

Electoral Area Services Committee

Amended Agenda



February 13, 2020

4:00 pm

Members: *Director Sosnowski (Chair), Director Clovechok (Vice Chair), Director Doehle, Director Gay, Director Walter and Director Wilkie*

Voting Rules: *Unless otherwise indicated on this agenda, all Directors have one vote and a simple majority is required for a motion to pass.*

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12.	Adjourn to Closed	



MINUTES OF THE ELECTORAL AREA SERVICES COMMITTEE MEETING

**January 9, 2020
Regional District Office, Cranbrook, BC**

PRESENT:	Committee Chair M. Sosnowski	Electoral Area A
	Director S. Doehle	Electoral Area B
	Board Chair R. Gay	Electoral Area C
	Director J. Walter	Electoral Area E
	Director S. Clovechok	Electoral Area F
	Director G. Wilkie	Electoral Area G
STAFF:	S. Tomlin	Chief Administrative Officer
	S. Moskal	Corporate Officer
	C. Thom	Executive Assistant
		(Recording Secretary)

Call to Order

Committee Chair Mike Sosnowski called the meeting to order at 1:00 pm.

Adoption of the Agenda

MOVED by Director Gay
SECONDED by Director Clovechok

THAT the agenda for the Electoral Area Services Committee meeting be adopted.

CARRIED

Adoption of the Minutes

December 5, 2019 Meeting

MOVED by Director Walter
SECONDED by Director Gay

THAT the Minutes of the Electoral Area Services Committee meeting held on December 5, 2019 be adopted as circulated.

CARRIED

New Business

BC Broadband Association - 2020 Annual Conference - Attendance Approval

48909
MOVED by Director Clovechok
SECONDED by Director Doehle

THAT the following Electoral Area Directors be authorized to attend the BC Broadband Association 2020 Annual Conference held on April 21 - 22, 2020 in Richmond with expenses paid from Electoral Area Administration:

- Director Stan Doehle
- Director Jane Walter
- Director Susan Clovechok

CARRIED

Columbia Basin Trust Community Wildfire Program Grant Application

48910
MOVED by Director Gay
SECONDED by Director Clovechok

THAT an application be submitted to Columbia Basin Trust for \$25,000 under the Community Wildfire Program for FireSmart educational activities within the RDEK;

(continued on next page)

48910 (continued)

and further, that the RDEK will support the project and provide overall grant management if the application is successful.

CARRIED

Investing in Canada Infrastructure Program Grant Application

48911

MOVED by Director Clovechok

SECONDED by Director Gay

THAT an application be submitted to the Investing in Canada Infrastructure Program, Green Infrastructure - Environmental Quality Sub-Stream for the East Side Lake Windermere Watermain Upgrade Project with ineligible or additional costs to be paid for under the East Side Lake Windermere Water System Service.

CARRIED

LIDAR and Orthophotos - Edgewater to Spillimacheen

48912

MOVED by Director Wilkie

SECONDED by Director Walter

THAT a contribution of \$2,500 from the Electoral Area G Discretionary Grants-in-Aid be provided to the Columbia Wetlands Stewardship Partners towards the cost of purchasing LIDAR and Orthophotos for the Edgewater-Spillimacheen area subject to the RDEK having full access to the data.

CARRIED

Discretionary Grants-in-Aid - January

48913

MOVED by Director Walter

SECONDED by Director Doehle

THAT the following Discretionary Grants-in-Aid be approved:

Summit Community Services Society – Police Based Victim Services

- C - \$1,300
- E - \$1,000

Cranbrook and Region Tourism Society – Cranbrook Trail Map

- C - \$5,500

Columbia House Enhancement Society – Columbia House Healing Garden

- F - \$3,800
- G - \$2,500

CARRIED

Discretionary Grant-in-Aid Policy Change

48914

MOVED by Director Walter

SECONDED by Director Clovechok

THAT the Discretionary Grants-in-Aid policy be amended to require an application to include the project partners and project budget detailing revenue, expenditures, funds received from other sources and in-kind contributions.

CARRIED

Cherry Creek Falls Regional Park Management Plan

48915

MOVED by Director Walter

SECONDED by Director Clovechok

THAT the Cherry Creek Falls Regional Park Management Plan be adopted.

CARRIED

Geographical Information Systems Management Services Agreements

48916

MOVED by Director Wilkie

SECONDED by Director Doehle

THAT the Chair and CAO be authorized to sign the Agreement Amendment with the District of Invermere for provision of Geographical Information Systems management services for the term of July 1, 2016 to June 30, 2020.

CARRIED

48917

MOVED by Director Wilkie

SECONDED by Director Walter

THAT the Chair and CAO be authorized to sign the Agreement Amendment with the Village of Radium Hot Springs for provision of Geographical Information Systems management services for the term of October 1, 2017 to September 30, 2021.

CARRIED

Community Works Fund - Columbia Basin Broadband Corporation

48918

MOVED by Director Walter

SECONDED by Director Clovechok

THAT Community Works Funds of up to \$120,000 be granted to the Columbia Basin Broadband Corporation to provide internet connectivity from Kimberley to the Wasa Junction and the July 2018 Community Works Fund Grant of \$80,000 for connectivity to the St. Mary's Valley and Meadowbrook areas be transferred to the Kimberley to Wasa Junction connectivity project;

and further, that a letter of support be provided to accompany grant applications to the Connecting BC and CRTC Broadband Fund programs.

CARRIED

Community Works Fund - Cranbrook Community Theatre

48919

MOVED by Director Gay

SECONDED by Director Doehle

THAT a Community Works Fund grant of \$22,500 be provided to the Cranbrook Community Theatre Society for the "Studio/Stage Door" Theatre Renovation project;

and further that the grant be included in the 2020 Financial Plan.

CARRIED

South Kountry Cable Ltd - Letter of Support

48920

MOVED by Director Doehle

SECONDED by Director Walter

THAT a letter of support be provided to South Kountry Cable Ltd for an application to the Canadian Radio-television and Telecommunications Commission Broadband Fund for the Tie Lake Fibre project.

CARRIED

2020 WildSafeBC Program – Electoral Areas F and G

48921

MOVED by Director Clovechok

SECONDED by Director Walter

THAT an application be submitted to the 2020 WildSafeBC Program to provide a Community Coordinator in Electoral Areas F and G;

and further, that a contribution fee of \$4,000 be paid from the Discretionary Grants-in-Aid Service (\$3,080 from Area F and \$920 from Area G).

CARRIED

Adjourn to Closed

MOVED by Director Gay
SECONDED by Director Doehle

THAT the meeting adjourn to a Closed Electoral Area Services Committee meeting to consider the following matter:

Notice on Title - Section 90(1)(g) of the *Community Charter* - litigation or potential litigation affecting the RDEK.

CARRIED

The meeting adjourned to closed at 1:18 pm.

Committee Chair Mike Sosnowski

Shannon Moskal, Corporate Officer

DRAFT

Subject Development Services Monthly Board Report – Building

Month February 2020

Building

Total monthly inquiries (phone/email/counter): 1,097

Jurisdiction	December 2019			Year to Date		
	Permits Issued	Dwellings Created	Construction Value	Total Permits Issued	Total Dwellings Created	Construction Value
Area A	2	0	\$7,972	42	18	\$21,484,611
Area B	5	1	\$199,000	65	13	\$5,645,948
Area C	4	0	\$437,628	131	20	\$14,466,828
Area E	0	0	\$0	35	6	\$2,900,661
Area F	5	1	\$246,500	128	28	\$24,808,755
Area G	2	0	\$70,000	27	6	\$3,092,000
Totals	18	2	\$961,100	428	91	\$72,398,803

Canal Flats	1	2	\$175,000	31	9	\$1,982,795
Cranbrook	6	0	\$3,911,000	208	138	\$48,755,699
Elkford	0	0	\$0	58	18	\$12,671,681
Fernie	4	2	\$899,000	124	44	\$32,475,031
Invermere	1	0	\$60,000	52	23	\$10,360,700
Kimberley	8	5	\$1,818,490	221	80	\$30,409,358
Radium	2	1	\$242,762	26	12	\$3,660,345
Sparwood	5	1	\$249,664	85	48	\$38,951,226
Totals	27	11	\$7,355,916	805	372	\$179,266,835

Bylaw Compliance

Active compliance files: 52

Date	February 7, 2020
Author	Elizabeth Ahlgren, Project Supervisor
Subject	Swansea Road Watermain Loop – Petition Update

BACKGROUND

At the December 2019 Meeting, the RDEK Board authorized staff to conduct a petition for services in the portion of Swansea Road where we will be constructing a watermain this spring. The petition would expand the East Side Lake Windermere Water Service Area (ESLW) and establish a new service area to borrow for the construction and pay the Capital Infrastructure Fee required to join ESLW.

INFORMATION

During the detailed preparation stage, it was discovered that borrowing to contribute to a reserve fund, such as the Capital Infrastructure Fee, is not permitted. The Capital Infrastructure Fee of \$8,000 is required when joining the East Side Lake Windermere Water System Service Area, so this prompted a review of how to proceed with the project.

With the availability of grant funding, the watermain installation is proceeding to improve the ESLW water system. The intent of the petition was to provide opportunity to adjacent properties to be part of the project as it happens. Elizabeth continues to be in contact with affected properties and the response has been borderline in terms of interest from the landowners and the petition's likelihood of success.

Upon review and discussion of the options, it was determined that the best course of action is not to proceed with a petition. Instead, it will be up to each property owner to request the Board include their property in ESLW and pay the related fees when they would like to start receiving community treated water. The RDEK will look into establishing a latecomer agreement to recover some of the cost of construction of the watermain, as was done in many areas of the utility before our purchase in October 2018.

Partnership Agreement for Implementing the Tourism Master Plan for Fernie



Purpose of the agreement:

The purpose of this agreement is to agree to work with other Fernie organizations to implement the actions and projects as identified in the Tourism Master Plan for Fernie and in order to work toward the Vision for:

A vibrant and sustainable tourism destination built on respect, collaboration and authenticity

This agreement describes understandings and commitments to this collaborative effort.

Scope and Duration:

Partners will work together toward the Vision, Focus Area and Goals in the Tourism Master Plan for Fernie. This agreement will guide the collaboration for the period beginning January 2020 until December 2024. The scope and duration of the agreement may be amended and/or extended after a review. A review of the agreement will take place after year one and every two years after that.

Agreement:

Our mission is to *'work together to manage and grow tourism sustainably for the betterment of our community and our visitors.'*

As Partners, we share Fernie's tourism vision, guiding principles, goals, and recognize the importance of focusing on the TMP strategic directions and implementing actions the coming years.

There are **three** Tourism Master Plan partnership levels with increasing commitment tiers.

Tier 3

We commit to fulfill this mission by:

- Creating awareness of the vision, goals and directions with respective colleagues, community members, organization members and other tourism stakeholders;
- Considering the TMP vision, goals and directions in our organization's decision making process;
- Taking part in engagement activities (Focus Groups , surveys, interviews) that allow our organization to continue to provide feedback on the implementation of the TMP and tourism development and management;
- Participating in TMP actions that help our organization build capacity to continuously improve tourism in our community and area;
- Considering TMP actions where we are identified as the lead organization, championing those we commit to, and reporting back on progress;
- Collaborating and partnering on TMP actions where we are identified as a supporting partner; and
- Creating opportunities for engagement and collaboration on our non-tourism projects that may impact or benefit tourism.

Tier 2

We commit to fulfill this mission by committing to all of Tier 3 above, plus:

- Participation with the TMP Champions Group meeting at least quarterly to help ensure implementation of the plan. Meetings will:

- Check in on TMP action acceptance or modifications by lead organizations
- Check in on progress for the TMP actions
- Evaluate progress by reviewing and discussing the results from the TMP Monitoring Program
- Adjust action timing and prioritization as required based on new information
- Review local/regional/national and global tourism trends and
- Include updates by partners on their seasonal and multi-year plans related to tourism or activities that may impact tourism
- Identifying one person within our own organization to serve on the TMP Champions Group for this collaboration;
- Supporting the planning and implementation of the Resort Development Strategy and associated projects;
- Considering the TMP during strategic planning and to align our plans and actions where our organization can have the greatest impact on the focus areas and goals;
- Reporting TMP progress to, respective councils, boards, colleagues and members;
- Taking a *lead role* in advocating (such as taking part in TMP outreach or presentations, reporting back publicly, lobbying other levels of government or industry associations etc.) for the vision, goals, directions and actions with respective colleagues, community members, organization members and other tourism stakeholders; and
- Providing letters of support and / or Board or Council Meeting resolutions as needed to other TMP partners in support of funding applications for TMP actions or other.

Tier 1

We commit to fulfill this mission by committing to all of Tier 2 & 3 above, plus:

- Providing resources as available including but not limited to:
 - Meeting space
 - Meetings facilitation
 - Meeting supplies
 - Meeting minute taking
 - In kind staff time
- Resourcing evaluations, as available, of the TMP implementation and partnerships (e.g might include surveys, facilitators, interviews, reporting back processes etc.)

The signing of this partnership agreement implies that signatories will strive to reach to the best of their ability the commitments stated in the agreement.

On behalf of my organization I wish to sign and commit to:

Please check one:

<input type="checkbox"/>	Tier 1 Partnership
<input type="checkbox"/>	Tier 2 Partnership
<input type="checkbox"/>	Tier 3 Partnership

and contribute to the implementation of the Tourism Master Plan for Fernie.

Organization Name:

Date:

Print Name:

Title:

Signature:

DRAFT ONLY



TOURISM Master Plan



ACKNOWLEDGEMENTS

Fernie's Tourism Master Plan (TMP) was spearheaded by Tourism Fernie in partnership with community organizations and the TMP Task Force. Whistler Centre for Sustainability was hired as the project consultant to guide the process, conduct stakeholder engagement and develop the plan. The Tourism Master Plan has been informed by members of the local and regional tourism industry and the community as a whole. We would like to acknowledge and thank everyone that has provided input into the plan, the funders including Columbia Basin Trust, Tourism Fernie, City of Fernie, Fernie Chamber of Commerce and the Regional District of East Kootenay, and all who supported through in-kind donations towards meeting space, advertising, public awareness and lodging needs, such as Best Western Plus Fernie Mountain Lodge, Park Place Lodge, the Fernie Fix and the Fernie Free Press. Many residents and businesses participated in the process through workshops, focus group sessions, public open houses, online surveys and other events in 2018 and 2019. A special thank you to the Task Force for its time, expertise and passion, Mike McPhee for having the vision and Jikke Gyorki for the on-the-ground work in all aspects of the process and plan. Engagement from the Ktunaxa First Nation, Destination BC, Kootenay Rockies Tourism, local non-profit recreation and cultural organizations, consultant Susan Rybar, and the Ministry of Tourism, Arts and Culture also provided invaluable information and insights.



TOURISM MASTER PLAN TASK FORCE MEMBERS

Shelley L'Estrange, Project Chair - General Manager, Best Western Plus Fernie Mountain Lodge

Jikke Gyorki, Project Coordinator - Executive Officer of Tourism Fernie

Norm McInnis - CAO, City of Fernie

Ange Qualizza / Alternate: Troy Nixon – Mayor, City of Fernie

Mike Sosnowski - Area A Representative, Regional District of East Kootenay

Lee-Anne Walker / Randal Macnair – Representatives from Elk River Alliance & Wildsight

Scott Gilmet - Marketing & Sales for IGS Group/Accommodator, Tourism Fernie Board Member

Brad Parsell – Executive Director of Fernie Chamber of Commerce (Replaced Patty Vadnais in April '19)

Andy Cohen - General Manager, Fernie Alpine Resort

Ron Ulrich - Executive Director of the Fernie Museum & Heritage Fernie

Mike McPhee - Director of Sales & Marketing for Island Lake Resort Group

Krista Turcasso – Chair of Fernie Trails Alliance

Sheila Byers - Past President Fernie Chamber of Commerce

TMP Lead Consultant - Dan Wilson, Planning & Engagement Specialist, Whistler Centre for Sustainability

TMP Supporting Consultant - Susan Rybar, Vardo Creative, Inc.



PROJECT FUNDERS



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SUMMARY

PLAN PURPOSE

Fernie has been actively inviting travellers to enjoy the community ever since 1921 when the Tourism Association of Southern Alberta and Southeast British Columbia was founded by local J.F. Spalding to promote Fernie and the Crow's Nest Pass as a Rocky Mountain destination. Around this time travellers interested in hunting, fishing, camping, mountain climbing and touring flocked to the community. The opening of Snow Valley Ski Development, a locally owned company, in January 1963 helped lay the foundation for tourism as a key economic generator. Building off this success, other winter attractions and an emphasis on Fernie as a year round destination have propelled visitation and brought outside revenues into the community and many diverse opportunities. For example, in 2015 visitor spending was over \$100 million, visitation was over 307,000 and over 60% of the visitation was from outside the province. Today tourism thrives alongside the mining and forestry still taking place throughout the valley. Visitors to Fernie often describe their Fernie experience as authentic, driven by the century-old downtown, rich history and culture, and its friendly, down-to-earth community. These key elements are essential to the community's tourism brand and product.

Fernie tourism is exposed to a variety of global tourism trends and external threats such as increasing competition, changing demographics, mobile technology, climate change, state of neighbouring economies, conflicting land use pressures and more. These trends along with the challenges that recent growth can bring instigated the need to develop a guiding document and action plan for the future of Fernie's tourism economy.

With a genuine desire to understand and address concerns and seek pathways to reap the benefits of tourism, Tourism Fernie with partnership and support from the City of Fernie, Fernie Chamber of Commerce, Regional District of East Kootenay and Columbia Basin Trust, embarked on this Tourism Master Plan process.

WHO WE HEARD FROM

The Fernie TMP planning process was undertaken in collaboration with stakeholders and significant engagement with community members, tourism organizations, governments and other stakeholders in the Elk Valley. The work was guided by a Task Force with expertise and a passion for tourism in Fernie. More details on page 13.

VISION FOR TOURISM IN FERNIE

Through the planning process we developed and then refined a Fernie tourism vision, mission and guiding principles informed by our engagement with the community, business and tourism stakeholders. They are as follows:

Our Tourism Vision

A vibrant and sustainable tourism destination built on respect, collaboration and authenticity.

We Have A Mission To

Work together to manage and grow tourism sustainably for the betterment of our community and our visitors.

Guiding Principles

Together We Are Stronger

A Respected Natural Environment

Benefiting the Whole

Businesses Thrive Sustainably

Authenticity Grounds Us

Balance Sustains Us

FOCUS AREAS AND GOALS

Focus Areas are the big outcomes that will help us to achieve our vision and guide all of the actions in the plan. The Focus Areas and goals reflect what was learned through industry research and engagement with the community, business and tourism stakeholders.

Focus Area 1

DIVERSITY OF VISITORS YEAR ROUND

Goal: Grow visitors into multi-day, year-round economic and community contributors

Focus Area 2

REMARKABLE VISITOR EXPERIENCES

Goal: Develop and enhance Fernie's visitor infrastructure, amenities, brand, tourism products, experiences and people

Focus Area 3

STRONGER TOURISM FOUNDATION

Goal: Ensure collaboration, community support, people and financing for tourism success

Focus Area 4

SUSTAINABLE MANAGEMENT

Goal: Manage locations where visitation is impacting the sense of community or natural environment and support the resiliency of the industry

OUR VISITOR

The extent of things to do for both visitors and locals are vast yet fluctuate and change between the seasons. Core winter assets include Fernie Alpine Resort, Island Lake Catskiing and FWA Catskiing and during summer season visitation is driven primarily by those wanting to experience local valley/ mountain trails and parks, the rivers by float or flow, casual town exploration and mountain sightseeing, and big festivals and events.

Fernie's attractiveness is more than just one activity, event, business or story however. A community this rich in history, people and culture compels visitors looking for something more than the mass market resort.

Fernie's overnight visitors are a mix of both short (regional) and long haul (international) markets in winter, with a noticeable shift to short-haul markets in the summer months and shoulder seasons. Visitors from Alberta make a significant contribution to the visitor mix year-round thanks to their close proximity.

More details on page 22.



SUMMARY

STRATEGIC DIRECTIONS

The following strategic directions consider the current trends, opportunities and challenges of today and direct us on how to achieve our goals in each focus area. The directions seek to continue the benefits of tourism such as diversification, employment and increased vibrancy and access to recreation and culture; and address current challenges of limited infrastructure, amenity and natural area capacity at peak times, affordability impacts, and loss of the small town-feel.

Focus Area 1

DIVERSITY OF VISITORS YEAR ROUND

Strategic Directions:

- Increase visitation in non-peak times in summer, winter, fall & spring
- Foster Fernie's Arts, Heritage & Cultural Tourism Product
- Maximize current event / facility capacity for existing events & plan for growth & expansion through events
- Develop strategies to attract and serve high yield / value oriented visitors
- Embrace 2nd homeowners to create Ambassadors for Fernie
- Develop a common community brand to present to Visitors

Focus Area 2

REMARKABLE VISITOR EXPERIENCES

Strategic Directions:

- Support businesses and organizations to foster improved tourism experiences and overall sustainability
- Expand indoor activities
- Foster impeccable customer service
- Protect & enhance Fernie's downtown
- Create focal visitor points for visitor staging & gathering
- Improve visitor focused in-community communications / wayfinding

Focus Area 3

STRONGER TOURISM FOUNDATION

Strategic Directions:

- Ensure there is adequate & qualified staff
- Define organizational rolls and make collaboration a central tenant
- Ensure land use and development policies, maintain & grow access to natural attractions & recreation amenities
- Nurture a working relationship with the Ktunaxa
- Increase community support for tourism and create more ambassadors
- Sustain financial resources for tourism

Focus Area 4

SUSTAINABLE MANAGEMENT

Strategic Directions:

- Manage capacity impacts (with respect to trails, river, downtown, etc.)
- Reduce industry impact on the natural environment (logging, mining, recreation, highway transportation)
- Adapt to climate change (forest fires, snowpack, river)
- Improve getting to & around Fernie (visitors & locals)
- Foster greater care and appreciation of Fernie - having visitors become contributors and ambassadors

IMPLEMENTATION

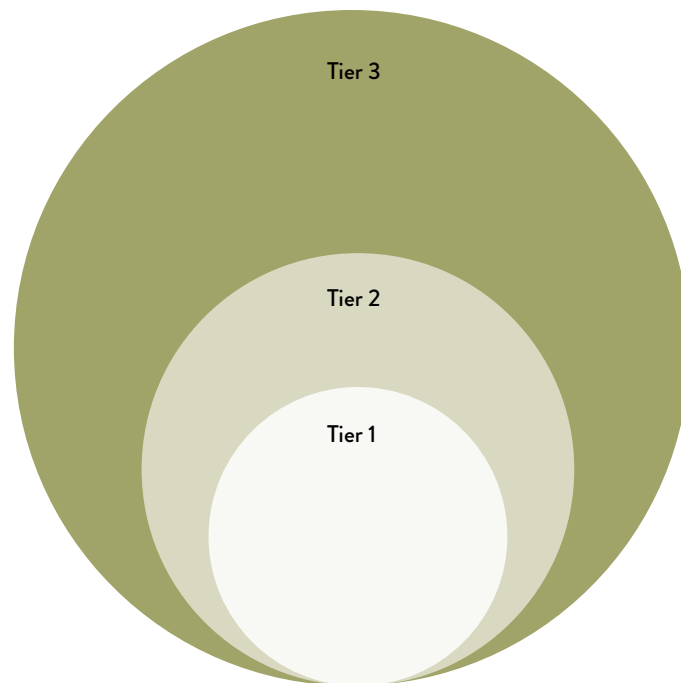
Fernie's current tourism success is a result of hard work, energetic organizations, collaboration and a sense of community pride. Essentially, people, working together. Tourism is unique this way when compared to other industries, perhaps most of all in the cooperation and partnership required to deliver the 'experiences' sought by visitors and the community alike. To facilitate continued success in tourism and the effective roll out of this master plan and associated projects/actions clear roles need to be defined, implementation actions need to be prioritized and funding needs to be in place.

More details on page 40.

ROLES AND STRUCTURE

A core Tourism Master Plan Task Force will continue and formalize into an ongoing Tourism Master Plan Champion Group that maintains similar representation to the working group and expands where needed. A formal partnership agreement among all the organizations helps to ensure the sustainability of the structure and commitment to tourism and implementing the TMP.

The agreement is structured with varying levels of commitment with lead convening and implementation process responsibilities for organizations such as Tourism Fernie and the City of Fernie that residents and the business community highlighted as core to ensuring tourism development supports community and business goals. Secondary levels of commitment includes organizations participating on the Champions Group and the final level of commitment includes mostly tourism organizations empowered to promote the TMP, take part in industry engagement and considering actions identified through planning.



Tier 3 Commitments

- Creating awareness of the TMP
- Giving feedback on the TMP & building capacity to support it
- Inviting feedback on projects
- Considering the TMP & their lead actions

Tier 2 Commitments

- Participating on the Champions Group
- Lead advocate for the TMP
- Organizational plan alignment with the TMP

Tier 1 Commitments

- Lead conveners, facilitation roles & resources
- Providing meeting space
- Evaluation



SUMMARY

ACTION PLAN

Prioritizing the aforementioned Strategic Directions led to a review of community, business and tourism stakeholder input on specific projects and ideas. New ideas were brainstormed and finally prioritized and organized for implementation (see Appendix A on page 48). Action implementation is organized into a table represented by the following priority and action category.

C

Catalyst Actions: High value | Achieve multiple goals | Start within the first year

S

Short Term Priority: High value tactics with low complexity & can be achieved within one year

M

Medium Term Priority: High value somewhat complex | requiring leadtime | other actions to accomplish

L

Long Term Priority: High value somewhat complex and requiring leadtime and other actions to accomplish

FUNDING

Implementing the Tourism Master Plan to work toward the vision and goals will require the commitment of many aforementioned organizations and it will also require time and funding for implementing some of the actions. Some of the actions will be a part of the normal course of business for implementing organizations and tourism businesses, but actions to purchase or maintain capital or develop new programming require some funding. The two major foundational funds to help continue this work are the Resort Municipality Initiative (RMI) funding and the Municipal Regional District Tax (MRDT). Grants and other funding programs will also be required. An initial list of potential funders are located on page 46.

NEXT STEPS


Actions include those directed specifically at the Strategic Directions, Focus Areas and Vision and those implementation actions for ensuring a well-supported process. The next steps should be targeted at the following most critical process implementation actions:

IMPLEMENTATION ACTION	LEAD	PARTNER	6 MONTHS	YEAR 1
TMP received and recognized by Tourism Fernie Board, Fernie Chamber of Commerce, Regional District of the East Kootenays and the City of Fernie Council and Staff	TF	FCC, COF, RDEK	X	
TMP Partnership Agreement Signed	TF, FCC, COF, RDEK, FAR, ILL	Other	X	
Creation and commitment to a Tourism Master Plan Champions Group	TF, FCC, COF, RDEK, FAR, ILL	Other	X	
Champion Group Meeting 1 to set culture and report on initial actions, Appendix A	TF	Champions Group	X	
Commitment postcard or other effort to engage the tourism sector in working toward the vision and goals and industry activities outlined in this plan	TF / FCC	Champions Group	X	
Tourism specific stakeholder / sector working group sessions at least annually	TF	Champions Group		X
Champion Meeting 2	TF	Champions Group		X
Champion Meeting 3	TF	Champions Group		X
Champion Meeting 4	TF	Champions Group		X



PROJECT BACKGROUND

Tourism is the largest and fastest growing economic sector in the world with 1.8 billion international travel arrivals in 2017. Tourism is a highly competitive industry that requires destinations to build on its competitive advantages to sustain its future. To do this effectively a plan is needed with strong collaboration and partnerships.



Fernie is a small mountain town renowned for its spectacular setting within the Rocky Mountains, its place along the Elk River and for its world class skiing and recreation. A community of over 5,000 residents, Fernie is geographically located on Highway 3 in southeastern British Columbia and near the Alberta and USA border. Fernie sits within the traditional lands of the Ktunaxa First Nation.

Fernie was incorporated as a municipality 115 years ago thanks to its globally significant coal mining industry and forestry production. The community has been actively inviting travellers to enjoy Fernie ever since 1921 when the Tourism Association of Southern Alberta and Southeast British Columbia was founded by local J.F. Spalding to promote Fernie and the Crow's Nest Pass as a Rocky Mountain destination. With the advent of the automobile the area was now more accessible to travellers interested in the desired activities of the time such as hunting, fishing, camping, mountain climbing and touring. It was also in the 1920's that the Fernie Ski Club was established. Fernie's bid for the 1968 Winter Olympics in 1960 and the opening of Snow Valley Ski Development, a locally owned company, in January 1963 helped lay the foundation for tourism as a key economic generator. Today tourism thrives alongside the mining and forestry still taking place throughout the valley.

Situated three hours south-west of Calgary International Airport, two hours north of Glacier International Airport (Kalispell, MT), and one hour east of Canadian Rockies International Airport (Cranbrook), Fernie has seen significant interest and investment over the past several years from within Canada and internationally from countries such as USA, Australia, Europe and Great Britain. The nearby Fernie Alpine Resort, Island Lake Lodge and FWA are world renowned for their powder skiing and have drawn many visitors and investors to the region. The growth of snowmobiling and Nordic skiing has surpassed expectations. While mountain biking, hiking, river rafting, SUP, golfing and fly fishing continue to experience strong demand. With solid economic progression and a focus on growing the summer season Fernie has experienced increased tourism interest and visitation on a year-round basis. Local culture, arts, festivals and history have flourished and are a critical component of the visitor experience and Fernie's unique selling proposition. With the addition of incredible natural assets in the region such as Waterton National Park and Glacier International Peace Park, Mount Broadwood Nature Conservancy, the Flathead Valley and Provincial Parks such as Elk Lakes, Fernie is well-positioned for continued growth and international investment.

Visitors to Fernie often describe their Fernie experience as authentic, driven by the century-old downtown, rich history and culture, and its friendly, down-to-earth community. These key elements are essential to the community's tourism brand and product. Fernie's historic buildings and downtown have continued to direct a greater spotlight on the community's arts, cultural, festival and culinary scene. Big festivals such as Wapiti Music Festival, Chautauqua & Fall Fair, WAM BAM, Wednesday Night Concerts, Griz Days and Pride Festival have truly brought local authenticity and culture to the front lines for visitors.

The growth in tourism, as further detailed within the Situational Analysis on page 15, has brought outside revenues into the community and many diverse opportunities. These along with the challenges that growth can bring instigated the need to develop a guiding document and action plan for the future of Fernie's tourism economy. As part of the engagement process for the Tourism Master Plan Fernie residents and businesses boasted about the amazing experiences in the community and area as well as the benefits of tourism including:

Economic diversification and employment opportunities

Improving access to more recreation, culture, festivals, food styles and goods

Increased vibrancy of the community and the historic downtown

With the benefits and recent growth there have been some challenges and concerns such as:

Infrastructure, amenity and natural area capacity concerns during peak visitation periods

Impact of tourism growth on the authenticity of the community and small-town feel

Limited housing availability and affordability

Increased cost of living for food, services and recreation

Fernie is also exposed to a variety of global tourism trends and external threats such as increasing competition, changing demographics, mobile technology, climate change, state of neighbouring economies, conflicting land use pressures and more.

With a genuine desire to understand and address concerns and seek pathways to reap the benefits of tourism, Tourism Fernie with partnership and support from the City of Fernie, Fernie Chamber of Commerce, Regional District of East Kootenay and Columbia Basin Trust, embarked on this Tourism Master Plan process.

The purpose of a Tourism Master Plan is to ensure the long-term success of tourism in Fernie. To achieve this, the TMP includes long-term development framework for tourism that guides tourism development in a coordinated and forward-looking way. This TMP takes stock of the current state of affairs and provides a vision, goals, and strategies to guide more specific actions. The TMP is a living document that needs to remain flexible and up-to-date in order to adapt to changes (including trends) that may arise within the environment (social, cultural, environmental, and economic). The Fernie TMP planning process was undertaken in collaboration with stakeholders and significant engagement with the community. This TMP will serve as a guide to improving tourism in Fernie as well as the role organizations will play.

PROJECT BACKGROUND

TOURISM MASTER PLAN DEVELOPMENT

A TMP for Fernie was originally conceived in 2016 by Tourism Fernie. At that time support and funding was pursued and then confirmed by late 2017 and early 2018. In May 2018 a local industry collaborative refined the needed outcomes of a TMP and soon after hired the Whistler Centre for Sustainability to work with them to develop the plan. The TMP was informed and developed through a five-phase process that started in September 2018, the diagram below highlights each phase. During the first phase the local industry collaborative transitioned and grew into the official TMP Task Force.

The Process:



ENGAGEMENT

The gathering and incorporation of input from the tourism sector and community is critical for the development of an informed plan. Tourism planning participants ensure a lasting and successful plan is developed with the commitment, support and energy for implementation. In order to achieve this outcome an effective and meaningful engagement process was developed to encourage broad and diverse participation using a number of engagement activities. Activities included open houses, a unique project website, surveys, focus groups, interviews, meetings and presentations. Participants were asked to help identify benefits, concerns, visions, priorities and project ideas. Engagement participation included the following:

Task Force - made up of members of the tourism community, as well as City staff and other related organizations. The Task Force of thirteen members met over a period of 10 months and: 1) Collaborated on the structure, content and engagement process relating to Fernie's Tourism Master Plan; 2) Worked to ensure that concerns and aspirations of the general public and organizations are consistently understood and considered in the TMP.

Resident Survey - attracted 583 total participants, surpassed the goal of 400 and achieved a response rate of over 10% of the local population. Of the 583 respondents, 360 went on to complete the long-form survey. Of the 360, 80 indicated working directly in tourism and 280 indicated not working directly in tourism.

Business Survey - initiated by 113 individuals with over 90% indicating they were owner/operators or senior managers with the organization.

Open House - events in September and January were attended by between 60-85 local individuals each to learn more, ask questions and provide input.

NGO Survey- received 20 responses from local groups who among other things shared future project ideas that may be beneficial to tourism.

Focus Groups - with 11 different sectors and 80 people representing: Chamber of Commerce; Accommodation providers; Retail/Food and Beverage; Tourism Activity providers; Festivals & Cultural tourism groups; Parks and Environmental organizations; City of Fernie Senior Staff; Developers and Real Estate; Tourism Fernie Board; Trails and land user groups; and Elk River stakeholders.

One-on-one interviews with representatives from Teck, Resorts of the Canadian Rockies, the Ktunaxa First Nation, City of Fernie, Parastone Development, College of the Rockies, Island Lake Lodge, and the Regional District of East Kootenay.

ACTIVITIES

Open Houses

Website

Surveys

Focus groups

Interviews

Meetings

Presentations



PROJECT BACKGROUND

STRUCTURING THE TMP

The Tourism Master Plan Vision, Mission and Guiding Principles set the highest level direction. Focus Areas follow, each with a Goal describing outcomes with a 10 year projection. These Focus Areas are aligned to reflect the breadth of a Tourism Master Plan and a destination development and management approach.

Following the focus goals are the Strategic Directions that represent broad priorities to guide specific actions over the next 3-5 years from 2020-2024. Actions or projects are the main element of a Tourism Master Plan and are prioritized, time bound and become the responsibility of an implementing organization and network of supportive organizations.

VISION • MISSION • GUIDING PRINCIPLES

FOCUS AREAS & GOALS
2020-2030

STRATEGIC
DIRECTION
2020-2025

STRATEGIC
DIRECTION

STRATEGIC
DIRECTION

STRATEGIC
DIRECTION

ACTIONS

CURRENT TOURISM VALUE

Globally, tourism in 2016 represented 10% of the world's GDP with visitor spending calculated at \$1.2 trillion. Nationally, tourism is 2% of Canada's GDP with visitor spending in 2016 at \$91.6 billion, of which 22% is from international travellers and 78% from Canadians travelling within Canada. Over 115 million visitors travelled to or within Canada.

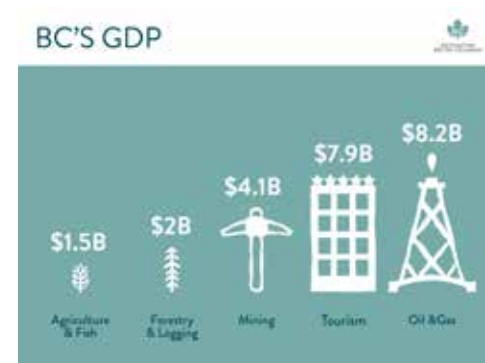
Provincially, in 2017, tourism contributed more to the GDP than any other primary resource industry. In 2016 over 20.5 million overnight visitors travelled to and within British Columbia. In 2017, tourism directly employed 137,800 people, generated over \$18.4 billion in revenue and contributed \$1.2 billion in tax revenues to BC. In turn, the tourism businesses and visitors invest in local suppliers of goods and services, including technology, agricultural products, hospitality and household items, vehicles, professional services and others. For every \$100 million in tourism revenue, it is estimated that there is a further \$69 million in economic spin-off. The sector makes a significant contribution to the BC economy and job base as the third largest employer in the province.

“TOURISM IS ESSENTIAL TO THE GROWTH AND SUSTAINABILITY OF FERNIE. SHARING OUR WONDERFUL VALLEY BRINGS EXTRA MONEY IN TO PROVIDE JOBS, MORE ACTIVITIES AND AMENITIES, BETTER TRAIL NETWORKS, MORE RESTAURANTS TO CHOOSE FROM AND SO MUCH MORE, MAKING FERNIE NOT JUST A WONDERFUL HOLIDAY DESTINATION, BUT AN AWESOME PLACE FOR THOSE OF US LUCKY ENOUGH TO LIVE HERE!”

FERNIE BUSINESS VALUE OF TOURISM SURVEY RESPONSE

Within the Kootenay Rockies region visitor spending in 2014 was \$777 million and represented over 11% of the province's overnight visitors. Over 20% of visitors to the region are international.

In Fernie, visitor spending in 2015 was calculated at over \$100 million with annual visitation at over 307,000 of which the leisure visitors are an estimated 20+% international and 40+% Albertan. Visitors to Fernie have an average spend of \$580 per overnight visitor and an average length of stay of 3.4 nights. Overnight visitors represent 53% of all visitors, but represent 87% of the spending compared to same day visitors who account for 47% of the visitors and only 13% of spending.



INSIGHTS

Tourism is a significant contributor to the provincial economy and job base and is growing.

Tourism is a significant contributor to Fernie's economy and an important industry to maintain a diverse economy.

Tourism in Fernie is growing.

Overnight visitors contribute significantly more than day visitors.

Getting visitors to stay overnight and for more nights is important for growing tourism and for connecting visitors to Fernie.

Overnight visitation from the corporate travel industry, sport tournaments and those visiting family and friends are a key piece of the room revenue pie

SITUATION ANALYSIS & KEY INSIGHTS | MACRO TRENDS

Aging population
freedom to travel outside
peaks – may need different
experiences

Millennial – technology
focus, authentic, unique
experiences, social- sharable,
beer/hike, iconic activities

Finding the balance between
encouraging visitation to
Fernie's natural assets and
preserving them will be
critical

Opportunity to reach
travelers before, during and
after the trip and requires
connectivity and good online
information sources, and
networks to other tourism

Shifting suppliers, providing
assets to visitors in a modular/
phased manner – low invest-
ments, policy implications
and positive/negative impacts
on community actors

Focusing on developing
positive and remarkable
visitor experiences, products
and services will have a
greater impact than
marketing tactics alone.

Ability to connect with
visitors via new digital
information and servicing
opportunities is import-
ant. Finding and leveraging
advocate

Shifting Demographics / Millennials – population is growing, aging in the traditional markets, millennials (1980s-2000s) very large generation, - not all single!

Shifting Values/Attitudes - Health, environmental sustainability, and ethics values are more prevalent. Gen Z asserts itself as travel's next big opportunity.

Mobile Technology - The use of mobile and other technology has exploded, with most travellers now having near-constant access to web enabled devices. Tourism's new competitive advantage is 'Protecting' – not just 'Promoting' the destination.

Sharing Economy – The use of personal or commercial assets as revenue generators and services to tourists such as homes (Airbnb) cars (Uber), Mobi bikes etc. and the 'localized' and often lower cost experiences it provides travelers.

Advocacy / Social Media – Recommendations and stories from other travellers is the most influential source of information for travel destinations.

Travel Information Sources - Awareness and inspiration occur mostly through traditional media and word of mouth; trip-planning through on-line web-sites and traveller review sites. Social networks are growing in importance as planning tools. Google takes charge.

Customer Service / Personalization – Power shift from institutions to the individual consumer through technology and at the same time, consumers are more cost-conscious.

High Quality, Authentic Experiences – Trend of authentic opportunities to experience the culture, natural attributes and unique activities of the local destination as well as enrich the traveller's life.

Value, Staycations and Time Poverty – Travellers continue to place greater emphasis on achieving greater value for money when decision-making and purchasing. Some demographic segments, it appears that populations are feeling greater pressures on leisure time, leading to more frequent shorter trips.

Competition – Competition is increasing nationally and regionally, e.g Alberta, more Resort Municipalities.

Climate Change and Tourism – Impacts here include more frequent fluctuations in weather patterns within seasons, milder winters, warmer summers, more frequent wildfires, changes in natural landscapes and flora/fauna.

Customers increasingly expect continuity and best-practice service between customer service channels and from booking to experiences and end of trip from all actors large and small.

Destinations should understand and track components of remarkable experiences in BC, unless the tourism product meets the needs and expectations of visitors, the destination cannot realize its full potential.

BC is not perceived as an inexpensive, or 'value' destination which drives the importance of top quality experiences facilitated by outstanding visitor services.

Canadians traveling at home.

BC tourism businesses will need to be accessible and accommodating to these markets, and our messaging must be relevant.

Reducing our own footprint
Adaptation – new infrastructure, demand for different activities (water based), new climate insulated activities, longer summer seasons, shorter winter focus.

SITUATION ANALYSIS & KEY INSIGHTS | MACRO TRENDS

Local tourism businesses and destinations will continue to evolve to attract a sufficient labour force – wages, housing, advancement opportunities, benefits, good work environment.

Considering mature workers or recent immigrants

Ensuring these attributes are properly maintained and protected will support continued interest in BC as a travel destination.

Respecting land use plans.

INSIGHTS

Fernie's population and housing stock is growing, though housing is less affordable than other areas in the region.

Fernie has a large working population.

The median income for Fernie and adjacent communities is high compared to the region, making it harder to attract staff to some tourism occupations paying lower wages.

The second homeowner economy is a spin off from tourism and generates revenue for the community on its own.

HR / Labour – BC, is expected to face considerable workforce shortages now and in the future.

Land Use - Increasing competition for land or ownership putting pressure on land-based tourism policies and businesses.

FERNIE COMMUNITY CONTEXT

The City of Fernie, a community of over 5,000 residents, is geographically located in the Elk Valley of the Kootenay Region in British Columbia. Electoral Area A of the Regional District of East Kootenay surrounds the City of Fernie municipal boundary and many of the recreational amenities and attractions, such as trails, Fernie Alpine Resort, FWA and Island Lake Lodge are located on the lands, private and Crown, in Area A.

FERNIE'S COMMUNITY VISION (FROM 2014 O.C.P.)

FERNIE IS AN ECONOMICALLY, ENVIRONMENTALLY AND SOCIALLY SUSTAINABLE COMMUNITY WHERE EVERYONE HAS THE OPPORTUNITY TO PURSUE AN EXCELLENT QUALITY OF LIFE. FERNIE'S COMPACT NEIGHBOURHOODS PROVIDE A DIVERSITY OF HOUSING OPTIONS, AND ARE ACCESSIBLE AND FRIENDLY. A ROBUST, DIVERSE AND RESILIENT ECONOMY, INCLUDING NATURAL RESOURCES AND TOURISM INDUSTRIES, SUPPORTS A SKILLED WORKFORCE. THE BEAUTY OF THE COMMUNITY, IT'S HEALTHY ECOSYSTEMS AND BOUNTIFUL RECREATION AND LEISURE OPPORTUNITIES ATTRACT RESIDENTS AND VISITORS ALIKE.

SITUATION ANALYSIS & KEY INSIGHTS

The population in Fernie is one of the fastest growing communities in BC, having increased approximately 18% from 2011 to 2016. This compares to a provincial average of 5.6% and a regional average of just over 6%. The number of occupied private dwellings increased as well, growing 12% to 2,218.

All age categories in Fernie experienced growth from 2011 to 2016, with the 0-14 age category increasing in distribution more than both the 15-64 and 65+ age groups. The average age is about 39 which is less than the region and BC.

The median total income of households in Fernie was \$90,112, a change of 59% from 2005. This income is significantly higher than the \$69,995 median across BC and the \$76,850 in the region, but less than neighbouring communities of Elkford (\$100,379) and Sparwood (\$103,538).

With respect to education and labour, 69% of residents completed some level of post-secondary education (College, University, and Apprenticeship) compared to 59% in both BC and in the region.

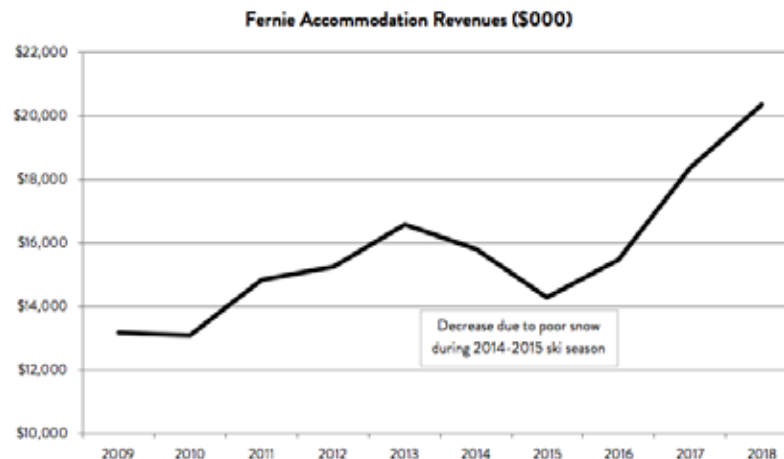
In 2016, there were 2,220 households in Fernie; 72.9% owned their dwelling compared to 68% in BC and Canada. Of all households, 22% spend more than 30% or more of their income on shelter, which compares to 28% in all of BC and 17% in the region. Second homeowners in Fernie, considered residential tourists, represent 30% of all residential properties and are a unique segment of the tourism economy.

For 2019, BC Assessment data indicated that the average property assessments of a single-family residential property in Fernie was \$522,000¹, greater than any other community in the Kootenays, including Revelstoke and Nelson.

VISITOR VOLUME, ROOM REVENUES AND SEASONALITY

Total annual visitor volume to Fernie is expected to now exceed 400,000 given the lodging revenue growth since 2014/15. Though Fernie experienced a marked decline in revenues in 2014/15 due to the low snow levels impacting ski visitation that season, significant tourism growth has been evident and continues to trend. The Value of Tourism Study released in 2017 indicated showed that annual visitor spending in Fernie was over \$100 million for 2014/2015, with an average spend of \$580 per overnight visitor.

Figure 1



INSIGHTS

In 2017 Tourism Fernie released a Value of Tourism Study. Understanding tourism's contribution to a community is central to developing an informed tourism planning approach, strengthening the support of community stakeholders and local government, and encouraging an appreciation of tourism's economic benefits and development potential.

The demand for coal surged and the mines flourished with the outbreak of World War II, but the post war period saw a slack in demand again. While coal still played a role in the local economy, Fernie began to look at other opportunities. Tourism, both summer and winter, was one such opportunity. - Fernie Heritage Strategy

INSIGHTS

Fernie's visitation and room revenues are growing in all seasons but at different rates

The room revenue mix is shifting from winter to summer due to a higher rate of growth in summer but also the greater growth in nightly summer room rates.

The highest average nightly room rate is during the winter ski season and higher yield visitors

There is still room to maximize summer and winter seasons, and to shift/grow visitation in the spring and fall

¹BC Assessment website, Kootenay_Columbia_2019_Property_Assessments, www.bcassessment.ca

SITUATION ANALYSIS & KEY INSIGHTS

INSIGHTS

Increasing the awareness and market-readiness of shoulder season experiences will grow tourism

Severe weather can significantly impact room revenues in Fernie and thus visitation and overall tourism revenues

Visitors, residents and local infrastructure are starting to feel some negative impacts of tourism during peak times

Visitor experiences and the availability of services and activities can vary dramatically between the seasons

The fluctuation of business levels due to seasonal tourism create staffing retention and recruitment issues

Short-term rentals (STRs) in Fernie, mostly associated with Airbnb have seen significant growth.

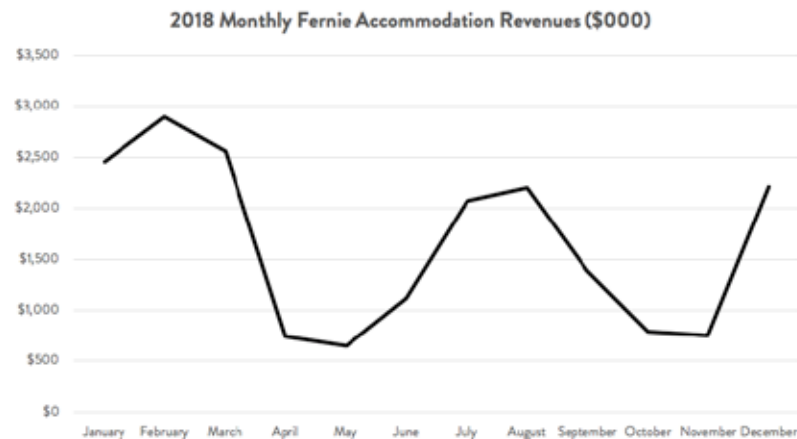
Since October 2018 most STRs started collecting MRDT (2% hotel tax). Data initially indicate they generate \$3.2 million annually in local room revenues.

Accommodators have begun to meet as a larger group more regularly to learn and grow, and to identify solutions to challenges such as labour, yield and pricing.

VISITOR VOLUME, ROOM REVENUES AND SEASONALITY

Fernie's tourism economy is seasonal with winter and summer generating the most visits and revenues (Figure 2) as a result of the popular activities available during those times and traditional vacation holiday travel times. Lodging revenue (more specific to yield and higher room rates) is greater during the winter months as a result of the strong regional and destination ski market. However, the volume of visitors is greater during the peak summer months.

Figure 2

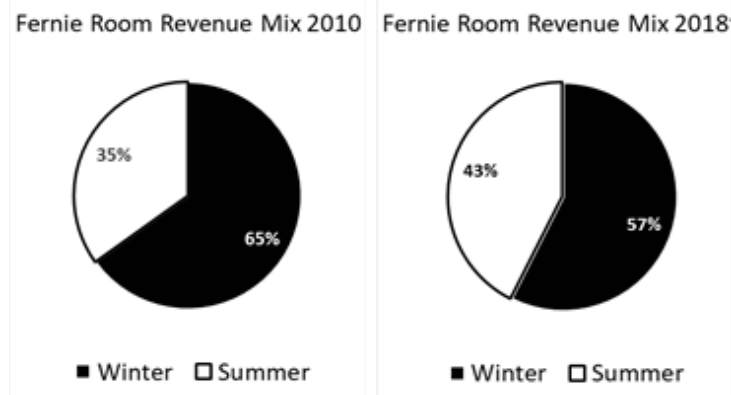


Data from the Value of Tourism Study conducted by Tourism Fernie showed an average daily room rate during the winter season of \$265/night² versus \$161 during the summer. Figure 3 below shows the spread of room revenue from 2010 to 2018.

For over 50 years, winter ski tourism has been the largest producer of leisure-based tourism revenues and visitation in Fernie but has more recently seen slower growth compared to summer. Summer tourism has existed for decades, but it wasn't until approximately 2010 when summer visitation experienced more significant year-over-year growth. In fact summer room revenue increased 86% from 2010 to 2018 (June-Sept), while winter room revenues over the same period saw just an 18% increase (Dec-Mar).

Spring and fall season represent significant growth opportunities as the official low or shoulder seasons, most specifically April, May, October and November. Since 2010, room revenues during these months have increased by 48%, but as a less popular time of year for leisure travel yield and room rates are lower.

Figure 3



FERNIE'S BRAND

Developed by Tourism Fernie in 2010 to guide its tourism marketing efforts, the below brand position helps to articulate what Fernie is known for and where both locals and visitors indicated what is of value and importance. Much of below still holds true today.



Cool, small-town charm: Fernie's funky main street with its turn-of-the-century brick buildings framed by post card-perfect mountains provides this rugged and unpolished little town with a unique charm.

Mountain culture: From the pick-up trucks and mountain bikes that travel its streets, to the ski bums and guide shops that line them, Fernie's distinct mountain culture is evident at almost every turn.

Stunning scenery: Fernie is a magnificent outdoor setting from which to experience the beauty and majesty of the Canadian Rocky Mountains.

Authentic and real: Fernie is a casual, comfortable, and laid-back place where a local community still thrives. A community first, destination second, Fernie is not a packaged experience for the mass tourist.

Adventurous and outdoorsy: Fernie is a place where adventure seekers, mountain enthusiasts, and outdoor recreationalists of all kinds come to experience the stunning natural surroundings and range of outdoor activities.

Down-to-earth: Fernie's people are humble, honest, natural, and welcoming with a resiliency that stems from their hard-working roots.

Enduring history: Fernie has a rich history that is alive and thriving to this day.

Community-minded: Fernie's people work together for the betterment of their town, its residents and its visitors. They take pride in their community and welcome visitors who share their values.

INSIGHTS

Fernie offers a breadth of experiences throughout the year.

Fernie Alpine Resort, trails, river access and world-class lodges are core visitor experiences.

The Fernie experience is more than just scenery and activities. It includes the local culture, history and authentic feel.

The origin of winter visitors continues to be diverse and almost 50% is international or long haul.

Visitor Surveys conducted by Tourism Fernie have continually shown that 95-98% of the visitors surveyed 1) visited historic downtown, 2) would recommend Fernie to others and would return if possible, 3) had their expectations met.

Alberta continues to be a critical market for Fernie and especially in the summer when visitation is more regional short haul.

The long haul European market travelling HWY 1 in the spring, summer, and fall may offer a potential opportunity for Fernie.

Lining up with many of Destination BC's target markets affords Fernie the ability for shared marketing.

SITUATION ANALYSIS & KEY INSIGHTS

TOURISM EXPERIENCES & THE VISITORS

The extent of things to do for both visitors and locals are vast yet fluctuate and change between the seasons. Fernie Alpine Resort, Island Lake Catskiing and FWA Catskiing are core winter assets drawing in visitors from near and far while recent and significant growth has been seen with snowmobiling and Nordic skiing. During summer season visitation is driven primarily by those wanting to experience local valley/mountain trails and parks on foot or mountain bike, activities on the Elk River such as fly fishing, rafting and SUP, casual town exploration and mountain sightseeing, and big festivals and events. The emergence of new and more tourism-oriented experiences including spa and wellness, arts and culture, culinary and destination weddings are not only increasing during summer and winter but also shoulder seasons. Without all these critical assets, and the lodging, retail and services to accommodate the demand, multi-season visitation could not be achieved.

Fernie's attractiveness is more than just one activity, event, business or story however. A community this rich in history, people and culture compels visitors looking for something more than the mass market resort.

Explore [TourismFernie.com](https://www.tourismfernie.com) to see the extent of visitor information for trip inspiration and planning.

TARGET MARKETS

Fernie's overnight visitors are a mix of both short and long haul markets in winter, with a noticeable shift to short-haul markets in the summer months and shoulder seasons. Visitors from Alberta make a significant contribution to the visitor mix year-round thanks to their close proximity and their growing desire to explore mountain towns less busy than Banff and Canmore.

Overnight Visitors - Visitor Origin (Source: TF Visitor Surveys 2013-2015)

	Winter	Summer
AB	36%	57%
UK	20%	1%
Aus/NZ	11%	2%
ON/East	10%	5%
Europe	7%	3%
BC	6%	16%
SK/MB	6%	8%
USA - short haul	2%	5%
USA - long haul	2%	3%

SITUATION ANALYSIS & KEY INSIGHTS

Tourism Fernie's target markets for future marketing that are expected to provide the best return on investment and in most cases be in line with Destination BC's target markets are as described by the characteristics below:

Primary Traveler Profiles: TOURISM EQ

Free Spirit Travelers: thrill-seeking hedonist, travel satisfies an insatiable need for the exciting and the exotic.

Authentic Experienter Travelers: exploring nature, history and culture, all on the path to personal development.

Rejuvenators/No Hassle Travelers: worry-free and secure travel. Look for relaxation, simplicity, and a chance to experience the outdoors with family and friends.

Gentle Explorer Travelers: return to past destinations and enjoy the security of familiar surroundings. Appreciate convenience, relaxation and typically look for all the comforts of home.

Trip Purpose and Offerings in Fernie

- Touring / Scenery / Sightseeing / Rocky Mountains
- Skiing (alpine, cat, nordic)
- Snowmobiling
- Spa & Wellness
- Weddings, Events & Festivals
- History / Culture / Culinary
- Experiencing 'nature / outdoors'
- Hiking / Nature walks
- Fly Fishing
- Mountain Biking
- River Experiences
- Camping / RV
- Snowshoeing

Primary Geographic Markets
Canadian: AB, BC, SK, MB, ON
USA: WA, ID, MT, CA

INSIGHTS

Summer visitor surveys indicated that the primary reason for coming is the "Mountains, Scenery, Wildlife, Getaway from the City", 2nd reason is "been here before" and 3rd reason is "visiting friends & family". Biking was the #1 activity followed by hiking and camping.

Wedding tourism, aka destination weddings, continue to be a growth opportunity for Fernie. Data from businesswire.com indicates that 25% of marriages are destination weddings.

Heritage tourism visitors stay longer, visit twice as many places and spend 2.5 times more than other visitors.

Fishing tourism generates over \$2.5 million in guided angler expenditures annually. Each guided angler spends \$700/day

The growth and development of Fernie's Historic Downtown has made it into the town's most unique and iconic visitor attraction.

Fernie's local and visitor culture has continued to diversify and flourish

Fernie is seeing more interest and visitation from Canadian and US travelers especially those wanting a more community focused vs mass

INSIGHTS

Maintaining this strong support will be important for the continued success of tourism and the visitor experience.

Tourism organizations and businesses should take pride in this result and continue to express gratitude to those supporters.

Continuing to broaden these benefits is important for maintaining support for tourism.

There is some indication that these benefits are somewhat diminished recently due to questions about capacity and housing.

A Fernie Heritage Strategy is currently in its final stages of development. The community engagement undertaken for this strategy resulted in the following top 4 areas of importance related to community heritage values:

- Fernie's natural, wild setting and outdoor recreation and access.
- Fernie's history and heritage (including built heritage) and Fernie's built form and public realm.
- Fernie's community and local arts and culture.
- The value of Fernie's tourism and industry.

SITUATION ANALYSIS & KEY INSIGHTS

TOURISM MASTER PLAN: SUMMARY OF COMMUNITY AND INDUSTRY PERSPECTIVES

Highlights of the community and business survey as well as the focus group engagement is captured below. Further details are captured in an engagement summary report.

Most are supportive of tourism, but not quite all

When asked about whether the benefits of tourism outweigh the negative impacts, a large majority of residents and businesses agreed, with only 14% and 4% respectively disagreeing.

Consistency in the top 3 benefits across the community:

Business, employment and income opportunities within tourism and other areas (Arts, non-tourism businesses) as a result of tourism and as tourism grows.

Increased access to things that matter like recreation experiences (trails especially), events, shopping and dining experiences. For all businesses this also means better staff recruitment opportunities due to the community's attractiveness as a place to live.

Increased vibrancy and energy in the community (especially downtown) as a result of activities/events and the number and diversity of people attracted to the area.

“In short, what we learned from the public survey is that heritage in Fernie is about the desire to conserve the continuity of character, be it of the natural environment, the built form, the community's neighbourhoods or Fernie's small town atmosphere.”

From the Fernie Heritage Strategy, 2019

Consistency in the challenges and shared across different groups:

Affordability and availability of housing were prominent themes across all of the engagement activities and cited by residents, businesses and organizations alike. There were differences on opinion on who's (business, local government, and/or market) issue it is to solve.

Overcrowding and capacity experienced at peak times and across multiple areas such as trails, restaurants, facilities, accommodation, roads and parking and events.

Potential Loss of community /small town feel was noted often and commonly in a response to capacity challenges, but also due to the behaviour of some visitors.

Access and some over use of natural areas such as rivers and trails close to town leading to pressure on local ecosystems and special places such swimming holes and natural features. Much of the recreation infrastructure for summer activities is on private land, and while some land owners such as Island Lake are supportive of tourism, others are not.

Variable/seasonal visitation throughout the year presents challenges for organizations serving the visitor with respect to providing full time or year-round employment and ramping services up and down.

Residents appreciate sharing the whole 'Fernie' experience

Both residents and business were in alignment that the strengths of the Fernie experience includes a range of easy to access outdoor activities, a small town authentic feel, beautiful scenery and a vibrant downtown with unique shops / restaurant experiences.

INSIGHT

Alignment between, businesses, organizations, residents and the community branding is essential for providing Fernie's authentic experience and meeting visitor's expectations.



INSIGHTS

The availability of housing and a positive work/living environment are important for attracting and retaining good quality staff.

As the most expensive community in the Kootenays to buy a single family residential property affordability is a concern for attracting and retaining staff.

There is a correlation between median household income and housing prices.

With tourism growth expected to continue, efforts to manage visitor overflows and spread visitation throughout lower demand periods are required.

Better understanding key transportation pinch points and parking overflow issues while promoting active transportation as much as possible during peak months can help.

The natural places, trails and rivers that attract visitors and residents to Fernie and area are gems that need to be experienced but protected as well.

The private land of Island Lake Lodge, shared access, and trail amenities are critical assets for existing and new tourism experiences.

Supporting visitors to integrate with and respect the local community through targeted marketing and communications could help to improve the interactions between particular visitors and residents.

INSIGHTS

Consistent customer service and offering additional service hours at shops for visitors is ever more important in an era of 'word of mouth' social media marketing.

Fernie Alpine Resort is Fernie's core attraction in the winter. Given the proximity to many other ski areas the competition for visitors is very high therefore continuing to improve the experience is important.

Attracting a higher yield visitor will need both investments in product / services as well as targeted marketing at this demographic. Much may be learned from existing operators such as Island Lake Lodge Resort

The City is addressing requirements for their facilities and it will be important to understand how these can be leveraged for tourism opportunities.

Business case and feasibility studies for new investments will likely be required prior to pursuing any major public investments

Accommodation values and reinvestment at ski hill properties in are challenged due to underutilization outside of winter

SITUATION ANALYSIS & KEY INSIGHTS

The 'Fernie' experience could be even more

General customer service improvements across sectors and especially with respect to offerings at the ski hill and in shoulder seasons.

More accommodation options at peak times, as well as updated accommodation facilities, restaurants and trip planning services targeting 'boutique' and higher yield guests.

Traffic and parking management as well as improved access to Fernie and continued connections between the ski hill and downtown.

Increased/enhanced indoor amenities (pools, arts/culture halls) and also new facilities to attract other markets in the non-peak times such as sport tourism (hockey, tennis), events and conferences (Conference Centre)

The visitor level is comfortable for now, but existing core attractions and services are beyond capacity at times

A large majority of both residents and businesses indicated a general comfort with current levels of visitation. That said, many feel Fernie is on the cusp of becoming 'too busy' at peak times.

INSIGHT Stakeholders will have to understand which weekend / seasons and activities / locations are experiencing overcrowding and address these pinch points.

Support for tourism growth exists in the shoulder seasons, and there is a preference to maintain summer and winter levels.

Most businesses and residents leaned toward supporting growth in visitor levels in the fall and spring. Perspectives on summer and winter visitation levels varied with residents more supportive to maintain current levels than the businesses who were split on whether to maintain levels or grow them during these seasons.

INSIGHT With tourism growth expected to continue, efforts to maximize summer and winter and shift visitation into lower demand periods are needed.

The natural places, trails and rivers that attract visitors and residents to Fernie and area are gems that need to be experienced but protected and maintained as well. A variety of management activities are required.

DRAFT ONLY

SITUATION ANALYSIS & KEY INSIGHTS

Perceived responsibility for ensuring tourism supports community and business goals is generally spread across four groups

The City of Fernie and Tourism Fernie are seen to have a major role in how tourism develops in Fernie. Fernie Alpine Resort and tourism businesses/Chamber of Commerce were also noted quite frequently as being responsible for tourism development for community and business goals.



Industry is generally collaborating well on tourism, however there could be some improvements

Strengths include collaboration amongst tourism/business member organizations, communications from these groups to members and connections between businesses who work together as strengths.

Improvements areas include reducing overlapping roles, more consistent branding, coordinated emergency event messaging, and the need to continue to enhance collaboration with Fernie Alpine Resort.

Initiatives underway such as the heritage plan, as well as existing plans such as the trails master plan, signage plan, parking study and highway transportation study along with funding such as the MRDT and RMI could be coordinated to help implement the TMP.

INSIGHTS

With a perception of responsibility placed mainly on the City and Tourism Fernie these two organizations will have a large role to play in guiding and implementing this tourism plan. It will be important to make sure both organizations are resourced to be able to do this.

Common communication and branding efforts should be enhanced to ensure consistency in messaging.

Leading industry practice is for destination marketing organizations to be the primary visitor contact before trips, during trips and post trip

Continuing to keep the visitor experience as a central tenant will help with collaboration among tourism organizations.

New/existing plans and funding programs can be better aligned for success.



SITUATION ANALYSIS & KEY INSIGHTS

MOST RECENT VISITOR SURVEY HIGHLIGHTS | SUMMER 2019 VISITOR SURVEY

During the summer of 2019 Tourism Fernie conducted 232 face-to-face visitor surveys in various locations in Fernie. Note this a small sample size. Over 90% of those surveyed were visitors staying under 30 days. The full survey results are available from Tourism Fernie by request. Here are some of the highlights:

Summer Visit Duration:

- 17% were day trippers
- 7% stayed 1 night
- 30% stayed 2-3 nights
- 22% stayed 4-6 nights
- 16% stayed 7+ nights

Return or New?

- 23% had never been to Fernie before
- 45% had been to Fernie in both summer and winter
- 27% had been to Fernie before but only during summer season
- 6% had been to Fernie before but only during winter season

Origin of Visitors Surveyed:

- 54% Calgary & Southern Alberta
- 10% Central & Northern Alberta
- 6% Kootenay Region
- 4% Interior BC
- 3% Coastal BC
- 6% Sask & Manitoba
- 5% ON and Eastern Canada
- 6% USA
- 2% UK
- 2% Europe
- 2% Australia & New Zealand

Travelling Companions:

- 63% with family
- 50% with spouse/significant other
- 17% with a friend or group of friends
- 9% solo

Primary Reason for Travelling to Fernie:

- 22% mountain biking
- 19% mountains/scenery/escape from city
- 17% visiting friends or family
- 8% attending an event/festival/wedding
- 6% road trip/passing through
- 5% word of mouth
- 5% Lots of things to do
- 3% hiking

SITUATION ANALYSIS & KEY INSIGHTS

Top 25 Things Visitors Did While in Fernie:

- 82% eat at local restaurants/cafes
- 62% shop for groceries
- 59% hiked local & area trails
- 54% went to local pubs/bars
- 53% General sightseeing, exploring, short walks
- 50% shopped for clothing, sporting goods, gifts, local specialty food & drink, art & crafts
- 46% mountain biked local and area trails
- 36% were camping
- 37% went to the lake/beach
- 31% did activities at Fernie Alpine Resort
- 29% did activities at Island Lake Lodge
- 29% attended local live music
- 26% attended an event
- 23% went to the dirt jump and pump track park
- 22% visited an arts, cultural or heritage facility/attraction
- 20% visited FBC or Fernie Distillers
- 18% went to Aquatic Centre/Splash Park
- 18% went golfing
- 17% did SUP/float on river/lake
- 16% went fly fishing
- 15% white water rafted and kayaked/canoed
- 15% went to the spa
- 15% visited local parks
- 10% participated in an arts/culture tour/workshop
- 9% played tennis

98% of visitors said their visit had met their expectations, 2% said somewhat

99% of visitors surveyed said they would return again

How likely would you recommend Fernie as a travel destination? Scale of 1 to 10, where 10 highest score.

217 scored 9 or 10 (Promoters)

15 scored 7 or 8 (Passives)

0 scored 0 to 6 (Detractors)

Fernie's Net Promoter Score is 94.

Understanding Net Promoter Score (NPS) – NPS has a range from -100 to +100, a 'positive' NPS score above '0' is considered 'good', +50 is 'excellent', and +70 is considered 'world class'.



SITUATION ANALYSIS & KEY INSIGHTS

MOST RECENT VISITOR SURVEY HIGHLIGHTS | WINTER 2016 VISITOR SURVEY

During February and March of 2016 Tourism Fernie conducted 219 face-to-face visitor surveys in various locations in Fernie. Note this a small sample size, 70% of surveys were conducted at Fernie Alpine Resort. Over 80% of those surveyed were visitors staying under 30 days, 18% were visitors staying the full season. The full survey results are available from Tourism Fernie by request. Here are some of the highlights:

Winter Visit Duration:

- 1% were day trippers
- 10% stayed 1 night
- 50% stayed 2-3 nights
- 16% stayed 4-6 nights
- 6% stayed 7+ nights
- 19% staying the full season

Return or New?

- 47% had never been to Fernie before
- 23% had been to Fernie in both summer and winter
- 1% had been to Fernie before but only during summer season
- 28% had been to Fernie before but only during winter season

Origin of Visitors Surveyed:

- 41% Calgary & Southern Alberta
- 7% Central & Northern Alberta
- 5% Kootenay Region
- 3% Other BC
- 16% Sask & Manitoba
- 3% ON and Eastern Canada
- 5% USA
- 11% UK
- 4% Europe
- 7% Australia & New Zealand

Travelling Companions:

- 33% with family
- 8% with spouse/significant other
- 47% with a friend or group of friends
- 7% solo
- 6% as part of a tour/club/group

The Economic Flow of Tourism



SITUATION ANALYSIS & KEY INSIGHTS

Top Things Visitors Did While in Fernie:

- 96% skiing Fernie Alpine Resort
- 74% going to local pubs/bars
- 73% eating at local restaurants/cafes
- 72% visiting historic downtown
- 60% shopping for groceries
- 55% taking in live music/entertainment
- 32% attending an event/festival
- 30% visiting the Aquatic Centre
- 29% visiting the museum
- 28% shopping for clothing / goods / gifts / gear / art specialty foods
- 20% visiting the arts station
- 17% seeing a movie at the theatre
- 15% backcountry ski touring
- 15% snowshoeing
- 15% cross-country skiing
- 15% attending a Ghost Rider hockey game
- 14% playing disc golf
- 13% cat skiing
- 12% curling
- 12% visiting a spa
- 11% fat biking
- 8% snowmobiling

How likely would you recommend Fernie as a travel destination? Scale of 1 to 10, where 10 highest score.

207 scored 9 or 10 (Promoters)

7 scored 7 or 8 (Passives)

1 scored 0 to 6 (Detractors)

Fernie's Net Promoter Score is 96.





SITUATION ANALYSIS & KEY INSIGHTS

TOURISM SENTIMENT INDEX – FERNIE 2017

DestinationThink! was contracted by Tourism Fernie to produce three annual reports from 2017 – 2019 called the Tourism Sentiment Index. Each report provides a comprehensive analysis of what people are saying about Fernie online. Insights from this data help guide strategic planning, marketing and destination development to enable our community to shape the way people talk about Fernie in the future.

More than 500,000 different sources were included in the analysis, including online media sites, forums, reviews and social media networks (Twitter, Facebook, Instagram, Tumblr, YouTube and Trip Advisor).

The Tourism Sentiment Index is a measure of a destination's ability to generate positive word of mouth about its tourism offering. It is an aggregate score (NPS System) that focuses solely on online conversations that reference or affect a potential traveller's perceptions of a destination's tourism offering. To do this DestinationThink! starts by collecting all the conversations around your destination and then filter to those conversations that are driven by Fernie's tourism experiences or products. To provide further context for the results, five comparative destinations were included in the analysis: Rossland, Whitefish, Golden, Revelstoke and Canmore.

Below are a few highlights from the 2017 report. The full report is available from Tourism Fernie by request. The 2018 report will be available in late 2019.

Fernie's tourism NPS score is 57. Compared to the five other competing destinations Fernie is above average where the highest was 64 and the lowest was 43.

Fernie's overall NPS score is 41. This includes all conversations, not just tourism related. Note the accident at the arena played a roll in this score.

The following tourism assets, in order, are where Fernie excels in generating positive perceptions of the destination's tourism offering:

Skiing & snowboarding | Culinary, Breweries & Pubs
Snowmobiling | Nature viewing | Biking | Hiking
Festival & Events | Fishing | Camping | Snowshoeing
Spa | Weddings

OUR VISION & GOALS

VISION, MISSION AND GUIDING PRINCIPLES

The following statements and principles are aligned with existing community and tourism organization plans and takes into account the aspirations articulated by the community, businesses and tourism stakeholders during the TMP engagement.

OUR TOURISM VISION STATEMENT

A vibrant and sustainable tourism destination built on respect, collaboration and authenticity

OUR MISSION STATEMENT

Working together to manage and grow tourism sustainably for the betterment of our community and our visitors

GUIDING PRINCIPLES

Together We Are Stronger: Dynamic and proactive community, First Nations, government, and industry collaboration is the foundation to Fernie's tourism success.

Businesses Thrive Sustainably: Year-round tourism supports business prosperity thereby helping address many industry challenges while building a more sustainable economy for Fernie.

Authenticity Grounds Us: Local experiences are grounded in Fernie's small-town charm, hospitality, mountain culture, scenery, adventure, arts, heritage and 100 years of welcoming a diversity of visitors.

Benefiting the Whole: Management, delivery and growth of tourism that benefits community and visitors alike.

A Respected Natural Environment: Respected and healthy environment and well managed landscape provides the foundation for Fernie's success in tourism.

OUR VISION:

The big outcome we hope to achieve with tourism in Fernie. Having this common vision allows us to be inspired and clarifies what we are collectively trying to achieve, creating a place of agreement and then a platform for our dialogue and decision making.

OUR MISSION:

The purpose of the plan and the joint implementation by tourism stakeholders and partners.

OUR GUIDING PRINCIPLES:

Reflect what is critical to our success and the lens that we need to look through for planning, decision making and implementation.



OUR VISION & GOALS

FOCUS AREAS AND GOALS 2020-2030

The four Focus Areas are the big outcomes that will help us to achieve our vision and guide our strategic direction and actions. These topics and goals reflect what was learned through research or engagement with the community, business and tourism stakeholders. They reflect the assets we have or need to develop based as well as the opportunities to move toward our vision. These goals were reviewed, shared with stakeholders, and finalized by the Task Force.

FOCUS AREAS: Articulate high-level statements of the desired future in 10 years.

GOALS: The high-level approach to the Focus Area outcomes, our desired future and vision.

Focus Area 1

DIVERSITY OF VISITORS YEAR ROUND

Goal: Grow visitors into multi-day, year-round economic and community contributors

Tourism offers enormous economic and community benefits to residents and businesses though with changing visitor demographics and current growth pressure it is important to ensure those benefits are deepened and further spread throughout the year.

Focus Area 2

REMARKABLE VISITOR EXPERIENCES

Goal: Develop and enhance Fernie's visitor infrastructure, amenities, brand, tourism products, experiences and people

Fernie offers a full suite of outdoor recreation-based experiences coupled with a deep sense of place and authentic welcoming culture. These experiences and new ones need to address service gaps and align with changing demographics. With the advent of 'word of mouth' marketing, experiences must be remarkable in order to be shared.

Focus Area 3

STRONGER TOURISM FOUNDATION

Goal: Ensure collaboration, community support, people and financing for tourism success

Fernie's current tourism success is a result of hard work, energetic organizations, collaboration and a sense of community pride. Essentially, people, working together. Along with deepened industry collaboration, there is a need continually develop advocates for tourism. With human resource challenges facing the industry, barriers to attracting and retaining people such as housing need addressing.

Focus Area 4

SUSTAINABLE MANAGEMENT

Goal: Manage locations where visitation is impacting the sense of community or natural environment and support the resiliency of the industry.

The very qualities that make Fernie and area such a great place to live and visit are being impacted at times by concentrated tourism visitation growth. Climate change and pressures from other industry are also threatening these same assets. Tourism must understand and help mitigate these impacts working with other industry, land owners, community groups and government.

STRATEGIC DIRECTIONS

With the Vision articulated and a good understanding of the current situation and engagement input, the TMP Task Force embarked through workshops to articulate how to move toward the Vision and Goals. Through these workshops they began to answer the questions of “how?”, “where?”, “when?” and “what first?” through Strategic Directions that guide specific actions over the next 3- 5 years. These directions presented below are informed by considering the current situation analysis and the many ideas gathered during the engagement as well as each Task Force participant’s intimate knowledge.

Focus Area 1

DIVERSITY OF VISITORS YEAR ROUND

Strategic Directions:

- Increase visitation in non-peak times in summer and winter and fall, spring
- Foster Fernie’s Arts, Heritage and Cultural Tourism Product
- Maximize current event/facility capacity for existing events and a plan for growth & expansion through events
- Develop strategies to attract and serve high yield/value-oriented visitors
- Embrace 2nd homeowners to create Ambassadors for Fernie
- Develop a common community brand to present to visitors

Focus Area 2

REMARKABLE VISITOR EXPERIENCES

Strategic Directions:

- Support businesses and organizations to foster improved tourism experiences and overall sustainability
- Expand indoor activities
- Foster impeccable customer service
- Protect & enhance Fernie’s downtown
- Create focal visitor points for visitor staging & gathering
- Improve visitor focused in- community communications / wayfinding

Focus Area 3

STRONGER TOURISM FOUNDATION

Strategic Directions:

- Ensure there is adequate and qualified staff
- Define organizational roles and make collaboration a central tenant
- Ensure land use and development policies, maintain & grow access to natural attractions and recreation amenities
- Nurture a working relationship with the Ktunaxa
- Increase community support for tourism and create more ambassadors
- Sustain financial resources for tourism

Focus Area 4

SUSTAINABLE MANAGEMENT

Strategic Directions:

- Manage capacity impacts (with respect to trails, river, downtown, etc.)
- Reduce industry impact on the natural environment (logging, mining, recreation, highway transportation)
- Adapt to climate change (forest fires, snowpack, river)
- Improve getting to & around Fernie (visitors & locals)
- Foster greater care and appreciation of Fernie – having visitors become contributors and ambassadors

STRATEGIC DIRECTIONS:

Represent broad priorities that bridge the situational analysis with the future Vision, Focus Areas and Goals. They guide specific actions over the next 3-5 years.

ACTIONS:

Actions or projects are a key element of a Tourism Master Plan and are prioritized. They become the responsibility of an implementing organization and network of supportive organizations.

Appendix A on pg 48



ACTIONS

Prioritizing broad directions led to a review of community, business and tourism stakeholder input on specific projects and ideas. New ideas were brainstormed, prioritized and organized for implementation or future consideration. Actions can evolve over time to reflect current economic, social and environmental conditions. The actions for implementation is organized into a table, see Appendix A for current list of actions, represented by the following priority categories as determined by the TMP Task Force.

Catalyst actions:

- High value
- Achieve multiple goals
- Start within the first year

Short Term Priority:

High value tactics with low complexity and can be achieved within year one-two.

Medium Term Priority:

High value, somewhat complex or requiring lead-time or other actions to accomplish.

Long Term Priority:

High value, somewhat complex and requiring lead-time and other actions to accomplish.

Future Consideration:

Considered either highly complex and requiring further research and consideration, or are moderate to lower value.

EVALUATING AND ADAPTING

Monitoring and evaluating progress toward (or away from) the TMP goals is essential to provide transparency, inform decision-making and enable continuous improvement.

Monitoring is the process of gathering data linked to the Tourism Master Plan goals.

Evaluation is the process of reviewing monitored data, gathering insights, assessing progress and refocusing efforts.

Ongoing, consistent and reliable monitoring and evaluation provides the community with a number of essential functions and benefits, including:

- Informing decision-making throughout the community;
- Informing action planning;
- Ensuring transparency and accountability to community stakeholders;
- Engaging businesses, residents and visitors in the journey toward the goals by providing meaningful and timely information in an interactive way.

Monitoring, evaluating and reporting should be done at least on an annual basis, and comprise the steps in the diagram.

The indicators help to monitor both the **goals** and the **steps or process** to achieve those goals.

Monitoring the actions: Includes tracking whether the actions are being considered, accepted and implemented as discussed. Every action has a 'progress tracking' column in the detailed action excel sheet. This tool can be used during the semi-annual working group check in meetings.

Table Sample Action:

STRATEGIC DIRECTION	ACTION / PROJECT	LEAD PARTNERS	PROGRESS STATUS	NOTES NEXT STEPS
Manage/mitigate tourism related capacity impacts on the community, environment and visitor experience	Establish a working group and/or sub-groups to identify natural attractions/areas being negatively impacted by visitor and recreational usage and determine next	ERA, Wildsight, FTA, TF, RDEK, COF, ILL, BC Gov and others	In Progress Completed No progress, still being considered Reconsidered	X

MONITORING:

Is the process of gathering data linked to the Tourism Master Plan goals.

EVALUATION:

Is the process of reviewing monitored data, gathering insights, assessing progress and refocusing efforts.





EVALUATING AND ADAPTING

Monitoring the goals: These results will help indicate whether we are working on the right actions, or if we need to adapt our approach. The recommended set of goal indicators (below) is based on the relevant data currently available or available with a minor seed investment.

Existing data sources include organizations such as the Statistics Canada, BC Stats, Destination BC, Ministry of Finance, Kootenay Rockies Tourism, Tourism Fernie, Fernie Chamber of Commerce & Fernie Visitor Centre, Fernie Alpine Resort, accommodators and the City of Fernie.

Local data collection instruments include MRDT, accommodator data, event results and outcomes, RMI RDS and MRDT reports, tourism operator sales systems, operator surveys, Tourism Fernie visitor and member surveys, Visitor Centre reports, and the City of Fernie resident surveys. Incorporating some of the key questions from the TMP engagement surveys would allow for some ongoing comparisons.

The following table outlines the indicators identified and recommended for monitoring and evaluating progress toward the TMP focus areas and goals.

Focus Area 1

DIVERSITY OF VISITORS YEAR ROUND

Goal: Grow visitors into multi-day, year-round economic and community contributors

Indicators:

- Total Annual MRDT (Grow)
- Total MRDT by season (Balance)
- Visitation to core cultural tourism attractions (Grow)
- Total visitor spending (Increase)
- Increasing ADR

Focus Area 2

REMARKABLE VISITOR EXPERIENCES

Goal: Develop and enhance Fernie's visitor infrastructure, amenities, brand, tourism products, experiences and people

Indicators:

- Community Net Promoter Score (Increase)
- Percentage of tourism and non-tourism businesses participating in the Ambassador Program (Increase)
- Fernie Tourism Sentiment Score (Increase)
- Average length of stay by season (Increase)

Focus Area 3

STRONGER TOURISM FOUNDATION

Goal: Ensure collaboration, community support, people and financing for tourism success

Indicators:

- Percentage of residents who feel the benefits of tourism outweigh the challenges (Maintain or Increase)
- Percentage of businesses who feel the benefits of tourism outweigh the challenges (increase)
- Ratio of the median residential dwellings (all types – detached, townhouse, apartment) assessment value to the median employment income (decrease, stabilize)
- Total tourism funding (RMI, MRDT, Co-op, other) from the province and DBC (increase)
- Percent of tourism businesses with adequate staffing during peak and non-peak seasons (Increase)
- Self-assessed partnership strength between the main tourism organizations (Grow)
- Efforts undertaken to build awareness and relationships
- Percentage of all TMP actions in progress, completed

Focus Area 4

SUSTAINABLE MANAGEMENT

Goal: Manage locations where visitation is impacting the sense of community or natural environment and support the resiliency of the industry.

Indicators:

- Ratio of dollars for maintenance to tourism infrastructure to dollars for new infrastructure (Increase)
- Percentage of residents who feel the benefits of tourism outweigh the challenges (Increase)
- Percentage of businesses who feel the benefits of tourism outweigh the challenges (maintain or increase)
- Total MRDT by season (Balance)
- Distribution of trail users on existing networks (Increase, Trail Forks or trail counters for hiking)
- Ha of cleared forest within view of downtown (maintain, decrease)
- Elk River Health Indicator
- Caribou/Elk/Grizzly Indicator
- Collaborative funding dollars achieved to implement this plan
- Advocacy efforts undertaken
- Efforts undertaken to build awareness and relationships

MONITORING:

Is the process of gathering data linked to the Tourism Master Plan goals.

EVALUATION:

Is the process of reviewing monitored data, gathering insights, assessing progress and refocusing efforts.



IMPLEMENTATION




“The tourism industry incorporates numerous sectors and services that are all interconnected as it address the needs of the visitor / traveler. Accommodations, food establishments, retail shops, activity providers, transportation providers and services, local infrastructure and amenities and much more play a role. As such collaboration and partnerships are critical in evaluating, planning, developing and managing the destination to ensure success and sustainability”

Jikke Gyorki
Tourism Fernie Executive Director

Fernie’s current tourism success is a result of hard work, energetic organizations, collaboration and a sense of community pride. Essentially, people, working together. Tourism is unique this way when compared to other industries, perhaps most of all in the cooperation and partnership required to deliver the ‘experiences’ sought by visitors and the community alike. Public and private sectors jointly provide a large number of visitor amenities including attractions and activities as well as the supporting infrastructure like roads, land use and water systems. The opportunities outlined in this report are a result of a community-wide effort and the implementation of the recommended actions can only be achieved through the cooperation and participation of many individuals and organizations in the community.

- **To facilitate continued success in tourism and the effective roll out of this master plan and associated projects/actions it is imperative that the following steps occur:**
- TMP received and recognized by Tourism Fernie Board, Fernie Chamber of Commerce, Regional District of the East Kootenays and the City of Fernie Council and Staff
- Creation and commitment to a Tourism Master Plan Champions Group that meets at least quarterly and includes:
- Development of Partnership Agreements to clearly articulate roles, responsibilities within organizations and between the organizations to achieve the TMP goals and action implementation
- Alignment of RMI, RDS and MRDT with the TMP as well as other City plans such as the Official Community Plan
- Support for the facilitation of tourism specific stakeholder/sector working group sessions at least annually
- Commitment postcard or other effort to engage the tourism sector in working toward the vision and goals and industry activities outlined in this plan
- Collaboration with regional and provincial tourism partners and agencies including areas of alignment within the Highway 3 Corridor Destination Development and other related tourism plans.

RECEIVING THE TOURISM MASTER PLAN



The final TMP should be formally adopted by the leadership at Tourism Fernie, the City of Fernie, the Regional District of the East Kootenay and the Fernie Chamber of Commerce. Receiving the document and supporting the implementation steps such as the Champion Group and Partnership Agreements is a critical step to sustaining and building on the momentum developed over the past months. Receipt of the plan should be well documented and shared publicly in order to reflect the importance of the plan.

TOURISM MASTER PLAN CHAMPION GROUP

A core Tourism Master Plan Task Force should continue and formalize into an ongoing Tourism Master Plan Champion Group that maintains similar representation and expands where needed to ensure all implementing organizations are involved. In addition to championing the TMP, this group should also support and be involved in the implementation of the current City of Fernie Resort Development Strategy 2019-2022 to ensure alignment and efficient use of resources for tourism development work.

Champion Group Ongoing Purpose

While the focus of the working group is to ensure the implementation and relevance of the Tourism Master Plan other tasks should include:

- Creating awareness of the vision, goals, directions and actions with respective colleagues, community members, organization members and other tourism stakeholders such as the regional district and province
- Advocating for the TMP vision, goals and directions in relation to significant organizational, community, regional or provincial decisions that might impact progress
- Considering, adjusting and reprioritizing actions on an annual basis as needed to ensure thoughtful and timely implementation
- Maintaining an inventory of actions and the status of action implementation
- Maintaining the monitoring functions outlined in the plan and sharing that data for group evaluation
- Reporting progress to respective councils, boards, organization membership, and residents

Champion Group Partnership Agreement

A formal partnership agreement among all the working group organizations will help to ensure the sustainability of the structure and commitment to tourism and implementing the TMP. The agreement should be structured with varying levels of commitment with top tier parameters/responsibilities for the organizations that residents (Figure 1) and the business community (Figure 2) highlighted as core to ensuring tourism development supports community and business goals. Levels of commitment would detail items such as attending meetings, staff time, leadership, funding, in-kind support, meeting space, travel costs and more.



IMPLEMENTATION

Figure 1 - residents

Who do you feel is responsible for ensuring that tourism develops in a way that supports community goals? (Please select all responses you feel are appropriate)

Answered: 325 Skipped: 258

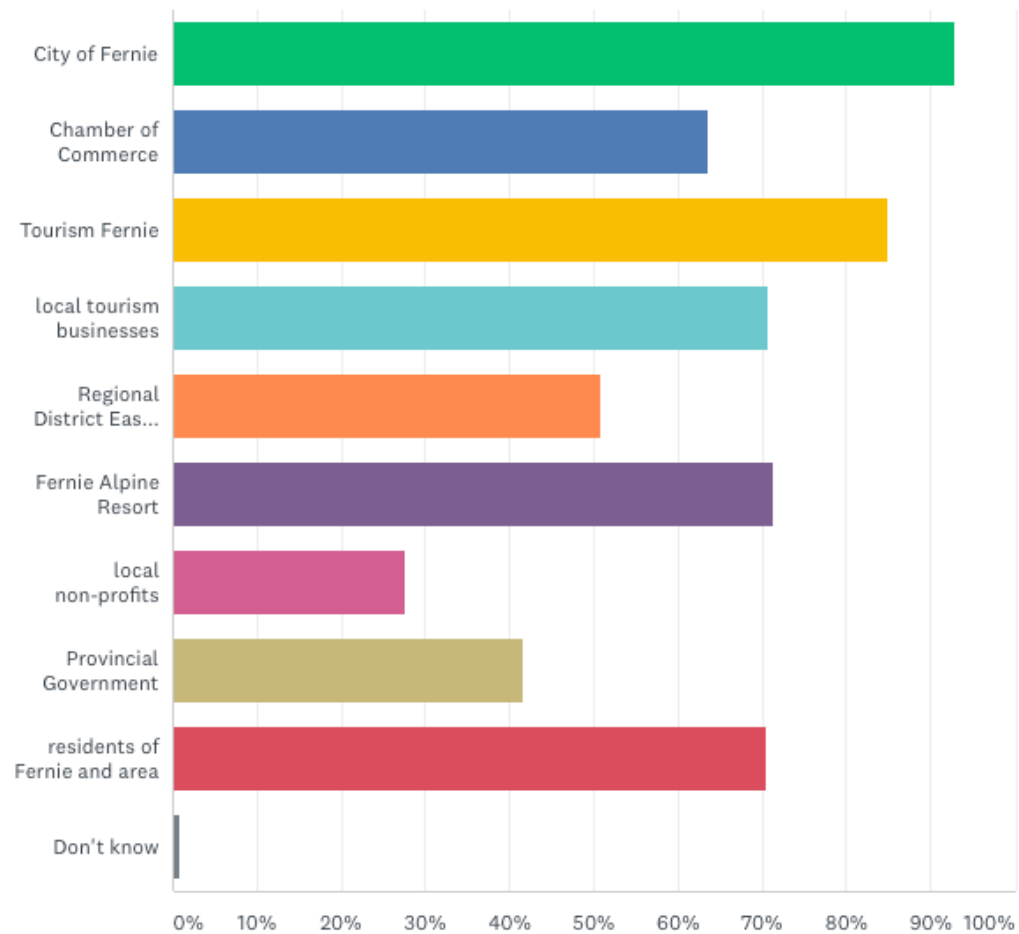
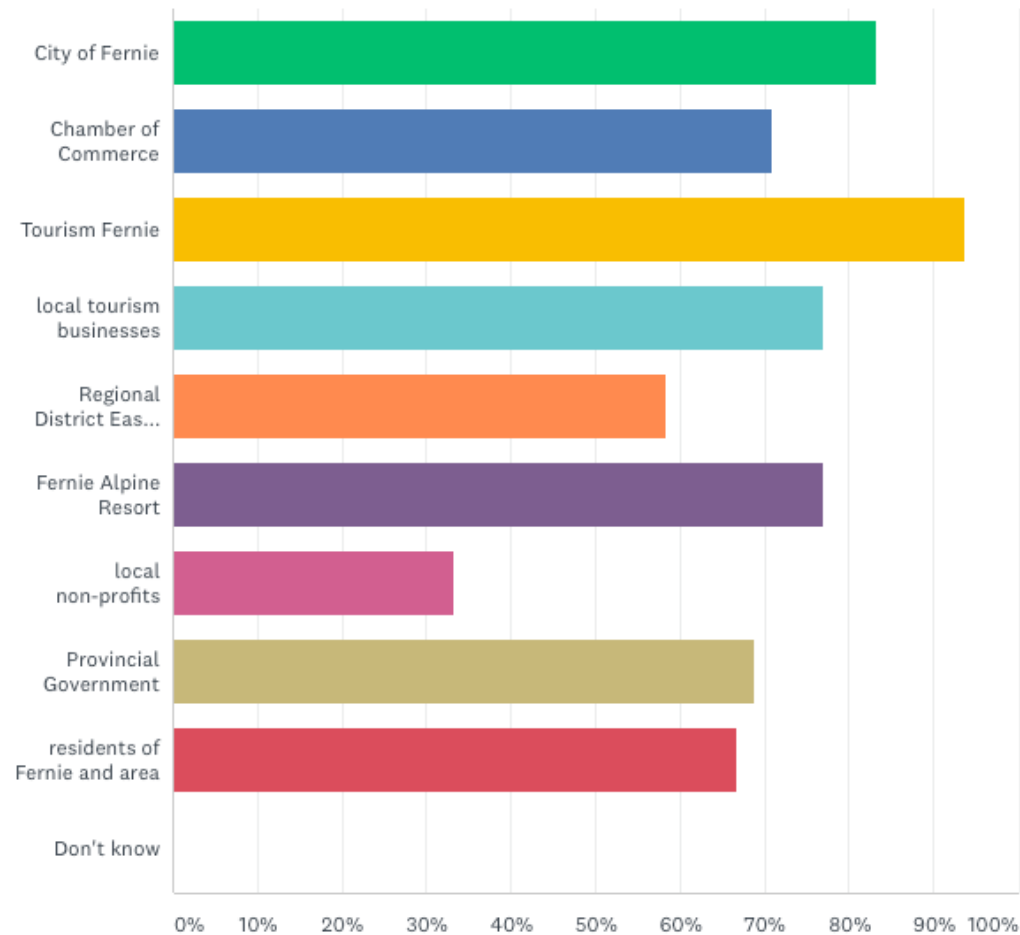


Figure 2 - businesses

Who do you feel is responsible for ensuring that tourism develops in a way that supports businesses goals? (Please select all responses you feel are appropriate)

Answered: 48 Skipped: 65



IMPLEMENTATION

A second tier agreement should be structured for organizations with a strong connection to tourism and/or major involvement with TMP action implementation. Finally, a third tier might include agreements with organizations that are involved to a lesser degree in implementation of projects yet still very important to the overall success.

First Year Steps

What happens during the first year of the Tourism Master Plan is crucial to ongoing success.

STEP 1: To help ensure a continued commitment to the plan and the implementation structure to support it we recommend that organizations sign an agreement that at a minimum;

- recognizes support for the vision, goals and strategic directions
- commits them to at least consider (by fall 2019) the implementation of the TMP actions associated with their respective organizations
- commits them to consider the plan during organizational strategic planning and work planning
- commits partners to participate in the ongoing working group and the tasks associated with it and to them

Additional items will be added to the various agreement tiers discussed above.

STEP 2: It is recommended that the champion group meet formally at least four times a year to discuss plan progress. The first meeting should take place in winter 2020 and we suggest that the Tourism Fernie take on the initial organizing role for the working group though the meeting should ideally be facilitated by an individual outside the working group. The first meeting should include opportunities to:

- Consider and reprioritize actions as needed to ensure thoughtful and effective implementation
- Check in on action acceptance or modifications by lead organizations
- Check in on progress of actions initiated
- Review local tourism trends and upcoming organization plans
- Adjust actions, timing and prioritization as required based on new information

STEP 3: It is recommended that the working group at least meet again in Spring of 2020. This second formal meeting should include opportunities to:

- Check in on action acceptance or modifications by lead organizations
- Check in on progress for the actions relabeled as immediate/short-term priorities
- Check in on plans for actions relabeled as medium/long-term priorities
- Evaluate progress by reviewing and discussing the results from the TMP Monitoring Program
- Review local tourism trends and upcoming organization plans
- Adjust action timing and prioritization as required based on new information

Resourcing The Champions Group

The resources required to facilitate the group will be minimal and will primarily include staff time to coordinate reporting back and meeting organization. Funding for any extra expenses beyond meeting regularly will ideally be shared by all organizations by primarily the Tier 1 organizations. It is recommended that Tourism Fernie play the main facilitation role, however each organization should provide support based on their respective skills and resources.

TOURISM STAKEHOLDER/SECTOR WORKING GROUPS

It is recommended to build off existing efforts to connect with stakeholder and tourism sector working groups annually or more frequently if TMP actions or inspired actions require joint implementation. There is already support for these activities and they could be led by Tourism Fernie or attended to by Tourism Fernie if the group already exists as long as tourism remains prevalent. E.g. accommodator group, cultural group, river group, trails group, environment group etc.

These working groups will be very important to evaluating TMP progress, addressing urgent issues that arise, and in the spirit of empowering industry taking joint initiative/leadership on projects that may be of strategic importance to the working group members. E.g. securing land for trail access.



COMMITMENT POSTCARD

This is a simple postcard with some key messaging inviting residents and/or businesses to review and commit to taking part in 2 or more of the activities indicated on the postcard. They can take a photo of their commitment and send it to Tourism Fernie in order to enter a draw. The postcard will create a database of people to call on to take part in various TMP actions – e.g. sector groups; ambassador programs; remarkable experiences; store opening hour initiative etc.

IMPLEMENTATION ACTIONS

The first year implementing the TMP sets the foundation for successfully delivering on the actions outlined in the plan. The TMP implementation actions for this critical first year are listed below with the associated lead and partner organizations. See side bar.

IMPLEMENTATION ACTIONS:

TMP received and recognized by Tourism Fernie Board, Fernie Chamber of Commerce, Regional District of the East Kootenays and the City of Fernie Council and Staff

TMP Partnership Agreements Signed

Creation and commitment to a Tourism Master Plan Champions Group

Champion Group Meeting 1 to set culture and report on initial actions

Commitment postcard or other effort to engage the tourism sector in working toward the vision and goals and industry activities outlined in this plan

Tourism specific stakeholder/sector working group sessions at least annually

Champion Meeting 2

Champion Meeting 3

Champion Meeting 4



IMPLEMENTATION

RESOURCING

Implementing the Tourism Master Plan to work toward the vision and goals will require the commitment of many aforementioned organizations and it will also require time and funding for implementing some of the actions. Some of the actions will be a part of the normal course of business for implementing organizations and tourism businesses, but actions to purchase or maintain capital or develop new programming require some funding. Two major foundational funds to help continue this work are Fernie's Resort Municipality Initiative (RMI) funding and the Municipal Regional District Tax (MRDT). Additional grant/funding organizations or programs will also be required to advance on various actions.

RMI

The RMI program is intended to support small, tourism-based municipalities to build and diversify their tourism infrastructure, deliver exceptional visitor experiences and incorporate sustainable tourism practices and products. The City of Fernie is one of 14 communities receiving this funding from the Province of BC. The most recent 3-year funding arrangement is allocated to projects identified in the Fernie's Resort Development Strategy. The Resort Development Strategy was developed in alignment with this TMP and it will be important to ensure this alignment continues on the implementation of projects. Ensuring successful project/program investments will help to build the case to continue this important program.

MRDT

The MRDT Program (Municipal Regional District Tax/Additional Hotel Room Tax) is jointly administered by the Ministry of Finance, Ministry of Tourism, Arts and Culture, and Destination BC. It is intended to help grow BC revenues, visitation and jobs, and amplify BC's tourism marketing efforts in an increasingly competitive marketplace. The program has existed since 1987. In 2015, the ability for a community to go to 3% was an option. Since then, 50% of BC communities have gone to 3% and more are in the process.

Tourism Fernie is the official Eligible Entity for Fernie's current 2% MRDT. Tourism Fernie's Strategic Plan for 2019 and an action in this TMP includes applying to become a 3% MRDT community.

Funds from the MRDT should augment current funding and the following MRDT program spending principles exist:

- Effective tourism marketing, programs, and projects
- Effective local-level stakeholder support and inter-community collaboration by contributing resources that can be further leveraged
- Coordinated and complementary marketing efforts to broader provincial marketing strategies and tactics
- Fiscal prudence and accountability

Ensuring a successful application for the 3% is important for maintaining competitiveness and for supporting the collective efforts of the tourism community in marketing and destination development and management.

OTHER FUNDING

Other sources of funding are also available to implement actions from this TMP. Some of these tourism focused funds are listed below and can be added to over time. There are likely other sources of funding for infrastructure, arts and culture, environmentally focussed initiatives, community building, and skills training.

OTHER FUNDING CONTINUED...

Destination BC Destination Development Funding: The Development Catalyst Fund, designed to support the implementation of key tourism projects identified in planning area 10-year Destination Development Strategies and Action Plans across the province. <https://www.destinationbc.ca/news/destination-bc-to-launch-new-destination-development-catalyst-fund-to-support-tourism-across-british-columbia/>

Destination BC Event Funding: The Tourism Events Program (TEP) was created to help events increase the volume of visitors to British Columbia, broaden global recognition of the province, and build our reputation as an internationally renowned destination. <https://www.destinationbc.ca/what-we-do/funding-sources/tourism-events-program/>

Canadian Experiences Fund: Announced in Budget 2019, the Canadian Experiences Fund (CEF) is a national program that support communities across Canada as they create, improve or enhance tourism products, facilities and experiences. <https://www.wd-deo.gc.ca/eng/19858.asp>

OTHERS

Western Economic Diversification: Announced in the Federal Budget 2019, the Canadian Experiences Fund (CEF) is a national program that support communities across Canada as they create, improve or enhance tourism products, facilities and experiences. <https://www.wd-deo.gc.ca/eng/19858.asp>

Columbia Basin Trust: The Trust is mandated under the Columbia Basin Trust Act to manage our assets for the ongoing economic, environmental and social benefit of the region, without relieving governments of any obligations in the region. To help residents and communities take action on issues that are important to them, they offer a broad array of grants and funding for affordable housing; arts and culture programming and venues; public space improvements; environmental enhancement and protection; heritage work; trails; workforce training support etc. <https://ourtrust.org/our-work/>

Other grants are available from the following organizations:

- BC Arts Council
- Heritage Canada
- BC Gaming
- Southern Interior Development Initiative Trust
- Hosting BC (viaSport)
- Invest Canada – Community Initiatives
- Cycling Infrastructure Funding BC
- Municipalities for Climate Innovation Program BC
- Green Municipal Fund BC
- Investing in Canada Infrastructure Program

APPENDIX A - ACTIONS

FOCUS AREA 1 - DIVERSITY OF VISITORS YEAR-ROUND

GOAL - GROW VISITORS INTO MULTI-DAY, YEAR-ROUND ECONOMIC AND COMMUNITY CONTRIBUTORS

Insights Addressed or Enhanced:

- With tourism growth expected to continue, efforts to manage visitor overflows and spread visitation throughout lower demand periods are required
- There is room to maximize summer and winter seasons, and to shift/grow visitation in the spring and fall. Support for tourism growth exists in the shoulder seasons, and there is a preference to maintain summer and winter levels
- Attracting a higher yield visitor will need both investments in product/services as well as targeted marketing at this demographic. Much may be learned from existing operators such as Island Lake Lodge Resort
- Aging population freedom to travel outside peaks – may need different experiences
- Accommodation values and reinvestment at ski hill properties is challenged due to underutilization outside of winter
- The Fernie experience is more than just scenery and activities. It includes the local culture, history and authentic feel
- Business case and feasibility studies for new investments will likely be required prior to pursuing any major investments in event or indoor infrastructure
- The second homeowner economy is a spin off from tourism and generates revenue for the community on its own. They can also attract new visitor
- Supporting visitors to integrate with and respect the local community through targeted marketing and communications could help to improve the interactions between particular visitors and residents
- Common communication and branding efforts should be enhanced to ensure consistency in messaging
- Continuing to keep the visitor experience as a central tenant will help with collaboration among tourism organizations
- Competition for visitors is increasing and BC tourism businesses will need to be accessible and accommodating to these markets, and our messaging must be relevant

STRATEGIC DIRECTIONS	COMMON COMMUNITY BRAND PRESENTED TO VISITORS	INCREASE VISITATION IN NON-PEAK TIMES	FOSTER FERNIE'S ARTS, HERITAGE AND CULTURAL TOURISM EXPERIENCES	EMBRACE 2ND HOMEOWNERS TO CREATE MORE AMBASSADORS FOR FERNIE	MAXIMIZE EVENT AND FACILITY CAPACITY AND PLAN FOR GROWTH THROUGH EVENTS
ACTION ITEMS PRIORITIZED (lead org) Note: all action items are to be implemented in collaboration with stakeholders. The noted 'lead org' has been initially identified as the organization to start/lead the effort for the identified action item.	C In partnership with the City of Fernie, and the Fernie Chamber of Commerce and Visitor Centre, develop a common community brand with signed implementation agreements, short and long terms actions (TF)	C Update Tourism Fernie's Strategic Plan to align and reflect goals, directions and actions from the Tourism Master Plan (TF)	C Create a Cultural Committee/ Task Force to grow and protect cultural tourism opportunities (FDAC & FHS)	M Develop and distribute welcome package for new residents and existing 2nd homeowners to help them feel like a local (FCC)	M Develop a tourism focused events and animation strategy. Develop a conference centre feasibility study (TF & FCC)

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STRATEGIC DIRECTIONS ACTION ITEMS PRIORITIZED (lead org) Note: all action items are to be implemented in collaboration with stakeholders. The noted 'lead org' has been initially identified as the organization to start/lead the effort for the identified action item.	COMMON COMMUNITY BRAND PRESENTED TO VISITORS	INCREASE VISITATION IN NON-PEAK TIMES	FOSTER FERNIE'S ARTS, HERITAGE AND CULTURAL TOURISM EXPERIENCES	EMBRACE 2ND HOMEOWNERS TO CREATE MORE AMBASSADORS FOR FERNIE	MAXIMIZE EVENT AND FACILITY CAPACITY AND PLAN FOR GROWTH THROUGH EVENTS
		S Create more shoulder-season content for effective marketing (TF)	C Create and implement the Fernie Heritage Strategy that includes Heritage Tourism opportunities (FHS)	M Identify incentive program to grow advocacy by 2nd homeowners for promoting Fernie as a travel destination (FCC)	S Research and identify events, tournaments, conferences that could be attracted to Fernie with current capacities that increase overnight visits. Begin to submit bids on hosting (TF)
		S Identify and articulate the traveller markets/ types that travel in the non-peak times. Identify & ensure availability of service/product and service capacities for target visitor seasons /dates and develop/enhance plan to attract (TF)	M Research demand for cultural experiences & identify current cultural providers, experiences & opportunities for market-readiness, packaging and product development (FDAS & FHS)		S Leverage ISSW 2020 convention to increase future large events and understand how to provide an exceptional on-the-ground delegate experience (TF)
		M Develop Iconic Fernie Experience strategy and seek funding partners (TF) Facilitate the development of value-added packages, develop/enhance product experiences (TF)	M Develop targeted marketing campaigns for market-ready cultural experiences (TF)		M Identify service availability, service gaps with respect to hosting capabilities, and identify all available inventory (indoor/ outdoor) and understand its capacity for alternative uses. Identify a centralized entity who coordinates event calendar for planning purposes (FCC/TF)

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FOCUS AREA 2 - REMARKABLE VISITOR EXPERIENCES

GOAL - DEVELOP AND ENHANCE FERNIE'S VISITOR INFRASTRUCTURE, AMENITIES, TOURISM PRODUCTS, EXPERIENCES AND PEOPLE

Additional Insights Addressed or Enhanced:

- BC is not perceived as an inexpensive, or 'value' destination which drives the importance of top-quality experiences facilitated by outstanding visitor services
- Local tourism businesses and destinations will continue to evolve to attract a sufficient labour force – wages, housing, advancement opportunities, benefits, good work environment
- Consistent customer service and offering additional service hours at shops for visitors is ever more important in an era of 'word of mouth' social media marketing
- With tourism growth expected to continue, efforts to manage visitor overflows and spread visitation throughout lower demand periods are required
- Better understanding key transportation pinch points and parking overflow issues while promoting active transportation as much as possible during peak months can help
- Stakeholders will have to understand which weekend/seasons and activities/locations are experiencing overcrowding and address these pinch points
- The natural places, trails and rivers that attract visitors and residents to Fernie and area are gems that need to be experienced but protected and maintained as well. A variety of management activities are required
- Alignment between, businesses, organizations, residents and the community branding is essential for providing Fernie's authentic experience and meeting visitor's expectations

Other related insights under Focus Area 1.



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STRATEGIC DIRECTIONS	SUPPORT BUSINESSES AND ORGANIZATIONS TO FOSTER IMPROVED TOURISM EXPERIENCES AND OVERALL SUSTAINABILITY	EXPAND INDOOR ACTIVITIES	FOSTER IMPECCABLE CUSTOMER SERVICE	PROTECT AND ENHANCE FERNIE'S DOWNTOWN	CREATE FOCAL VISITOR POINTS FOR VISITOR STAGING AND GATHERING	IMPROVE VISITOR FOCUSED IN-COMMUNITY COMMUNICATION / WAYFINDING
ACTION ITEMS PRIORITIZED (lead org) Note: all action items are to be implemented in collaboration with stakeholders. The noted 'lead org' has been initially identified as the organization to start/lead the effort for the identified action item.	C Survey businesses and organizations on what tools, support and workshops are needed (FCC)	C Ensure future public facility requirements are also leveraged for tourism opportunities (COF)	C Develop a Fernie Ambassador 2.0 program with sustainable funding to expand reach and improve service levels (FCC)	S Continue to plan and deliver animation activities downtown - "250 days of animation" (FCC)	S Identify locations and needed amenities/ improvements for new and enhanced visitor staging/gathering spaces (TF/FCC)	S Revisit, update as needed and implement the existing comprehensive wayfinding/ signage strategy (COF)
	S Attract the Remarkable Experiences Destination BC program to Fernie for local businesses (TF)	S Research and identify the future building opportunities of the Chamber/VIC building as a premier tourist and tourism hub/attraction (FCC)	C Develop action plan and checklists to ensure community is ready to service visitors for increases and fluctuations in visitation (FCC)	S Create additional and enhance existing self-guided walkable tours (TF)	S Understanding the opportunities and impacts related to tourism experience with new potential recreation complex (COF)	M Implement prioritized wayfinding elements over 3 years (COF)
	S Based on business survey needs, develop a plan and begin to implement recommendations and best skill-development options (FCC)	S Identify strategies to "weatherize" events - plans to move outdoor events indoor, cover outdoor events (COF)	S Enhance visitor information within local businesses to improve service, increased spending and longer stays (FCC)	M Investigate active space zoning for main floor store fronts as opposed to offices (COF)	M Build and ensure the funding is in place to maintain these staging places in the long-term (COF)	M Expand and improve trail signage that includes links into larger wayfinding approach (COF/FTA)
		M Conduct a gap analysis of indoor activities, programs and facilities and capacities currently available (FCC)	M Improve accessibility of public spaces and amenities (COF)	M Explore value and ability of longer business hours with downtown businesses, identify models in other resort communities (FCC)	M Improved or new snowmobile staging area up Coal Creek (FSA)	M Embracing UBER once available in BC as a method of effectively moving visitors around (COF)

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STRATEGIC DIRECTIONS	SUPPORT BUSINESSES AND ORGANIZATIONS TO FOSTER IMPROVED TOURISM EXPERIENCES AND OVERALL SUSTAINABILITY	EXPAND INDOOR ACTIVITIES	FOSTER IMPECCABLE CUSTOMER SERVICE	PROTECT AND ENHANCE FERNIE'S DOWNTOWN	CREATE FOCAL VISITOR POINTS FOR VISITOR STAGING AND GATHERING	IMPROVE VISITOR FOCUSED IN-COMMUNITY COMMUNICATION / WAYFINDING
ACTION ITEMS PRIORITIZED (lead org) Note: all action items are to be implemented in collaboration with stakeholders. The noted 'lead org' has been initially identified as the organization to start/lead the effort for the identified action item.		M Identify ways to leverage the new potential recreation complex for tourism, conventions & cultural/entertainment needs (FCC)		M Further enhance Station Square as an event / festival location including fixing the Arts Station 'FERNIE' roof (FDAC)	L Facility and lift upgrades at Fernie Alpine Resort (RCR)	
		M Ensure that tourism opportunities (events, tournaments, general use) are considered as part of any new sports facilities when looked at as part of recreation and leisure planning (COF)		M Educate the community, businesses and organizations, and implement, the Fernie Heritage Strategy (FHS)		
		L Feasibility study for a new Arts & Cultural Centre (FDAS)		L Explore/redefine the 20yr commercial zoning in downtown to secure and enhance it (COF)		

FOCUS AREA 3 - STRONGER TOURISM FOUNDATIONS

GOAL - ENSURE COLLABORATION, COMMUNITY SUPPORT, PEOPLE AND FINANCING FOR TOURISM SUCCESS

Additional Insights Addressed or Enhanced:

- The availability of housing and a positive work/living environment are important for attracting and retaining good quality staff
- Local industry is generally collaborating well on tourism, however there could be some improvements
- With a perception of responsibility placed mainly on the City and Tourism Fernie these two organizations will have a large role to play in guiding and implementing this tourism plan. It will be important to make sure both organizations are resourced to be able to do this
- New/existing plans and funding programs can be better aligned for success
- Land Use – Increasing competition for land or ownership putting pressure on land-based tourism policies and businesses
- The private land of Island Lake Lodge, shared access, and trail amenities are critical assets for existing and new tourism experiences
- Tourism organizations and businesses should take pride in support for tourism and continue to express gratitude to those supporters
- Maintaining the current strong local support for tourism will be important for the continued success of tourism and the visitor experience

Other related insights under Focus Area 1 & 2.

STRATEGIC DIRECTIONS	DEFINE ORGANIZATIONAL ROLES AND MAKE COLLABORATION A CENTRAL TENANT YEAR-ROUND	INCREASE COMMUNITY SUPPORT FOR TOURISM AND CREATE MORE AMBASSADORS	ENSURE THERE IS AN ADEQUATE NUMBER OF QUALITY STAFF	SUSTAIN FINANCIAL RESOURCES FOR TOURISM	ENSURE LAND USE AND DEVELOPMENT POLICIES MAINTAIN AND GROW ACCESS TO NATURAL ATTRACTIONS AND RECREATIONAL AMENITIES	NURTURE A WORKING RELATIONSHIP WITH THE KTUNAXA
ACTION ITEMS PRIORITIZED (lead org) Note: all action items are to be implemented in collaboration with stakeholders. The noted 'lead org' has been initially identified as the organization to start/lead the effort for the identified action item.	C Formulate partnership agreements identifying roles & understanding how & when partners can work together (TF/COF/FCC)	C Develop regular communication strategy for tourism benefits, building on efforts happening around tourism week (TF)	C Work with local businesses to develop and execute a staff recruitment and retention effort (FCC)	C Complete the process to increase local MRDT Hotel Tax to 3% (TF)	C Work with the TIABC and provincial government to ensure logging regulations on private land reflect the value of tourism (TF)	C Continue to build relationships of trust, respect and understanding between Ktunaxa and tourism partners (TF)
	C Develop MOUs between organizations that need to execute specific action areas of TMP (TF/COF/FCC)	M Update the Value of Tourism data every 2 years to help community understand the value of tourism (TF)	C Explore & develop public/private partnership to build housing inventory (FCC)	C Implement an accommodation data program to support sector growth which supports renewal of MRDT every 5 years (TF)	S Consider OCP and zoning tools at all times to protect access to nature and recreation (COF)	S Ensure opportunities for Ktunaxa to lead their content in the appropriate marketing pieces (TF)

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STRATEGIC DIRECTIONS	DEFINE ORGANIZATIONAL ROLES AND MAKE COLLABORATION A CENTRAL TENANT YEAR-ROUND	INCREASE COMMUNITY SUPPORT FOR TOURISM AND CREATE MORE AMBASSADORS	ENSURE THERE IS AN ADEQUATE NUMBER OF QUALITY STAFF	SUSTAIN FINANCIAL RESOURCES FOR TOURISM	ENSURE LAND USE AND DEVELOPMENT POLICIES MAINTAIN AND GROW ACCESS TO NATURAL ATTRACTIONS AND RECREATIONAL AMENITIES	NURTURE A WORKING RELATIONSHIP WITH THE KTUNAXA
ACTION ITEMS PRIORITIZED (lead org) Note: all action items are to be implemented in collaboration with stakeholders. The noted 'lead org' has been initially identified as the organization to start/lead the effort for the identified action item.	M More events for businesses to learn, network, plan, develop and partner to provide better/new visitor experiences (FCC)		L Explore the feasibility of a partnership to better understand the shuttle service opportunities to bedroom communities such as Sparwood/ Hosmer/Elko for workers specifically (FCC & COF)	M Identify and implement the best initiatives to improve support for businesses to invest & become more sustainable (existing and new) through collaborative efforts, incentives, regulatory and taxation	L Proactive and collaborative plan for future land use surrounding Fernie, in the context of tourism and future OCP updates - ie old transfer station, town trails and parks, etc (COF)	
	M Increase tourism representation on COF Leisure Services Committee (TF & FCC)			M Identify a sustainable funding model for maintaining and improving trails (FTA)	L Increase public or local ownership of trail lands to help ensure long-term access to these tourism amenities. Develop trails on land that allows for long-term support and protection. (FTA)	
					L Improvements to river access, signage, put-ins/ take-outs (ERA/TF/River Ops)	

FOCUS AREA 4 - SUSTAINABLE MANAGEMENT

GOAL - MANAGE LOCATIONS WHERE VISITATION IS IMPACTING THE SENSE OF COMMUNITY OR NATURAL ENVIRONMENT AND SUPPORT THE RESILIENCY OF THE INDUSTRY

Additional Insights Addressed or Enhanced:

- Reducing our own tourism carbon footprint
- Adaptation – new infrastructure, demand for different activities (water based), new climate insulated activities, longer summer seasons, shorter winter focus
- Supporting visitors to integrate with and respect the local community through targeted marketing and communications could help to improve the interactions between particular visitors and residents

Other related insights under Focus Area 1, 2 & 3.

STRATEGIC DIRECTIONS	MANAGE TOURISM-RELATED CAPACITY IMPACTS ON COMMUNITY, ENVIRONMENT AND VISITOR EXP. IMPORTANT TO TOURISM	MITIGATE NON-TOURISM INDUSTRY IMPACTS ON ENVIRONMENT AND VISITOR EXPERIENCE IMPORTANT TO TOURISM	IMPROVE GETTING TO & AROUND FERNIE (VISITORS & LOCALS)	BUILD A MORE RESILIENT INDUSTRY IN TIMES OF EMERGENCIES AND ADAPTATION	FOSTER GREATER CARE AND APPRECIATION OF FERNIE – HAVING VISITORS BECOME CONTRIBUTORS AND AMBASSADORS
	Due to the significant collaboration required for these areas, Tourism Fernie will initially help facilitate the below actions with multiple stakeholders (ie RDEK, COF, ERA, FTA, Operators, TECK etc.) and identify partner groups for implementation.				
ACTION ITEMS PRIORITIZED (lead org) Note: all action items are to be implemented in collaboration with stakeholders. The noted 'lead org' has been initially identified as the organization to start/lead the effort for the identified action item	C Establish a working group and/or sub-groups to identify natural areas that are being negatively impacted (flora/ fauna/ user-experience) by visitor and recreational usage and determine next steps and recommendations	C Conduct research to determine current industry impacts affecting tourism and the current processes that may be addressing these issues. Develop recommendations and next steps	C Continue work on the trail between Fernie and Fernie Alpine Resort (COF & FTA)	S Education on emergency preparedness (COF)	C Create education and messaging for responsible travel to share with visitors (TF)
	S Work with stakeholders to lobby and partner with government on addressing and mitigating the impact	S Work with stakeholders to lobby and partner with government and industry on mitigating these impacts	S Improve on parking signage to improve enhance visitor awareness of where to park and launch a strategy for addressing peak times (COF)	S Improved local visitor and tourism industry communications about closures, emergencies (TF & FCC)	S Develop a Visitor Ambassador Strategy and action plan (FCC)

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STRATEGIC DIRECTIONS	MANAGE TOURISM-RELATED CAPACITY IMPACTS ON COMMUNITY, ENVIRONMENT AND VISITOR EXP. IMPORTANT TO TOURISM	MITIGATE NON-TOURISM INDUSTRY IMPACTS ON ENVIRONMENT AND VISITOR EXPERIENCE IMPORTANT TO TOURISM	IMPROVE GETTING TO & AROUND FERNIE (VISITORS & LOCALS)	BUILD A MORE RESILIENT INDUSTRY IN TIMES OF EMERGENCIES AND ADAPTATION	FOSTER GREATER CARE AND APPRECIATION OF FERNIE – HAVING VISITORS BECOME CONTRIBUTORS AND AMBASSADORS
ACTION ITEMS PRIORITIZED (lead org) Note: all action items are to be implemented in collaboration with stakeholders. The noted 'lead org' has been initially identified as the organization to start/lead the effort for the identified action item	S Reduce / halt promotion of sensitive or 'non-ready' natural areas that are currently experiencing over-usage strategy, etc)	M Conduct research and identify traffic (local and highway) pinch points that need to be mitigated and determine next steps	M Explore opportunities to increase shuttle service and funding from YXC and YYC (RCR & TF)		M Research opportunity and requirements to make Fernie a 'green' or 'sustainable' tourism certified destination (TF)
	S Identify, and seek resources for, infrastructure, maintenance and amenity needs in and along key areas. (Community staging and gathering areas, River access, trails, Heiko's trail, Silver Springs, Fairy Creek Falls, appropriate signage and enforcement strategy, etc)	S Work with stakeholders to improve dialogue with government, private landowners and industry about the value of tourism and collaboration for mitigation	S Advocate with regional and provincial stakeholders the importance of new and improved regional, provincial and national transportation (TF)		M Develop an approach to embrace and promote visitors who share Fernie values with respect to sustainability and authenticity (FCC)
	M Review the Southern Rocky Mountain Management Plan with respect to adherence by businesses and people. Increase awareness of related Plan outcomes	L Increase conservation offices/officers for the area – more education, more enforcement	M Identify and prioritize visitor gathering areas and walking routes for improved year-round maintenance and snow removal (COF)		

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STRATEGIC DIRECTIONS ACTION ITEMS PRIORITIZED (lead org) Note: all action items are to be implemented in collaboration with stakeholders. The noted 'lead org' has been initially identified as the organization to start/lead the effort for the identified action item	MANAGE TOURISM-RELATED CAPACITY IMPACTS ON COMMUNITY, ENVIRONMENT AND VISITOR EXP. IMPORTANT TO TOURISM	MITIGATE NON-TOURISM INDUSTRY IMPACTS ON ENVIRONMENT AND VISITOR EXPERIENCE IMPORTANT TO TOURISM	IMPROVE GETTING TO & AROUND FERNIE (VISITORS & LOCALS)	BUILD A MORE RESILIENT INDUSTRY IN TIMES OF EMERGENCIES AND ADAPTATION	FOSTER GREATER CARE AND APPRECIATION OF FERNIE – HAVING VISITORS BECOME CONTRIBUTORS AND AMBASSADORS
	M Identify indicators that can determine capacity concerns and impacts	M Protect the ammonite. Work with government and industry on a stewardship plan	M Continue to improve a sustainable local shuttle service between town and the resort (FAR & TF)		
	L Gain resources for more and improved trail maintenance, including winter grooming		M Build new and enhance existing walking trails within town for improved connectivity, experiences (COF)		
	L Identify options and seek resources to distribute users sustainably and effectively to reduce high impact areas		L Improve bike access, parking, routes and positive communications to foster and grow Fernie as a bike-friendly community (COF)		
	L Improve and support connectivity and information and interpretive signage of local trail systems, and town with key attractions. (ie Pathway 2020, Great Northern Trail/town loop)				

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- [Resolutions Submission Timeline](#)
- [Radium Accommodations](#)
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AGM & Convention

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Request for Decision

File No: Ihh 526 001

Date February 3, 2020
Author Shawn Tomlin, CAO
Subject AKBLG Convention and Annual General Meeting Sponsorship

REQUEST

Request from the Association of Kootenay and Boundary Local Governments (AKBLG) Convention and Annual General Meeting to join them again as a sponsor of this year's Convention which will be held in Radium Hot Springs from April 24 – 26, 2020.

OPTIONS

- | | |
|----|---|
| 1. | THAT sponsorship in the amount of \$4,000 for the 2020 Association of Kootenay and Boundary Local Governments Annual Conference be approved for payment from Electoral Area Administration. |
| 2. | THAT sponsorship in the amount of \$_____ for the 2020 Association of Kootenay and Boundary Local Governments Annual Conference be approved for payment from Electoral Area Administration. |
| 3. | THAT no sponsorship be provided for the 2020 Association of Kootenay and Boundary Local Governments Annual Conference. |

RECOMMENDATION

Option 1

BACKGROUND/ANALYSIS

Five levels of Convention sponsorship are offered:

- Diamond Level Sponsorship \$8,000+ (includes 4 delegates)
- Platinum Level Sponsorship \$6,000+ (includes 3 delegates)
- Gold Level Sponsorship \$4,000+ (includes 2 delegates)
- Silver Level Sponsorship \$2,000+ (includes 1 delegate)
- Trade Show Only \$500

Previous Board Action

Past sponsorship of AKBLG conventions has been as follows:

2019 - \$4,000 – Castlegar
2018 - \$4,000 – Fernie
2017 - \$3,000 – Rossland
2016 - \$4,000 – Kimberley
2015 - \$2,000 – Nakusp

Attachments



c/o 4979 Falcon Drive, Fairmont Hot Springs, BC VoB 1L1

Cell: 250-688-0650 | Email: ed@akblg.ca

January 2020

RDEK Board
c/o Shawn Tomlin
Email: stomlin@rdek.bc.ca

As a committed sponsor of the Association of Kootenay & Boundary Local Governments (AKBLG) Convention and Annual General Meeting, the 2020 AKBLG Organizing Committee would like to invite RDEK to join us again as a sponsor of this year's Convention. Local Government Elected officials and Senior Staff from the East and Central Kootenays, and the Kootenay Boundary will gather in Radium Hot Springs, B.C. **April 24 – 26th, 2020.**

This year's theme is: **2020 Vision: Embrace the Past to Build the Future**

Approximately 175 delegates will be attending convention education sessions. A snapshot of some of the highlighted programming topics include: UNDRIP (United Nations Declaration on the Rights of Indigenous Peoples), Climate Change, Municipal Funding, Technology outlook beyond 5 years, Transit in rural communities, a Debate on carbon tax and a debate on whether or not Local Governments should be actively looking at replacing their fleets with electric vehicles.

The organizing committee's goal is to provide delegates and attendee's essential information they can use to move their communities forward in planning for the future.

We sincerely hope you will be able to join us again as a sponsor. This is a great opportunity to come and network with local government elected officials. Please complete the attached form and forward to our Executive Director, Carolyn Maher, at ed@akblg.ca or call 250 688-0650.

Sincerely,

Roly Russell
President AKBLG

Clara Reinhardt
Mayor of the Village of Radium Hot Springs

April 24 – 26, 2020, Village of Radium Hot Springs, BC
2020 Vision: Embrace the Past to Build the Future

SPONSORSHIP FORM

- ☐ Yes! Our organization is pleased to be a sponsor of the 2020 AKBLG Convention.
- ☐ Thank you for your invitation but we are unable to be a sponsor this year.

ORGANIZATION INFORMATION

Organization Name				
Sponsorship Level	<input type="checkbox"/> Diamond	\$8,000+	<input type="checkbox"/> Silver	\$2,000+
	<input type="checkbox"/> Platinum	\$6,000+	<input type="checkbox"/> Bronze	\$1,000+
	<input type="checkbox"/> Gold	\$4,000+		
Key Contact Name				
Contact email				
Contact phone				
Mailing Address				
Logo Recognition	Send us your logo to ensure you receive maximum recognition! <input type="checkbox"/> High quality vector (.eps or .svg or .png) logo has been emailed to jay@3birds.ca			

PAYMENT

Sponsorship Amount	\$
Trade Show Booth (Silver, Bronze add \$800 if you'd like a booth)	\$
Total Due	\$

Make cheques payable to AKBLG. Mailed to 4979 Falcon Drive, Fairmont Hot Springs, BC V0B 1L1

- ☐ Payment to follow ☐ Please invoice us

Return completed form to ed@akblg.ca

SPONSORSHIP Contact: Carolyn Maher, AKBLG Executive Director ed@akblg.ca / 250-688-0650

TRADE SHOW Information: Andrea Tubbs, Convention Coordinator at conventioncoord@akblg.ca / 250 688-0189

DETAILED INFORMATION ON SPONSORSHIP PACKAGES

DIAMOND LEVEL SPONSORSHIP	\$8,000 +
✓ Complimentary Sponsor Delegate registration for 4 delegates. Includes all meals, opening reception, banquet, plenary presentations and workshop sessions.	
✓ Complimentary 8' trade show space in a premium location.	
✓ Exhibitors bring their own table coverings, table skirts, lighting and electrical cords.	
✓ Wall outlets in the tradeshow area are all 120 volts. Long electrical cords may be required.	
✓ Official sponsor of two Diamond Level events or specific presentations as negotiated with the Convention team. Sponsor will receive verbal and/or banner recognition. Sponsor to supply banner.	
✓ Speaking opportunity at your sponsored event (3-5 minutes) upon negotiation with the Convention team.	
✓ Opportunity to place promotional items at the Convention registration desk.	
✓ Opportunity to provide promotional items in the delegate welcome package if promotional item is received by March 27 th .	
✓ Opportunity to provide branded or other items as prizes for special events.	
✓ Logo recognition as a Diamond Sponsor on the Convention webpage and program if logo is received before March 2 nd .	
✓ Logo recognition on sponsor slide show if logo is received before March 2 nd .	

PLATINUM LEVEL SPONSORSHIP	\$6,000 +
✓ Complimentary Sponsor Delegate registration for three delegates. Includes all meals, opening reception, Convention banquet, plenary presentations and workshop sessions.	
✓ Complimentary 8' trade show space in a premium location.	
✓ Exhibitors bring their own table coverings, table skirts, lighting and electrical cords.	
✓ Wall outlets in the tradeshow area are all 120 volts. Long electrical cords may be required.	
✓ Official sponsor of one Platinum Level event or specific presentation as negotiated with the Convention team. Sponsor will receive verbal and/or banner recognition. Sponsor to supply banner.	
✓ Speaking opportunity at your sponsored event (3-5 minutes) upon negotiation with the Convention team.	
✓ Opportunity to place print or promotional items at the Convention registration desk.	
✓ Opportunity to provide promotional items in the delegate welcome package if promotional item is received by March 27 th .	

✓	Opportunity to provide branded or other items as prizes for special events.
✓	Logo recognition as a Platinum Sponsor on the Convention webpage and program if logo is received before March 2 nd .
✓	Logo recognition on sponsor slide show if logo is received before March 2 nd .

GOLD LEVEL SPONSORSHIP	\$4,000 +
✓	Complimentary Sponsor Delegate registration for two delegates. Includes all meals, opening reception, Convention banquet, plenary presentations and workshop sessions.
✓	Complimentary 8' trade show space in a central location.
✓	Exhibitors bring their own table coverings, table skirts, lighting and electrical cords.
✓	Wall outlets in the tradeshow area are all 120 volts. Long electrical cords may be required.
✓	Official sponsor of one Gold Level event or specific presentation as negotiated with the Convention team. Sponsor will receive verbal and/or banner recognition. Sponsor to supply banner.
✓	Speaking opportunity at your sponsored event (2-3 minutes) upon negotiation with the Convention team.
✓	Opportunity to place one print or promotional item at the Convention registration desk.
✓	Opportunity to provide branded or other items as prizes for special events.
✓	Logo recognition as a Gold Sponsor on the Convention webpage and program if logo is received before March 2 nd .
✓	Logo recognition on sponsor slide show if logo is received before March 2 nd .

SILVER LEVEL SPONSORSHIP	\$2,000 +
✓	Complimentary full Sponsor Delegate registration for one delegate. Includes all meals, opening reception, Convention banquet, plenary presentations and workshop sessions.
✓	Opportunity to purchase a 6' trade show space for an additional price of \$800. Must be purchased by Feb 12 th to guarantee a booth. Size and location will vary due to limited space.
✓	Exhibitors bring their own table coverings, table skirts, lighting and electrical cords.
✓	Wall outlets in the tradeshow area are all 120 volts. Long electrical cords may be required.
✓	Official sponsor of one Silver Level event or service as negotiated with the Convention team. Sponsor will receive verbal and/or banner recognition. Sponsor to supply banner.
✓	Opportunity to place one print or promotional item at the Convention registration desk.
✓	Opportunity to provide branded or other items as prizes for special events.
✓	Logo recognition as a Silver Sponsor on the Convention webpage and program if logo is received before March 2 nd .
✓	Logo recognition on sponsor slide show if logo is received before March 2 nd .

BRONZE LEVEL SPONSORSHIP	\$1,000 +
✓ Complimentary partial Sponsor Delegate registration for one delegate. Includes breakfasts & lunches, plenary presentations. Does not include Banquet or Welcome Reception. Tickets may be available for purchase during Convention based on availability.	
✓ Opportunity to purchase a 6' trade show space for an additional price of \$800. Must be purchased by Feb 12 th to guarantee a booth. Size and location will vary due to limited space.	
✓ Exhibitors bring their own table coverings, table skirts, lighting and electrical cords.	
✓ Wall outlets in the tradeshow area are all 120 volts. Long electrical cords may be required.	
✓ Opportunity to provide branded or other items as prizes for special events.	
✓ Logo recognition as Bronze Sponsor on the Convention webpage and program if logo is received before March 2 nd .	
✓ Logo recognition on sponsor slide show if logo is received before March 2 nd .	

Note:

Branded print or promotional items must be received by the Convention Coordinator by March 27th, 2020. Items should be shipped and tracked through Canada Post.

AKBLG Convention Coordinator
Andrea Tubbs
Box 41 Edgewater, BC V0A 1E0
Cell: 250 688-0189

Delegate Registration:

All Convention Sponsor attendees with complimentary passes are required to be identified by registering online under the category **Sponsor Delegate**. The online registration system will have a menu box of registration categories. Please choose: “*Sponsor Delegate*”.

Sponsor registration will be open online March 4th – April 2nd at www.akblg.ca

Date January 23, 2020
Author Tina Hlushak, Deputy Corporate Officer
Subject Discretionary Grants-in-Aid - February

REQUEST

To consider Discretionary Grant-in-Aid applications.

OPTIONS

1. THAT the following Discretionary Grants-in-Aid be approved:

Fernie Chamber of Commerce – Fernie Griz Days 2020

- A - \$3,000

City of Cranbrook – Public Skate and Swim

- C - \$832.50

Columbia Valley Arts Council – Kitchen Fire Suppression System Installation

- F - \$2,000
- G - \$500

2. THAT the following Discretionary Grants-in-Aid be denied:

- Michel Natal Sparwood Heritage Society – Sparwood Museum Improvements

RECOMMENDATION

Options 1 & 2

BACKGROUND/ANALYSIS

Discretionary Grant-in-Aid applications are reviewed to ensure they meet the criteria established by Board. Eligible applications are reviewed by the respective Electoral Area Advisory Commissions (EAAC). The EAACs make a recommendation to the Electoral Area Director who makes a recommendation to the Board. Options 1 and 2 represent the Electoral Area Directors' recommendations for the attached Discretionary Grant-in-Aid applications.

Attachments

Discretionary Grants-in-Aid Application Form

Section A – Applicant/Organization Information

1. Registered Non-Profit Organization No.: 3662

2. Project Title: Fernie Griz Days 2020

3. Applicant/Organization. Must be an eligible applicant.

a) Legal Name of Organization: Fernie Chamber of Commerce

b) Mailing Address: 102 Commerce Road

c) City: Fernie

d) Postal Code: V0B1M5

e) Main Contact for Application: Brad Parsell - Executive Director

f) Telephone #: 250 423 6868

g) Email: brad@fernienchamber.com

4. Sponsored Organization. Only complete if applicable.

a) Legal Name of Organization:

b) Mailing Address:

c) City:

d) Postal Code:

e) Main Contact for Application:

f) Telephone #:

g) Email:

Section B – Grant Request

1. Enter the grant amount you are requesting from each electoral area.

Electoral Area A	\$ 4000
------------------	---------

Electoral Area E \$ _____

Electoral Area B \$ _____

Electoral Area F \$ _____

Electoral Area C \$ _____

Electoral Area G \$ _____

Total Funding Request: \$ 4000

Electoral Area Descriptions:

Area A: rural Elk Valley

Area B: South Country

Area C: rural Cranbrook

Area E: rural Kimberley, Wasa, Ta Ta Creek, Skookumchuck

Area F: rural Canal Flats to rural Invermere

Area G: Wilmer to Spillimacheen

Office Use Only

EAAC Recommendations				Board Resolution	
A	3,000	E		Board Date:	
B		F		Resolution No:	
C		G		Approved/Denied (\$):	
Total EAAC Recommendation: \$ 3,000				Funding changes at Board from EAAC recommendation:	

Personal information requested on this funding application is collected under the authority of section 26 of the *Freedom of Information and Protection of Privacy Act* (FOIPPA) and will be used by the Regional District of East Kootenay (RDEK) for evaluation of this application and administration purposes only. Disclosure of personal information by the RDEK is subject to the requirements of FOIPPA. For questions about the collection, use or disclosure of your personal information by the RDEK, contact the RDEK Corporate Officer at 19-24 Avenue South, Cranbrook, BC, V1C 3H8. 250-489-2791.

2. Purpose of Grant.

Provide a clear description of the nature of the project and how the grant will be used.

This sponsorship request is to help support the 43rd Griz Days Festival in Fernie. The festival has been very much appreciative of RDEK's support in the past. The money we requesting will be put towards the entertainment component of the festival which includes things like a fireworks display, parade, live music among other offerings. We are hoping to expand the entertainment this year to include ice sculptures and roaming street performers. The event in 2020 is themed as "The Spirit of Griz Days" and will be honoring Fernie's heritage and the love for the mountains that surround us. The dates for the 2020 festival are March 6-8, 2020.

3. Areas Benefitting.

List the specific areas that will benefit from the grant.

Fernie, Sparwood, Elkford, Regional District Area A, Cranbrook

4. Benefits.

Describe how the project will benefit the areas listed in section 3, including the residents of those areas, and how the project meets local needs.

At the heart of Griz Days is community spirit and fundraising for local charities and organizations. This event brings people from Fernie and area, along with nearby towns and communities, as well as a strong tourism component. The festival is an economic driver for the community - drawing people to downtown and our ski resort, and providing local businesses exposure through sponsorship and advertising opportunities. In 2019 the Griz Days festival raised well over \$6,000 for local charities.

Section C – Additional Information

To assist with the review of your grant request, it is recommended to include the following additional information to support your application:

- **Project Budget**
Provide a budget showing the total funding required and identify which budget items would be funded by the grant.
- **Funds Received from Other Sources**
Outline what efforts have been made to obtain additional funding and the amount of funding that has been secured.
- **Project Partners and Resources**
Identify any partners or resources which will be assisting you during this project.

Additional Information Attached: Y ☒ or N ☐

Up to six single-side pages or three double-side pages of additional information, including a cover, letter, may be attached to the application form.

Proposals may be submitted by hand delivery, mail, facsimile, or email to:

Attention: Corporate Services
Regional District of East Kootenay
19 – 24 Avenue South, Cranbrook BC V1C 3H8

Facsimile: 250-489-3498

Email: info@rdek.bc.ca



December 18, 2019

To the Directors and Staff of RDEK,

Please see attached the Fernie Chamber of Commerce's discretionary grant application for the 2020 Griz Days winter festival. The Fernie Chamber has been very appreciative of the support that the RDEK has provided to this festival in previous years. The dates of the 43rd annual Griz Days festival are March 6-8, 2020.

The grant money that we are asking from the RDEK will be used towards the entertainment portion of the event. Each year the Griz Days festival includes a parade down 2nd Avenue in downtown Fernie, a lumberjack show, fireworks, live music, a beer garden, and the Extreme Griz competition – among other favourites both in town and at Fernie Alpine Resort. This year we are hoping to expand the entertainment offered with a live ice sculpture crew and street performers.

As per the attached budget, the major source of revenue for the festival is derived from corporate sponsorship from the Elk Valley's business community. This is complimented by our partnership with the City of Fernie and a grant from the Resort Municipality Initiative (RMI). I have also attached the final report for Griz Days 2019 for your reference.

We sincerely thank you for considering our request and look forward to another successful Griz Days winter festival in Fernie in 2020.

Kind regards,

Brad Parsell

Executive Director

2020 Griz Days Festival Budget

<u>Revenue</u>	<u>43rd Griz Days 2020 Budget</u>	<u>42nd Griz Days 2019 Actual</u>	<u>41st Griz Days 2018 Actual</u>	<u>40th Griz Days 2017 Actual</u>	<u>39th Griz Days 2016 Actual</u>
City of Fernie Partnership	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Grant Funding	\$5,000	\$5,000	\$3,959	\$25,000	\$5,000
Corporate Sponsorship	\$25,000	\$27,179	\$18,981	\$19,318	\$26,608
Griz Pin Sales	\$10,500	\$10,232	\$11,763	\$9,744	\$10,114
Beer Garden (net)	\$1,000	\$954	\$1,133	\$1,175	\$844
Griz Days Magazine (net)	\$1,340	\$1,205	\$1,504	\$2,321	\$1,714
Pub Crawl (net)	\$750	\$460	\$501	\$309	\$138
Extreme Griz Registration	\$200	\$200	\$140	\$160	\$120
Total Revenue	\$53,790	\$55,230	\$47,981	\$68,027	\$54,538
<u>Expenses</u>					
Marketing	\$5,850	\$4,156	\$4,793	\$3,872	\$4,497
Operations	\$29,100	\$29,431	\$23,512	\$31,199	\$28,844
Prizes and Donations	\$5,200	\$5,368	\$6,552	\$5,100	\$5,100
Entertainment and Activities	\$13,150	\$11,768	\$11,102	\$27,075	\$15,920
Total Expenses	\$53,300	\$50,723	\$45,959	\$67,246	\$54,361
Net Profit (Loss)	\$490	\$4,508	\$2,022	\$781	\$177

Discretionary Grants-in-Aid Application Form

Section A – Applicant/Organization Information	
1. Registered Non-Profit Organization No.: n/a (municipality)	
2. Project Title: Public Skate and Swim	
3. Applicant/Organization. Must be an eligible applicant.	
<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <p>a) Legal Name of Organization: City of Cranbrook</p> <p>b) Mailing Address: 40 10th Ave S.</p> <p>c) City: Cranbrook</p> <p>e) Main Contact for Application: Jodine Toorenburgh</p> <p>f) Telephone #: 250-489-0270</p> </div> <div style="width: 48%;"> <p>d) Postal Code: V1C 2M8</p> <p>g) Email: toorenburgh@cranbrook.ca</p> </div> </div>	
4. Sponsored Organization. Only complete if applicable.	
<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <p>a) Legal Name of Organization:</p> <p>b) Mailing Address:</p> <p>c) City:</p> <p>e) Main Contact for Application:</p> <p>f) Telephone #:</p> </div> <div style="width: 48%;"> <p>d) Postal Code:</p> <p>g) Email:</p> </div> </div>	

Section B – Grant Request	
1. Enter the grant amount you are requesting from each electoral area.	
Electoral Area A \$ _____	Electoral Area E \$ _____
Electoral Area B \$ _____	Electoral Area F \$ _____
Electoral Area C \$ <u>832.50</u>	Electoral Area G \$ _____
Total Funding Request: \$ <u>832.50</u>	
Electoral Area Descriptions: Area A: rural Elk Valley Area B: South Country Area C: rural Cranbrook, Moyie, Fort Steele, Bull River, Wardner	Area E: rural Kimberley, Wasa, Ta Ta Creek, Skookumchuck Area F: rural Canal Flats to rural Invermere Area G: Wilmer to Spillimacheen

Office Use Only			
EAAC Recommendations		Board Resolution	
A	E	Board Date:	
B	F	Resolution No:	
C	G	Approved/Denied (\$):	
Total EAAC Recommendation: \$832.50		Funding changes at Board from EAAC recommendation:	

Personal information requested on this funding application is collected under the authority of section 26 of the *Freedom of Information and Protection of Privacy Act* (FOIPPA) and will be used by the Regional District of East Kootenay (RDEK) for evaluation of this application and administration purposes only. Disclosure of personal information by the RDEK is subject to the requirements of FOIPPA. For questions about the collection, use or disclosure of your personal information by the RDEK, contact the RDEK Corporate Officer at 19-24 Avenue South, Cranbrook, BC, V1C 3H8, 250-489-2791.

2. Purpose of Grant.

Provide a clear description of the nature of the project and how the grant will be used.

Public Skate and Swim

A public swim and skate from 1-4pm at a date TBD in 2020. These activities will take place at Western Financial Place, which will make it easy for participants to take part in both activities. Rather than having planned activities it is open for participants to do what they liked. This creates a relaxed atmosphere that people really seemed to enjoy at past events. During past swim events we have had on average 300 swimmers (capped at 175 at a time) and 100 Skaters.

3. Areas Benefitting.

List the specific areas that will benefit from the grant.

The grant will benefit people living in Cranbrook and surrounding RDEK Electoral areas. The event is open to everyone so this grant will also benefit people visiting from elsewhere.

4. Benefits.

Describe how the project will benefit the areas listed in section 3, including the residents of those areas, and how the project meets local needs.

The grant allows us to provide people a fun and healthy activity that encourages physical fitness and spending quality time together. Being able to do this at no charge allows people with lower income to take part. Without the grant there will be a charge for participants or if the event takes place on a statutory holiday our facilities would be closed and we would be unable to hold the event.

Section C – Additional Information

To assist with the review of your grant request, it is recommended to include the following additional information to support your application:

- **Project Budget**
Provide a budget showing the total funding required and identify which budget items would be funded by the grant.
- **Funds Received from Other Sources**
Outline what efforts have been made to obtain additional funding and the amount of funding that has been secured.
- **Project Partners and Resources**
Identify any partners or resources which will be assisting you during this project.

Additional Information Attached: Y ☒ or N ☐

Up to six single-side pages or three double-side pages of additional information, including a cover, letter, may be attached to the application form.

Proposals may be submitted by hand delivery, mail, facsimile, or email to:

Attention: Corporate Services
Regional District of East Kootenay
19 – 24 Avenue South, Cranbrook BC V1C 3H8

Facsimile: 250-489-3498

Email: info@rdek.bc.ca

Skate and Swim Event Budget Information

Funding:

In addition to Municipal funds we are hoping to receive funds for this event through the Kin Club of Cranbrook (\$472.50), and the RDEK DIGIA grant (\$832.50).

Expenses:

Facility fees, participant fees, staffing, refreshments

1 Front office staff – 4 hrs	\$172.20
2 skate monitors – 6 hr. total	\$129.15
Extra lifeguards – (6 total)	\$578.38
1 Arena technician – 4 hrs.	\$175.02
Refreshments (hot chocolate, cups)	\$100.00
Aquatic Centre – 3 hrs.	\$832.50
Arena, - 3 hrs.	<u>\$472.50</u>
Total expenses -	\$2459.75



DEC 13 2019

✓
AZ.

2. Purpose of Grant.

Provide a clear description of the nature of the project and how the grant will be used.

As the regional arts and culture hub, the Columbia Valley Arts Council (CV Arts) and its heritage building headquarters — the Pynelogs Cultural Centre & Art Gallery — services the entire Columbia Valley community from Canal Flats to Spillimacheen.

The Pynelogs commercial kitchen and accompanying cafe and patio space (currently occupied by Cafe Allium, which has an annual contract to rent the space six months of the year) give CV Arts the fantastic opportunity to engage in social enterprise and generate its own revenue to help fund its operations and programs.

A new Kitchen Fire Suppression System is needed to keep the Pynelogs commercial kitchen to code so that it can continue to be used and rented in order to keep generating revenue for CV Arts programs. As a result of a random fire safety inspection on April 4, 2019, CV Arts learned there was a requirement to install a fire suppression system above the commercial stove in the Pynelogs kitchen. CV Arts was given time to seek out the best system for the facility and find funding to get the job done. As per the Pynelogs lease agreement between the District of Invermere and CV Arts, it is CV Arts' responsibility to take care of any interior maintenance and the planning for preservation work when the need arises and funding is available.

The Kitchen Fire Suppression System project will involve the installation of an Amerex KP Kitchen Suppression system, a pre-engineered system that will be designed around the specific hazards in the Pynelogs building. Fires are more likely to occur in a restaurant than nearly any other kind of business. With continual exposure to high heat due to cooking equipment, fires can break out for a variety of reasons. A kitchen fire suppression system suppresses a fire quickly and efficiently. The cost of the project is \$4860. Once it's installed, CV Arts will report back to Invermere Fire Rescue and let the fire chief know that the work has been done and that we're now compliant with code.

In Fall 2019, CV Arts applied to the Columbia Valley Community Foundation for funding for this project and we were awarded our full request of \$1860. CV Arts is committing \$500 to the project and we are hopeful the Regional District of East Kootenay (RDEK) will cover the balance of \$2500 since in the past, RDEK has supported the Pynelogs kitchen with \$2,500 for a new stove, funds that were eventually returned when the decision was made to repair and re-wire the stove rather than purchase a new one.

3. Areas Benefitting.

List the specific areas that will benefit from the grant.

Benefiting from this grant are RDEK Electoral Areas F and G, and the entire Columbia Valley community at large, which includes the municipalities of Invermere, Radium Hot Springs and Canal Flats.

4. Benefits.

Describe how the project will benefit the areas listed in section 3, including the residents of those areas, and how the project meets local needs.

As the regional arts and culture hub, CV Arts has the mandate to serve the entire Upper Columbia Valley community from Canal Flats to Spillimacheen, which includes Areas F & G. We provide festivals, concerts, youth engagement, independant film series, workshops, and over 15 art exhibitions annually. Pynelogs is also used for many community events and gatherings. Everyone in the Columbia Valley benefits from CV Arts programming, residents and tourists alike. With the exception of the Invermere Music Festival, CV Arts programs operate at a loss. Funding to support these programs is amassed through regular grant applications, community donations, in-kind services and any revenue CV Arts generates through renting office and restaurant space. This project will benefit the Columbia Valley community and meet local needs in several ways. First and foremost, in the case of a fire, the Kitchen Fire Suppression System will extinguish it quickly, protecting the Columbia Valley's most cherished heritage building from fire. Secondly, the project is required to keep the Pynelogs commercial kitchen to code, so that it can continue to be used and rented, to keep generating revenue for CV Arts programs. Third, there is the added benefit to patrons and community members in general of having a picturesque lakeside restaurant in the historical Pynelogs building, which enhances local culture and acts as a great tourism draw in the summer months.

Section C – Additional Information

To assist with the review of your grant request, it is recommended to include the following additional information to support your application:

- **Project Budget**
Provide a budget showing the total funding required and identify which budget items would be funded by the grant.
- **Funds Received from Other Sources**
Outline what efforts have been made to obtain additional funding and the amount of funding that has been secured.
- **Project Partners and Resources**
Identify any partners or resources which will be assisting you during this project.

Additional Information Attached: Y ☒ or N ☐

Up to six single-side pages or three double-side pages of additional information, including a cover, letter, may be attached to the application form.

Proposals may be submitted by hand delivery, mail, facsimile, or email to:

Attention: Corporate Services
Regional District of East Kootenay
19 – 24 Avenue South, Cranbrook BC V1C 3H8

Facsimile: 250-489-3498

Email: info@rdek.bc.ca

Columbia Valley Arts Council

Kitchen Fire Suppression Project

PROJECT BUDGET

- ✓ Please see the last two pages of this PDF for project budget and quote.

FUNDS RECEIVED FROM OTHER SOURCES

The cost of installing the Kitchen Fire Suppression System presents a funding challenge because it's an infrastructure expense not directly related to arts and culture or heritage building preservation work, which are typical granting streams. It's for this reason we are requesting local support from the RDEK and the Columbia Valley Community Foundation to cover the cost of this necessary upgrade.

- ✓ Columbia Valley Community Foundation - \$1860 - CONFIRMED
- ✓ Columbia Valley Arts Council - \$500 CONFIRMED
- ✓ Regional District of East Kootenay Grant in Aid - \$2500 PENDING

PROJECT PARTNERS AND RESOURCES

Stonewall Fire & Safety provided the quote on the Kitchen Fire Suppression System. Stonewall is a Kimberley-based Fire Safety company that works primarily with commercial customers and servicing their Life Safety Systems. Their primary services include the monthly and annual servicing of Fire Extinguishers, Emergency Lighting systems, Pre-Engineered & Engineered Suppression systems, Fire Alarm and Sprinkler systems. Todd Greiner is the owner and operator of the company and has been more than generous with time consulting on this matter. (Please note there is no company local to the Invermere area that specializes in this work; Stonewall is the most local company otherwise we would be having to deal with one in Kelowna or Calgary.) Once funding is secured, Stonewall will install the fire suppression system.

CV Arts Executive Director Jami Scheffer will coordinate with Stonewall to have the fire suppression system installed. Jami has been managing the Pynelogs building and its overall operations since stepping into her role in 2005. Her knowledge of the Pynelogs building is unparalleled and it is thanks to her passion, dedication and attention to detail that this cultural and heritage asset continues to be held in the highest regard by the Columbia Valley community.

The Columbia Valley Community Foundation is supporting this project with \$1860. The CVCF has supported several infrastructure projects at Pynelogs in the past including the construction of a new reception desk (\$1,500) and moving the AV system from the kitchen (where it wasn't secure and was sustaining damage from the kitchen environment) to a custom-made cabinet in the main space (for this project CV Arts received \$1,200 from CVCF with the Columbia Basin Trust providing \$2,165 to cover the balance).

Columbia Valley Arts Council

KITCHEN FIRE SUPPRESSION SYSTEM BUDGET

REVENUE

Columbia Valley Community Foundation - CONFIRMED	1860
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Columbia Valley Arts Council - CONFIRMED	500
--	-----

RDEK grant in aid - PENDING	2500
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TOTAL REVENUE	4860
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EXPENSES

Stonewall Fire & Safety - QUOTE	4860
---------------------------------	------

TOTAL EXPENSES	4860
----------------	------

NET INCOME	0
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October 21, 2019

Pynelogs Art Gallery & Cultural Centre
Invermere, BC
250-428-2661

Dear Lisa Zavitz,

RE: Proposed Kitchen Suppression System

Thank you for allowing us the opportunity of quoting you for the above referenced project. We propose installation of an Amerex KP Kitchen Suppression which is **TESTED AND LISTED BY UNDERWRITERS LABORATORIES TO UL STANDARD 300** and **UNDERWRITERS LABORATORIES OF CANADA ULC/ORD 1254.6-1995**. This is a Pre-Engineered system that will be designed around the specific hazards that are in currently installed at the Pynelogs Building. Our quotation in the amount of **\$4860.00** (exclusive of GST) includes the following:

- Amerex KP375 Kit includes the Suppression system Cylinder and Control Head
- 3 x Heat Detector brackets with Fusible links
- 5 x Nozzles to protect the Appliances, Duct and Exhaust canopy Plenum
- All Stainless steel and black Schedule 40 pipe for the distribution piping system
- All hardware and Stainless-steel cable and corner pulleys for the heat detection line.
- Installation of a Manual pull station within a path of egress from the Kitchen
- ULC Listed liquid tight fittings and screws for all hood penetrations
- Labour by Manufacturer trained and certified Technicians to install the Kitchen Suppression System Components and commission the system.
- Travel expenses and Freight

General

1. All hidden piping will be done in Black Schedule 40 pipe and all exposed piping will be done in brushed Stainless-Steel Schedule 40 pipe and fittings.
2. Coordination with Electrical Contractor to arrange the integration of the Kitchen Suppression system Micro-switches in order to Shut-down all Electrical Appliances under the Exhaust Canopy upon Kitchen Suppression system activation will be arranged.
3. The Manual Pull station will be mounted minimum 10' from the Hazard area in a Path of Egress
4. 360-degree fusible links Heat detectors will be used over the Range and Flat top Griddle.
5. The system will be installed in accordance with the specifications outlined in the Manufacturer's **Design, Installation, Operation and Maintenance Manual NO. 20150**

Please note: As referred to above, the Electrical Appliances under the Exhaust canopy will be required to be shut-down and de-energized when the Suppression Control Head is activated. This will require an Electrician to install a disconnect that can be activated by the Micro-switch inside the Control Head. We are happy to work together with the Electrician of your choice to accomplish this.

In order for us to proceed with your order, we would appreciate your agreeing to the following terms:

- 50% of the total amount as an initial deposit
- 50% on completion of the proposed scope of the project.

We can expect delivery of the system components within approximately 1 week from the date we receive your initial deposit.

If you have any questions or require additional information, please do not hesitate to contact the undersigned. We look forward to working with you.

Sincerely,
Stonewall Fire & Safety

Todd Greiner – Principal



g) Email:

Area G: Wilmer to Spillimacheen

JAN 09 2020

2. Purpose of Grant.

Provide a clear description of the nature of the project and how the grant will be used.

The grant would be divided into 2 projects that when combined would mean huge improvements to the museum:

1) \$6,000.00 : 150 hours @ \$40.00 per hour

This is to hire a professional to search for and apply for grants for the museum. We do not have anyone in our volunteer pool that can assist with this.

2) \$6,000.00

This is to create new and more professional pictorial exhibits. Currently many of the wall presentations are simply pictures glued to poster board. With this money we can get twelve 4' x 8' professional story boards and one wall paper story board done by Julie Winters at Kootenay Signs. This would greatly enhance the look of the museum as well as help immensely with telling out story.

We especially want to dedicate one room to the story of modern mining. In this amount we have included \$800.00 for shelving and \$400.00 for paint.

3. Areas Benefitting.

List the specific areas that will benefit from the grant.

- Community and surrounding areas
- Businesses
- Tourism
- Schools
- Youth Groups

- Electoral Area A

4. Benefits.

Describe how the project will benefit the areas listed in section 3, including the residents of those areas, and how the project meets local needs.

- Sparwood desperately needs cultural facilities that enhance the lives of residents. The museum is such a place.
- Business: Purchasing paint supplies, signs and someone for grant.
- Tourism: Approximately 60,000 people stop to see the Titan every year. If we can upgrade the museum and get people in the door, perhaps we can make some difference with people's attitude toward the mining industry.
- Schools and youth groups have come to the museum but it is not user friendly for younger people. The new story boards would change that.

Section C – Additional Information

To assist with the review of your grant request, it is recommended to include the following additional information to support your application:

- **Project Budget**
Provide a budget showing the total funding required and identify which budget items would be funded by the grant.
- **Funds Received from Other Sources**
Outline what efforts have been made to obtain additional funding and the amount of funding that has been secured.
- **Project Partners and Resources**
Identify any partners or resources which will be assisting you during this project.

Additional Information Attached: Y ☒ or N ☐

Up to six single-side pages or three double-side pages of additional information, including a cover, letter, may be attached to the application form.

Proposals may be submitted by hand delivery, mail, facsimile, or email to:

Attention: Corporate Services
Regional District of East Kootenay
19 – 24 Avenue South, Cranbrook BC V1C 3H8

Facsimile: 250-489-3498

Email: info@rdek.bc.ca

Sparwood Museum
Box 1675
Sparwood, BC
VOB 2G0

GRANT BUDGET

Grant writer - \$40.00 per hour X 150 hours - \$6,000.00

Exhibits (Storyboards)	\$4,800.00
Paint & Supplies	\$ 400.00
Shelving	<u>\$ 800.00</u>
TOTAL	\$6,000.00

Grand Total: \$12,000

Request for Decision

File No: P 126 108

Date January 6, 2020
Author Kris Belanger, Planner
Subject Avery Road Public Access Management Plan

REQUEST

That the Avery Road Public Access Management Plan be adopted.

OPTIONS

1. THAT the Avery Road Public Access Management Plan be adopted.
2. THAT the Avery Road Public Access Management Plan be adopted with the following changes _____.

RECOMMENDATION

Option 1

BACKGROUND/ANALYSIS

The RDEK Regional Parks Plan calls for individual park management plans to be prepared for each park and trail.

The approximate cost and estimated timing of future improvements were developed in consideration of consultation with the community during the 2017 Kimberley Rural OCP process and direction from the Environmental Services Department.

The draft plan was reviewed by the St. Mary's Valley Residents Association.

SPECIFIC CONSIDERATIONS

Regional Park Plan

As per the RDEK Regional Parks Plan, separate management plans will be prepared for regional parks on an as needed basis.

Management plans should address such topics as land acquisition, site planning, facility development, recreation, user groups, access management, public safety, maintenance, control of invasive species, threat from wildfire, funding and partnership agreements.

Each management plan will be approved by the Environmental Services Manager and adopted by Board resolution.

Financial

The timeline of the possible improvements may change depending on future funding, human resource capacity and community involvement.

The improvements may require additional tax levies under the Electoral Area E Regional Park Service, community fundraising efforts, and community partnerships/agreements.

Potential Capital Improvements

<u>2019 - 2029</u>	<u>Estimated Cost</u>
Regulatory signage as required	300
<u>Possible Future Improvements</u>	
Kiosk and replacement signage	4,000
TOTAL	\$4,300

Attachment: Avery Road Public Access Management Plan



Avery Road Public Access Management Plan

February, 2020

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EXECUTIVE SUMMARY

The goal of the Avery Road Public Access Management Plan is to establish objectives and strategies for the long-term management of the Park for the next 15 to 20 years. It is intended to provide strategic direction and guidance for the Regional District, operators, maintenance contractors and stewards of the public access.

Much of the shoreline of St. Mary Lake is either inaccessible by vehicle or is private land. The primary function of Avery Road Public Access is to provide public access to St. Mary Lake for pedestrians and small watercraft.

With no picnic table or garbage facilities and only seasonal sanitary facilities, day use opportunities at the site are somewhat limited. Use of the site will be monitored, and improvements considered should the use of the site increase.

1 INTRODUCTION

1.1 Park Overview

A subdivision along the northwest side of St. Mary Lake resulted in the Ministry of Transportation and Infrastructure (MoTI) creating a Right of Way for public access to the shore of St. Mary Lake along Avery Road. In 2010 the RDEK signed an agreement with MoTI to operate, maintain and improve a 0.3 ha portion of the MoTI Right of Way from the end of Avery Road to the shore of St. Mary Lake. This area is now known as Avery Road Public Access.

Avery Road Public Access is located on the north shore of St. Mary Lake, approximately 18 km from the intersection of St. Mary Lake Road and Highway 95A in Kimberley, BC. Much of the north shore of St. Mary Lake is occupied by residential parcels.



FIGURE 1: LOCATION PLAN

1.2 Establishment of Regional Parks

1.2.1 Background

The provincial government granted the RDEK authority to establish a regional park function by Supplementary Letters Patent in 1966. The RDEK now operates regional parks and trails under the authority of the *Local Government Act*.

In the 1970's, the RDEK began development of its regional parks system after having acquired crown lands at Wycliffe and Tie Lake for park facilities. In 1975, a major study of potential regional park sites was undertaken by the RDEK but no formal park plan was adopted. In 1980, the Elk Valley Regional Park was included in the regional parks system.

In 1990, Extended Service (Regional Parks) Area Establishment Bylaw No. 933 was adopted. This bylaw converted the Regional Parks function to an Extended Service to enable the RDEK to recover annual operating and servicing costs of parks from taxes levied on properties within the Regional District.

In 2002, the RDEK added the Old Coach Greenway (Columbia Valley Regional Trail) to its services in order to address the absence of a regional park in the Columbia Valley subregion. In 2004, the RDEK adopted Electoral Area Regional Parks and Trails Service Area Establishment Bylaws and the Regional Park Plan to simplify the financing of parks and trails and to administer the expanding parks system.

Electoral Area E Regional Parks and Trails Service Establishment Bylaw No. 1751, 2004 established a service to provide regional parks and trails within Electoral Area E. The capital and operating costs of parks and trails are recovered by monies collected by property tax levied on property within the Electoral Area.

With the regulatory tools in place to administer an expanding park system, a Regional Parks Plan followed. The focus of the Regional Parks Plan is to provide policies to guide the expansion, administration and financing of the regional parks system.

In 2019, the Parks and Trails Regulation and Fee Bylaw No. 2833 was adopted and outlines regulations and fees related to the use and management of all parks within the RDEK.

1.2.2 Avery Road Public Access Planning Process

The RDEK operates regional parks and trails under the authority of the *Local Government Act*.

As per the RDEK Regional Parks Plan, separate management plans may be prepared for regional parks on an as required basis. Management plans should address topics such as land acquisition, site planning, facility development, recreation, user groups, access management, public safety, maintenance, control of invasive plants, threat from wildfire and funding and partnership agreements.

Each management plan will be approved by the Environmental Services Manager and adopted by Board resolution.

Consultation for this plan included the St. Mary Valley Residents Association and adjacent homeowners.

A review and update to the Kimberley Rural Official Community Plan was underway at the time of drafting this management plan. Feedback from the consultation related to that process for Avery Road Public Access and the use of St. Mary Lake was included as part of the creation of this plan.

1.3 Existing Infrastructure & Current Uses

1.3.1 Existing Infrastructure

Existing infrastructure and amenities at the Avery Road Public Access include:

- Gravel parking area
- Welcome/information sign
- No diving sign
- Norm Walter memorial bench and plaque
- Gravel trail to the lake suitable for pedestrians and portaging small watercraft
- Large rocks delineating edge of parking area from top of slope leading to the lake shore.
- Seasonal outhouse

1.3.2 Current Uses

Avery Road Public Access is a day use area meant to provide public access to St. Mary Lake. Small water craft can be portaged along a short gravel path from the parking area to the shore of the lake. With one bench and no picnic table, day use opportunities are limited. Swimming is possible but the beach is rocky and the water drops off quickly. St. Mary Lake and River can both be accessed from the public access and offer angling and boating opportunities.

2 CULTURAL HERITAGE OVERVIEW

The Ktunaxa have inhabited the general area for over 10,000 years. The natural landscape provided food, medicine, shelter and clothing for the first inhabitants as they followed seasonal vegetation and animal cycles throughout their territories.

Nearby Kimberley has a rich and storied history of mining. The area around St. Mary Lake and St. Mary Valley has a history deeply rooted in another of British Columbia's significant natural resources – Lumber.

From 1899 to 1900, John Breckenridge and Peter Lund constructed the 25 km NorthStar Line between Cranbrook and Kimberley to ship ore from the mines in Kimberley. Peter Lund was intrigued by the vast amounts of timber located along the St. Mary Valley and

elsewhere in the region and founded the Crow's Nest Pass Lumber Co. Logs from the St. Mary Valley were to be cut and floated down the St. Mary River to the Kootenay and then driven downstream to the saw and planer mill in Wardner. The 1907 *Lumberman and Contractor* described the St. Mary Valley as *"...one rolling ocean of the finest timber one can see uncut in this province east of the coast range. Over long distances trees stand as closely as the economy of nature permits timber to crowd and still thrive and attain its maximum growth"*.

Large diameter stumps with evidence of springboard logging can still be found in the forests surrounding St. Mary Lake and modern commercial logging still takes place. Logs are not the only natural resource that draw people up the St. Mary Valley today. The natural beauty of the Lake, River and surrounding peaks provide abundant recreational opportunities for all seasons.



3 RELATIONSHIP TO RDEK GUIDING DOCUMENTS

3.1 Regional Sustainability Strategy

The Regional Sustainability Strategy (RSS) provides the RDEK with a wide ranging, long term planning tool. It equips the region with a sustainability lens to guide and evaluate operations and decision-making. The RSS was adopted by the Board on October 3, 2014.

During the RSS public consultation process, it was evident that the environment is a primary concern for the region's residents. The protection of the natural environment is consistently ranked as one of the most important considerations when decisions are made about development and economic activities. The natural environment is also integral to both the quality of life of individuals for recreational purposes and the provision of economic opportunities for many businesses.

3.2 Regional Parks Plan

The purpose of the Regional Parks Plan is to determine the goals and objectives of the RDEK's regional park and trails system, to set criteria for additions to the regional parks and trail system, to establish policy for the RDEK's administration of park land or cash-in-lieu from a developer at time of subdivision, to initiate standards for the regulation, administration and operation of park and trail facilities and to identify existing park and trail services and their funding mechanism.

3.3 Kimberley Rural Official Community Plan Bylaw

The Kimberley Rural OCP was adopted in June 2017.

Avery Road Public Access is located in the St. Mary Valley subarea of the plan and is designated Open Space, Recreation and Trails, which supports the use of this land as a park. Continued operation of the Avery Road Access for recreational purposes and the implementation of this plan are supported by policies in the Kimberley Rural OCP.

3.4 Electoral Area E Zoning and Floodplain Management Bylaw

The Electoral Area E Zoning and Floodplain Management Bylaw is the regulatory tool used by the RDEK to establish development provisions for individual parcels of land. The zoning bylaw establishes permitted uses, development density and parcel size, and other development controls such as building setbacks, building height and parking.

Avery Road Public Access is zoned P-2, which supports the land being used as a park.

3.5 Parks and Trails Regulation and Fee Bylaw

Adopted in 2019, the Parks and Trails Regulation and Fee Bylaw outlines regulations and fees related to the use and management of all parks within the RDEK and acts as an enforcement tool if required.

4 ECOSYSTEM & HABITAT

4.1 Shoreline Management Guidelines

Shoreline Management Guidelines are used to inform policies and bylaws that have an impact on shorelines. Shoreline Management Guidelines for St. Mary Lake were completed in 2011 by the East Kootenay Integrated Lake Management Partnership and use a risk based approach to determine the risk a proposed activity would have on a specific segment of shoreline.

The segment of shoreline at Avery Road Public Access has a low habitat index rating. The Shoreline Management Guidelines outline that new development may be considered in low value habitat areas. Any proposed works which may have an impact on the shoreline should be assessed using the activity risk matrix in the Shoreline Management Guidelines for St. Mary Lake.

The Kimberley Rural OCP includes a St. Mary Lake Shoreline Development Permit Area; however, since the shoreline at Avery Road Access is identified as a low habitat index, it is not included in the development permit area.

4.2 Invasive Plants

Invasive plants are typically non-native plants that have been introduced to British Columbia without the insect predators and plant pathogens that help keep them in check in their native habitats. For this reason and because of their aggressive growth, non-native plants can be highly destructive, competitive and difficult to control.

The Ministry of Forests, Lands, Natural Resource Operations and Rural Development administers the *BC Weed Control Act*. As stated in the *Weed Control Act*, all land owners and occupiers in the Province of BC have a legal responsibility to control provincially and regionally listed invasive plants. The *Weed Control Act* is enforced within the East Kootenay through RDEK Bylaw No. 2711.

The RDEK will coordinate the management of invasive plants within Avery Road Public Access.

4.3 Wildlife

Avery Road Public Access provides access to St. Mary Lake, which is home to bull trout and cutthroat trout, both blue listed species. Blue listed species in BC include indigenous species and subspecies considered to be of special concern because of characteristics that make them particularly sensitive to human activities or natural events.

4.4 Natural Hazards

4.4.1 Alluvial Fans and Flooding

Avery Road Public Access is located in an alluvial fan as noted in Schedule B2, Argyll Creek Hazard Area, of the Electoral Area E Zoning and Floodplain Management Bylaw. Much of Avery Road Park is also located within 7.5 m of the ordinary high water mark of St. Mary Lake, meaning it is within the floodplain. Provincial Flood Hazard Mapping is used to identify hazard areas and primarily relates to establishing flood construction levels and floodplain setbacks for structures intended for dwelling purposes, business, or the storage of goods which are susceptible to damage by floodwater.

Although the current vision of the park and operational strategies do not include plans for structures used to store goods that could be damaged by floodwater, future infrastructure planning should take into account the potential effect of natural hazards on siting infrastructure.

4.4.2 Wildfire

Avery Road Park is identified as being in an area with high wildfire hazard rating. The RDEK will align vegetation maintenance procedures at the park with FireSmart principles. Due to the proximity of the park to residential properties and the high wildfire hazard ratings, installation of fire or cooking facilities are not supported.

5 PARK VISION

5.1 Goal

Provide public lake access for pedestrians and small watercraft that enhances visitor experience and provides opportunity for outdoor, water-based recreation.

5.2 Key Management Issues

The St. Mary Valley Residents Association and property owners adjacent to Avery Road Public Access were consulted during the development of the public access and the preparation of this plan. Residents expressed concerns regarding fire risk from users and a desire to ensure that fire pits are not part of future improvements. Applying FireSmart principles will be considered as part of ongoing park maintenance.

Noxious weed management is an ongoing priority for all RDEK public facilities.

5.3 Public Safety

The RDEK prides itself on the quality of services provided to the public including the condition of RDEK parks in relation to public safety. To reduce the risk of liability associated with park use by the public, the RDEK has developed a detailed park inspection policy which includes frequency and content of inspections and encompasses all aspects of park use in relation to public safety.



6 PRIORITY ACTIONS & COST ESTIMATES

The following is a list of potential improvements to Avery Road Public Access. It is a guideline and does not commit the RDEK to any particular course of action or investment in park infrastructure. The proposed timeframe for the improvements may change depending on future funding, human resource capacity and community involvement. The improvements could be funded through allocating funds through the annual budgeting process. Should a community or stewardship group be interested in performing maintenance or enhancement activities at the public access, alternative funding mechanisms could include community fundraising efforts. The Avery Road Public Access Management Plan will be periodically reviewed by the RDEK. The Plan will also be considered during the preparation of five-year financial plans.

Basic operational and maintenance items such as removing danger trees and invasive plant control are not included in the following list as they are considered to be regular maintenance items included in the annual operating budget.

<u>2019 - 2029</u>	<u>Estimated Cost</u>
Regulatory signage as required	300
<u>Possible Future Improvements</u>	
Kiosk and replacement signage	4,000
TOTAL	\$4,300

Request for Decision

File No: UWbk 611 001

Date January 28, 2020
Author Brian De Paoli, Engineering Technician
Subject Baynes Lake Seniors' Housing Society Water System Operations Agreement

REQUEST

That the Chair & CAO be authorized to sign the Agreement with the Baynes Lake Seniors' Housing Society (BLSHS) to provide water system operations & reporting services.

OPTIONS

1. THAT the Chair and CAO be authorized to sign the Agreement with the Baynes Lake Seniors' Housing Society for the provision of water system operations and reporting services for Spirit Pond Haven for the term March 1, 2020 to February 28, 2025.
2. THAT the Baynes Lake Seniors' Housing Society be advised that the RDEK will no longer provide water system operation and reporting services for Spirit Pond Haven effective _____; further, that the Chair and CAO be authorized to extend the current agreement to said date.
3. THAT the Chair and CAO be authorized to sign the Agreement with the Baynes Lake Seniors' Housing Society for the provision of water system operations and reporting services for Spirit Pond Haven for the term March 1, 2020 to February 28, 2025 with the following amendments: _____

RECOMMENDATION

Option 1

BACKGROUND/ANALYSIS

The RDEK Engineering Department has been operating the water system in the eight unit BLSHS-owned housing facility in Baynes Lake under an agreement with the BLSHS since March of 2015. That agreement expires at the end of February 2020.

Under the agreement, an RDEK operator attends the facility bi-weekly and the RDEK provides system operations & monitoring, data recording, reporting & documentation, and emergency response services.

The attached 2020 Agreement is a renewal of the 2015 agreement with the following changes:

- The Overhead rate for labour is increased from 45% to 55% to bring it in line with other RDEK labour services
- The Mileage rate is increased from \$0.50/km to \$0.59/km and is to be revised as per Canada Revenue Agency bulletins
- A section is added in Schedule A defining the RDEK's role in recommending upgrades or improvements to the water system to BLSHS

SPECIFIC CONSIDERATIONS

Previous Board Action

Board approved previous operations agreement in 2015

Attachment: Agreement – Baynes Lake Seniors Housing – 2020-2025

THIS AGREEMENT dated for reference the _____ day of _____, 2020.

BETWEEN:

REGIONAL DISTRICT OF EAST KOOTENAY, a Regional District pursuant to the *Local Government Act*, RSBC 2015, Chapter 1 and incorporated pursuant to the laws of the Province of British Columbia with a place of business at 19 - 24th Avenue South, Cranbrook BC V1C 3H8.

(the "RDEK")

OF THE FIRST PART

AND:

BAYNES LAKE SENIORS HOUSING SOCIETY

565 Baynes Lake School Road
Baynes Lake, BC V0B 1T4

("BLSHS")

OF THE SECOND PART

WHEREAS:

- A. The Baynes Lake Seniors Housing Society is desirous of having the RDEK provide water system operations and reporting services for Spirit Pond Haven.
- B. The Baynes Lake Seniors Housing Society, by Society Resolution of which a copy is to be provided to the RDEK, has approved and consented to the terms and conditions hereinafter set out.

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the premises and the mutual covenants hereinafter contained and in consideration of the monies hereinafter agreed to be paid by BLSHS to the RDEK, the parties hereto agree as follows:

1. The RDEK agrees to provide water system operations and reporting services as outlined in Schedule A.
2. The RDEK will provide BLSHS with a quarterly invoice for all expenses incurred by the RDEK on behalf of BLSHS in providing water system operations and reporting services. Such expenses will include, but not be limited to:
 - (a) payroll and a 55% overhead charge for administration costs;
 - (b) consumables such as chlorine, water filter cartridges, and ultraviolet bulbs; and
 - (c) fleet costs charged at the annual Canada Revenue Agency mileage rate, currently \$0.59/km.
3. BLSHS will pay the RDEK quarterly fee upon receipt of the invoice from the RDEK.

TERM

4. This Agreement will commence on March 1, 2020 and will continue until February 28, 2025.

INSURANCE AND INDEMNITY

5. BLSHS further covenants to obtain and keep in force during the term of this Agreement, at its sole expense, insurance, satisfactory to the RDEK, protecting the RDEK and BLSHS (without any rights of cross-claim or subrogation against the RDEK) against claims for personal injury, death, property damage or third party or public liability claims arising out of, in connection with or in any way related to the water system operations and reporting services provided by the RDEK to BLSHS pursuant to this Agreement and in an amount not less than \$5,000,000.
6. BLSHS indemnifies, saves harmless, releases and forever discharges the RDEK and its officers, employees, agents and elected officials from and against any and all manner of actions, causes of action, debts, claims, suits, losses, liabilities, costs, damages, demands and expenses whatsoever, whether known or unknown arising out of, related to, occasioned

TERMINATION

- ## NOTICES

- ## SEVERANCE

- ## ENTIRE AGREEMENT

- ## INTERPRETATION

- C/S

SIGNED by **BAYNES LAKE SENIORS HOUSING SOCIETY** in the presence of:

Witness Signature

Witness Name

Witness Address

)
)
)
)
)
)
)
)
)
)
)

KATEY TAYLOR, Manager

SCHEDULE A

1. The following water system operations and reporting services will be provided by the RDEK:
 - a) Water system inspection, monitoring and data recording will be provided bi-weekly, or as required, by a qualified operator.
 - b) Coordination and scheduling of turbidity and chlorine residual monitoring with site resident personnel.
 - c) Monthly, quarterly and annual reporting to Interior Health Authority and BLSHS.
 - d) Water sampling and delivery to Interior Health Authority will be provided bi-weekly, or as required.
 - e) Raw water sampling for full spectrum chemical analysis will be provided bi-annually, or as required.
 - f) Liaising with the water system manufacturer and Interior Health Authority, as required.
 - g) Purchasing and maintaining water system inventory supplies such as chlorine, water filter cartridges and ultraviolet disinfection bulbs.
 - h) Maintaining and updating the water system Emergency Response Plan and Operations Manual.
 - i) Emergency on-call services will be provided continuously for the BLSHS Site Manager.
 - j) j) Recommending upgrades or improvements to the water system. Upon BLSHS approval, executing or supervising the execution of said upgrades or improvements. All costs related to the upgrades or improvements are the responsibility of BLSHS.



Information Report

Fhh 503 001-17

Date: February 6, 2020
Author: Holly Ronnquist, CFO
Subject: 2020 – 2024 Five-year Financial Plan Summary - Adopted

Overall, total 2020 operating expenditures are increasing 4.5% (\$1.46 Million) from 2019.

Setting aside extraordinary items, notably some significant grants, there is a 2.2% increase in what we have termed the 'Shared Operating Budget' made up of the services shared by most jurisdictions. The breakdown is shown below.

	2020	2019	Increase	%
Shared Operating Budget* (Refer to details on Page 2)	\$16,143,080	\$15,792,123	\$350,957	2.2%
Extraordinary Items:				
• Affected Forestry Worker Grant	75,000	0		
• Community Works Fund Grants	572,500	1,175,000		
• Fuel Management, Agriculture, And Firesmarting (granted projects)	341,730	412,758		
• Rural Dividend, CBT Grants (RDEK & Other Orgs), Emergency Program Grants	948,104	374,138		
• Regional Agricultural Project (3 years)	<u>207,270</u>	<u>252,314</u>		
SUBTOTAL	<u>\$2,144,604</u>	<u>\$2,214,210</u>		
Total Shared Budget*	\$18,287,684	\$18,006,333	\$681,351	3.8%
Non-shared Items				
• Municipal Debt Payments	4,554,291	4,554,291		
• Service Areas	8,260,017	7,686,122		
• Utilities	<u>2,494,339</u>	<u>2,285,376</u>		
SUBTOTAL	<u>\$15,308,607</u>	<u>\$14,525,789</u>	\$ 782,818	5.3%
TOTAL EXPENDITURES	<u>\$33,996,331</u>	<u>\$32,532,122</u>	<u>\$1,464,209</u>	<u>4.5%</u>

*Shared Operating includes General Administration, Electoral Area Administration, Building Inspection, Planning, Libraries, Parks, Economic Development, Solid Waste, Septage, Weed Control, Transit, Emergency Programs and 911.

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The following are some significant items affecting the 2.2% increase in the Shared Operating Budget:

Additions:

• General Admin – Board remuneration increase	11,725
• Rural Development Intern position – Rural Development of BC grant	36,000
• Wage increases	104,000
• Columbia Valley Solid Waste – cover material	100,000
• Columbia Valley Solid Waste – Fairmont Transfer Station access road	48,500
• Central Solid Waste – design, operation and closure plan/ conformance review	75,000
• Waldo Cove Park establishment	18,580

Service Areas and Utilities

The following are some significant items affecting the 5.3% increase in the Non - Shared Operating Budget:

Reductions:

• Rosen Lake Water Level Control – safety upgrades	(23,215)
• Fairmont Flood Control – debris cleanout	(61,110)
• Mosquito Control – normal control year	(27,174)
• Windermere Water – moving to East Side Lake Windermere Water (7 months)	(186,154)

Additions:

• Elk Valley Mine Tax Sharing – grants and projects	379,541
• Upper Elk Valley Fire – new contract and contribution to fire hall addition	51,875
• Area A Flood Control – archaeological mapping	35,000
• Lazy Lake Water Level Control - culvert	21,286
• Columbia Valley Recreation – Canal Flats Arena chiller replacement	125,000
• East Side Lake Windermere Water – operating costs (full service June 2020)	299,419

Capital Expenditures

The 2020 – 2024 Financial Plan also includes \$12,478,019 in capital expenditures in 2020. A list of the larger projects in 2020 are as follows:

Windermere Water – connect to water treatment plant and upgrade distribution system	4,556,251
Area A Flood – Hill Road dyke	948,751
Area B Septage Ponds – construction	388,993
Edgewater Fire – fire engine	433,000
Windermere Fire Dept – water tender	353,000
Fairmont Fire Dept – water tender	353,000
Timber Ridge/Eastside Water – water system looping project	1,872,000
Computer, IT, audio equipment	408,287
Fairmont Flood & Debris Control – Phase 2 completion & Cold Spring Creek upgrades	220,992
All Solid Waste Subregions – organics composting facility Phase 1	298,440

Effect on Taxation

The overall tax effect of the draft financial plan is an increase of 4.9% in total taxation. For the Shared Services, there is a 6.0% tax increase. With about 1.2% new assessment, this would result in an average tax increase of 4.8%.

A further breakdown of the increases is on the following page.

RDEK REQUISITION CHANGE - FOR REFERENCE PURPOSES ONLY - 2020 Completed Roll - 2020 Taxes										
	2016	2017	2018	2019	2020	% Change	Non-Market Change	Average Individual Increase	*	Increase on \$354,000 Residential Property
CITY OF CRANBROOK	2,188,964	2,185,698	2,197,831	2,177,981	2,242,448	3.0%	1.2%	1.8%		\$ 4
CITY OF FERNIE	1,298,512	1,279,840	1,305,087	1,319,982	1,308,261	-0.9%	2.3%	-3.2%	2	(7)
CITY OF KIMBERLEY	759,238	746,409	770,798	810,051	858,253	6.0%	2.0%	4.0%		8
DISTRICT OF SPARWOOD	846,090	784,971	704,199	791,737	868,238	9.7%	-0.7%	10.4%	2	24
DISTRICT OF ELKFORD	481,782	479,069	431,389	444,851	494,632	11.2%	5.2%	6.0%	2	11
JUMBO GLACIER MTN RESORT	597	619	648	651	724	11.3%	0.0%	11.3%		0
DISTRICT OF INVERMERE	705,023	781,231	821,781	871,213	995,138	14.2%	0.8%	13.4%		36
VILLAGE OF RADIUM	294,075	316,642	346,474	359,393	415,596	15.6%	0.9%	14.8%	1	40
VILLAGE OF CANAL FLATS	88,025	96,259	99,066	118,794	143,516	20.8%	4.7%	16.1%	1	41
Sub-total Municipalities	6,662,306	6,670,738	6,677,273	6,894,654	7,326,805	6.3%	1.4%	4.8%	3	
ELECTORAL AREA "A"	949,244	935,844	856,922	809,313	845,070	4.4%	1.7%	2.7%	2	6
ELECTORAL AREA "B"	1,064,836	1,065,598	1,095,233	1,145,541	1,173,567	2.4%	1.0%	1.4%		4
ELECTORAL AREA "C"	1,517,951	1,549,300	1,540,472	1,563,606	1,614,670	3.3%	1.0%	2.3%		8
ELECTORAL AREA "E"	561,442	573,017	621,311	600,082	613,597	2.3%	1.2%	1.1%		3
ELECTORAL AREA "F"	2,530,005	2,607,126	2,724,494	2,904,590	3,160,009	8.8%	1.4%	7.4%	1	28
ELECTORAL AREA "G"	345,387	363,590	366,953	387,416	427,805	10.4%	1.0%	9.5%	1	33
Sub-total Electoral Areas	6,968,865	7,094,475	7,205,383	7,410,548	7,834,717	5.7%	0.9%	4.8%		
TOTAL	13,631,171	13,765,213	13,882,656	14,305,202	15,161,522	6.0%	1.2%	4.8%	3	\$ 13

*see explanations next page

CONVERTED ASSESSMENT COMPARISON				
AREA	2019 CONVERTED ASSESSMENT	2020 CONVERTED ASSESSMENT	PERCENT CHANGE	
CITY OF CRANBROOK	363,275,003	386,970,099	6.5%	
CITY OF FERNIE	182,122,895	198,567,446	9.0%	
CITY OF KIMBERLEY	128,469,663	141,426,649	10.1%	
DISTRICT OF SPARWOOD	118,769,453	119,489,885	0.6%	
DISTRICT OF ELKFORD	78,743,471	85,274,919	8.3%	
JUMBO GLACIER MTN RESORT	96,358	93,541	-2.9%	
DISTRICT OF INVERMERE	111,995,443	113,952,146	1.7%	
VILLAGE OF RADIUM	45,126,051	46,528,312	3.1%	
VILLAGE OF CANAL FLATS	15,144,055	16,388,905	8.2%	
Sub-total Municipalities	1,043,742,392	1,108,691,902	6.2%	58
ELECTORAL AREA "A"	115,176,693	123,178,405	6.9%	
ELECTORAL AREA "B"	128,774,797	135,385,546	5.1%	
ELECTORAL AREA "C"	156,296,086	167,994,595	7.5%	
ELECTORAL AREA "E"	62,123,956	66,005,133	6.2%	
ELECTORAL AREA "F"	268,591,662	270,989,233	0.9%	
ELECTORAL AREA "G"	37,888,698	39,234,542	3.6%	
Sub-total Electoral Areas	768,851,892	802,787,454	4.4%	42
TOTAL	1,812,594,284	1,911,479,356	5.5%	

Avg Individual Increase	4.8%
CV Rec Funding Requests	-0.6%
CV Solid Waste Funding Request	-0.5%
Add'l Tsf to G/A Build Reserve	-0.7%
	3.1%

Requisition Change Explanations:

1. Columbia Valley Tax Increases

Increases in taxation required for Columbia Valley Services are being reflected in larger percentage increases for those jurisdictions.

The services resulting in notable increases are (on average):

Columbia Valley Recreation	2.7%
Columbia Valley Solid Waste	7.1%
Columbia Valley Libraries	1.1%
Columbia Valley Emergency	0.4%

2. Elk Valley Solid Waste

In 2018 all jurisdictions within the Elk Valley Solid Waste Service enjoyed a \$200,000 tax decrease which reduced taxation by an average of 5.7%. Taxation in 2020 reflects the regular solid waste budget with operational increases and the impact of the market for recycled materials, bringing taxation closer to the 2017 level.

With the Fernie Transfer Station debt now repaid, the portion of the requisition that is shared based on assessment values is reduced, and a greater proportion is now being apportioned based on the volume of waste generated from each jurisdiction.

In 2019, the tonnage of solid waste collected saw a reduction of 380 tonne and the decrease (similar to the decrease that occurred in 2016) was reflected in a decrease in the tipping fee paid to the Central Landfill. However, the decrease in tonnage did not occur equally in each Municipality and Electoral Area within the EV Solid Waste Subregion. Sparwood and Elkford experienced an increase in tonnage and Fernie and Electoral Area A experienced a decrease in tonnage.

The following table demonstrates the impact on the overall shared services requisition increase to each of the Elk Valley jurisdictions:

	Increase/ (Decrease) In Tonnage	Increase/ (Decrease) In Tonnage In %	Overall Tax Increase Before Tonnage Change	Overall Tax Increase After Tonnage Change
City of Fernie	(547.3)	(13.8%)	2.6%	(3.2%)
District of Sparwood	190.7	8.7%	2.9%	10.4%
District of Elkford	80.1	6.7%	0.0%	6.0%
Electoral Area A	(103.5)	(0.1%)	4.0%	2.7%

3. Assessment Growth

Changes in the total tax collected are only one factor in the overall change of the requisition. The change in the assessment value for a jurisdiction in relation to the average change in assessment value will also have an impact. In 2020, RDEK jurisdictions saw a wide range of assessment changes from increase of 0.70% for Electoral Area F to an increase of 9.9% for the City of Fernie (followed closely by the City of Kimberley at 9.39%). Overall, Municipalities assessments increased on average 5.3% and Electoral Area assessments increased 5.4% and assessments for the RDEK as whole increased 5.8%.

Jurisdictions (and individual properties) with larger than average assessment increases will attract a larger proportion of the tax requisition, while those with lower assessment increases will benefit from a reduced share.

Date: February 2, 2020
Submitted by: Shannon Moskal, Corporate Officer
Service Name: Electoral Area Administration
Service Purpose: Operations affecting Electoral Areas only
Participants: All Electoral Areas

Operational Items:

General:

- Salaries reflect the work planned in 2020.
- Elections – 2 assent voting opportunities have been budgeted.
- Consulting:
 - the remainder of the Mass Carcass Disposal project is budgeted with expected completion in spring 2020 (\$100,140 / 100% funded by Investment Agriculture Foundation)
 - Community Resiliency Investment (CRI) FireSmart activities carried forward from 2019 \$37,920 (100% funded by the Province of BC/UBCM)
 - CRI deployment for FireSmart activities (\$150,000 / 100% funded by the Province of BC/UBCM – applied for but not yet confirmed)
 - CBT deployment for FireSmart activities (\$50,000 funded by Columbia Basin Trust – applied for but not yet confirmed)
- Grants:
 - Community Works Fund
 - Keysa – Indoor Soccer Facility \$130,000
 - CBBC – Broadband Connectivity Projects \$420,000
 - Cranbrook Community Theatre Society Theatre Renovation \$22,500
 - Legion Poppy Fund (\$100/Electoral Area)
 - Affected Forestry Worker Grant \$75,000 (100% funded by Province of BC)

Board Costs:

- Electoral Area Director travel, training and conferences increased by \$8,640.
- AKBLG contribution remains at \$4,000.

Bylaw Enforcement Costs:

- Salaries reflect work planned in 2020.
- Legal costs budget kept at \$25,000 despite higher cost for enforcement in 2019.
- Transfer to Vehicle Reserve \$4,000.

GIS Costs:

- Contract revenue from Invermere and Radium for GIS services estimated at \$52,504.
- Plotter replacement \$17,000
- Purchase of Enterprise software license to more efficiently support increased demands for GIS support, online mapping and field web mapping. This software will allow GIS to meet requirements of additional users in emergency situations and efficiently process LIDAR and imagery \$21,045 (\$32,110 less \$11,065 for software licenses that would no longer be required).

CFO Comments:

- Estimated tax increase of \$6,494 = 0.5% for 2020 and 12% in 2021 pending outcome of operations in 2020. Recommend further tax increase of \$25,546 = 2.1% to mitigate 2021 taxation. The additional cost per average property owner is \$1.
- Option to move differential of annual stipend for Electoral Area Directors of \$13,982 per Director from General Administration to Electoral Area Administration. Total cost \$83,892 = 6.9% tax increase = \$2 per average property owner (net of matching reduction in General Administration). Municipalities within the RDEK would see a reduction of \$1 to \$2 per average property owner for the General Administration service as a result of this.



Electoral Area Administration
Five Year Financial Plan
With Revenues and Expenditures
For the Twelve Months Ending Tuesday, December 31, 2019
2/3/2020

Revenue

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2021 BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET
Requisition	\$1,216,506	\$1,216,506	\$1,223,000	\$1,371,895	\$1,459,492	\$1,407,726	\$1,462,188
Provincial Grants	305,958	203,018	363,060				
Local Government Grants & Regional Transfers	1,504,609	774,999	626,170				
Fees & Charges	69,963	80,530	64,615	66,707	67,068	84,594	70,879
Interest	2,000	14,592	2,000	2,000	2,000	2,000	2,000
Prior Period Surplus	186,760	186,684	197,000	50,000	50,000	50,000	50,000
Total Revenue	3,285,796	2,476,330	2,475,845	1,490,602	1,578,560	1,544,320	1,585,067

Expenditures

Salaries & Benefits	616,791	535,537	662,249	675,334	688,390	702,218	716,352
Administration & Overhead	80,162	35,842	91,510	87,165	146,655	87,555	87,590
Operations & Maintenance	21,750	76,137	7,850	3,400	2,850	3,200	3,350
Vehicle & Hauling Costs	3,000	1,908	2,000	2,000	2,000	2,000	2,000
Consulting & Professional Services	470,808	165,155	343,973	500	25,500	25,500	25,500
Grants	1,373,409	753,562	648,100	600	600	600	600
Telephone & Utilities			800	800	800	800	800
Shared Overhead	93,526	89,561	90,961	92,818	94,639	96,539	98,476
Total General	2,659,446	1,657,702	1,847,443	862,617	961,434	918,412	934,668

Board Costs

Remuneration	3,000	6,639	3,800	3,800	3,800	3,800	3,800
Legislative Services	510		510	510	510	510	510
Travel, Training, and Conferences	77,160	88,624	85,800	85,800	85,800	85,800	85,800
Administration & Overhead	21,043	20,705	22,575	23,125	23,685	24,250	24,820
Consulting & Professional Services		4,730	2,500	2,500	2,500	2,500	2,500
Grants	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Total Board Costs	105,713	124,698	119,185	119,735	120,295	120,860	121,430

Bylaw Compliance

Salaries & Benefits	72,677	67,786	89,078	90,849	92,662	94,519	96,616
Administration & Overhead	3,525	2,817	4,875	3,775	3,775	3,775	3,775
Vehicle & Hauling Costs	3,000	3,757	3,800	3,000	3,000	3,000	3,000
Consulting & Professional Services	25,000	29,308	25,000	25,000	25,000	25,000	25,000
Telephone & Utilities	780	603	780	780	780	780	780



**Electoral Area Administration
Five Year Financial Plan
With Revenues and Expenditures
For the Twelve Months Ending Tuesday, December 31, 2019
2/3/2020**

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2021 BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET
Shared Overhead	11,445	9,775	12,677	12,927	13,185	13,449	13,748
Total Bylaw Compliance	116,427	114,046	136,210	136,331	138,402	140,523	142,919
GIS							
Salaries & Benefits	243,627	239,706	244,926	249,804	254,807	259,874	265,109
Administration & Overhead	42,107	43,441	61,356	76,121	56,939	57,271	72,846
Vehicle & Hauling Costs	3,000	1,000	1,500	1,500	1,500	1,500	1,500
Consulting & Professional Services			4,400				
Telephone & Utilities	1,200	846	1,200	1,200	1,200	1,200	1,200
Shared Overhead	37,313	27,945	33,625	34,294	34,983	35,680	36,395
Total GIS	327,247	312,938	347,007	362,919	349,429	355,525	377,050
Total Expenditures	3,208,833	2,209,385	2,449,845	1,481,602	1,569,560	1,535,320	1,576,067
Revenue less Expenditures	76,963	266,945	26,000	9,000	9,000	9,000	9,000
Transfers to Reserves		(13,790)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
Capital Expenditures	(59,969)	(55,461)	(22,000)	(5,000)	(5,000)	(5,000)	(5,000)
Surplus (Deficit)	16,994	197,693					

Community Works Fund Reserve

3,560,934

Date: February 1, 2020
Submitted by: Sanford Brown, Building & Protective Services Manager
Service Name: Building Inspection
Service Purpose: Regulate construction for the health, safety, and protection of persons and property.
Participants: Electoral Area residents

Operational Items:

- It's expected that 2020 will continue to show strong activity in the construction market in the East Kootenays. Budgeted building permit revenues were increased to \$400,000 in 2020, which is a \$50,000 increase over 2019 but still conservative given the last few years revenue. Progress continues to be made on initiatives to streamline the permit application process, onsite web based inspection platforms and data entry.
- Rebate program for energy modelling continues with up \$20,000 available annually.

Capital Items:

- [Enter Capital Items]

CFO Comments:

- Estimate a tax increase of \$5,626 = 1.5% in 2020 and 3.8% increase in 2021, depending on the level of surplus from 2020 operations.
- Recommend transferring \$115,000 to the Tax Stabilization Reserve to be drawn down from 2021 to 2024 to minimize tax increases depending on annual operating results.
- Option to reduce contribution to Tax Stabilization Reserve to reduce tax increase.



**Bldg Inspection
Five Year Financial Plan
With Revenues and Expenditures
For the Twelve Months Ending Tuesday, December 31, 2019
2/1/2020**

Revenue

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2021 BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET
Requisition	\$355,374	\$355,374	\$361,000	\$375,000	\$397,000	\$417,000	\$476,000
Payments in Lieu of Taxes	1,000		1,000	1,000	1,000	1,000	1,000
Fees & Charges	361,000	580,613	410,300	410,300	410,300	410,300	410,300
Interest	3,000	7,500	3,000	3,000	3,000	3,000	3,000
Prior Period Surplus	367,684	367,684	369,000	150,000	100,000	100,000	100,000
Total Revenue	1,088,058	1,311,171	1,144,300	939,300	911,300	931,300	990,300

Expenditures

Salaries & Benefits	729,181	626,361	714,213	729,430	743,446	759,177	774,269
Administration & Overhead	80,075	51,202	85,225	85,125	86,075	87,025	88,025
Vehicle & Hauling Costs	23,500	26,455	29,300	26,100	27,000	28,150	28,850
Consulting & Professional Services	20,000	17,896	20,000	20,000	20,000	20,000	20,000
Telephone & Utilities	5,800	4,563	6,300	6,300	6,300	6,300	6,300
Shared Overhead	114,789	109,711	104,262	106,345	108,479	110,648	112,856
Total General	973,345	836,188	959,300	973,300	991,300	1,011,300	1,030,300
Total Expenditures	973,345	836,188	959,300	973,300	991,300	1,011,300	1,030,300
Revenue less Expenditures	114,713	474,982	185,000	(34,000)	(80,000)	(80,000)	(40,000)
Transfers to Reserves	(105,000)	(105,000)	(135,000)		(20,000)	(20,000)	(20,000)
Transfers from Reserves	40,000	34,501		74,000	100,000	140,000	60,000
Capital Expenditures	(40,000)	(34,501)		(40,000)		(40,000)	
Surplus (Deficit)	9,713	369,982	50,000				

Reserve Funds
Vehicle and Equipment Reserve Fund

179,509
27,229



**Fireworks Regulation
Five Year Financial Plan
With Revenues and Expenditures
For the Twelve Months Ending Tuesday, December 31, 2019
2/2/2020**

Revenue

Prior Period Surplus

Total Revenue

Expenditures

Salaries & Benefits

Shared Overhead

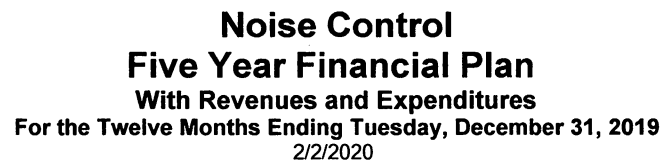
Total General

Total Expenditures

Revenue less Expenditures

Surplus (Deficit)

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2021 BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET
Prior Period Surplus	\$326	\$326	\$300	\$274	\$247	\$220	\$193
Total Revenue	326	326	300	274	247	220	193
Salaries & Benefits	224	23	23	24	24	24	25
Shared Overhead	35	3	3	3	3	3	4
Total General	259	26	26	27	27	27	29
Total Expenditures	259	26	26	27	27	27	29
Revenue less Expenditures	67	300	274	247	220	193	164
Surplus (Deficit)	67	300	274	247	220	193	164





Nuisances & Unsightly Premises
Five Year Financial Plan
With Revenues and Expenditures
For the Twelve Months Ending Tuesday, December 31, 2019
2/2/2020

Revenue

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2021 BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET
Requisition	\$34,000	\$34,000	\$34,000	\$34,500	\$35,000	\$36,500	\$39,800
Prior Period Surplus	19,951	19,951	16,499	11,879	7,454	3,218	165
Total Revenue	53,951	53,951	50,499	46,379	42,454	39,718	39,965

Expenditures

Salaries & Benefits	20,192	14,124	13,412	13,679	13,951	14,229	14,550
Administration & Overhead	100		100	100	100	100	100
Vehicle & Hauling Costs	200	37	200	200	200	200	200
Consulting & Professional Services	20,000	21,410	23,000	23,000	23,000	23,000	23,000
Shared Overhead	3,180	1,880	1,908	1,946	1,985	2,024	2,070
Total General	43,672	37,451	38,620	38,925	39,236	39,553	39,920
Total Expenditures	43,672	37,451	38,620	38,925	39,236	39,553	39,920
Revenue less Expenditures	10,279	16,499	11,879	7,454	3,218	165	45
Surplus (Deficit)	10,279	16,499	11,879	7,454	3,218	165	45

Request for Decision

File No: Shh 038 042

Date February 10, 2020
Author Shannon Moskal, Corporate Officer
Subject Bylaw No. 2980 – Wilmer Community Club Contribution Service

REQUEST

To increase Wilmer Community Club's operating grant and increase the maximum requisition of the Wilmer Community Club Contribution Service.

OPTIONS

1. THAT the Wilmer Community Club's operating grant be increased to \$8,700 in 2020 and \$9,000 in 2021, subject to the adoption of Bylaw No. 2980.
2. THAT Bylaw No. 2980 cited as "Regional District of East Kootenay - Wilmer Community Club Contribution Service Establishment Bylaw No. 2278, 2010 - Amendment Bylaw No. 1, 2020" be introduced.
3. THAT Bylaw No. 2980 cited as "Regional District of East Kootenay - Wilmer Community Club Contribution Service Establishment Bylaw No. 2278, 2010 - Amendment Bylaw No. 1, 2020" not proceed.

RECOMMENDATION

Option 1 and 2.

BACKGROUND/ANALYSIS

The maximum requisition for the Wilmer Community Club Contribution Service is currently \$7,500. The Wilmer Community Club has requested an increase to their operating grant to \$9,000 (see attached). To accommodate the grant increase, the RDEK could utilize *Local Government Act Regulation 113/2007* to increase the maximum requisition by 25% (an additional \$1,875). This would allow the operating grant for the Wilmer Community Club to be increased to \$8,700 in 2020 (the remaining would cover administrative costs associated with the bylaw amendment process) and then \$9,000 in following years.

Attached for consideration is Bylaw No. 2980 which increases the maximum requisition for the Service to \$9,375. Participants in the Service are Electoral Areas F and G.

SPECIFIC CONSIDERATIONS

Legislation

Under *Local Government Act Regulation 113/2007* (Regional Districts Establishing Bylaw Approval Exemption Regulation), a service establishment bylaw may be amended to increase the maximum requisition without approval from the Inspector of Municipalities provided that it

does not increase by more than 25 percent over a 5 year period. The Wilmer Community Club Contribution Service has not been amended since its establishment in 2010.

Financial

The proposed increase to the maximum requisition would result in the following:

	Current Maximum Requisition (\$7,500)	Proposed Maximum Requisition (\$9,375)
Estimated tax rate per \$1,000 of assessment	\$0.1692	\$0.2115
Estimated tax per average residential assessment*	\$ 41.00	\$ 52.00

* Average residential assessment in the Service Area is \$244,364.

Process

Following introduction, the Bylaw will be presented to Board for 3 readings. The Bylaw will then require at least 2/3 consent (at least 2 out of 2) of the participating Electoral Area Directors. The Bylaw may then be adopted at the March 6th Board meeting.

Attachment

-----Original Message-----

From: Tom Hoyne <sthoyne@shaw.ca>

Sent: Sunday, December 8, 2019 5:21 PM

To: Holly Ronnquist <hronnquist@rdek.bc.ca>

Subject: Wilmer Community Club

Hi Holly,

Gerry informed me to reach out to you about the upcoming budget for Wilmer. We have had increases operational costs and we estimate needing \$9,000 for the upcoming year. We are still putting together the detailed numbers but Gerry wanted me to let you know asap.

I hope this helps and please let me know if you need anything else.

Regards,

Tom Hoyne

Wilmer Community Club Operating Expense Budget 2019/2020

EXPENSES	SEPT'19	OCT'19	NOV'19	DEC'20	JAN'20	FEB'20	MAR'20	APR'20	MAY'20	JUNE'20	JULY'20	AUG'20	TOTAL
AGM ADS				\$100.00				\$50.00					\$150.00
BANK FEES			\$0.25					\$6.50		\$3.00	\$3.00	\$3.00	\$15.75
HALL (Operational Supplies)	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$900.00
HYDRO		\$300.00		\$500.00		\$800.00		\$800.00		\$200.00		\$200.00	\$2,800.00
INSURANCE	\$340.00	\$340.00	\$340.00	\$340.00	\$340.00	\$340.00	\$340.00	\$340.00	\$340.00	\$340.00	\$340.00	\$340.00	\$4,080.00
LEGAL			\$150.00										\$150.00
PARK Mowing/Snow removal	\$350.00		\$125.00					\$275.00	\$150.00	\$275.00	\$350.00	\$275.00	\$1,800.00
TOTAL EXPENSES	\$765.00	\$715.00	\$690.25	\$1,015.00	\$415.00	\$1,215.00	\$415.00	\$1,546.50	\$565.00	\$893.00	\$768.00	\$893.00	\$9,895.75

REGIONAL DISTRICT OF EAST KOOTENAY
BYLAW NO. 2980

A bylaw to amend Bylaw No. 2278.

WHEREAS a regional district may amend a bylaw establishing a service;

AND WHEREAS the Board of the Regional District of East Kootenay wishes to increase the maximum amount that may be requisitioned annually for the Wilmer Community Club Contribution Service established by Bylaw No. 2278;

AND WHEREAS at least 2/3 of the participants have consented on behalf of the electors to adoption of this Bylaw;

NOW THEREFORE, the Board of the Regional District of East Kootenay enacts as follows:

- 1. This Bylaw may be cited as “Regional District of East Kootenay – Wilmer Community Club Contribution Service Establishment Bylaw No. 2278, 2010 – Amendment Bylaw No. 1, 2020”.
- 2. Section 5 is deleted and the following substituted:
 - “5. The maximum amount that may be requisitioned annually for the service provided under Section 2 of this Bylaw shall be \$9,375.”

READ A FIRST TIME the day of

READ A SECOND TIME the day of

READ A THIRD TIME the day of

ADOPTED the day of

CHAIR

CORPORATE OFFICER