potential market opportunities exist for British Columbia in such widely-separated locations as Texas, Illinois, New York and Australia.

**ESTIMATED BRITISH COLUMBIA CONTRIBUTION TO THE BALANCE
OF PAYMENTS OF TRAVEL ACCOUNT FOR CANADA 1976
(EXCLUDING FARES TO AIR CARRIERS, CREW SPENDING, AND
DAY-TRIPPERS)**

British Columbia	Receipts \$'000,000	Payments \$'000,000	Number of Visits	Average Spending \$
U.S. Visitors to B.C. (1)	158.0		1,937,000	81.60
Other Non-Canadian Visitors to B.C. (2)	45.2		151,300	298.80
B.C. Visitors to U.S. (3)		216.0	1,861,000	116.10
B.C. Visitors to Other Foreign Countries (4)		117.5	171,100	686.70
	203.2	333.5		
B.C. DEFICIT		130.3		
Canada				
U.S. Visitors to Canada (1)	1,061.0		14,258,000	74.40
Other Non-Canadian Visitors to Canada (2)	388.9		1,358,800	286.20
Canadian Visitors to U.S. (3)		1,544.0	10,955,000	140.90
Canadian Visitors to Other Foreign Countries (4)		838.5	1,582,300	529.90
	1,449.9	2,382.5		
CANADA DEFICIT		932.6		

Source: *STC 66-201, 1976; (1) Table 23; (2) Table 32; (3) Table 52; (4) Table 61.*

COMPETITIVENESS

The travel industry of British Columbia until recently was experiencing an erosion of its competitive position. Presently, there are some indications, such as motel rates in the target area, that suggest that the provincial industry is indeed competitive with that of neighbouring Pacific Region states.

The recent evidence nonetheless shows a decline in visits from British Columbia's major foreign market, the United States. Since 1973 there has been a decline in visits by United States residents to Canada. An overall decrease of 14 percent in annual border crossings from the U.S. to British Columbia was recorded between 1971 and 1977. This decline occurred during a period when a premium existed on the Canadian dollar compared to its United States counterpart. The higher premium placed on the United States dollar since 1977 has in the short term restored in part the competitiveness of the provincial travel industry. In the medium and longer term a general upgrading of the hospitality services that the industry offers is desirable to strengthen British Columbia's competitive position.

One area where British Columbia has been able to retain its international competitive edge has been in hotel rates in Vancouver. This is of particular importance for the large international market as people pass through Vancouver en route to destinations in the target area.

The aforementioned problems and opportunities associated with the travel industry in British Columbia set the framework within which governments have developed a strategy and programming package for putting the medium and long-term future of that important sector on a sound footing.

PART IV: STRATEGY

The strategy employed will be to inject stimuli to create such activity as to enhance the desirability of travel to and throughout the province of British Columbia.

The initiatives encompassed in this Agreement will, on the basis of sound planning, improve the travel industry plant of the target area, thereby increasing the economic return to the Province and Canada from the travel industry.

In British Columbia, the Ministry of the Provincial Secretary and Travel Industry, Travel Industry Branch, recently prepared a policy statement which provides a valuable insight into the direction that this Agreement proposes to take. This statement is quoted, in part, below:

Tourism British Columbia's policy recognizes the need for a functional mix of traveller amenities throughout the province in keeping with regional themes and levels of development. In areas or seasons where improvement would benefit the region, specifically or the province generally, the Ministry will instigate and act as liaison between private sector and appropriate government agencies.

All activities acknowledge the need to maintain harmony with environmental concerns recognizing that the environment and natural attractions are British Columbia's major assets. Tourism British Columbia is dedicated to protecting and enhancing the quality of life of residents.

Primary consideration in the development of programs is improvement of tourism revenues through orderly growth of the travel industry. Implicit in this objective is the enlargement and stabilization of the labour force. Attention will be directed to improving the level of service given the traveller by improving training available to the employee.

Secondary considerations involve regional disparity and seasonality. Tourism British Columbia will continue to encourage travel to all regions of the province recognizing tourism's ability to broaden the economic base, particularly areas dependent on primary industry. The Ministry will also attempt to extend the travel season into the spring and fall, in addition to improving the winter season, and maintaining the peak summer season.

Given the overall framework provided by the above statement of strategy and intent, a set of common objectives for the Agreement emerges.

1. To generate significant employment opportunities in British Columbia;
2. To contribute to regional development goals of the federal and provincial governments, including spatial and sectoral diversification of the economy;
3. To contribute to the orderly growth and development of the travel industry in British Columbia through the greater utilization of the tourism potential; and
4. Programming objectives will recognize initiatives that stimulate the provincial economy while at the same time improving Canada's balance of payments on travel account by:
 - (a) encouraging in-province vacations;
 - (b) increasing in-province travel by non-residents;
 - (c) increasing the duration of visits to British Columbia;
 - (d) reducing the seasonality of the provincial travel industry;
 - (e) identifying and developing program targets including destination areas, and
 - (f) developing a long-term travel industry strategy.

Within the above strategy and the given objectives, the development opportunity provides for the implementation of projects within the following broad program areas.

PART V: PROGRAMMING

The five year Subsidiary Agreement on Travel Industry Development encompasses five program areas each of which relates directly to the specified objectives. The programs are:

- (a) Travel Industry Studies and Planning
- (b) Travel Industry Organization

- (c) Travel Industry Upgrade
- (d) Travel Generators
- (e) Skiing and Related Facilities

With regard to timing, it will be recognized that much of the program activity will be dependent upon the completion of appropriate studies designed to identify and document significant opportunities and initiatives.

TRAVEL INDUSTRY STUDIES AND PLANNING

Detailed analysis of many aspects of British Columbia's travel industry are required to assist in the preparation of long-term plans and the development of strategies to realize those plans. In some cases necessary information is available from a variety of sources largely located within the federal and provincial governments. There are, however, problems of data consistency and compatibility that may require reworking existing information to put it on a consistent basis. It is also apparent that some specific data, particularly at the local level or on an individual project basis, are not presently available. It will be noted that projects under the Travel Industry Development Subsidiary Agreement involve studies and analysis under this program component. This will represent the initial involvement from which individual projects and their respective funding levels will be derived over the duration of the Agreement. The following program elements although not exhaustive will illustrate the broad range of studies to be undertaken:

- (a) Resource inventories by geographic area will consist of detailed descriptions of physical and natural attractions with indications as to their present use, potential for development and associated development costs.
- (b) Regional and community travel industry data banks will contain details of the travel industry plant, some items of which will be gathered under item (a).
- (c) Analysis to identify travel industry gaps and needs will determine a priority listing of projects that will generate economic benefits to the local, regional, provincial and national economies. The analysis will identify development opportunities requiring funds from private as well as from public sources.
- (d) The economic analysis of potential commercial opportunities identified under item (c) above.
- (e) As an adjunct to item (c) a number of locations in British Columbia merit attention for programming activity because of special circumstances (e.g., plant closure in a single industry community). To combat such problems provision is made to undertake analysis of potential pilot projects.
- (f) An integral part of the planning process will concern the analysis of existing and potential travel industry markets. The market analysis will not be confined to looking at new markets but will also consider changing consumer preferences and requirements in traditional markets.
- (g) Development, in concert with local interests of travel industry plans and assist in the management of those plans.

The funds provided in this part of the Agreement will pay the cost of private consultants engaged to carry out these study efforts.

This program includes public information support.

Estimated cost of this program over five years is \$1.5 million.

TRAVEL INDUSTRY ORGANIZATION

One existing constraint is the lack of organizational and institutional structures required to enunciate the needs of the industry and to co-ordinate requirements within the travel industry. Future developments are contingent on strong industry organization and measures to cope with the problems of variable standards of accommodation, service and facilities at present offered to the travelling public. To assure that standards are set and maintained will require an organized commitment by the travel community.

Concurrent with this process of organization and improved integration will be the implementation of firm measures to guarantee that operational standards are met. As well, emp-

loyers and employees in the travel industry must have access to comprehensive training programmes designed to improve both the services rendered and the quality of management.

Delivery mechanisms will require direct and indirect inputs from the industry in the establishment of guidelines and industry co-operation would be virtually impossible. Therefore, existing and new organizational structures in the industry need to be encouraged so that federal and provincial and industry objectives are better served not only under this subsidiary agreement but also in the future. The organizational structure may include:

- (a) a central organization representative of trade associations, such as hotel and motel associations, restaurant associations, carriers, sportsmen and recreational groups;
- (b) a Travel Industry Advisory Board with representatives selected from the industry that would advise and reflect current industry attitudes and aspirations;
- (c) Regional and Community Travel Industry organizations; and
- (d) a Board or Commission to assure basic standards of operation.

A liaison function between the Management Committee and the travel industry organizations identified above will be established.

The anticipated activities of these organizations may include the design and establishment of standards affecting accommodation and services, and construction of new facilities; information systems and services; and training services. The latter will require close co-operation with existing federal and provincial training efforts.

Total cost of this program is estimated at \$4.5 million over five years.

TRAVEL INDUSTRY UPGRADE

There exists a considerable accommodation plant in British Columbia, however, in an expanding travel industry there will be a requirement to both upgrade existing accommodation and to assist new accommodation and infrastructure associated with the establishment of travel generators and the development of destination areas.

One aspect of this program involves upgrading of facilities. In many instances, and most particularly in the target area, the hotel, motel, resort and camping facilities require upgrading to a level whereby they can adequately serve an increasing travel trade. While the emphasis is on upgrading of facilities this program will seek to encourage new viable commercial operations if such enterprises do not jeopardize the viability of existing operations.

The second aspect of this program involves infrastructure assistance. There are important present and potential destination areas that require infrastructure development not available through normal programming channels. Projects in this program area will range from sewer, water and ancillary services, access roads and on site facilities to assistance for the improvement/construction of major attractions themselves.

Assistance under this program will be provided through a system of loans and forgivable loans. Local financial participation will normally be required.

Anticipated cost of this program is \$13.0 million over five years.

TRAVEL GENERATORS

Travel generators are any major attraction or special event of a recurring nature that has sufficiently broad appeal to result in the local area becoming a popular destination area or target stop-over for tourists. Some types of potential travel generators are the development of special interest parks, the restoration of historic sites and settlements, the strengthening of regional heritages, and regional identities (e.g., resort ranch development), and the development of natural features (e.g., hot springs, glacier and salmon run viewpoints).

This program will support the improvement, expansion or creation of major travel generators in selected destination areas. The program will provide assistance with the capital costs through a system of loans and forgivable loans. For an attraction to be assisted under this program, it must demonstrate a significant regional impact in terms of employment generation and its effectiveness in increasing regional travel industry revenues through prolonging the duration of tourist visits in the target area.

In the more remote areas of the province, the potential for travel industry development is constrained due to lack of suitable accommodation, facilities, services and identification of things

to see and do. There is a requirement to establish service facilities at suitable locations along those hinterland highways where the resident and non-resident traveller would be able to purchase food, fuel, water and stop-over facilities. Clustering of these facilities will be encouraged rather than string development. Program initiatives may include as well as financial support in the form of loan and forgivable loans the construction and subsequent sale or leasing of service stations, grocery and supply outlets, marina and outfitting operations and overnight accommodation.

It is also intended under this program that a limited number of projects will be undertaken where the travel industry would help alleviate economic dislocations in single industry towns when the economic livelihood of the community has been seriously reduced. Such projects will assist communities in adjusting to their new economic circumstances and at the same time laying the foundation if warranted for rapid development of a local tourist industry.

Anticipated cost of this program over five years is \$15.0 million.

SKIING AND RELATED FACILITIES

British Columbia's topography and climatic conditions create an environment conducive to alpine skiing. Opportunities in the alpine skiing field fall logically into three broad areas:

- (a) International Ski Attractions - associated with comprehensive, year-round, recreation activities;
- (b) Regional Ski Attractions - associated with a travelling radius of about three hours driving; and
- (c) Local Ski Attractions - associated with community use for recreation.

This Agreement will seek to develop perhaps two major international skiing attractions, in the form of year round tourism complexes designed to tap the United States, Japanese and European markets. Attention will also be directed to assisting the development of regional skiing attractions, ensuring the construction and operation of viable skiing facilities.

Assistance for local skiing attractions will be restricted to technical studies and evaluations. Local facilities already have available to them specific capital assistance programs from the Province and therefore will not be eligible to receive capital assistance under this Agreement.

- (a) International Ski Attractions

The market for international quality ski facilities requires large investments in major supportive enterprises and services such as accommodation, food services, community infrastructure and access. Attractions of this calibre must be based on communities having a full range of infrastructural services, including sewer, water, roads, and parking to support the influx of visitors. In some cases, assistance to municipalities to provide these will be extended. To ensure that facilities offer a year-round attraction such additional items as ice rinks, swimming pools, golf courses, and seminar facilities may be required. Their provision will generate as much year-round employment and use of town infrastructure as possible.

International ski centres need to be within reasonable distance of a major airport and to offer a variety of skiing and non-skiing experiences. Over the next five years the province of British Columbia is presently thought to have the capability of developing two such centres, one in the southwest and one in the southeast. The market potential for such facilities appears excellent, partly in view of the fact that major new facilities in the northwestern United States are unlikely to be developed for many years. The major international markets would be the United States (particularly California), Japan and Europe, with reliance on a base-load drawn from a radius of perhaps 200 miles. Possibly two sites warrant detailed evaluation for such development.

The aim of the program will be to provide assistance, primarily to municipal and non-profit organizations through a system of loans and forgivable loans to ensure that a comprehensive package of facilities will be provided. The intent is to provide facilities suitable for year-round activities, thereby ensuring the maximum use of infrastructure, recreational facilities and natural attractions.

- (b) Regional Ski Attractions

Four or five sites in British Columbia have the potential to become major regional centres for ski development, thereby encouraging regional economic growth and, with sound planning, a future potential for expansion if warranted. Such locations include sites in the Okanagan, the Thompson area, the Northwest, the Kootenays, and Vancouver Island.

The rationale for such development is to ensure that facilities are planned and established in such a manner as to create a viable regional growth potential without imposing an unrealistic debt burden on local communities. Program delivery will be through loans and forgivable loans for facility development and associated infrastructure.

(c) Local Ski Attractions

The provincial government provides limited capital assistance for recreation facilities designed primarily for local use. The Travel Industry Development Subsidiary Agreement will provide funds for technical and feasibility studies to ensure viable development of such local facilities.

Total estimated cost of the ski development program will be \$16.0 million over the five years.

**CANADA-BRITISH COLUMBIA
SUBSIDIARY AGREEMENT ON
TRAVEL INDUSTRY DEVELOPMENT**

SCHEDULE "B"

Program	Estimated Program Cost (\$000s)		
	Total	Federal Share	Provincial Share
1. Studies and Planning	1,500	750	750
2. Travel Industry Organization	4,500	2,250	2,250
3. Travel Industry Upgrade	13,000	6,500	6,500
4. Travel Generators	15,000	7,500	7,500
5. Skiing and Related Facilities	16,000	8,000	8,000
TOTAL	50,000	25,000	25,000

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