VILLAGE OF PEMBERTON -REGULAR COUNCIL MEETING AGENDA-

Agenda for the **Regular Meeting** of Council of the Village of Pemberton to be held Tuesday, March 10, 2020 at 5:30 p.m. in Council Chambers, 7400 Prospect Street. This is Meeting No. 1510.

"This meeting is being recorded on audio tape for minute-taking purposes as authorized by the Village of Pemberton Audio recording of Meetings Policy dated September 14, 2010."

Item of Business Page No.

5:30 p.m. <u>2020 BUDGET INFORMATION SESSION</u>

This information session will take place prior to the start of the Regular Council Meeting

REGULAR COUNCIL MEETING

To follow immediately after the Budget Information Session.

1. CALL TO ORDER

In honour of the Lil'wat7ul, the Village of Pemberton acknowledges that we are meeting within the unceded territory of the Lil'wat Nation.

2. APPROVAL OF AGENDA

Recommendation: THAT the Agenda be approved as presented.

- 3. RISE WITH REPORT FROM IN CAMERA (CLOSED)
- 4. ADOPTION OF MINUTES
 - a) Regular Council Meeting No. 1509, Tuesday, February 25, 2020

Recommendation: THAT the minutes of Regular Council Meeting No. 1509, held Tuesday, February 25, 2020, be adopted as circulated.

- 5. BUSINESS ARISING FROM THE PREVIOUS REGULAR COUNCIL MEETING
- 6. BUSINESS ARISING FROM THE COMMITTEE OF THE WHOLE
- 7. COMMITTEE MINUTES FOR INFORMATION

There are no committee minutes for information.

- 8. DELEGATIONS
 - a) Tourism Pemberton Business Plan Presentation Mark Mendonca, President
- 9. REPORTS
 - a) Office of the Chief Administrative Officer
 - i. Emergency Operations Centres & Training Funding Application

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		Operations Centres & Training Grant program for up to \$25,000 to provide Staff with the required training to operate an activated Emergency Operations Centre.	
	ii. Downtown Enhancement Project – Contingency Borrowing Options		
		Recommendation 1: THAT Council proceed with Short-Term Financing totaling \$300,000 over a 5 Year term through the Municipal Finance Authority.	
		Recommendation 2: THAT Council allocate an additional \$302,881 from Road Reserves to the Downtown Enhancement Project Contingency.	
		Recommendation 3: THAT Council rescind 1 st , 2 nd and 3 rd Readings on the Downtown Enhancement Project Contingency and Downtown Barn Parking Lot Bylaw No. 863, 2019.	
	iii.	Vancouver Coastal Health Authority – COVID-2019 - Update	129
		Recommendation: THAT the information provided by Vancouver Coastal Health regarding COVID-2019 be received.	
b)	Co	rporate & Legislative Services	
	i.	Memorial Dedication Program and Policy	133
		Recommendation One: THAT PW-008 Park Bend Dedication Policy, approved May 2009, be rescinded.	
		Recommendation Two: THAT Memorial Dedication Policy (PW_010) be approved.	
c)	Dev	velopment Services	
	i.	2020 – 2021 Affordable Housing Work Program	148
		Recommendation: THAT Council endorse the 2020-2021 Affordable Housing Work Program.	
	ii.	Big Mountain Bike Adventures Ltd. Crown Land Referral	158
		Recommendation: THAT Council receive the report for information.	
d)) MAYOR'S Report		
e)) COUNCILLORS' Reports		

Recommendation: THAT Council supports an application to UBCM's Emergency

10. BYLAWS

a) Bylaw for adoption

Recommendation: THAT the Village of Pemberton Bylaw Notice Enforcement Bylaw No. 874, 2020, be adopted.

i. Village of Pemberton Bylaw Notice Enforcement Bylaw No. 874, 2020

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11. CORRESPONDENCE

a) For Action

i. Gail Talbot, Committee Member, Red Devils Alumni Association, dated February 27, 2020, donation request for donation for the Red Devils Alumni Association Annual Fundraiser to be held Saturday, April 25, 2020.

Recommendation: THAT Council provide direction with respect to a contribution to support the Red Devils Alumni Association Fundraiser.

ii. Jagoda Kozikowski, Village of Pemberton, dated February 27, 2020, expressing concerns around the recently approved expansion of the Sunstone Development, including OCP amendment and public outreach.

Recommendation: THAT the correspondence be referred to Staff for a response.

b) For Information

- Patrick Weiler, MP, West Vancouver-Sunshine Coast-Sea to Sky Country, dated February 24, 2020, extending appreciation to the Minister for Rural Economic Development on the development and delivery of the new Universal Broadband Fund.
- ii. Heather O'Hara, Executive Director, BC Association of Farmers' Markets, dated February 19, 2020, sharing 2019 results and expressing appreciation for support of the BC Farmers' Market Nutritional Coupon Program.
- iii. Maja Tait, UBCM President, dated February 27, 2020, regarding the Village of Pemberton resolution submission requesting First Nations Participation on Commissions and advising that the UBCM Executive endorsed the resolution with an amendment.
- iv. Darryl Walker, Mayor, City of White Rock, dated February 26, 2020, requesting support for a resolution regarding creation of a risk-sharing model that returns Strata premiums and owner deductibles to 2019 levels.
- v. Maja Tait, UBCM President and Claire Moglove, Chair, Resolutions Committee, dated March 4, 2020, regarding the UBCM Resolutions Process.

Recommendation: THAT the correspondence be received for information.

12. DECISION ON LATE BUSINESS

- 13. LATE BUSINESS
- 14. NOTICE OF MOTION

15. QUESTION PERIOD 228

16. IN CAMERA

THAT the meeting is closed to the public in accordance with the *Community Charter* Section 90 (I) discussions with municipal officials that in the view of Council could reasonably expect to harm the interest of the municipality if they were held in public.

17. RISE FROM IN CAMERA

18. ADJOURNMENT OF REGULAR COUNCIL MEETING

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VILLAGE OF PEMBERTON -REGULAR COUNCIL MEETING MINUTES-

Minutes of the Regular Meeting of Council of the Village of Pemberton held on Tuesday, February 25, 2020 at 5:30 p.m. in Council Chambers, 7400 Prospect Street. This is Meeting No. 1509.

IN ATTENDANCE: Mayor Mike Richman

Councillor Ted Craddock Councillor Leah Noble Councillor Amica Antonelli Councillor Ryan Zant

STAFF IN ATTENDANCE: Nikki Gilmore, Chief Administrative Officer

Sheena Fraser, Manager of Corporate & Legislative

Services

Elysia Harvey, Legislative Assistant

Public: 1

Media:

1. CALL TO ORDER

At 5:39 p.m. Mayor Richman called the meeting to order.

At 5:39 p.m. the Regular Council meeting was recessed.

At 5:50 p.m. the Regular Council meeting was reconvened.

In honour of the Lil'wat7ul, the Village of Pemberton acknowledges that we are meeting within the unceded territory of the Lil'wat Nation.

2. APPROVAL OF AGENDA

Moved/Seconded

THAT the Agenda be approved as circulated.

CARRIED

3. RISE WITH REPORT FROM IN CAMERA (CLOSED)

Council did not rise with report.

4. ADOPTION OF MINUTES

a) Regular Council Meeting No. 1508, Tuesday, February 11, 2020

Moved/Seconded

THAT the minutes of Regular Council Meeting No. 1508, held Tuesday February 11, 2020, be adopted as circulated.

CARRIED

5. BUSINESS ARISING FROM THE PREVIOUS REGULAR COUNCIL MEETING

There was no business arising.

6. BUSINESS ARISING FROM THE COMMITTEE OF THE WHOLE MEETING

There was no business arising from the Committee of the Whole.

7. COMMITTEE MINUTES - FOR INFORMATION

There were no Committee Minutes for information.

8. DELEGATIONS

There were no delegation presentations.

9. REPORTS

a) Office of the Chief Administrative Officer

i. BC Transit Proposal for Local Service

CAO Gilmore presented the February 7th, 2020, BC Transit Briefing Note on the Pemberton Local Contract, which outlines the economic viability and operational challenges faced by the existing local service transit model for Pemberton. The Note includes a proposal with three (3) options to help improve service delivery in the Pemberton Valley.

Moved/Seconded

THAT the BC Transit Pemberton Local Contract and Service Sustainability Proposal, dated February 7th, 2020, be referred to the Squamish-Lillooet Regional District and Lil'wat Nation with a recommendation to support Option 3 as set out in the proposal.

CARRIED

Moved/Seconded

THAT correspondence be sent to the Squamish-Lillooet Regional District to request that the transit survey study be facilitated this year and to include all forms of transit options, including ride hailing.

CARRIED

ii. Downtown Enhancement Project – Financial Update

CAO Gilmore provided a verbal update to Council that of the \$980,000 approved contingency fund for the Downtown Enhancement Project, only \$600,000 was utilized. Gilmore advised that a formal report will be brought

Village of Pemberton Regular Council Meeting No. 1509 Tuesday, February 25, 2020 Page **3** of **6**

forward at the March 10, 2020 Regular Council meeting which will include the options for borrowing the required funds for Council's consideration.

Moved/Seconded

THAT the verbal financial update on the Downtown Enhancement Project be received for information.

CARRIED

b) Corporate & Legislative Services

i. Lower Mainland Local Government Association Resolution for Consideration – Provincial Funding for Dike Upgrades

Moved/Seconded

THAT the draft resolution to the Lower Mainland Local Government Association regarding Provincial funding for dike upgrades be amended to remove reference of proximity to highest-risk seismic zone and include more wording around increased vulnerability of residents.

CARRIED

Moved/Seconded

THAT the following resolution be submitted to the Lower Mainland Local Government Association for consideration at the Annual General Meeting to be held May 6 - 8, 2020:

WHEREAS the Diking infrastructure in the Pemberton Valley is crucial to flood mitigation for the protection of residents and the general public;

AND WHEREAS the Provincial government will only allocate funding for dike upgrades which meet high-cost seismic standards;

AND WHEREAS neglecting dike upgrades while trying to facilitate designs that are to seismic standards could leave residents vulnerable to flooding disasters and exposed to massive and inevitable response costs in the interim:

THEREFORE BE IT RESOLVED that the Provincial government consider applications for funding for dike upgrades which may not meet seismic standards, but would allow for essential and cost-effective minor upgrades.

CARRIED

c) MAYOR'S Report

Mayor Richman reported on the Pemberton Valley Utilities & Services Committee (PVUS) meeting, which included budgetary considerations and requests for

Village of Pemberton Regular Council Meeting No. 1509 Tuesday, February 25, 2020 Page **4** of **6**

accommodation of funding from community groups. The next PVUS meeting will be held next week on March 5th.

d) COUNCILLORS' Reports

Councillor Craddock

Councillor Craddock reported on the Pemberton Valley Dyking District (PVDD) meeting regarding ongoing projects and applications for grant funding. The PVDD's Annual General Meeting will be held April 9th, 2020.

Councillor Zant

Councillor Zant reported on the Board of Directors appointments from the Tourism Pemberton meeting.

Councillor Noble

Councillor Noble pointed out that the metal recycling bin had been removed from the bottle depot, however there is still a metal bin located at the transfer station.

Councillor Antonelli did not report.

10. BYLAWS

- a) Bylaw for First, Second, and Third Readings
 - i. Village of Pemberton Bylaw Notice Enforcement Bylaw No. 874, 2020

Moved/Seconded

THAT the Village of Pemberton Bylaw Notice Enforcement Bylaw No. 874, 2020, be given First, Second, and Third readings.

CARRIED

11. CORRESPONDENCE

b) For Action

i. Anne Crowley, Village of Pemberton, dated February 13, 2020, regarding concerns about the Village's recreation plan.

Moved/Seconded

THAT the correspondence be referred to Staff for response.

CARRIED

Village of Pemberton Regular Council Meeting No. 1509 Tuesday, February 25, 2020 Page **5** of **6**

> ii. Clare Greenberg, Executive Director, Sea to Sky Invasive Species Council, dated February 15, 2020, requesting funding for 2020 for invasive species local government partnership program.

Moved/Seconded

THAT correspondence be sent to the Sea to Sky Invasive Species Council advising that the funding request, in the amount of \$1600, is already included in the 2020 budget.

CARRIED

iii. Cheeying Ho, Executive Director, Whistler Centre for Sustainability, dated February 18, 2020, requesting partnership with the Resort Municipality of Whistler to develop a regional food recovery and distribution strategy.

Moved/Seconded

THAT That the Village of Pemberton Council support the RMOW as the primary applicant to apply for, receive, and manage the UBCM grant funding for the development of a regional food recovery and distribution strategy.

CARRIED

c) For Information

i. Rob Vagramov, Mayor, City of Port Moody, dated February 4, 2020, seeking support for a resolution on development of a Universal Public National Pharmacare program.

Moved/Seconded

THAT the correspondence be received for information.

CARRIED

12. DECISION ON LATE BUSINESS

13. LATE BUSINESS

There was no late business for consideration.

14. NOTICE OF MOTION

15. QUESTION PERIOD

Joel Barde, Pique Newsmagazine, requested clarification on the Downtown Enhancement Project contingency fund, costs of the local transit study, invasive species funding, and the Pemberton Valley Dyking District projects and grant funding applications reported out on during Councillor reports.

Village of Pemberton Regular Council Meeting No. 1509 Tuesday, February 25, 2020 Page **6** of **6**

16. IN CAMERA

Moved/Seconded

THAT the meeting is closed to the public in accordance with the *Community Charter* Sections 90 (1) (c) Employee Relations (k) Negotiations and (2) (b) Confidential Information that in the view of Council could reasonably expect to harm the interest of the municipality if they were held in public.

CARRIED

At 6:45 p.m. Council moved In Camera.

At 7:53 p.m. Council Rose with Report.

17. RISE FROM IN CAMERA

Council rose with report on the following and passed the resolution below to lift the moratorium on cannabis related operation Building Permits and Business Licence Applications at the Industrial Park:

Village of Pemberton/Lil'wat Nation Water Service Agreement at Industrial Park

The Mayor and CAO were authorized to execute the Water Service Agreement between the Village and Lil'wat Nation.

Moved/Seconded

THAT the moratorium on accepting Building Permit applications and Business Licence Applications for medical marihuana production facilities and cannabis microproduction facilities at the Industrial Park established by resolution at Regular Meeting No. 1482, held November 27, 2018 and subsequent amendment made by resolution at Regular meeting No. 1493, held May 28, 2019, be rescinded.

CARRIED

18. ADJOURNMENT

Moved/Seconded

THAT the Regular Council Meeting be adjourned.

CARRIED

At 7:54 p.m. the Regular Council Meeting was adjourned.

Mike Richman Sheena Fraser
Mayor Corporate Officer

From: <u>no-reply@webguidecms.ca</u> on behalf of <u>Village of Pemberton</u>

To: Sheena Fraser; Elysia Harvey

Subject: Website Submission: Request to Appear Before Council - pemberton.ca

Date: Sunday, February 23, 2020 1:15:57 PM

Village of Pemberton - Website Submission: Request to Appear Before Council - pemberton.ca

Website Submission: Request to Appear Before Council - pemberton.ca

Form Submission Info

First Name: MARK

Last Name: MENDONCA

Company or Organization Name (If Applicable): TOURISM PEMBERTON

DESTINATION MARKETING ASSOCIATION

Title (If Applicable): PRESIDENT

Email: GRIMMSDELI@GMAIL.COM

Phone Number:

Street Address: 7374 HIGHWAY 99

City/Town: Pemberton

Province: British Columbia

Postal Code: V0N 2L0

Requested Date to Appear Before Council: 03/17/2020

Purpose of Presentation to Council: Tourism Pemberton would like to present to Mayor and council our business plan during this years budgetary process. We wish to give an in depth look at at how the value of Tourism and our business plan will most certainly bring a ROI that will both increase jobs and tax revenues. The out come we are looking for is an Memorandum of Understand (MOU) that will allow the organization to continue to move forward with our supported MRDT application and

sustainable funding.
Please attached any related documents (if applicable):
I agree by submitting this form, you agree to the terms and conditions below.: yes
Village of Pemberton



2019 YEAR IN REVIEW February 12, 2020

PO Box 602, Pemberton, BC V0N 2L0 tourismpembertonbc.com info@tourismpembertonbc.com

MESSAGE FROM THE PRESIDENT

Dear Tourism Pemberton Members and Directors,

Thank you to our Members and Volunteers - 2019 was a very good year for Tourism. We saw continued growth in our Membership as well as in the number of tourists who visited. This past year we set some very large goals and we are happy to say we are proceeding with and implementing most of them.

As we move forward, we continue to struggle with the idea of sustainable funding. We move into our last year of CIO Funds that have been matched by the SLRD. The \$8000 combined funding we receive is solely used for the hiring of a Marketing Coordinator. Carlee has done a fantastic job for our organization. Her primary role is to organize our world class Slow Food Cycle Sunday (SFCS). She also continues to update our communications via our website and social media channels. I would like to thank her for the work she continues to do for our organization including this year's Raven Backcountry Festival. The Festival was an extremely successful event. Thanks again to our board members who worked so hard on this event. With sustainable funding we can continue to provide seed money for these types of events that provide a much-needed ROI.

Tourism Pemberton also completed a long-awaited tourism economic impact study for Pemberton and SLRD Area C. We invested dollars along with funding from the SLRD to determine the value of tourism including GDP, employment, and cross business spending. This valuable information will be used to help make a financial case to our fiscal partners. Some highlights include: 300,000 visitors, \$26.7M in spending, 234 jobs, \$8.5M in payroll and over \$300,000 in regional taxation.

With a commitment from the roofed accommodation sector regarding MRDT, we have moved forward with the development of the required Business Plan. We will continue to seek the support of the Village of Pemberton and SLRD and we will continue to demonstrate how an investment will come with returns and benefits.

The SFCS was a success with over 3000 visitors for the day. The Nimby Fifty, the new Aerothlon event, and greater activity at the motocross park have also been excellent attractions for our community. With all the safety measures in place at the Rutherford White Water Park, we continue to see increased activity there as well.

Our biggest attraction, Joffre Lakes, saw 180,000 visitors. The addition of the stewardship program was a success as Joffre is still growing to the advantage of our area while many concerns have been addressed. We believe that 20 - 30% of visitors stop in our community and spend valuable dollars. We saw a slight activity increase at Semaphore Lakes and other alpine attractions as well. We continue to engage in conversation with other organizations including PWA, PORCA and the PVTA.

We have recently begun to collaborate with Capilano University's Tourism Program students. The purpose of this project is develop recommendations and deliverables that enhance Tourism Pemberton's digital presence and impact community engagement efforts in order to increase average tourist spending. The following goals have been established:

- Develop ideas for revenue generation and budget sourcing for Tourism Pemberton
- Develop digital marketing improvements plan and management recommendations including suggestions on website booking integration, improved user experience and APP assessment.

We believe 'Sustainable Tourism' is the number one economic driver in our community. We will continue to highlight to our local governments the importance and value of Tourism. The Village of Pemberton seeks to bring in additional revenue without a tax increase and Tourism Pemberton suggests this is what tourism offers in increased regional taxation. We will work towards sustainable funding to provide the best marketing for our area and Members. Good luck & success in 2020!

Sincerely,

Mark Mendonca, President

Page 2 2019 IN REVIEW

NOTICE OF 2020 AGM

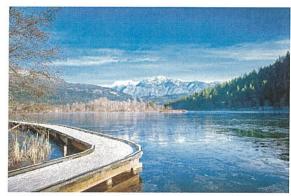
Date: Thursday, February 20, 2020

Time: 7:00PM

Location: The Beer Farmers

Agenda: Election of Directors, Annual

Reports Review



Adventure Begins Here - Photo Credit: Dave Steers

2019 BOARD OF DIRECTORS

EXECUTIVE

- Mark Mendonca, President, Grimm's Gourmet & Deli
- Andy Meeker, Vice President, Blackcomb Helicopters
- Shirley Henry, Secretary / Treasurer

DIRECTORS

- Peter Colapinto, The Bike Co.
- Don Coggins, Copper Cayuse Outfitters
- Gus Cormack, Sweet Water Lane B&B
- Robert Megeney, Event Rental Works
- Brad Knowles, Pemberton Fish Finder
- Daniel Schranz, Daniel Schranz Contracting
- Russell Mack, SLRD Liaison Area C Director
- Tyler Kraushar, Broken Boundary Adventures
- Ryan Zant, Village of Pemberton Liaison
- Jill Brooksbank, Village of Pemberton Staff Liaison

YEAR IN REVIEW

Tourism Pemberton once again produced the Pemberton Visitor Guide and Pemberton, participated in the promotion in the Vancouver Coast & Mountains Mapbook, submitted an ad to Go Camping publication, maintained the Pemberton App, hosted a tourism business networking event, helped create and market the Pemberton Farm Tour, produced the Slow Food Cycle Sunday, partnered on the Sea to Sky Cultural Connector and Sea to Sky Mountain Biking Campaigns, completed a tourism economic impact study and a business plan...and more! And, our Membership increased to 41 members.

TOURISM ECONOMIC IMPACT STUDY

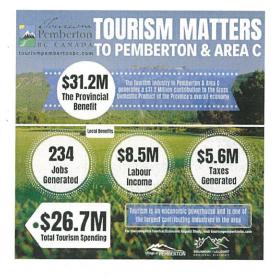
In the Spring of 2019, a Tourism Economic Impact Study for Pemberton and Squamish Lillooet Regional District Area C was completed for 2018 - also known as a Gross Domestic Product report (sometimes referred to as GDP or "value added"). This is the first time an effort was made to get an all-inclusive snap shot of the impact of tourism in the area and the results were surprising and encouraging.

NEW TOURISM PEMBERTON WEBSITE AND CMS

A partnership was established with Fareharbor to create a new WordPress CMS and to add on a booking system to the website. As a result, a new website was created as well.

PemberTON of Opportunities

On April 6, Tourism Pemberton joined forces with the Pemberton Chamber of Commerce to host a networking event. The event was well attended by 36 business booths and featured 4 speaker presentations.





Year in Review from page 2

PEMBERTON FARM TOUR

Tourism Pemberton partnered with Laughing Crow Organics to develop a self-guided tour to encourage a strong and vibrant agritourism sector, educate participants on the importance of farming and supporting local food producers, and promoting and marketing Pemberton's local farms to locals and visitors alike. Funding for the project was raised by the 6 farms involved and was matched by a grant from BuyBC. A logo was created along with a website, venue signs, brochures and Facebook ads.

TOURISM PEMBERTON APP STATS

-270+ business profiles

-128+ community events

-120 downloads in 2019

-Downloads Since Launch - Regional Breakdown: Canada 62% / Japan 9% / USA 8% / Australia 8% / Misc. International 13%

-Top Views: Events - 244 / Things to Do - 140/ Eat & Drink – 101 Hikes - 100 / Accommodation – 54 / Services - 48

MRDT EXPLORATION

Cadence Strategies was hired to connect with the Pemberton and SLRD accommodation sector regarding MRDT (Municipal & Regional District Tax) funding for local tourism marketing, programs, and projects.

SLOW FOOD CYCLE SUNDAY

A very successful Slow Food Cycle Sunday event was hosted on August 18. The 2019 event saw 13 farms participate (down 2) and 31 vendors were present along the 23km/14mi route. An estimated 3150 people participated in the 2019 event, an increase of approximately 1150 cyclists.

For the 700 who pre-registered, 13% were from Pemberton and 87% were from outside of Pemberton. For those who registered on the day of the event and noted where they were from, 37.5% were from Pemberton and 62.5% were from outside Pemberton

Facebook Posts – 79 dedicated event posts between May 1 - August 22 (up 18 posts) with an average reach of 643. Highest number of people reached was 3.1K with one FB post.

Instagram – 541 followers (increase of 179), 37 dedicated posts between June 24 - August 19, average reach of 319 per post.

SEA TO SKY CULTURAL CONNECTOR CAMPAIGN

For a forth consecutive year, Tourism Pemberton partnered with Tourism Whistler and Tourism Squamish in a joint \$51K arts, culture and heritage marketing campaign in the Fall of 2019. Tourism Pemberton contributed \$500 to the campaign. The campaign was once again partly funded by Destination BC. The objectives of the campaign were to:

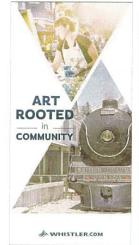
- Increase awareness of the Sea to Sky region as a hub for the arts by providing visitors with a mass of cultural experiences
- Increase revenues to the region by growing visitation during the fall shoulder season
- Drive audiences to www.whistler.com/seatoskyarts to learn more







On Route - SFCS 2019





Online Banner Ad Village of Pemberton Regular Council Meeting No. 1510 Tuesday, March 10, 2020 14 of 228

Page 4 2019 IN REVIEW

Year in Review from page 3

The Pemberton Museum and the Farmers Markets at the Downtown Barn were our top arts, cultural and heritage experiences. Slow Food Cycle Sunday, Pemberton Barn Dance, North Arm Farm's Pumpkin Patch and Winterfest were our featured late Summer/Fall-Winter event listings.

Campaign Results

- Over 15.5M Campaign Impressions (print and online)
- 47,004 (49,000 in 2018) landing page visits to <u>www.whistler.com/seatoskyarts/</u>





Landing Page (www.whistler.com/ seatoskyarts)

BUSINESS PLAN

Tourism Pemberton partnered with Cadence Strategies to develop a Business Plan. The plan was completed in 2019 and will be further developed in 2020.

SEA TO SKY BIKE CAMPAIGN

Tourism Pemberton once again partnered with Whistler, the Sunshine Coast, Squamish, the North Shore and Bridge River Valley DMOs on a joint \$30K mountain bike campaign. Pemberton contributed \$1500. This campaign was also partially funded by Destination BC.

Digital Ad Campaign Results: May 23-June 30, 2019

- 2,932,316 ad impressions
- 5,154 ad clicks
- 2,630 Sea to Sky Biking landing page visits

Boosted Organic Posts Results (Free Radicals video clips): August 11-Sept 10, 2019

- 29,327 Link Clicks
- 1,107,566 Video Views
- 1,889,934 Reach
- 207,339 Engagements

According to our Google Analytics, there were 1,832 page views of Pemberton content on Mountain Biking BC in 2019.



Online Banner Ad Example



Landing Page (seatoskybiking.com)

Page 5 2019 IN REVIEW

LOOKING AHEAD TO 2020

RAVEN BACKCOUNTRY FESTIVAL

Board members hosted the inaugural 2 day backcountry event on February 7 & 8 to raise awareness of Pemberton's backcountry skiing, riding and snowmobiling opportunities and culture amongst the industry/community. The Welcome Social & Guest Presenters event on Friday was at max capacity with 120 tickets sold and The Après event on Saturday was close to selling out with only 19 tickets left. 12 of the 16 backcountry clinics on offer went ahead on Saturday, February 8. The amount raised for the Lisa Korthals Memorial Fund is currently being calculated. The event was well received by participants, volunteers, sponsors, media and the community.

PEMBERTON VISITOR GUIDE & MAP

Tourism Pemberton will continue to update and reprint 10,000 copies of the Pemberton Map and 14,000 copies of the Visitor Guide will be distributed throughout the region.

SEA TO SKY CULTURAL CAMPAIGN

Tourism Pemberton will once again partner with Tourism Whistler and Tourism Squamish on this campaign with a \$500 contribution.

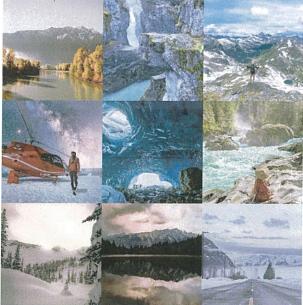
BUSINESS PLAN

In 2020, the Board hopes to conduct an in-depth analysis of a 5 year plan as well as develop a One Year Strategic Plan that will help Tourism Pemberton reach its sustainable funding and marketing goals.

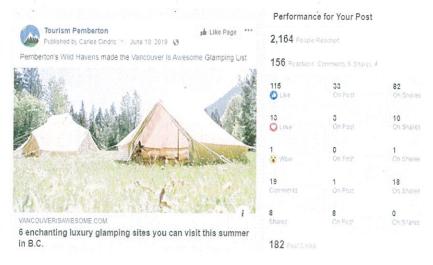
SEA TO SKY BIKING CAMPAIGN

Pemberton will once again participate in this campaign in 2020 with a \$1500 contribution.





● 14,854 Likes to 191 posts in 2019 tourismpembertonbc Thank you for your likes!



Top 2019 Tourism Pemberton Facebook Post



Tourism Pemberton Business Plan

Executive Summary

Tourism Pemberton is committed to fostering sustainable, responsible tourism that benefits the residents of the Village of Pemberton and Area C of the Squamish Lillooet Regional District (SLRD). With sustainable funding in place, Tourism Pemberton is committed to delivering measurable results in three strategic areas:

#1 - Effective Destination Marketing

Invest in marketing campagins to grow shoulder season visitation to visitor experiences with capacity for growth

#2 - Strong Relationships and Partnerships

Build relationships and partnerships to leverage marketing investments, enhance the destination experience and maximize ROI

#3 - Responsible Destination Management

Together with various partners, invest in infrastructure and its maintenance to benefit visitors and residents and create remarkable experiences for all

Each of these three strategic areas is described more fully below:

Destination Marketing

Tourism Pemberton will invest in targeted marketing campaigns that promote reasons to visit outside of peak season when the accommodation sector has low occupancies and our infrastructure and visitor experiences have unused and available capacity. In this way, we will reduce the peaks and valleys that business operators currently experience and contribute to economic resilience and community sustainability.



Our focus will be on shoulder season experiences including:

- Spring/fall touring
- Spring/fall/winter weddings
- Spring/fall corporate groups seeking unique activities
- Spring/fall mountain biking
- Winter snowmobiling
- winter backcountry touring
- Pemberton and Area C accommodation as an alternative to Whistler for downhill skiing enthusiasts

Relationships and Partnerships

We recognize that there is much to be gained by working in mutually beneficial partnerships. Today we participate in the Sea to Sky Mountain Biking Cooperative and the Sea to Sky Cultural Corridor, but our investment is minimal and as a consequence our presence and profile received is minimal. Sustainable funding and an enhanced partnership with the Village of Pemberton and the SLRD would allow us to make further investments in these cooperative marketing campaigns and amplify our presence. As well, sustainable funding would allow us to investigate additional marketing cooperatives such as the northern SLRD circle tour opportunities and partnerships with Lillooet, the Fraser Canyon and Fraser Valley as a touring route.

There is also an important opportunity to work closely with Lil'wat and N'Quatqua First Nations and assist and support their discussions related to the development of authentic Indigenous cultural experiences and a visible presence on their territory. Indigenous cultural tourism is one of the fastest growing segments of the travel market. Visitors are seeking these experiences and Pemberton and Area C would benefit from the introduction of additional market-ready, authentic experiences. Tourism Pemberton understands that these stories and experiences are not ours to share, but we can play a role in supporting the Lil'wat and N'Quatqua Nations by providing market research, advice and possible resources for qualified initiatives. Tourism Pemberton recognizes that we meet and enjoy nature on the unceded Territory of the Lil'wat Nation.

We also realize that our visitor experiences rely on the many individuals and volunteer groups that work tirelessly to develop and maintain trails and other recreational experiences and with sustainable funding it will be possible to engage proactively with these groups to ensure that our focus is beneficial to residents as well as visitors.

Finally. we also know that we must invest in advocacy related to land use and management and promote the interests of the Village of Pemberton and Area C residents and visitors with Ministries such as BC Parks/Ministry of the Environment and with Forests, Lands, Natural Resource Operations and Rural Development. These agencies are making decisions daily that affect the quality of the experience around us and with sustainable funding it will be possible for Tourism Pemberton to advocate consistently for our collective interests.



Destination Management

Tourism Pemberton recognizes that many of our visitor experiences are on the lands and waters surrounding us. As we continue to grow awareness of our remarkable home, we need to responsibly manage the impacts of visitation. This means using our destination marketing investments to direct visitors where we want them to go – to places that have the capacity to accept incremental visitation. It also means investing in infrastructure and maintenance such as washroom facilities in key locations, signage and trail clearing and maintenance. With sustainable funding in place, Tourism Pemberton will identify priority investments in infrastructure essential to grow tourism sustainably and work in partnership with others to secure the necessary budgets for these investments to proceed.

To make progress and deliver measurable results in each of these three strategic areas, funding and resources will be required. We are requesting a five-year commitment from local and regional government documented in a Memorandum of Understanding or Fee for Service Agreement. This investment from the public sector would be contingent upon a successful application for a 2% Municipal Regional District Tax to be applied to overnight accommodation. This combination of public and private sector funding will create a reliable and adequate annual budget for investment in our three strategic priority areas:

Village of Pemberton + Area C of the SLRD (current investment)	\$ 8,000
Village of Pemberton + Area C of the SLRD – incremental ask	\$ 42,000
Estimate of value of 2% MRDT	\$118.000
Tourism Pemberton Memberships	\$ 9,500
Total estimated annual budget	\$177,500

The detailed business plan which follows is intended to serve as a discussion paper to achieve an enhanced partnership with the Village of Pemberton and the SLRD for the benefit of all.

Background

Tourism Pemberton is an independent not-for-profit Destination Marketing Organization (DMO) dedicated to promoting tourism and travel for Pemberton, BC and surrounding region. Its vision is to promote Pemberton and District as BC's premier adventure gateway community and to positively impact the District's economy. Tourism Pemberton's mission is to develop and market tourism in the Pemberton Valley to the benefit of visitors and residents.¹

¹ www.tourismpembertonbc.com/about-tourism-pemberton



With the support of the Village of Pemberton and the SLRD, the organization has delivered significant returns for its members and the tourism economy of Pemberton, however it has also had to direct significant time and resources to the process of securing annual funding. The Board of Directors has studied better practices in destination marketing organizations around the Province and has recognized an opportunity to enhance the returns it delivers to its members through the creation of a sustainable funding model. Sustainable funding that is both reliable and sufficient would permit Tourism Pemberton to make multi-year commitments to invest in priority target markets and fully commit its resources to destination marketing efforts, to building relationships and partnerships and to investing in destination infrastructure and its maintenance (rather than to grant writing).

The following business plan documents the priorities of Tourism Pemberton, its historical successes and the opportunities it would pursue with sustainable funding in place. The recommended sustainable funding model includes private and public sector funds in recognition of the benefits that arise both to privately owned business operators and to the broader local economy of the Village of Pemberton and Area C of the Squamish Lillooet Regional District (SLRD). Private sector funding would be activated through the application of the Municipal Regional District Tax on overnight accommodation. Secure public sector funding is also sought through commitments from the Village of Pemberton and the Squamish Lillooet Regional District (potentially documented in a multi-year Memorandum of Understanding or Fee for Service contract).

Once these funding commitments are in place, Tourism Pemberton intends to undertake a more detailed 5-year strategic planning process that includes further engagement with tourism stakeholders to confirm the market opportunities/priority target markets and to develop the Year One tactical marketing plan that must accompany the 5-year strategic plan when application is made to the Ministry of Finance to activate the Municipal Regional District Tax.

The March, 2019 study conducted by Pacific Analytics documented and confirmed that tourism is a significant contributor to the local Pemberton/Area C economy. Visitor direct, indirect or induced spending was estimated at \$26.6 million in 2018 resulting in a direct contribution of \$12 million to GDP and \$8.5 million in Labour Income. This spending generated 234 jobs with \$5.6 million in taxes (of which \$2.8 million accrued to the provincial government and \$306,000 to local governments). Consequently, public support and investment of public funds in this sector of the local economy is both strategic and defensible. Indeed, many local governments in B.C. invest in their tourism economy as part of their economic development portfolio. Examples from these communities have been documented in this report.

² Village of Pemberton/Area C Value of Tourism Study, March 2019 by Pacific Analytics



Tourism Pemberton is currently funded by membership fees (~\$9,250 in 2019) and contributions from the Village of Pemberton and the SLRD ranging from \$8,000 to \$13,000 in any given vear. Revenues from Tourism Pemberton's most notable event, the Slow Food Cycle, have been sufficient to fund the event itself with a small subsidy covered by sponsorships. The total budget for destination marketing (outside of events) at only ~\$15,000 has been successfully invested in a variety of marketing programs with a focus on lower cost, higher reach digital and social media engagement. This annual budget is however, both small and uncertain, relying upon membership renewal and upon an annual review by local government.

Tourism Pemberton's budget can be compared to other communities in BC. There are now 58 entities who have successfully secured the support of their fixed roof accommodators to implement the Municipal Regional District Tax at a 2% or 3% level. Many of these communities now have reliable and growing destination marketing budgets in excess of \$100,000. In many of these communities, the MRDT application has been accompanied by a multi-year commitment of local/regional government funds from the economic development portfolio in recognition of the significant and ever-increasing importance of the tourism sector in the overall economic mix. At a minimum, MRDT legislation requires that any historical level of local government contribution to tourism marketing be maintained.

As a consequence of both MRDT collection and local government investment in economic development, the aggregate budget in the majority of these communities is now both adequate and reliable to permit multi-year investments in priority target markets. The evidence of the success of these funding models is found in annual growth of the MRDT collected in these communities and in the five-year renewals of the MRDT that are happening around the Province.

In Pemberton and Area C, the accommodation sector is willing to consider MRDT but only if there is also a demonstrated multi-year commitment from local government that evidences the understanding of elected officials of the importance of the local tourism economy and reflects a desire for partnership for the benefit of all. This business plan was commissioned to support ongoing discussions with the Village of Pemberton and the SLRD related to multi-year investment commitments.

Our Visitor Experiences

In Pemberton and Area C, we offer visitors a wide-range of experiences and with sustainable, adequate funding would be able to promote the many reasons to stay multiple nights in Pemberton and Area C at all times of year. Our current experience base includes the following:

Activity	Visitor Experience
Heritage	Pemberton Museum - Open daily May to September
Arts and Culture	Pemberton Arts Council representing 45 local artists



Festivals and Events	Slow Food Cycle Sunday – August 17th; home grown Festival – Sept 12-14th – health, wellness, yoga, whole foods; The Raven Backcountry Festival
Cycling Trails	Amongst others: Mosquito Lake North; Happy Trail; Giv'r; Upper and Lower Indy 500; Blood, Sweat and Fear; Lower Mackenzie; Creampuff; Grumpy Grouse; Middle Earth; Big NIMBY; Stimulus; Bob Gnarly; Meat Grinder; Mackenzie FSR; Mission Impossible/Radio Tower/Moosejah/Crosstown Traffic; One Mile Lake Trails; Waco Connector; Econoline; Upper Mackenzie Cruise; Cop Killer; Graviton/Gravitrout; Overnight Sensation; Rusty Trombone; PhD
Hiking Trails	Joffre Lakes Trail; Tenquille Lake; Owl Lake; part of the Sea to Sky Trail system which when complete will connect Squamish to D'Arcy over 180 km of non- motorized multi-use trails also suitable for mountain biking; Friendship Trail
Parks	One Mile Lake; Birkenhead Provincial Park; Nairn Falls Provincial Park;
Boating	Jet Boating along the Lillooet River or Green River; rafting on the Green River
Kayaking/Canoeing/SUP	One Mile Lake; Birkenhead Lake; Gates Lake; Anderson Lake; Lillooet Lake
Angling/Hunting	Lake fishing (Blackwater Lake, Ivey Lake, Tenquille Lake, Lillooet Lake, Birkenhead Lake, Ogre Lake, Owl Lake, Fowl Lake); river fishing – Birkenhead River, Guided Fishing Experiences. Gun Range
Golf	Pemberton Meadows; Big Sky Golf & Country Club
Horseback Riding	Adventures on Horseback; Copper Cayuse Outfitters, Back country horseman of BC, Dreamcatcher meadows, Riverlands
Cat Skiing	In the region -operator along the Hurley
Downhill Skiing	Whistler Blackcomb 30 minutes away
Backcountry Ski Touring	Duffey Lake, Hurley, Upper Lillooet and D'Arcy/McGillvary pass provide sought after road and fly in access ski touring.
Cross country/Nordic	Nairn Falls Trail; Meadows Road Trail (13 km); Spud Valley Loppet (12 km)
Snowmobiling	Access to the Pemberton Ice Cap
Culinary/Agri Tourism	North Arm Farm; Pemberton Distillery; Beer Farmers; Wednesday Farmers' Market from early June to late October; 'Zero Mile Diet' – organic fruits, vegetables, beef, dairy all grown locally – www.pembertonfarmers.com lists 23 members



Motocross	Green River Moto Cross Racing Centre
Air Activities	paragliding; sky diving, Heli tours, drop offs and custom flights, offered through Blackcomb
	Helicopters from the Pemberton airport
Wedding Services	Venues, caterers, commissioners, florists, photographers all available locally, event rentals, DJ services, musicians, planners.

Value of Tourism to the Pemberton Economy

Historically, the Pemberton Valley's economy has been 'mixed' with contributions arising from the agricultural sector (farm gate receipts for 2016 at 7.5mil) and forestry(industry estimates at 30mil) as well as from tourism. In the last 20 years as BC's tourism economy has grown exponentially and the resource economy has proven less reliable, the relative importance of the tourism sector to the Pemberton Valley has become apparent. In 2019, Tourism Pemberton commissioned a study to quantify the value of tourism using statistically valid and defensible models and methodology. Pacific Analytics, a leading econometric modelling consultancy in the Province frequently employed by Destination BC, was engaged. Their findings revealed that the tourism economy in Pemberton is indeed a vital sector generating \$26.6 million in visitor spending in 2018:

Table 1: Detailed Visitor Spending by Visitor Group

	Roofed Accommodation	Campgrounds	VFR	Day Visitors	TOTAL VISITORS
NIGHTS	89,504	31,209	15,540	190,000	326,254
Accommodation	\$6,500,000	\$450,000	\$0	\$0	
Daily Cost/Person	\$72.62	\$14.42			
Restaurants	\$2,939,411	\$372,827	\$167,841	\$1,702,306	\$5,182,385
Groceries	\$894,258	\$559,747	\$160,915	\$2,555,775	\$4,170,695
Shopping	\$991,568	\$215,026	\$50,370	\$236,267	\$1,493,231
Gasoline & Car Repairs	\$1,138,312	\$674,746	\$312,829	\$3,080,854	\$5,206,740
Other	\$100,622	\$56,685	\$13,717	\$0	\$171,024
Recreation	\$1,615,496	\$332,836	\$6,595	\$1,519,710	\$3,474,636
TOTAL SPENDING	\$14,179,666	\$2,661,866	\$712,267	\$9,094,912	\$26,648,712
Daily Spending/Person	\$158.42	\$85.29	\$45.83	\$47.87	\$81.68

Overall, Pacific Analytics estimated that total tourism spending in the Pemberton-SLRD C region in 2018 reached \$26 million, resulting in a direct contribution of \$10 million to GDP and \$6.9 million in labour income, and generated 214 jobs with \$5.2 million in taxes (of which \$2.7 million accrued to the provincial government and \$228,000 to local governments). The total impacts (direct, indirect and induced) on the Squamish-Lillooet Regional District, of course, are higher: GDP increases to \$12.0 million, labour income to \$8.5 million, jobs to 234, and Taxes to \$5.6 million (\$2.8 million to provincial coffers and \$306,000 to local



governments). For the province as a whole, the total impacts reached over \$17.5 million in GDP, \$12 million in labour income, 292 jobs, and almost \$6.7 million in taxes.

The significant value of the tourism economy in the Village of Pemberton and Area C of the SLRD warrants the attention and investment of local and regional government to ensure the necessary foundations for continued success are in place through formalization of the historical public/private partnership between Tourism Pemberton, the Village and the SLRD

Tourism Pemberton - The Organization

Tourism Pemberton is an independent not-for-profit Destination Marketing Organization dedicated to promoting tourism and travel for Pemberton, BC and surrounding region. In 2015, with the support of Destination BC, the Pemberton Community Tourism Plan was developed. The following vision, mission and plan objective remain relevant for this business plan:

Vision: To promote Pemberton & District as BC's premier adventure gateway community and to positively impact the District's economy

Mission: To develop and market tourism in the Pemberton Valley to the benefit of visitors and residents

Plan Objective: Generate continued growth in tourism visitation and revenues to Pemberton Valley & District on a year-round basis in a manner that respects and enhances Pemberton's community values and lifestyle.

As we pursue this vision and mission, it is important for us to leverage our strengths, seize opportunities and manage any potential threats.

Strengths/Weaknesses/Opportunities/Threats

Strengths

- Scenery and nature rivers, farmland, wide open valley, towering mountains
- Access to backcountry Duffey Lake, Joffre Lakes, Pemberton Ice Cap etc.
- Fertile agricultural lands/Farmers' Institute Slow Food reputation; Zero Mile Diet; organic fruits, vegetables, meats; local coffee, pick-your-own etc.
- Wealth of outdoor activities for all ages and abilities; all seasons; land/water
- Artists/culture/heritage Pemberton Arts Council
- Proximity to Lower Mainland/Whistler easily accessed on Highway #99 part of several iconic circle tours
- 3 million visitors already coming to Whistler Pemberton is only 25-30 minutes away
- Family friendly water park, skate park, trails hiking, biking
- · Range of accommodations, dining options



- Events –Slow Food Cycle, PORCA, Pemberton of Opportunities
- · Adventure begins here brand/logo
- · Built infrastructure
 - · Airport, Museum, Library, Barn
 - BMX track
 - · Water park, world class Kavak facility
 - · Green River Moto cross dirt bike track
 - 4x4 rally ground, stock car race track
- Focused marketing by Tourism Pemberton growing awareness delivering ROI
- Friendly, hospitable town unique vibe and feel only 20 minutes from Whistler but very different experience
- · Real and authentic
- Established robust wedding destination with established vendor businesses

Weaknesses

- Not all community members understand value of tourism; not all are ambassadors promoting everything to see and do to visitors
- Limited resources for marketing/promotion including lack of sustained local government funding
- Reliance on volunteers and donated resources volunteer burnout
- Downtown is closed at 6:00 p.m. visitors arrive just as village begins closing
- Lack of group focused on protecting & managing our local assets, threat to asset and guest experience.

Opportunities

- Build a sustainable and responsible tourism economy in Pemberton and Area C
- Growing awareness of Pemberton as a destination in shoulder seasons growth in website visits, social media, media coverage
- Partnership opportunities Lil'wat Nation, N'Quatqua Nation Destination BC, Mountain Bike BC, Fishing BC, event organizers, Equestrian

Threats

- Economic uncertainties affect disposable income and travel plans
- Increased cost of fuel affects number, distance of drive/touring vacations
- Growth in visitation levels at certain sites like Joffre Lakes are impacting the experiential and environmental carrying capacity
- Risk of avalanches, slides and floods

Target Markets

Given these strengths and opportunities, the highest return target markets for Pemberton and Area C are as follows:

Target Market	Description	Messaging



Mountain Biking – Short Haul	Lower Mainland/ Washington State and other short-haul markets motivated to travel specifically for mountain biking	Pemberton 'goes beyond' – beyond the experiences you've already had on the North Shore, Squamish or Whistler – single track trail system, descents, epic rides etc. Feature specific events like Nimby Fifty
Mountain Biking – Long Haul	BC residents, Other Canada, US, Other International	World's best mountain biking – Squamish, Whistler and Pemberton mountain biking (consider North Shore as well as South Chilcotin Mountain Park)
Road Biking – Novice to Intermediate	Novice to intermediate road bikers – all markets but primarily Lower Mainland, Washington State	Flat, safe terrain ideal for newcomers to road biking; routes for intermediate bikers – Anderson Lake or Lillooet
Road Biking - Expert	Expert bikers looking for training venue – all markets	Range of safe routes, elevations
Weddings	Lower Mainland; long haul destination weddings	Close enough to Vancouver but a world away – rural, authentic, scenic with all amenities and services for your special day – focus on spring and fall weddings
Touring	Calgary-Banff-Whistler- Vancouver touring traffic	Stop and stay in Pemberton – great base to explore the region – focus on May, June, September, October touring
Hiking	BC Residents; US drive market; Europe/UK	Pemberton is the ideal base for an epic hiking vacation – Joffre Lakes; Mount Currie (new trail); Tenquille Lake – return each day to enjoy great accommodation, dining, beautiful scenery and laid back Pemberton lifestyle
Paragliding	All markets – travellers specifically motivated by this activity	Optimum conditions for paragliding;
Culinary/Slow Food/ Agri Tourism	Lower Mainland; PNW States, California, Ontario	Experience the best of slow food, organic and BC grown –



		idyllic scenery, no crowds, accessible but 'away' (unlike the Fraser Valley which retains an underlying urban feel)
Family and group Vacation	BC Residents; Other Canada; US drive market	Pemberton is a peaceful base for your family vacation – cycling, horseback riding and overnight touring, hiking, water sports; guided fishing, visit Whistler– stay in Pemberton
Snowmobiling	BC Residents; Alberta; Ontario; US – travelers specifically motivated by this activity	Pemberton is the best base to access epic sledding on the Pemberton Ice Cap – long season
Back Country Ski Touring	All geographic markets – travelers specifically motivated by this activity	Pemberton is the best base to access day, multi-day ski touring terrain; huts
Downhill Skiing	Long haul destination skiers looking for quality accommodation and great value; willing to commute 30 minutes to lifts	Pemberton is great value for winter accommodation and access to Whistler Blackcomb

Tourism Pemberton - Historical Investments and Returns

Tourism Pemberton has successfully delivered measurable returns for its members and with sustainable and adequate funding will be empowered to continue to do so at an even greater level. These returns are measured by the value of the overall tourism economy noted above as well as more specifically related to the following marketing investments made annually (based upon the Tourism Pemberton 2018 Year in Review and other sources as noted):

Investment Description	Measure 13 farms; 31 vendors participated in 2019	
Slow Food Cycle Sunday		
	Est. participants: 3,150	
	Instagram account established – 547 followers	
	Media coverage – advertising equivalency \$8000	
Sea to Sky Mountain Bike	\$1,500 invested in a campaign valued at \$30,000 in	
Campaign	2018	
	7.35 million campaign impressions	
	8,660 page visits to www.seatoskybiking.com	



Sea to Sk	\$500 invested in a campaign valued at \$81,000	
y Cultural Connector Campaign		
	31.1 million campaign impressions (print and online)	
	49,000-page visits to www.whistler.com/seatoskyarts/	
Tourism Pemberton App	272 business profiles; 123 community events listed	
	1302 downloads since launch in 2016	
Tourism Pemberton website	Redesigned and relaunched in 2019	
	34,689 users since April 2019	
Pemberton Hiking/Trail Guide	5,000 tare away maps printed - continue to distribute at	
-	Visitor Centre	
Pemberton Map	10,000 copies distributed at Visitor Centre and BC	
•	Visitor Centers. Reprint in early 2020	
Pemberton Visitor Guide	Annual publication by Pique guided by Tourism	
	Pemberton – 14,000 copies printed	

Future Opportunities

A sustainable funding model for Tourism Pemberton that was both adequate and reliable would open significant opportunities for enhanced destination management and marketing giving rise to even greater measurable returns. The development of a five-year strategic plan and an annual marketing plan will occur with additional tourism stakeholder and member engagement upon confirmation of a funding model. It is anticipated that these plans will at a minimum capture the following marketing opportunities:

New/Enhanced Partnerships and Leveraging

The tourism industry today is structured around partnerships with sector organizations (such as Mountain Bike BC, Fishing BC etc.), with other communities, and with Destination BC and Destination Canada. However, these partnerships typically require cash contributions as a condition of participation. With sustainable funding in place Tourism Pemberton could activate a number of partnered opportunities including:

- Enhanced participation in collaborative marketing programs:
 - Sea to Sky Mountain Biking
 - Sea to Sky Cultural Corridor
- New collaborative opportunities
 - Fishing BC
 - Circle Route Programs with Lillooet, Bridge River Valley and with Fraser Canvon, Hope, Fraser Valley
 - o BC Farmers Market
- New Sustainable and responsible Activities
 - Raven Backcountry Festival / Annual Backcountry event celebrating sustainable tourism February 2020



Improved Marketing Reach

In addition to new and enhanced partnerships and collaborative marketing opportunities, sustainable funding for Tourism Pemberton would permit the organization to deepen its own marketing investments beyond the cursory levels today's budget allows. With a budget of \$177,500 a far greater marketing impact is achievable in targeted segments such as weddings, culinary travelers, mounting biking, fishing, equestrian events, winter activities etc. The nature of these marketing efforts would be subject to detailed planning with tourism stakeholders but would likely include enhanced digital presence – website, Instagram, Facebook; increased influencer hosting to secure editorial coverage in targeted print and digital publications; launch of new shoulder seasons events to grow occupancy in need periods.

Destination Management

In addition to these enhanced marketing opportunities, sustainable annual funding would allow Tourism Pemberton to invest in infrastructure development and maintenance to ensure the quality of the visitor experience remains high and the impacts of visitation on both the environment and the local community are managed effectively.

Relationships and Partnerships

Resources would also be directed to the development and strengthening of partnerships and relationships. The visitor experience in Pemberton and Area C is the sum of many parts – strong and positive relationships with the many volunteer groups and societies are critical as is a good a relationship with the Lil'wat and N'Quatqua Nations. Sustainable annual resources will permit Tourism Pemberton to invest in building and strengthening these relationships.

The Case for Local Government Investment

Investment not Expense - Case Studies from around the Province

Local and regional government investment in the tourism economy of their communities occurs across the Province. The following table highlights examples. Sicamous, Tumbler Ridge and Kitimat appear most similar to Pemberton in terms of population base and number of rooms available for nightly accommodation. These local governments of these communities have committed a minimum of \$33,500 (Sicamous) with Tumbler Ridge and Kitimat contributing \$100,000 or more each year. Given the contribution that tourism makes to the economy of Pemberton and Area C and the enormous opportunity to 'tap into' the existing base of visitation to Whistler and the touring route traffic on Highway 1/99 between Calgary and Vancouver, it is reasonable to suggest that the Village of Pemberton and the Squamish Lillooet Regional District should consider multi-year funding commitments accompanied by a disciplined process of accountability to all funders and stakeholders.



Community	Population (2016 Census)	Bed Base (MRDT Petition)	Estimated MRDT	Local/Regional Government Contribution
District of Squamish	19,512	556+Quest Rooms + Cheakamus Centre Rooms ³	\$253,386 forecasted in 2018 + \$69,000 increment on moving from 2% to 3% ⁴	\$50,000 + VC Fee for Service contract of \$100,000 ⁵
Hope, Cascades and Canyons – District of Hope + Areas A, B, D of the FVRD + Area H of the OSRD.	6,181 + 405+915+1529 + 1953 =10,983	6326	\$80,000	\$30,000
District of Sicamous	3,166 (2019)	2077	\$90,000	\$33,500+ VC Fee for Service contract of \$70,000
District of Ucluelet ⁸	1,717	600	\$280,000	In kind office space provided by District of Ucluelet
Clearwater/Wells Gray ⁹	2,500	400	\$110,000	Seed money was provided by local and regional government in years leading up to MRDT collection
City of Dawson Creek	12,978	939	Discussing MRDT now	\$400,000
District of Tumbler Ridge	1,987			\$125,000 for marketing + in

 $^{^3}$ Listing of Accommodators provided by Tourism Squamish (note rooms at both Quest University and Cheakamus Centre only periodically qualify to charge MRDT depending upon the nature of their use and rental)

⁴ Tourism Squamish 5-Year Strategic Plan (2018-2023) contained in 3% MRDT Application, 2017

⁵ Tourism Squamish 5-Year Strategy (2018-2023)

⁶ Hope, Cascades and Canvons, MRDT Application, March 2019

District of Sicamous, Draft MRDT Application, October, 2019

 $^{^{8}}$ Telephone conversation with Denise Stys-Norman, Executive Director, Tourism Ucluelet

⁹ Telephone conversation with Stephanie Malina. Executive Director. Tourism Wells Grav



				kind	office
				space;	
				additional fee	
				for s	ervice
				contract	to
				operator VC ¹⁰	
City of Terrace	11,643	645	Discussing	\$100,000	
			MRDT now	local	
				government	
Kitimat District	8,131	235	Discussing	\$100,000	from
Municipality			MRDT now	local	
				government	
Village of Pemberton	3,574	152	\$90,000	\$50,000	
SLRD	-/			Request	

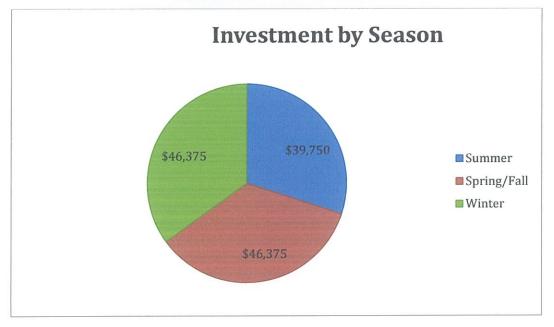
Anticipated Return on Investment

With a sustainable annual budget of approximately \$177,500, the following investments and returns are anticipated:

Investments by Season:

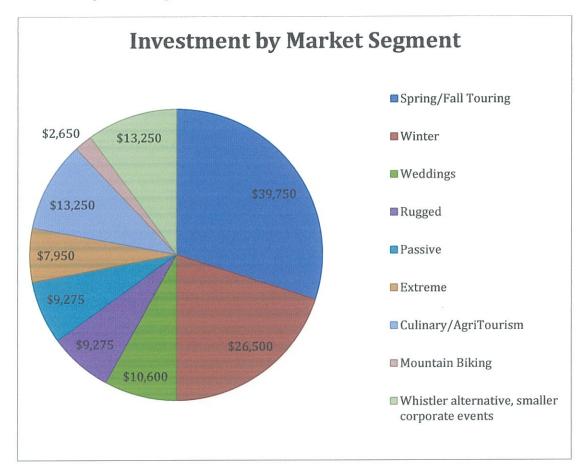
¹⁰ Telephone conversation with John Powell, Tumbler Ridge Economic Development and Sarah Gamble, Tumbler Ridge UNESCO GeoPark





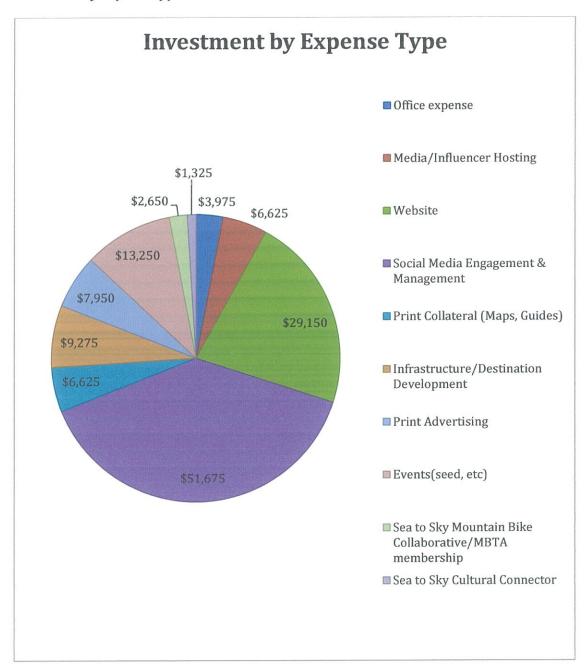


Investment by Market Segment:





Investment by Expense Type:





Accountability

Tourism Pemberton recognizes that any investment of public funds must come with accountability and reporting.

We are committed to a fully transparent board and would continue to welcome a Village and SLRD representative on our Board to directly participate in our strategic planning and Board deliberations.

we further commit to provide quarterly reports of our investments, activities and returns achieved.

It tunding is granted and we are successful with an MRDT application, provisions in the application require a separate board that will oversee the fund and the adherence to the strategic plan.



Appendix A - Detailed Budget

Once Tourism Pemberton is able to confirm sustainable annual funding from local and regional government, it will proceed with the petition and application to the Ministry of Finance for the 2% MRDT. As part of this MRDT application, Tourism Pemberton must submit both a five-year tourism strategy and a detailed Year One Tactical Plan for the upcoming 12 months that begins when MRDT starts to be collected.

Tourism Pemberton intends to engage with tourism stakeholders to develop both this five-year strategy and detailed Year One Tactical Plan. However, in order to provide further insight into the types of investments that will be considered, the following budgets have been developed to accompany this business plan (note: for the sake of conservatism budget totals below are \$132,500 – less than the anticipated \$177,500 – any annual surplus would either be carried forward or invested in short-term marketing tactics approved by the Board of Directors):



Budget by Season:		
	Amount	%
Summer	\$39,750	30%
Spring/Fall	\$46,375	35%
Winter	\$46,375	35%
Total	\$132,500	100%

Budget by Activity Segment:		
Spring/Fall Touring	\$39,750	30%
Winter	\$26,500	20%
Weddings	\$10,600	8%
Rugged	\$9,275	7%
Passive	\$9,275	7%
Extreme	\$7,950	6%
Culinary/Agritourism	\$13,250	10%
Mountain Biking	\$2,650	2%
Whistler alternative, smaller corporate events	\$13,250	10%
	\$132,500	100%

Budget by Investment Type:		
Office expense	\$3,975	3%
Media/Influencer Hosting	\$6,625	5%
Website	\$29,150	22%
Social Media Engagement & Management	\$51,675	39%
Print Collateral (Maps, Guides)	\$6,625	5%
Infrastructure/Destination Development	\$9,275	7%
Print Advertising	\$7,950	6%
Events(seed, etc.)	\$13,250	10%
Sea to Sky Mountain Bike Collaborative/MBTA membership	\$2,650	2%
Sea to Sky Cultural Connector	\$1,325	1%

THE ECONOMIC IMPACTS OF PEMBERTON-SLRD C TOURISM



FINAL REPORT
April 24, 2019

THE ECONOMIC IMPACTS OF PEMBERTON-SLRD C TOURISM

Prepared for:

TOURISM PEMBERTON

Prepared by:

Pacific Analytics Inc.

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STUDY OBJECTIVES AND METHODOLOGY

OBJECTIVES

The region comprising the town of Pemberton and the Squamish-Lillooet Regional District C (Pemberton-SLDR C) has a long history of tourism activity, particularly activities involving the land base — camping, hiking, fishing, horseback riding, heli-skiing and, more recently, golf with the opening of one of Canada's premier golf courses in 1999. While there have been several studies attempting to calculate the economic impacts of some aspects of tourism (e.g., the "wedding" industry¹ - the "Wedding Study"), there has never been an attempt to estimate the full economic importance of tourism to the region. This study is just such an attempt.

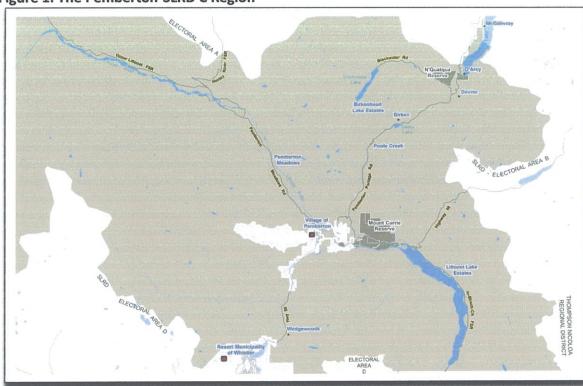


Figure 1: The Pemberton-SLRD C Region

As detailed later in this write up, the starting point for this study was the estimation of total visitor spending on accommodation and on recreational activities in the region², and then,

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¹ "Wedding Tourism in the Pemberton Valley – Economic Impacts and Sustainability Analysis", 2015, Larose Research & Strategy

² Raw data were collected from accommodation establishments and businesses providing recreation services in order to estimate total <u>revenues</u> for each of these categories. These revenues then had to be grossed up to account for consumer taxes and for gratuities in order to determine visitor spending.

based on information collected in Statistics Canada visitor surveys, estimates were developed for visitor spending on restaurants, groceries, shopping, gasoline, and other. These individual spending estimates were allocated to four different visitor groups: those staying in roofed accommodation (hotels, motels, cottages, B&Bs, AirBnBs, etc.); those staving in campgrounds; those visiting friends or relatives; and day visitors. Those spending estimates are highlighted in Table 1 below.

able 1: Detailed Visito	RUUICU	The state of the s	VFR	Day Visitors	TOTAL VISITORS
	Accommodation	Campgrounds		190,000	326,254
	89,504	31,209	15,540	\$0	\$6,950,000
IIGHTS	\$6,500,000	\$450,000	\$0	·	
ccommodation	\$72.62	\$14.42		\$1,702,306	\$5,182,385
oaily Cost/Person	\$2,939,411	10 027	\$167,841		
Restaurants	\$894,258	\$559,747	\$160,915	1	
Groceries	\$991,568	1-45 000	\$50,370		1= 200 74
hopping	\$1,138,312	1 4 7 4 6	\$312,829		6171 02
Gasoline & Car Repairs	\$100,622		\$13,717		1- ATA C
Other	\$1,615,49		\$6,595	7	1 2 2 2 2 2
Recreation	\$14,179,66		\$712,26	\$9,094,91	1 404
TOTAL SPENDING Daily Spending/Person	1.00	1000	- A 0	\$47.8	7 301.

The table above highlights total visitor spending. But there are many other important measures of tourism activity, including the value of Gross Domestic Product (GDP), Labour Income, Employment, and all the associated taxes collected due to tourism activities. In addition, there are all the multiplier impacts that, to fully understand the importance of the industry to the Pemberton-SLRD C region, must be recognized. The following section outlines the methodology behind how all these impacts are calculated.

INPUT-OUTPUT METHODOLOGY

An oft-quoted measure of the significance of an industry or sub-industry is its earnings or revenues (for tourism, a Value of Tourism³ estimate). Using this definition, however, means that the value of the inputs used in production are included in the overall measure of importance, implicitly including the activities of other industries that provide goods and services to the industry. A better measure used by Statistics Canada is what is called Gross Domestic Product (sometimes referred to as GDP or "value-added"). GDP is defined as total revenues minus material purchases (goods and service inputs used in production excluding wages and salaries paid). Excluding material purchases ensures that the value-added of the

³ Destination BC (DBC) has, until recently, maintained a "Value of Tourism" model that, based on total accommodation revenues collected by a region, would produce an estimate of total tourism revenues. The number of suspect assumptions embedded in the methodology has lead DBC to abandon the approach until a more refined methodology can be developed.

supplying industries are not counted as part of the direct contribution of the industry under consideration. An alternative definition is that GDP is equal to the sum of all Labour Income, laxes on Production and Products, and Operating Surplus, where operating surplus is equal to monies used for capital (capital consumption allowances), interest payments and profits. This measure of GDP is the *direct* contribution of the industry to the economy. Similarly, there are *direct* measures wages and salaries (which need to include any gratuities earned) and employment.

When an industry purchases goods and services, it generates additional activity in those downstream supplying industries. By definition, these downstream industries earn additional revenues and, because they too purchase inputs for their own production, generate even more economic activity throughout the economy. In this context, an industry generates *indirect* impacts on the local and BC economies as a result of these purchases, and these impacts on the economy must be measured in order to evaluate the true value of the industry.

In addition, the wages and salaries paid by the industry and the additional wages paid by all the supplying industries are spent (after subtracting all personal federal and provincial incomes taxes and a proportion attributed to savings) on additional consumer goods and services. These additional personal expenditures generate additional impacts on revenues, employment and the like. Again, in order to measure correctly the total value of the industry to the local and BC economies, one must identity these *induced* impacts.

In order to calculate these impacts, we use our proprietary BC Regional Input-Output Model (BC RIO Model).⁴ The Model enables an analyst to examine the impacts of a business (such as a holiday resort) based on financial statement information, or to estimate the impacts of spending by, say, tourists staying in a notel or visiting triends and relatives (VFR).

Determining the impacts of an industry/firm requires first, mapping each individual expense item from the financial statement to its appropriate I/O commodity.⁵ Then all input taxes must be removed (since taxes do not contribute to additional economic activity).⁶ After that, all

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⁴ The BC RIO Model is a regionalized Input-Output Model that uses the <u>exact</u> same provincial data as the model used by Statistics Canada (and BC STATS) and follows the general methodology used by Statistics Canada in their modelling. We first developed our regionalized version of the provincial Model for the Ministry of Transportation for their internal use. In 2016, we were commissioned by Destination BC to develop a regionalized version (Regional District) specific for tourism impacts. It is this Model used in this study. The Model presently is being revised where the impacts will go down to the municipal level.

⁵ Many financial line items cannot be mapped to a single I/O commodity. For example, the purchase of "food" must be allocated across a variety of food-related commodities contained in the I/O. Generally speaking, the allocation uses detailed information in the Input-Output raw data tables or other information produced by Statistics Canada.

⁶ There are 15 different input and 15 different consumer spending tax types: Fed Trading Profits Tax; Fed Gasoline Tax; Fed Excise Tax; Fed Excise Duties; Fed Air Transport Tax; Fed Import Duties; Fed GST; Prov Environmental tax,; Prov Trading Profits Tax; Prov Gasoline Tax; Prov Other; Prov PST; Land Transfer Tax; Municipal Sales Tax; and Aboriginal Trading Profits Tax. There are tax rates assigned for each tax for each commodity type (e.g., there are a total of 7,440 input tax rates and another 7,440 consumer tax rates included in the BC RIO Model).

margins must be re-allocated⁷, imports removed (imports likewise do not add to the economy) and it is these values that are entered into the BC RIO Model to determine impacts.

Similarly, determining the impacts of visitor spending requires eliminating all consumer taxes for each spending category (e.g., tourism spending on hotels would need the 8% PST, 5% GST and (if applicable) 2% MST (MRDT tax) removed). Once these taxes are removed, the margins re-allocated and any imports removed⁸ the remaining net spending becomes the additional output (revenues) of the hotel sector and it is this value that is entered into the BCRIO Model.

It is important to note that the methodology used in this analysis is the <u>exact</u> same approach that Statistics Canada uses to determine the economic impacts of other industry sectors such as the Forestry Industry or the Mining Industry. As such, the estimates presented in this Report are completely comparable to other Statistics Canada measures. A more comprehensive description of Input-Output modelling and the differences between National Accounting (which form the basis of I/O Modelling) and Financial Accounting can be found in Appendix A.

This study quantifies the contribution of the all tourism activities to the Pemberton –SLRD C region. It splits the tourism activity into four categories. The first (and by far the largest) includes all the roofed accommodation; the second includes the independent campgrounds; the third people visiting friends and relatives (VFR); and the forth captures the impacts of day visitors to the region. The following section examines each of these categories and provides comprehensive impacts tables.

It should be noted that the methodology used to calculate impacts in this study differs significantly from the methodology used in the "Wedding Study" and accordingly one cannot compare the results nor can one treat the impacts of "weddings" as a sub-set of total tourism. The "Wedding Study" used "multipliers" from Statistics Canada's Input-Output Multiplier Table for BC to determine total impacts for each spending component. For example, it used the general retail trade multiplier of 1.76 to convert \$705,000 in direct shopping output to

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⁷ The purchase price of most commodities includes a portion for the actual producer cost (at the factory gate), markups (or "margins") by wholesale and retail trade sectors, and a cost for transporting the commodity from the producer (transportation margins). For example, when there is a purchase price of say, \$100 for a commodity, a part (say \$60) is allocated to the producer industry, another \$15 and \$20 are allocated to the appropriate wholesale industry and retail industry, and the remainder (\$5) allocated to the appropriate transport industry.

There are 8 different wholesale margins (Farm, Petroleum, Food, Household Appliances, Autos, Construction Products, Machinerv. and Other). 11 retail margins (Autos. Furniture. Electronics. Construction Products. Food. Health. Auto Fuels. Clothing, Sport Equipment, Household Fuel, Other), and 13 Transportation margins (Gas, Pipeline Oil, Pipeline Gas, Storage, Air, Rail, Water, Truck General, Truck Special, Water Supply, Road, Brokerage, Other) included in the Model. There are margin rates assigned for each margin type for each commodity type for inputs and consumer spending separately. That is, there are 15,872 different margins rates for business inputs and another 15, 872 margin rates for consumer goods and services contained in the Model.

Since there are no "imports" of hotel services by tourists, this value would be zero; in contrast, there are imports for, say, shopping purchases which would need to be removed.

\$1,587,760 in total shopping output and a total GDP impact of \$790,000. It should be clear from the above discussion that before using the I/O multipliers to calculate impacts, it was necessary to remove all imports and to re-allocate margins (the retail margin for shopping in particular is quite large) and the primary "at the factory gate" manufacturing value for each spending component.

Running that same value of \$790,000 in retail spending through the BCRIO which accounts for all taxes and margins and removes all imports, total output (direct + indirect + induced) is estimated at \$718,829 with total GDP of \$412,455 (of which only \$274,587 accrues to the SLRD), that is, roughly 50% of what was estimated in the Wedding Study.

ECONOMIC IMPACTS

Roofed Accommodation & Associated Spending

We undertook a comprehensive survey of accommodations establishments (hotels, motels, cabins/cottages, and B&Bs) in the Pemberton-SLRD C region, requesting where possible full financials for the 2018 operating year but at a minimum total revenues. Unfortunately, we were not able to get financials from any of the accommodation establishments, but we did get revenue estimates for many of the lodging providers. We did not, however, get all, and assumptions needed to be made for those for which revenue estimates were lacking. While we believe that our assumptions are reasonable and that the resulting total revenue estimate is credible (a total of \$5.7 million, including GST and PST taxes but excluding AirBnB-type providers), it must be noted that the revenue used in this study is subject to some potential error.

In addition to the above noted roofed accommodation, we also attempted to estimate the revenue value of AirBnB-type establishments. A review of AirBnB-related sites suggests there are roughly 80 to 90 independent sites listed (e.g., that are not also B&Bs). Anecdotal information suggests annual revenue per site in the neighbourhood of \$10,000 (some sites are listed all year round, others just in the summer). ⁹ Accordingly, we have assumed a total revenue value of \$800,000 for 2018.

⁹ As of November, 2018 all B&Bs, not just those with greater than 3 rooms, and (technically) all AirBnB-type providers are now paving PST and consequently, for 2019 onwards, better estimates of these revenues will be possible. Unfortunately, for 2018, no reliable data are available and no preliminary 2019 data have yet to be released.

The "Value of Tourism" Model developed by Destination BC to calculate sub-regional estimates of tourism revenue applies ratios of spending on a variety of goods and services (e.g., restaurant food and beverages, groceries, gasoline, shopping, recreation, etc.) per dollar of spending on each type of roofed accommodation as detailed in the International Traveller Survey (ITS) and the Travel Survey of residents of Canada (TSRC) conducted by Statistics Canada. For example, for every dollar spent on Hotel accommodation in the Cariboo- Chilcotin region, the ITS-TSRC estimates that just over 52 cents are spent in Restaurants.¹⁰

So, in addition to spending on accommodation, we estimated spending on each of these associated goods and services (save recreation which will be explained below) for each roofed accommodation type (Hotels, Motels, Cottages/Cabins, and B&Bs) and then rolled up this spending to construct estimates of total spending by commodity for all those staying in roofed accommodation.

As inferred, spending on recreation was determined in a different manner because, while spending on, say, restaurants per dollar spent on accommodation is fairly consistent across non-urban regions, spending on recreation can vary widely, and thus was one of the major criticisms of the "Value of Tourism" Model approach.

Accordingly, we also did a survey of recreation-providing establishments in the region. Our success rate here mirrored our success rate with accommodations: we did receive revenues estimates from a fair number of recreation providers, but not all, but only a couple provided full financial statements. Nevertheless, based on reasonably good anecdotal information, we were able to estimate revenues for those missing values. This provided us with a total spend on recreation by all visitors (that is, for all guests at roofed accommodation, campgrounds, VFR and day visitors combined).

Based on discussions with the major recreation providers and taking into account the Statistics Canada survey information for general recreation spending per dollar spending on accommodation type, we allocated total recreation spending to the four visitor groupings (see Table 1 above).

Table 2 following highlights our findings.

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¹⁰ The ITS and TSRC are regional surveys, but cover quite broad regional areas. The ITS-TSRC region containing Pemberton SLRD C includes all of Metro Vancouver and therefore would generate very biased ratios. In its place, we have chosen to use the Cariboo-Chilcotin region as a better proxy.

		CONSUM	IER SPENDING	IMPACTS	Roofed Acco	ommodation			
	REGION: 5	Squamish-Lillooet		15		REST OF BRITIS	H COLUMBIA	Contract Con	
	Direct	Indirect	Induced	REGIONAL TOTAL	Direct**	Indirect	Induced	REST OF BC TOTAL	TOTAL IMPACTS BC
Spending	\$14,179,667				1	1			
Domestic Output*	\$11,228,751	\$904,826	\$907,254	\$13,040,831	\$202,383	\$2,992,535	\$2,443,447	\$5,638,365	\$18,679,196
GDP at Basic Prices	\$6,253,297	\$517,293	\$695,931	\$7,466,521	\$62,025	\$1,613,827	\$1,485,258	\$3,161,111	\$10,627,632
Material Inputs	\$4,975,454	\$387,533	\$211,323	\$5,574,310	\$140,358	\$1,378,707	\$958,189	\$2,477,254	\$8,051,564
Labour Income	\$4,283,116	\$340,683	\$650,319	\$5,274,118	\$20,453	\$1,058,508	\$981,158	\$2,060,120	\$7,334,238
Wages and Salaries	\$3,644,483	\$244,561	\$272,349	\$4,161,393	\$16,580	\$758,830	\$430,389	\$1,205,799	\$5,367,19
Mixed Income	\$211,911	\$62,445	\$340,885	\$615,240	\$74	\$198,599	\$492,663	\$691,336	\$1,306,57
Employers' social contributions	\$426,722	\$33,677	\$37,086	\$497,484	\$3,800	\$101,079	\$58,106	\$162,985	\$660,46
Employment (jobs)	129.2	6.1	5.9	141.3	0.3	19.6	14.5	34.4	175.7
Total Taxes	\$2,813,297	\$80,920	\$151,936	\$3,046,153	\$12,804	\$261,129	\$330,259	\$604,191	\$3,650,344
Total Federal Taxes	\$1,295,130	\$35,590	\$54,337	\$1,385,056	\$5,890	\$110,129	\$122,947	\$238,966	\$1,624,023
Total Indirect Taxes	\$795,621	\$3,816	\$26,077	\$825,514	\$481	\$13,594	\$65,303	\$79,378	\$904,892
Fed Trading Profits Tax	\$0	\$0	\$54	\$54	50	so	\$146	\$146	\$20
Fed Gasoline Tax	\$65,589	\$752	\$2,045	\$68,386	\$371	\$2,913	\$4,202	\$7,487	\$75,87.
Fed Excise Tax	\$154	\$6	\$9	\$169	\$1	\$18	\$19	\$37	\$20
Fed Excise Duties	\$45,540	\$113	\$516	\$46,168	\$4	\$357	\$1,365	\$1,726	\$47,89
Fed Air Transport Tax	\$992	\$99	\$595	\$1,686	\$7	\$346	\$1,552	\$1,905	\$3,59
Fed Import Duties	\$28,004	\$231	\$1,235	\$29,470	\$74	\$815	\$3,172	\$4,061	\$33,530
GST	\$640,316	\$1,377	\$18,679	\$660,372	\$3	\$4,877	\$49,146	\$54,026	\$714,39
Indirect Taxes on Production	\$15,026	\$1,239	\$2,944	\$19,209	\$22	\$4,268	\$5,702	\$9,991	\$29,19
Personal Income Taxes	\$328,233	\$20,850	\$19,036	\$368,119	\$1,318	\$63,619	\$39,156	\$104,094	\$472,213
Corp. Income Taxes	\$171,275	\$10,925	\$9,224	\$191,424	\$4,091	\$32,916	\$18,488	\$55,494	\$246,918
Total Provincial Taxes	\$1,349,012	\$31,509	\$64,536	\$1,445,057	\$6,648	\$103,369	\$142,842	\$252,859	\$1,697,916
Total Indirect Taxes	\$1,102,637	\$14,354	\$49,083	\$1,166,074	\$3,244	\$51,325	\$111,896	\$166,465	\$1,332,538
Prov Environmental Tax	\$97,950	\$1,442	\$2,843	\$102,235	\$1,075	\$5,449	\$6,029	\$12,553	\$114,78
Prov Trading Profits Tax	\$77,340	\$585	\$7,034	\$84,959	\$21	\$1,836	\$18,827	\$20,684	\$105,64
Prov Gas Tax	\$142,543	\$1,729	\$4,629	\$148,901	\$1,113	\$6,706	\$9,557	\$17,376	\$166,270
Prov Other Tax	\$49,103	\$0	\$146	\$49,249	\$0	\$0	\$393	\$393	\$49,64
Land Transfer Tax	\$0	50	So	\$0	\$0	\$0	so	\$0	Ś
PST	\$665,008	\$4,777	\$20,595	\$690,380	\$934	\$17,276	\$50,293	\$68,503	\$758,88
Aboriginal Trading Profits	\$0	ŝo	\$0	\$0	\$0	\$0	50	\$0	\$1
Prov. Indirect Taxes on Production	\$70,694	\$5,822	\$13,835	\$90,351	\$101	\$20,058	\$26,797	\$46,956	\$137,30
Personal Income Taxes	\$120,774	\$9,144	\$8,689	\$138,606	\$405	\$27,906	\$17,388	\$45,699	\$184,305
Corp. Income Taxes	\$125,602	\$8,012	\$6,764	\$140,377	\$3,000	\$24,138	\$13,558	\$40,696	\$181,073
Total Municipal/RD Taxes	\$169,155	\$13,821	\$33,064	\$216,040	\$265	\$47,631	\$64,470	\$112,366	\$328,406
Municipal Sales Tax+++	\$4,298	\$236	\$781	\$5,314	\$29	\$830	\$1,942	\$2,802	\$8,110
Property, Business & Other Mun. Taxes	\$164,857	\$13,585	\$32,283	\$210,725	\$236	\$46,801	\$62,527	\$109,564	\$320,285

^{*}Domestic Output is equal to Spending minus Imports used for production minus consumer taxes minus indirect taxes on production.

^{**}Other BC Direct: The producer cost of goods (i.e., the cost excluding wholesale, retail and transportation margins, taxes, etc.) is measured at the factory gate. For some consumer spending (think the purchase of clothing) those factories may be located in other regions. Consumer taxes are assigned to Squamish-Lillooet

^{***}Municipal Sales Taxes include the MRDT tax as well as municpal parking taxes and the like.

Total spending (including taxes) by visitors staying in roofed accommodation in 2018 is estimated at \$14.2 million. ¹¹ Entering each of the spending values (from Table 1) into the BC Regional Input Output Model ¹² enables us to estimate the direct impacts on GDP (\$6.3 million plus a very small amount outside the SLRD ¹³), on payments to labour (\$4.3 million), on the approximate number of people directly employed (129 jobs), and on the taxes contributed stemming directly from this tourism activity (\$2.8 million in total of which \$1.3 million accrued to the Federal Government, \$1.3 million to the Provincial Government, and \$170,000 to local governments).

In addition to the direct impacts, there are also spin-off impacts known as indirect and induced impacts (see I/O methodology above and Appendix A). Since the Model is a regional Model, it calculates these impacts at the Regional District level as well as for the rest of BC.

When including all the spin-off impacts (direct, indirect and induced) affecting the Squamish-Lillooet Regional District, GDP is increased by \$7.5 million, labour income increased by \$5.3 million, employment by 141 jobs, and taxes by \$3.0 million.

The Squamish-Lillooet Regional District does not enjoy large manufacturing or service sectors, so it is not surprising that most of the indirect and induced impacts accrue to regions outside the Squamish-Lillooet region (i.e., the impacts due to the purchase of goods and services and the impacts due to the purchase of consumer goods and services). Looking at the impacts for the province as a whole, we see that tourism activity in the Pemberton-SLRD C area contributed almost \$10.6 million to provincial GDP, resulted in \$7.3 million in Labour Income, and was responsible for 175 jobs. Governments benefits by \$3.7 million, with the provincial government receiving \$1.7 million and locals governments across BC \$325,000.

Campgrounds and Associated Spending

Estimating total campground visitation was a two-step process. First, provincial campground visitation numbers and approximate revenues were obtained from BC Parks personnel. Second, we used the Statistics Canada Tourism Surveys (ITS-TSRC) which provided information on the per capita number of Campground visitors in the Cariboo-Chilcotin (see footnote 1) and applied this per capita estimate to the population in the Pemberton-SLRD C region.

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¹¹ These revenues include not only revenues itemized on financial statements, but also all consumer taxes paid (e.g., GST and PST) and gratuities earned by staff (which are offset by including those gratuities in the value of wages and salaries).

¹² Many of the spending categories do not have direct representation in the Input-Output commodity listing. There is, for example, no "commodity" called "Groceries" in the I/O. In this case, we allocate "Grocery" spending across all the commodities associated with groceries purchased by interprovincial tourists visiting BC, the assumption here is that the types of grocery items bought by interprovincial tourists would more-or-less match purchases by visitors to Pemberton-SLRD C region.

¹³ The producer cost of goods (i.e., the cost excluding wholesale, retail and transportation margins, taxes, etc.) is measured at the factory gate. For some consumer spending (think the purchase of clothing) those factories may be located in other regions.

		CON	NSUMER SPEN	DING IMPACT	Campg	rounds			
	REGION: S	l: Squamish-Lillooet 15 REST OF BRITISH COLUMBIA		H COLUMBIA					
	Direct	Indirect	Induced	REGIONAL TOTAL	Direct**	Indirect	Induced	REST OF BC TOTAL	TOTAL IMPACTS BC
Spending	\$2,661,867		1		A STATE OF THE PARTY OF THE PAR		Oliver Annual Control of the Control		
Domestic Output*	\$1,655,192	\$159,187	\$128,805	\$1,943,183	\$106,253	\$487,415	\$362,190	\$955,858	\$2,899,042
GDP at Basic Prices	\$929,366	\$90,795	\$98,785	\$1,118,946	\$31,368	\$261,910	\$220,835	\$514,113	\$1,633,059
Material Inputs	\$725,825	\$68,392	\$30,019	\$824,237	\$74,886	\$225,505	\$141,355	\$441,745	\$1,265,982
Labour Income	\$598,650	\$58,827	\$92,279	\$749,756	\$8,812	\$168,045	\$146,790	\$323,647	\$1,073,403
Wages and Salaries	\$495,367	\$41,848	\$38,646	\$575,861	\$6,810	\$119,559	\$64,329	\$190,698	\$766,55
Mixed Income	\$36,500	\$11,235	\$48,370	\$96,105	\$80	\$32,723	\$73,774	\$106,576	\$202,68
Employers' social contributions	\$66,783	\$5,745	\$5,262	\$77,790	\$1,922	\$15,764	\$8,687	\$26,373	\$104,16
Employment (jobs)	19.5	1.0	0.8	21.4	0.1	3.1	2.2	5.3	26.7
Total Taxes	\$474,799	\$14,487	\$21,552	\$510,838	\$5,866	\$42,816	\$49,105	\$97,788	\$608,625
Total Federal Taxes	\$220,463	\$6,323	\$7,709	\$234,495	\$2,968	\$18,041	\$18,269	\$39,277	\$273,773
Total Indirect Taxes	\$149,944	\$674	\$3,701	\$154,319	\$132	\$2,197	\$9,689	\$12,018	\$166,338
Fed Trading Profits Tax	\$0	\$0	\$8	\$8	\$0	\$0	\$22	\$22	\$25
Fed Gasoline Tax	\$36,506	\$145	\$290	\$36,941	\$74	\$494	\$625	\$1,193	\$38,134
Fed Excise Tax	\$17	\$1	\$1	\$19	\$0	\$2	\$3	\$5	\$24
Fed Excise Dutles	\$7,620	\$14	\$73	\$7,707	\$2	\$44	\$202	\$248	\$7,956
Fed Air Transport Tax	\$89	\$18	\$85	\$191	\$4	\$57	\$230	\$290	\$481
Fed Import Duties	\$9,114	\$41	\$175	\$9,330	\$41	\$135	\$470	\$646	\$9,977
GST	\$95,076	\$231	\$2,652	\$97,958	\$1	\$763	\$7,287	\$8,052	\$106,010
Indirect Taxes on Production	\$1,522	\$224	\$417	\$2,164	\$9	\$703	\$850	\$1,562	\$3,726
Personal Income Taxes	\$40,163	\$3,633	\$2,700	\$46,496	\$612	\$10,302	\$5,827	\$16,741	\$63,237
Corp. Income Taxes	\$30,355	\$2,017	\$1,308	\$33,680	\$2,223	\$5,542	\$2,752	\$10,518	\$44,198
Total Provincial Taxes	\$237,187	\$5,660	\$9,155	\$252,003	\$2,779	\$16,930	\$21,232	\$40,941	\$292,944
Total Indirect Taxes	\$199,825	\$2,587	\$6,964	\$209,376	\$1,021	\$8,389	\$16,626	\$26,035	\$235,411
Prov Environmental Tax	\$51,598	\$277	\$403	\$52,278	\$343	\$932	\$897	\$2,172	\$54,450
Prov Trading Profits Tax	\$21,112	\$69	\$999	\$22,180	\$12	\$217	\$2,791	\$3,020	\$25,200
Prov Gas Tax	\$78,462	\$337	\$657	\$79,456	\$210	\$1,138	\$1,422	\$2,770	\$82,227
Prov Other Tax	\$4,945	\$0	\$21	\$4,966	\$0	\$0	\$58	\$58	\$5,024
Land Transfer Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	so
PST	\$36,521	\$849	\$2,923	\$40,292	\$412	\$2,798	\$7,465	\$10,674	\$50,967
Aboriginal Trading Profits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Prov. Indirect Taxes on Production	\$7,187	\$1,054	\$1,961	\$10,203	\$45	\$3,304	\$3,993	\$7,341	\$17,544
Personal Income Taxes	\$15,102	\$1,594	\$1,232	\$17,928	\$128	\$4,477	\$2,588	\$7,192	\$25,121
Corp. Income Taxes	\$22,260	\$1,479	\$959	\$24,699	\$1,630	\$4,064	\$2,018	\$7,713	\$32,412
Total Municipal/RD Taxes	\$17,148	\$2,503	\$4,688	\$24,339	\$120	\$7,845	\$9,604	\$17,570	\$41,909
Municipal Sales Tax***	\$421	\$43	\$111	\$574	\$16	\$137	\$288	\$441	\$1,015
Property, Business & Other Mun. Taxes	\$16,728	\$2,460	\$4,577	\$23,765	\$104	\$7,709	\$9,316	\$17,129	\$40,894

^{*}Domestic Output is equal to Spending minus Imports used for production minus consumer taxes minus indirect taxes on production.

^{**}Other BC Direct: The producer cost of goods (i.e., the cost excluding wholesale, retail and transportation margins, taxes, etc.) is measured at the factory gate. For some consumer spending (think the purchase of clothing) those factories may be located in other regions. Consumer taxes are assigned to Squamish-Lillooet ***Municipal Sales Taxes include the MRDT tax as well as municipal parking taxes and the like.

Overall, we estimate that the total spending by visitors on campground accommodation was \$450,000 (per person spending of approximately \$15/night). To estimate spending by campers on other spending categories, we used the same approached as outlined in the roofed accommodation section. Overall, total spending by campers is estimated at \$2.7 million (see Table 1 above).

Table 3 on the previous page highlights the economic impacts (direct, indirect and induced) generated by campers. Entering each of the spending values from Table 1 into the BC Regional Input Output Model enables us to estimate the resulting direct impacts on GDP (\$930,000 with another \$30,000 outside the Pemberton-SLRD C region), on payments to labour (\$600,000), on the approximate number of people directly employed (20), and on the taxes contributed stemming directly from this tourism activity (\$475,000 in total).

Accounting for all direct, indirect, and induced impacts within the Squamish-Lillooet Reginal District, GDP increased by \$1.1 million, Labour payments to the 21 new employees increased by \$750,000 with total taxes increasing by just over \$510,000. For the Province as a whole, campground activity in Pemberton-SLRD C resulted in an increase in GDP of \$1.6 million, labour income of \$1.1 million going to 27 jobs, and tax receipts of some \$610,000.

Tourists Visiting Friends and Relatives

Not surprisingly, there are no data (not even anecdotal information) on the number of people visiting friends or relatives in the Pemberton area. To estimate that number, we used the Statistics Canada Tourism Surveys (ITS-TSRC) which provided information on the per capita number of VFR visitors in the Cariboo-Chilcotin (see footnote 1) and applied this per capita estimate to the population in the Pemberton-SLRD C region.

Table 5 on the following page highlights the impacts of tourists visiting friends or relatives. With total spending at \$710,000, the direct impacts on GDP are estimated at \$180,000 in the Pemberton-SLRD C region (and another \$13,000 in other parts of BC), with labour income at \$120.000, iobs created at 4 and total taxes equalling around \$160.000.

Total impacts (direct, indirect and induced) in the Squamish-Lillooet Regional District on GDP reached \$220,000, on Labour Income of \$155,000, on employment of 5, and taxes of \$160,000. For the province as a whole, GDP increased by \$340,000, Labour Income increased by \$225,000, employment by 6, and taxes by \$190,000.

Table 4: Tourists Visiting Friends and Relatives and Associated Spending

			CONSUMER !	SPENDING IMP	ACTS VF	R			
	REGION: Squamish-Lillooet 15			15					
	Direct	Indirect	Induced	REGIONAL TOTAL	Direct**	Indirect	Induced	REST OF BC TOTAL	TOTAL IMPACTS BC
Spending	\$712,267								
Domestic Output*	\$340,044	\$35,557	\$27,141	\$402,742	\$44,088	\$112,091	\$77,820	\$233,999	\$636,741
GDP at Basic Prices	\$181,079	\$19,790	\$20,814	\$221,682	\$13,128	\$58,238	\$47,512	\$118,878	\$340,561
Material Inputs	\$158,965	\$15,767	\$6,327	\$181,060	\$30,960	\$53,852	\$30,308	\$115,121	\$296,181
Labour Income	\$122,838	\$12,462	\$19,440	\$154,740	\$3,075	\$36,081	\$31,667	\$70,823	\$225,563
Wages and Salaries	\$105,499	\$8,831	\$8,141	\$122,472	\$2,384	\$25,558	\$13,872	\$41,813	\$164,28
Mixed Income	\$4,756	\$2,374	\$10,190	\$17,319	\$17	\$7,030	\$15,921	\$22,968	\$40,28
Employers' social contributions	\$12,584	\$1,257	\$1,109	\$14,949	\$674	\$3,494	\$1,873	\$6,041	\$20,99
Employment (jobs)	4.3	0.2	0.2	4.7	0.0	0.7	0.5	1.2	5.9
Total Taxes	\$156,193	\$3,222	\$4,539	\$163,955	\$2,520	\$9,617	\$10,565	\$22,702	\$186,657
Total Federal Taxes	\$63,744	\$1,390	\$1,624	\$66,758	\$1,249	\$4,009	\$3,929	\$9,187	\$75,945
Total Indirect Taxes	\$50,397	\$148	\$780	\$51,324	\$56	\$485	\$2,083	\$2,624	\$53,949
Fed Trading Profits Tax	so	so	52	\$2	so	śo	\$5	55	\$1
Fed Gasoline Tax	\$16,822	\$33	\$61	\$16,916	\$32	\$113	\$135	\$280	\$17,190
Fed Excise Tax	\$3	\$0	SO	\$3	so	\$0	\$1	51	\$4
Fed Excise Duties	\$3,765	\$3	\$15	\$3,784	\$1	\$9	\$43	\$54	\$3,83
Fed Air Transport Tax	\$26	\$4	\$18	\$47	\$2	\$12	\$49	\$63	\$110
Fed Import Duties	\$1,576	\$10	\$37	\$1,622	\$17	\$31	\$101	\$150	\$1,772
GST	\$27,944	\$48	\$559	\$28,551	51	\$158	\$1,566	\$1,725	\$30,275
Indirect Taxes on Production	\$261	\$51	\$88	\$400	\$3	\$161	\$183	\$347	\$74:
Personal Income Taxes	\$7,985	\$770	\$569	\$9,324	\$201	\$2,219	\$1,254	\$3,674	\$12,998
Corp. Income Taxes	\$5,362	\$471	\$276	\$6,109	\$992	\$1,305	\$593	\$2,890	\$8,999
Total Provincial Taxes	\$89,460	\$1,263	\$1,928	\$92,651	\$1,227	\$3,812	\$4,567	\$9,606	\$102,257
Total Indirect Taxes	\$82,567	\$579	\$1,467	\$84,613	\$451	\$1,890	\$3,576	\$5,917	\$90,530
Prov Environmental Tax	\$23,617	\$64	\$85	\$23,766	\$154	\$218	5193	\$565	\$24,331
Prov Trading Profits Tax	\$6,008	\$14	\$210	\$6,233	\$5	\$46	\$600	\$650	\$6,883
Prov Gas Tax	\$36,117	\$77	\$138	\$36,331	\$93	\$261	\$306	\$660	\$36,991
Prov Other Tax	\$4,135	\$0	\$4	\$4,139	so	\$0	\$13	\$13	\$4,152
Land Transfer Tax	śo	50	śo	so	so	\$0	śo	ŚO	\$0
PST	\$11,454	\$183	\$616	\$12,253	\$184	\$607	\$1,605	\$2,396	\$14,645
Aboriginal Trading Profits	\$0	\$0	\$0	50	50	\$0	so	\$0	\$6
Prov. Indirect Taxes on Production	\$1,237	\$240	\$413	\$1,890	\$16	\$757	\$860	\$1,633	\$3,523
Personal Income Taxes	\$2,960	\$338	\$260	\$3,558	\$48	\$965	\$557	\$1,570	\$5,128
Corp. Income Taxes	\$3,932	\$346	\$202	\$4,480	\$728	\$957	\$435	\$2,119	\$6,599
Total Municipal/RD Taxes	\$2,989	\$570	\$987	\$4,546	\$44	\$1,797	\$2,068	\$3,909	\$8,455
Municipal Sales Tax***	\$118	\$9	\$23	\$150	\$7	\$30	\$62	\$98	\$245
Property, Business & Other Mun. Taxes	\$2,871	\$561	\$964	\$4,395	\$37	\$1,767	\$2,006	\$3,811	\$8,206

^{*}Domestic Output is equal to Spending minus Imports used for production minus consumer taxes minus indirect taxes on production.

^{**}Other BC Direct: The producer cost of goods (i.e., the cost excluding wholesale, retail and transportation margins, taxes, etc.) is measured at the factory gate.

For some consumer spending (think the purchase of clothing) those factories may be located in other regions. Consumer taxes are assigned to Squamish-Lillooet ***Municipal Sales Taxes include the MRDT tax as well as municipal parking taxes and the like.

Day Visitors and Associated Spending

To estimate the number of day visitors, we took information provided by Parks BC regarding visitor car parking in the Provincial park areas (Joffre Park, Naira Falls and Birkenhead), added estimates of day visitors from recreation providers taking part in recreation activities, and included estimates from the Slow Food cycle and other events. In total, our estimate is 190,000.

Table 5 following highlights the impacts of day visitors. With total spending at \$9.1 million, the direct impacts on GDP are estimated at \$2.8 million (\$2.6 million in the Pemberton-SLRD C region), with labour income at \$1.9 million, jobs created at 62 and total taxes equalling around \$1.8 million.

Total impacts (direct, indirect and induced) in the Squamish-Lillooet Regional District on GDP reached \$3.3 million, on Labour Income of \$2.3 million, on employment of 67, and taxes of \$1.9 million. For the province as a whole, GDP increased by \$4.9 million, Labour Income increased by \$3.4 million, employment by 84 jobs, and taxes by \$2.2 million.

Table 5: Day Visitors and Associated Spending

		CO	NSUMER SPE	NDING IMPACT	S Day V	isitors	and the second second	HER STREET, ST	
	REGION: 5	quamish-Lillooet		15		REST OF BRITIS	H COLUMBIA -		
	Direct	Indirect	Induced	REGIONAL TOTAL	Direct**	Indirect	Induced	REST OF BC TOTAL	TOTAL IMPACTS BC
Spending	\$9,094,912								
Domestic Output*	\$4,908,879	\$511,129	\$402,354	\$5,822,362	\$470,344	\$1,585,930	\$1,146,657	\$3,202,931	\$9,025,293
GDP at Basic Prices	\$2,630,617	\$288,122	\$308,563	\$3,227,302	\$138,740	\$836,459	\$699,788	\$1,674,987	\$4,902,289
Material Inputs	\$2,278,262	\$223,008	\$93,791	\$2,595,060	\$331,605	\$749,471	\$446,868	\$1,527,944	\$4,123,004
Labour Income	\$1,853,481	\$186,607	\$288,208	\$2,328,296	\$36,842	\$534,204	\$466,015	\$1,037,061	\$3,365,358
Wages and Salaries	\$1,573,335	\$133,082	\$120,702	\$1,827,120	\$28,459	\$379,930	\$204,170	\$612,559	\$2,439,67
Mixed Income	\$70,052	\$35,027	\$151,070	\$256,149	\$240	\$103,374	\$234,274	\$337,889	\$594,03
Employers' social contributions	\$210,094	\$18,498	\$16,436	\$245,027	\$8,143	\$50,899	\$27,571	\$86,613	\$331,64
Employment (jobs)	60.9	3.3	2.6	66.9	0.5	9.9	6.8	17.1	84.0
Total Taxes	\$1,795,273	\$45,677	\$67,304	\$1,908,254	\$26,160	\$136,445	\$155,606	\$318,211	\$2,226,466
Total Federal Taxes	\$771,833	\$20,174	\$24,076	\$816,083	\$13,144	\$57,749	\$57,880	\$128,773	\$944,856
Total Indirect Taxes	\$581,084	\$2,043	\$11,560	\$594,687	\$590	\$6,820	\$30,685	\$38,095	\$632,782
Fed Trading Profits Tax	50	so	\$24	\$24	so	so	\$68	\$68	\$9:
Fed Gasoline Tax	\$166,111	\$465	\$906	\$167,481	\$334	\$1,604	\$1,982	\$3,921	\$171,40
Fed Excise Tax	\$35	\$2	\$4	\$41	\$0	\$7	\$9	\$16	\$5
Fed Excise Duties	\$59,686	\$43	\$229	\$59,957	\$10	\$139	\$641	\$790	\$60,74
Fed Air Transport Tax	\$322	\$55	\$264	\$640	\$16	\$177	\$729	\$922	\$1,562
Fed Import Duties	\$11,916	\$136	\$547	\$12,600	\$183	\$450	\$1,490	\$2,122	\$14,72
GST	\$339,581	\$657	\$8,283	\$348,521	\$6	\$2,233	\$23,072	\$25,311	\$373,832
Indirect Taxes on Production	\$3,435	\$686	\$1,303	\$5,424	\$40	\$2,211	\$2,694	\$4,944	\$10,368
Personal Income Taxes	\$119,094	\$11,650	\$8,431	\$139,175	\$2,505	\$33,058	\$18,470	\$54,033	\$193,208
Corp. Income Taxes	\$71,655	\$6,481	\$4,085	\$82,221	\$10,048	\$17,871	\$8,726	\$36,645	\$118,866
Total Provincial Taxes	\$984,195	\$17,849	\$28,592	\$1,030,636	\$12,507	\$54,017	\$67,274	\$133,797	\$1,164,433
Total Indirect Taxes	\$886,633	\$8,087	\$21,748	\$916,468	\$4,592	\$26,738	\$52,672	\$84,002	\$1,000,470
Prov Environmental Tax	\$233,921	\$911	\$1,260	\$236,092	\$1,542	\$3,084	\$2,842	\$7,468	\$243,560
Prov Trading Profits Tax	\$94,869	\$213	\$3,119	\$98,201	\$54	\$692	\$8,836	\$9,582	\$107,783
Prov Gas Tax	\$356,783	\$1,083	\$2,050	\$359,917	\$949	\$3,704	\$4,508	\$9,161	\$369,077
Prov Other Tax	\$65,671	\$0	\$65	\$65,736	\$0	\$0	\$184	\$184	\$65,920
Land Transfer Tax	\$0	50	\$0	50	\$0	\$0	\$0	SO	
PST	\$119,114	\$2,657	\$9,129	\$130,900	\$1,858	\$8,869	\$23,642	\$34,369	\$165,265
Aboriginal Trading Profits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$163,265
Prov. Indirect Taxes on Production	\$16,275	\$3,223	\$6,124	\$25,623	\$188	\$10,390	\$12,660	\$23,238	\$48,861
Personal Income Taxes	\$45,015	\$5,009	\$3,848	\$53,873	\$546	\$14,173	\$8,203	\$22,922	\$76,794
Corp. Income Taxes	\$52,547	\$4,753	\$2,996	\$60,295	\$7,369	\$13,105	\$6,399	\$26,873	\$87,168
Total Municipal/RD Taxes	\$39,244	\$7,655	\$14,636	\$61,535	\$509	\$24,679	\$30,453	\$55,641	\$117,176
Municipal Sales Tax***	\$1,444	\$134	\$346	\$1,924	\$71	\$435	\$913	\$1,419	\$3,343
Property, Business & Other Mun. Taxes	\$37,800	\$7,520	\$14,290	\$59,611	\$438	\$24,244	\$29,540	\$54,222	\$113,833

^{*}Domestic Output is equal to Spending minus Imports used for production minus consumer taxes minus indirect taxes on production.

^{**}Other BC Direct: The producer cost of goods (i.e., the cost excluding wholesale, retail and transportation margins, taxes, etc.) is measured at the factory gate. For some consumer spending (think the purchase of clothing) those factories may be located in other regions. Consumer taxes are assigned to Squamish-Lillooet

^{***}Municipal Sales Taxes include the MRDT tax as well as municpal parking taxes and the like.

Total Impacts of All Tourism in the Pemberton-SLRD C Region

The foregoing has documented the impacts for each of the four categories: roof accommodation, campgrounds, VRF, and day visitors. **Table 6** below outlines the total impacts of all tourism in the Pemberton-SLRD C region.

Overall, we estimate that total tourism spending in the Pemberton-SLRD C region in 2018 reached \$26.7 million, resulting in a direct contribution of \$10.0 million to GDP within the Pemberton-SLRD C region (plus another \$250,000 in other regions of the province) and \$6.9 million in Labour Income, and generated 214 jobs with \$5.2 million in taxes (of which \$2.7 million accrued to the provincial government and \$230,000 to local governments). The total impacts (direct, indirect and induced) on the Squamish-Lillooet Regional District, of course, are higher: GDP increases by \$12.0 million, Labour Income by \$8.5 million, jobs by 234, and Taxes by \$5.6 million (\$2.8 million to provincial coffers and \$310,000 to local governments). For the province as a whole, the total impacts reached over \$17.5 million in GDP, \$12.0 million in Labour Income, 292 jobs, and almost \$6.7 million in taxes with almost \$3.6 million going to the province.

Conclusion

Destination BC recognized the importance of smaller locales being able to estimate properly the full economic impacts of their tourism economies. But, the "Value of Tourism" Model (VoT) initiated in the early 2000s by DBC only produced measures of direct tourism revenues and these, it was found, were generally not very accurate, given the poor information on local recreation activities. In addition, the Model produced no estimates of direct GDP, Labour Income or Taxes and did not account for all the indirect and induced impacts that tourism generates.

The poor results of the VoT Model lead a number of companies to attempt to estimate local impacts using I/O Industry Multipliers as produced by Statistics Canada. This, as explained, is a completely invalid use of the multipliers, and resulted in inaccurate impact estimates. In response, in 2017 Destination BC collaborated with Pacific Analytics (PA) to enhance PA's Regional Input-Output Model (RIOM) to specifically account for tourism impacts at the Regional District Level.¹⁴

This study has based its impacts on reasonably good direct information from tourism-related businesses – accommodation and recreation-related - and used the detailed RIOM to generate direct impacts for the Pemberton-SLRD C region, and indirect and induced impacts for the

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¹⁴ The Model is currently being enhanced to produce impacts for smaller regions, although the dearth of industrial data would not, in the event. have been valid for the Pemberton-SLRD C region).

Squamish-Lillooet Regional District. And while, of course, better participation of businesses would have improved the accuracy of the estimates, it is fair to say that the estimates presented here are a sound representation of the value of the tourism economy to the Pemberton-SLRD C region.

Table 6: Total Economic Impacts of All Tourism in Pemberton-SLRD C Region

		CON	SUMER SPEND	DING IMPACTS	TOTAL T	OURISM			
	REGION:	Squamish-Lillooet		15			A STATE OF STREET, STR		
	Direct	Indirect	Induced	REGIONAL TOTAL	Direct**	Indirect	Induced	REST OF BC TOTAL	TOTAL IMPACTS BC
Spending	\$26,648,713								
Domestic Output*	\$18,132,865	\$1,610,699	\$1,465,554	\$21,209,119	\$823,069	\$5,177,970	\$4,030,115	\$10,031,153	\$31,240,272
GDP at Basic Prices	\$9,994,359	\$915,999	\$1,124,094	\$12,034,452	\$245,260	\$2,770,435	\$2,453,394	\$5,469,090	\$17,503,542
Material Inputs	\$8,138,507	\$694,700	\$341,460	\$9,174,667	\$577,808	\$2,407,535	\$1,576,720	\$4,562,063	\$13,736,730
Labour Income	\$6,858,086	\$598,579	\$1,050,246	\$8,506,911	\$69,182	\$1,796,839	\$1,625,629	\$3,491,651	\$11,998,561
Wages and Salaries	\$5,818,685	\$428,322	\$439,839	\$6,686,846	\$54,232	\$1,283,877	\$712,760	\$2,050,869	\$8,737,71
Mixed Income	\$323,219	\$111,080	\$550,514	\$984,814	\$411	\$341,726	\$816,633	\$1,158,769	\$2,143,58
Employers' social contributions	\$716,182	\$59,176	\$59,893	\$835,251	\$14,540	\$171,236	\$96,237	\$282,013	\$1,117,26
Employment (jobs)	214.0	10.7	9.6	234.3	0.9	33.2	24.0	58.1	292.3
Total Taxes	\$5,239,561	\$144,307	\$245,332	\$5,629,200	\$47,351	\$450,007	\$545,535	\$1,042,893	\$6,672,093
Total Federal Taxes	\$2,351,170	\$63,477	\$87,746	\$2,502,393	\$23,251	\$189,928	\$203,025	\$416,204	\$2,918,597
Total Indirect Taxes	\$1,577,047	\$6,680	\$42,118	\$1,625,845	\$1,259	\$23,096	\$107,760	\$132,116	\$1,757,960
Fed Trading Profits Tax	50	\$0	\$88	\$88	so	\$0	\$241	\$241	\$32
Fed Gasoline Tax	\$285,029	\$1,395	\$3,301	\$289,725	\$812	\$5,124	\$6,944	\$12,881	\$302,60
Fed Excise Tax	\$209	\$8	\$15	\$233	\$1	\$27	\$32	\$59	\$29.
Fed Excise Dutles	\$116,611	\$172	\$833	\$117,616	\$18	\$548	\$2,252	\$2,818	\$120,434
Fed Air Transport Tax	\$1,427	\$175	\$962	\$2,564	\$29	\$592	\$2,560	\$3,180	\$5,744
Fed Import Duties	\$50,610	\$418	\$1,994	\$53,022	\$315	\$1,431	\$5,233	\$6,979	\$60,00
GST	\$1,102,916	\$2,312	\$30,173	\$1,135,402	\$11	\$8,031	\$81,072	\$89,114	\$1,224,51
Indirect Taxes on Production	\$20,244	\$2,200	\$4,752	\$27,196	\$74	\$7,342	\$9,428	\$16,844	\$44,04
Personal Income Taxes	\$495,476	\$36,903	\$30,736	\$563,114	\$4,637	\$109,198	\$64,707	\$178,541	\$741,655
Corp. Income Taxes	\$278,648	\$19,894	\$14,893	\$313,434	\$17,355	\$57,634	\$30,558	\$105,547	\$418,981
Total Provincial Taxes	\$2,659,855	\$56,281	\$104,211	\$2,820,347	\$23,161	\$178,127	\$235,915	\$437,203	\$3,257,550
Total Indirect Taxes	\$2,271,662	\$25,607	\$79,261	\$2,376,530	\$9,307	\$88,341	\$184,770	\$282,419	\$2,658,949
Prov Environmental Tax	\$407,085	\$2,695	\$4,591	\$414,371	\$3,114	\$9,683	\$9,961	\$22,758	\$437,12
Prov Trading Profits Tax	\$199,329	\$881	\$11,363	\$211,573	\$92	\$2,790	\$31,054	\$33,936	\$245,50
Prov Gas Tax	\$613,905	\$3,225	\$7,474	\$624,605	\$2,365	\$11,809	\$15,793	\$29,967	\$654,57
Prov Other Tax	\$123,854	śo	\$236	\$124,090	so	śo	\$648	\$648	\$124,73
Land Transfer Tax	\$0	\$0	so	\$0	\$0	ŚO	SO	śo	\$1
PST	\$832,096	\$8,466	\$33,263	\$873,825	\$3,388	\$29,550	\$83,004	\$115,942	\$989,76
Aboriginal Trading Profits	50	\$0	\$0	\$0	\$0	\$0	śo	so	\$0
Prov. Indirect Taxes on Production	\$95,393	\$10,340	\$22,334	\$128,067	\$349	\$34,509	\$44,310	\$79,168	\$207,23
Personal Income Taxes	\$183,851	\$16,085	\$14,029	\$213,965	\$1,127	\$47,521	\$28,735	\$77,383	\$291,348
Corp. Income Taxes	\$204,342	\$14,589	\$10,921	\$229,852	\$12,727	\$42,265	\$22,409	\$77,401	\$307,253
Total Municipal/RD Taxes	\$228,536	\$24,549	\$53,374	\$306,460	\$939	\$81,952	\$106,595	\$189,486	\$495,946
Municipal Sales Tax***	\$6,280	\$422	\$1,261	\$7,963	\$123	\$1,431	\$3,205	\$4,760	\$12,723
Property, Business & Other Mun. Taxes	\$222,256	\$24,126	\$52,113	\$298,496	\$815	\$80,521	\$103,390	\$184,726	\$483,222

^{*}Domestic Output is equal to Spending minus Imports used for production minus consumer taxes minus indirect taxes on production.

***Municipal Sales Taxes include the MRDT tax as well as municpal parking taxes and the like.

Pacific Analytics Inc.

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^{**}Other BC Direct: The producer cost of goods (i.e., the cost excluding wholesale, retail and transportation margins, taxes, etc.) is measured at the factory gate.

For some consumer spending (think the purchase of clothing) those factories may be located in other regions. Consumer taxes are assigned to Squamish-Lillooet

APPENDIX A: AN INPUT-OUTPUT PRIMER

National Accounting (also termed Economic Accounting) assumes a company undertakes two steps in its production process. First, it purchases material inputs from other industries; and second, it transforms those material inputs into finished goods (or services), ready for resale. Take as an example a Restaurant. Restaurants buy fresh vegetables. meat. etc. from the Agriculture sector. Using other material inputs (e.g., electricity, cooking oil, etc.), it transforms them into finished dishes, which, in turn, are sold at a selling price higher than the cost of its inputs. The difference between the selling price and the material input cost is the "mark-up" or "value-added". This value-added is used to pay for the kitchen and wait personnel, any taxes levied by governments, the depreciation of equipment, any interest costs the restaurant may have, and will also generate, the owner hopes, a profit.

National Accounting asserts that the value which the restaurant sector adds to the economy (hence, the term "value added") is equal **not** to the total revenues of Restaurants, but only to this "mark-up" value. That is, the value of an industry to an economy is the difference between the value of its output (effectively, total operating revenues) and the cost of its material inputs. In this way, the Restaurant industry does not claim the value of the agriculture inputs it uses, which should rightly be accounted for by the Agriculture industry. As a result, there is no double counting when measuring the value of the entire economy.

In other words: the value-added of the Outfitting Industry is the revenue from all of its sales to clients (output) minus all of its costs for payments to other firms for goods or services (material inputs), or:

Value Added = Output (or Final Sales) - Material Inputs

Another way of defining value added is that it is the sum of an industry's payments to employees, for indirect taxes, for depreciation and interest costs, and for profit:

Value Added = Labour + Indirect Taxes + Depreciation + Interest Costs + Profit

The resulting value-added of any firm (or industry) is available to be shared among labour (wages, salaries and benefits), indirect taxes and "operating surplus." The operating surplus itself is shared between payments for the use of physical capital (depreciation), payments for the use of monetary capital (interest costs), and payments (profits) to the owner(s) of the enterprise. Value-added is an industry's contribution to, or *direct impact* on, the economy. And the sum of value-added of all industries is termed the country's Gross Domestic Product (GDP).

Pacific Analytics Inc. page A1

An important distinction needs to be made between Financial Accounting and National Accounting. Under financial accounting, an industry which has a high value added (i.e., contributes a lot to the economy), can be unprofitable if, for example, its payments to labour or for interest costs are too high. Alternatively, low value-adding industries can be very profitable to their owners, depending on their usage of labour and their capital structure.

Economists have standardized the measure of these flows and the inter-relationships of inputs and outputs among industries through the concept of Input-Output (I/O) analysis. The **SUPPLY** matrix identifies the various types of output the sector produces. The **USE** matrix highlights all of the various types of inputs used to produce that output. One can readily determine from these tables that subtracting total Material Inputs from total Output leaves Gross Domestic Product (GDP). This GDP is equal to the sum of Wages and Salaries, Benefits, and Operating Surplus.

The GDP-to-Output ratio is a measure of the direct contribution to the economy *per dollar* of output. Clearly, an industry that requires a lower dollar value of inputs to produce a given dollar of output is a higher value-adding industry. One must note, however, that a higher GDP-to-Output ratio does *not* imply that the industry is more important to the economy. It merely states that for every dollar of output the impact on the economy is greater. Obviously, when examining an industry's importance to an economy one must also take into account the total output of the industry. There is, however, another important characteristic of an industry that must be examined if one is to determine the importance of a sector to the local economy: its *linkages* to other industries.

When inputs such as fresh produce or meat are purchased by the Restaurant sector, the industries supplying those goods and services (in this case farmers, food manufacturers, and tood wholesalers and retailers) increase their own economic activity. This increased activity itself creates demand for other products. Farmers, for example, may need more fertilizers for their land and more petrol to run their machinery. Food wholesalers may require additional box material. The demand for extra fertilizers and petrol and box material will, in turn, stimulate activity in the fertilizer, petrol and box industries. The increased activity in the fertilizer industry will create greater demand for its own inputs, perhaps some chemicals. And so it continues down the chain of industries. The sum effects of all this additional economic activity are known as *indirect impacts*.

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Output is closely associated with industry revenues and client spending, but there are important differences. Likewise, the inputs used by the Kestaurant industry are highly related to industry expenses. But, again, the differences are important. For a summary of these differences, see the next sub-section: *Technical Differences*.

Technical Differences

Although the National Accounting (Input-Output) measurement of the value and impacts of Restaurants begins with the same set of data as the financial results of the industry, a number of adjustments are required in order to conform to strict National Accounting standards. To avoid possible confusion, these technical differences between Financial Accounting and National Accounting should be understood. The intent here is not to provide a comprehensive or definitive discussion of these differences, however, but rather to provide a cursory overview. For a more in-depth discussion of the differences and of the methodology underlying National Accounting, the interested reader is referred to the National Accounting compendium published by the UN.¹⁷

The following outlines the major differences:

- 1. The first and perhaps most important difference is that National Accounting measures <u>all</u> non-tax related revenues and expenses related to production, even those not itemized on the corporate income statement. Hence, gratuities paid to staff are included as output (in the case of the Restaurant Industry, as an increase in Restaurant revenues). This increases output but not material inputs, and therefore it increases the estimate of GDP (Output Inputs) by precisely the amount of gratuities. Using our other definition of GDP (GDP = indirect taxes + wages, salaries and benefits + operating surplus), we see that the increase in GDP is reflected in an increase in wages and salaries equal to the reported gratuities.
- 2. Another (usually) off-budget item is an estimate of the value of imputed room and board. On the Output side there is an increase in lodging revenues and, since the provision of room and board is a value to the employee, it is considered equivalent to a wage subsidy, and thus contributes to overall GDP. Normally, the cost of food is already accounted for within the financial statement, thus the net impact on GDP is equal to the value of the imputed room and board. Statistics Canada has standard values that it uses to assess the value of this room and board and it is that standard that is used in this report.
- At the same time, National Accounting omits revenues not directly related to the production process. Generally, these incomes are limited to interest and dividend earnings, but include non-operating revenues related to rental incomes, commissions and the like.
- 4. A fourth difference is that, under National Accounting, the value of each input in the USE matrix is stated in "producer" prices. That is, all wholesale, retail, and transportation costs included in the "purchaser" price of a commodity are removed, as are all commodity taxes, indirect taxes and import duties. These "distributive and

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¹⁷ System of National Accounts, Statistical Papers Series F No 2 Rev. 4, New York, 1993

tax margins," as they are called, are explicitly recognized in the USE matrix as separate line items. The reader should understand that this does not in any way reduce the total cost of inputs to the industry; it simply re-assigns the costs to different input categories.

- 5. A fifth difference lies in the treatment of merchandise sales. National Accounting treats the purchase of merchandise as partly a purchase from the manufacturer of the good (equal to the cost price of the good less distributive and tax margins) and partly a purchase from the retailer (equal to the mark-up for the good). Consequently, in an input-output table for a sector selling some retail goods, there is no recognition of the cost of the merchandise on the input (USE) side, and only the mark-up value is recognized on the output (Supply) side. The cost of the merchandise is captured in the Manufacturing sector as output. It is for this reason that some analysts recognize certain manufacturing industries as direct tourism, even though tourists do not actually buy any goods directly from those manufacturers.
- 6. Related to this unusual approach to merchandise sales is the treatment of "service margins." When a firm purchases a product (such as liquor, beer or wine) and re-sells it with a mark-up without any fundamental change to it, National Accounting recognizes only the mark-up or "service margin" as output. It then treats the purchase cost of the product (less distributive and tax margins) as an output to the original producer of the good. The main instance that affects most industries (besides retail sales) is alcohol sales. In this case, only the service margins are recognized as output, and the costs are assigned to the alcohol manufacturing sectors (beer, wine and liquor/distillers). In effect, then, the alcohol manufacturing sector is a direct provider to tourists under National Accounting principles.

The following simplified diagram may help explain some of these differences. On the left hand side is a financial statement containing revenues for rooms, food and beverage, rental income, merchandise sales, and interest and dividend payments. Room and Food & Beverage revenues are mapped directly into the Accommodation and Restaurant categories, but with the addition of (say, 10%) gratuities. Rental Income is part of the production process and therefore is entered on the National Accounting side. Merchandise under National Accounting is the <u>net</u> value. Interest and Dividends are not part of production, and they are excluded from the right hand side. Operating Expenses are mapped and broken down according to their constituent parts: the cost at the factory gate, the distributive (wholesale, retail and transportation) costs, and the various taxes and duties. Wages go directly into the Wages and Salaries component, but include the gratuities.

APPENDIX B: DEFINITIONS

As in any technical prieting, a number of technical prieting, a number of technical prieting and the field. The following provides some help with definitions.

- Input-Output Model: comprised of three tables or matrices: a Make matrix, a Use matrix, and a Final Demand matrix. The Make matrix lists all the different outputs produced by each industry. The Use matrix lists all the different purchases (material inputs) by each industry used in the production process as well as Kendidor (explicit and implicit) paid by the industry (GST is not a company-level tax; rather it is a tax paid by final consumers but channelled through the company). The Final Demand matrix lists all the various purchases by persons (including GST), by government, by industries for investment purposes, plus all net exports (exports minus imports) of each commodity (good or service). Mathematically re-arranging the tables enables one to determine how much addition production will be generated in the economy from an increase in demand for a commodity or series of commodities.
- 2. Gross Domestic Product (GDP or Value-Added): a measure of the total flow of goods and services produced by the economy and used for final domestic consumption, investment and export (e.g., excluding immediate consumption). GDP can be calculated in three different ways, all of which yield the same results. The first method, used in this Report, estimates the difference between the value of gross output of all industries minus the value of gross material inputs used for immediate production (excluding indirect taxes). The second method sums the values of Wages and Salaries, Supplementary Labour Income (Benefits), Operating Surplus (Profits plus Depreciation plus Interest on Long Term Debt) and Indirect Taxes for all industries. And the third method sums the values for personal consumption, government expenditures, investment (including changes to inventories) and net exports. In addition to total GDP for the economy, GDP is also estimated for individual industrial sectors.
- <u>Direct Impacts</u>: equivalent to the level of direct value-added (or GDP) generated by an industry.
- 4. <u>Indirect Impacts</u>: the impacts resulting from the expenses (goods and services) of a firm or industry used in the production process. The purchase of goods or services increases the economic activity of the supplying firms and, in turn, the supplying firms themselves must purchase their ewn goods and services which generates further economic activity in those supplying firms.
- 5. <u>Induced Impacts</u>: the impacts resulting from the wages and salaries paid by a firm or industry. When the wages and salaries are spent (less taxes and savings), the economic activity of the firms supplying those goods and services increases. As well, the supplying firms themselves will pay additional wages and salaries to their own employees which, when spent, generates more economic activity.

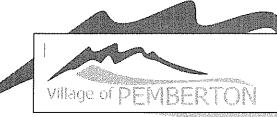
Person-Year (PY) Employment: the level of employment in a firm or industry when part

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<u>Producer Prices</u>: the value of a commodity (good or service) at the factory gate. It excludes all indirect taxes, as well as wholesale, retail, and transportation costs (called "margins") associated with the final selling (purchaser) price.

<u>Purchaser Prices</u>: the price of a commodity (good or service) actually invoiced to the purchaser. It includes the factory gate cost of the commodity plus any additional costs associated with indirect taxes, wholesale and retail margins, and costs associated with

<u>Value-Added</u>: a term identical establishment.



COMMITTEE OF THE WHOLE

Date: February 4, 2014

To: Daniel Sailland, Chief Administrative Officer

From: Caroline Lamont, Manager of Development Services

Subject: Community Economic Development

A Grassroots Approach

PURPOSE

The purpose of this report is to outline an approach that Council may consider with regard to formalizing a community economic development strategy for the Pemberton area.

BACKGROUND

The Village of Pemberton has had various forays into supporting economic development in the community.

- 2001 Pemberton was selected as a "Gateway to the Backcountry" through the Park and Backcountry Gateway Communities Program established by the Province of British Columbia. The Gateway Program had a coordinator and steering committee to formulate a vision, develop strategy and ultimately create a working plan. The committee was made up of representatives from local community associations and organizations that have a stake in the use of the backcountry and development of this initiative. The term "Adventure Begins Here" as well as the roundabout sign and "Superhost" programs were deliverables from this program.
- 2007 Area C/Pemberton Economic Development Service was created to realize opportunities from the 2010 Winter Games. The maximum requisition was \$60,000 for the service of which the Village contributed \$30,000/year. The Commission was comprised of elected officials and community members and a contracted Economic Development Officer. The Commission provided some support during the 2008 Pemberton Music Festival as well as hosted a promotional event with the District of Squamish at Canada House during the 2010 Olympics. The Commission's mandates are attached as Appendix A. Many of the directions have since been continued by the Village, notably: the revitalization of the airport, enhancements and tax breaks for the industrial park, First Nations communications through Winds of Change, strengthening regional relationships and providing grant writing assistance to community groups.
- 2011 On March 29, 2011 an Economic Development Workshop was held with Village of Pemberton, SLRD/Area C and Lil'wat Nation/Mt. Currie Band Council. A report prepared from the session summarized the discussions and identified

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next steps as well as the top priorities of the workshop. The top priorities for the Village of Pemberton to pursue included:

- Private school project;
- Bring back Pemberton Festival either with Live Nation or via another producing partner; and
- Develop tourism accommodation (position as more affordable and environmentally authentic experience compared to Whistler).

The top priorities combined for Lil'wat, Area C and Village were:

- Pursue Independent Power Projects to create community revenue and employment;
- Foster agriculture and aqua-culture programs;
- Consider farming mentor program to assist agriculture education;
- Market 100-mile diet to area residents support locally grown food products; and
- Pursue call centre operations. Can host at industrial park. Creates jobs for both communities.

2011-

2013

Following the disbandment of the *Economic Development Commission* the Village directed certain funds into an Economic Development Fund now known as *Community Initiative & Opportunity Fund*. The primary benefactors of this fund have been Tourism Pemberton, Pemberton and District Chamber of Commerce, the Banner Program, and Stewardship Pemberton. The fund is for the development, advancement, support or initiation of opportunities or to promote partnerships that will enhance the economic well-being within the Village and to the improvement of the quality of life of its residents in the following areas:

- Business development and/or opportunities
- Creation of potential long term employment
- Community economic development and/or diversification
- Promotion of the Village and surrounding area

In late 2013, as the Manager of Development Services, I presented to the Committee of the Whole the concept of Community Economic Development (CED). Council expressed sincere interested in this approach, as it was noted that community members had already embraced this approach with events (Slow Food Cycle), facilities (BMX Park, Nature Centre), sustainably

focused businesses, and farm to table initiatives. Further as part of an assignment for a certificate in Community Economic Development (Simon Fraser University), I organized a session with local innovators to introduce CED and talk about the challenges and opportunities in further developing a strategy.

The casual meeting was held in late November 2013. The participants (see agenda attached as Appendix B) included representation from hospitality, non-profits, farming, environment, recreation, land development and construction. The assignment required as part of my course credit is

Community Economic Development is a process by which communities can initiate and generate their own solutions to their common economic problems and thereby build long-term community capacity and foster the integration of economic, social and environmental objectives. CED has emerged as an alternative to conventional approaches to economic development, a participatory, holistic process that leads to positive, concrete changes in communities by creating employment; reducing poverty; contribution to the health of the natural environment; stabilizing local economics and increasing community control.

SFU Centre for Sustainable Community Development

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attached as Appendix C (Story of Hope), while an overview of the discussion and recommendations follows in the following section.

DESCRIPTION

The findings of a grass roots session held with local innovators about what the Pemberton area should work towards to embrace the economic development in the community, considered a wide range of topics, all of which are listed in Appendix D. The following highlights five key themes:

- 1) Embrace Risk Generally the economic development initiatives in the greater Pemberton area have been fairly safe and to truly achieve something the "planning" has to move more rapidly into action. Many major initiatives have been kicked around for decades which lead to a level of frustration in getting major projects done.
- 2) Need for a Pemberton * Area Tag Line Tourism Pemberton adopted the term "Adventure Begins Here" in the mid 2000's, but this does not consider the community character as a whole. Pemberton is often (both to its benefit and detriment) fragmented a focused tag line could pull out the commonalities. This vision then would be fied to clear directives that would provide focus to local decision making both in the public and private sectors. For example, there were comments such as:
 - People are happy here
 - Paople want to be here
 - Pemberton has everything you need
 - ∍ Bottle it
 - No other town with the diversity of farming, 2 hours to world class city, resort town and backcountry.
 - It's nice here, walk to places, no traffic, not afraid...
- 3) Self Promotion There are incredible success stories going on in Pemberton but often no one knows about it (small businesses, cottage industries, unique professionals...). We need to let the community and others know how great a place Pemberton is to live, though communications, accolades, social media, etc.. We need a forum to get the stories out, celebrate our people and market our passions. Engage and be proud.
- 4) Previous Economic Development Initiatives The previous initiatives were somewhat successful but there were no measurable results. Economic development should be spearheaded by the community and local stakeholders, rather than government. The initiatives need to have measurable results.
- 5) Food Clusters Pemperton has worked hard to become an established food cluster with the farm/farm gate operations, Slow Food Cycle and local restaurants. But more can be done to support and promote these initiatives.

At the end of the session, the group agreed that there is a need to develop a relatively short term (6 months) and medium term strategic approach to Community Economic Development. A facilitator needs to be hired which will independent and action oriented.

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DISCUSSION

Community Economic Development (CED) involves building interest and projects from local residents and stakeholders. The independent session held in November brought forward many interesting directions that should be expanded in a more concerted strategy. Although the Village should be involved to support the initiative they should only assist in the facilitation rather than the leading the process. It was recommended that the process could be financially supported by the Village's Community Initiative & Opportunity Fund in the hiring of a facilitator and supporting the development of a strategy with an action plan that spans public, private and not for profit interests. The CED should be an initiative of all area governments, SLRD/Area C and Lil'wat Nation.

COMMUNICATIONS

At this time, this request does not require a communications element. If the Community Economic Development Strategy, however, is pursued, then it will be important that the process be open and transparent and that the initiative be well advertised to ensure a range of community and stakeholders are able to participate.

IMPACT ON BUDGET, POLICY, STAFFING

A budget allocation will be required by Council of they support the facilitation and funding of a Community Economic Development strategy. The SLRD/Area C and Lil'wat Nation should also be asked to participate in the funding.

LEGAL CONSIDERATIONS

There are no legal considerations at this time.

ALTERNATIVE OPTIONS

The proposal contained within this report is to consider the funding and help with administrative facilitation in the preparation of a Community Economic Development strategy.

POTENTIAL GOVERNANCE CONSIDERATIONS

This imitiative is consistent with the strategic priority of economic development, specifically:

- o Develop an innovative working relationship with industry leaders in the Pemberton area
- o Foster investment in each of the Village of Pemberton's economic areas
- o Pemberton area
- o Support the tourism sector in the greater Pemberton area

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NEXT STEPS

Staff would like the Committee of the Whole to discuss the proposal for the preparation of a Community Economic Development Strategy that is developed from local stakeholders and residents. It would be staff's recommendation, that if Council is supportive of such an initiative, then staff would work with the informal working group (that participated in the November 2013 session) on developing a terms of reference and work program for a consultant to assist in the development of a Community Economic Development Strategy. Representatives from the SLRD/Area C (staff) and Lil'wat Nation (both staff and community members) should also be included in this group. In addition to the work program, a budget, community consultation and timelines will be established and returned to the respective Council's for consideration.

Attachments:

Appendix A – Economic Development Commission Mandates Appendix B – List of Attendees, November 2013 Group Appendix C – Story of Hope Appendix D – Summary of Results, November 2013 Group
Caroline Lamont, Manager of Development Services

CHIEF ADMINISTRATIVE OFFICER REVIEW

Daniel Sailland, Chief Administrative Officer

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Economic Development Consultant

Worksheet Goal & Mandates 2007 - 2010

Goal & Mandates	Measurements	Accomplishments
Goal: My goal is the achievement of diverse, responsible, and balanced economic growth in collaboration with all stakeholders		All Mandates are in progress mode
Mandates: 1. Establish strategies to entice businesses to settle in Pemberton, such as: A. Take advantage of Sliding Centre Legacy B. Airport C. Industrial Park 2. Identify additional business opportunities 3. Strengthen communication with First Nations and also seek partnerships	 micrease in general business activities Training facility in Pemberton Expansion of Airport traffic bringing in visitors Increase business in Industrial Park More diverse businesses settled Creating successful Partnerships - both communities are benefiting 	1. Due to my visit to the 2010 Commerce Centre, the company Proteus a temporary structure company was referred to Pemberton. The company scored contracts with VANOC and in turn contracted local businesses. They also brought in their own employees, which supported the local economy such as B & B's and restaurants. Over \$600,000 was spent by Proteus here in Pemberton. A. Site selection & established contact with federations. Feasibility research & conversations with VANOC. After extensive research and numerous
4. Forming and reinforce relationships with all neighboring communities 5. Work closely with Spirit of BC and VANOC to leverage opportunities	economically Communities from D'Arcy to Whistler complement and increase business for Pemberton and themselves Increased economic benefits	conversations with Sports Federations, Whistler Legacy Society, Sliding Sports officials and VANOC the decision was made that a Push Track in Pemberton is economically not feasible. B. Information exchange
6. Strengthen communication with Government to ensure support for our Valley 7. Establish Sponsorship Program 8. Grant Applications with relevant committees	 Increased government support Secure funding for community trust funds & events Receive more Grants 	C. Focus Group established. Challenges identified and partially addressed. New business settled: Proteus, Live Nation 2.1 Through Proteus our local company Tree Tops learned about modular buildings and is now able to offer

- 9. Event coordination support throughout the year to secure funding for 2010 celebration
- 10. Volunteer Program including Recognition Program, by consulting all Community Organizations accordingly.
- 11. Collaborate with Tourism Pemberton, Chamber of Commerce, and Spirit of BC to enhance business and economic development beyond 2010. Other Organizations and agencies may be involved.
- 12. Work with Whistler officials develop strategy how Pemberton and our neighboring communities can complement their 2010 efforts to host successful 2010 games.
- 13. Consult all stakeholders represented by EDC for acceptable future economic development and to enhance economic modules we already have.
- 14. Market the Pemberton Valley according to its vision and the 4 Pillars established by Pemberton Council in 2007.

- Key events receive more funds
- Volunteer of the year various levels
- More programs, partnerships carrying on through 2010
- Communities delivered the best 2010 games possible
- Local businesses strive and expand
- Pemberton is on the map to be the place to be

- additional services.
- 2.2 Working on an entire Farm program. Farmers need to form a coop type of organization to support a food processing plant. A location and building for this type of business has been identified and owner is standing by waiting on next steps. Food branding is on its way. Investment contacts have been established. Educational presentation for farmers and community on farming are in working progress.
- 3. Partnership opportunities in tourism & agriculture identified as well as tourism and the arts.
- 4.1 Joint 2020 Whistler Sustainability Economic Taskforce. Goal was set in Whistler to work with neighboring communities to promote entire area for Tourism & coordinate events. Tourism Whistler agreed to work with Pemberton and Squamish to establish a complementing program.
- **4.2** Birken Focus Group established for area businesses to help increase their existence and address challenges.
- 5. In progress
- 6. Established relationship with local government officials, MLA and established contact with Ministry of Economic Development, Environment, and Agriculture. Attended EDABC conference and established key contacts.
- 7. First 2 year contract with BC Hydro was signed for Winterfest: \$8,000 minimum.
- 8. Support for Cultural Olympiad and

celebration. 9. Support on various levels Winterfest, Pemberton Music Festival and started with Slow Food Cycle Sunday & Rodeo 10. Not started. 11.1 Organized a variety of workshops, which have been offered with the help of the Chamber of Commerce. 11.2 Contact with Community Futures has been made. 11.3 ED Consultant included in the Chamber Boom made. 11.4 Regular monthly contact with 2010 Commerce Centre. 11.5 First edition Pemberton Newspaper June 19 ¹¹ 12.1 Regular meetings with VANOC. 12.2 At a 2010 roundtable discussion institated by the 2020 sustainability taskforce the goal and action was set to involve Pemberton and Squamish (now says the every present, I am for the most part the only outside of Whister representative) in 2010 initiatives. Whister is trying to recognize that we can complement their efforts and are not trying to compete. 13. Monthly Economic Development Commission meetings in addition to individual meetings to support assigned team projects. 14. Supporting EMS Private school will increase the portfolio of Pemberton Supporting GEMS Private school will increase the portfolio of Pemberton of Pemberton and communities work together and complement		**************************************	
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each other to achieve the best result for 2010.	each other to achieve the best result for 2010.		

 Pemberton community and local government officials (VoP & SLRD) are in support of new economic opportunities. 	
Issues/Concerns/Follow-up:	Action/Decision/Resolution:
 EDConsultant asking for directions from the Commission — Questions: 1. Do you want EDC to sign contract for part time service, whilst working full time? 2. How do you want me to set the priorities? 3. Which areas do you want me to cut down? 4. Would you consider looking for full time funding? Create support program: to help local businesses to grow (expand) 	

PEMBERTON: GREAT PEOPLE WITH GREAT IDEAS

PARTICIPANTS:

Randy Jones, Mile One Eatery
Dawn Johnson, Stewardship Pemberton
Shannon Didier, Stewardship Pemberton
Graham Turner, GT3.0 Consulting and Pemberton BMX
Anna Helmer, Helmer's Organic Farms and Slow Food Cycle
Graham Murphy, Murphy Construction
Caroline Lamont, facilitator

INTRODUCTIONS:

Why are we here?

- Over the years I have seen residents and businesses come together and host legendary events, build community amenities and bring innovation and ideas to the world stage, all in a fairly incremental and grassroots manner.
- This organic approach to community building seemed to be appropriate, but yet it seemed like most initiatives were living quite close to the bone. Organizations such as the Farmer's Institute, Pemberton Arts Council, Slow Food Cycle, Tourism Pemberton and the Chamber have each contributed to bring such efforts together but yet there is not a concerted strategy that will add value to the local economy and quality of life.
- It was with this in mind that I enrolled in a certificate program in Community Economic Development at Simon Fraser University. At the time I did not really understand what Community Economic Development involved, but after the first forty hours of classroom lectures I have realized that Pemberton should (and in many cases already has) embrace such an approach to the local economy.

What is Community Economic Development?

Development encourages using local resources in a way that enhances economic opportunities while improving social conditions in a sustainable way. The CED approach is to increase local ownership, increase self-reliance and prioritize the triple bottom line (social economic and environmental).

Introduction

Your name and why you have it

Who are you?

- A group of people who are engaged in their local community and really care about this place and the people in it. You have a strong sense of community, a love for the small town life and a strong desire to live, work and play here in Pemberton. You all have overflowing plates full of things you want to get done. I think we all for the most part are invested in making a positive difference in the world. There are unique connections of people and craft that are developed within this small town.
- And the skills we have here are diverse from retailing, deep culinary roots, construction/business experience (planning and designing major capital projects), full time student, science nerd, farmer, multi-generational, non-profit/charity volunteer, and recreation activitist.

What is important?

- Places like this all around us...Shannon
- my wife with kids...Graham M

- our family working together under Mt Currie. The image of Mt Currie is by far Pemberton's biggest asset. It just would not be the same without it sitting up there looking down on us.... *Graham T*.
- Family, love, biodiversity, Mount Currie, the outdoors.....yoga. Dawn
- picture of my house, which I value greatly. I love living in town and working up the valley. I love my wood stove, I love the view. I like the shed and the woodshed and the potential to one day have chickens in the back. I like walking to the shops, to council meetings, and to the dentist. Anna
- Our surrounding area and the setting that we live in can be inspiring on numerous levels! Randy

THE PROJECT:

My assignment was to review, summarize and share research that relates to individuals and organizations in the Pemberton area that have pursued innovative approaches to community economic development.

1) Small Towns, Big Ideas. Case Studies in Small Town Community Economic Development, Will Lambe, University of North Carolina at Chapel Hill, December 2008 (Leasons Learned pages 1 - 9)

This study was prepared over a period of 12 months commencing June 2006, whereby the University of North Carolina-Chapel Hill, School of Government screened, researched and documented 45 case studies of small towns across the United States that are using a wide range of community and economic development strategies to advance their community's vision for prosperity. The intent was to provide the reader with information related to various strategies and tools that have been used by local communities. The review focused on the lessons learned from the inventory and analysis. The information collected was based on an extensive information gathering methodology.

There were seven (7) key lessons learned or themes that were intended to provide "take-away lessons for other communities hoping to learn from small towns with big ideas". The following provides a brief overview of the Lessons Learned and highlights a few discussion points as the article translates to Pemberton.

Spoke freely, did not seem to rely on the summaries, but the interesting thing was the article
was very much aligned with where this group thought Pemberton should go with community
economic development

1. in small towns, community development	Did not explicitly agree but clearly the
is economic development	message:
	^a What keeps people here is the
	community involvement in projects
	 Highly motivated community
	 Can do attitude
	 Did have EDC – tried it, no monitoring,
: :	no evaluation, wrong person
•	 No vision
	 Cater to people who live here
2.5mall towns with the most dramatic	
outcomes tend to be proactive and	 This was clear recognition that risk is
future oriented, they embrace change	important
and assume risk - The time to be	 Enough planning more action, pull
proactive is when there is not a lot going	the pin and go, level of frustration in
on in a community. This is effectively	moving forward (pessimistic) believe
embracing change through adapting and	it when I see it, false starts

taking risks. The case studies looked at Local government needs to step up, leadership being able to take chances, but again discussion on if they are which may involve trial and error and of the appropriate group. They are course failures to get where the good with trial and error. community eventually wants to go. The Not happy with status quo status quo is not politically safe as it will Not a race, though...set aside not be transformative. emotions 3. Successful community economic The group did not exactly call it a development strategies are guided by a vision but cleary dropped terms like broadly held local vision - The vision "tag line", marketing strategy, needs to be developed through an touchstone inclusive process with representation For community not tourism from of broad based interests (open and Right now too fragmented on what transparent). In small towns people are we are, how do we pull it together, the most important resource and will something the politicians do not work hard for the community's interest. change Be sure to engage newcomers, they come Bottle it, so unique with different perspectives. Unique pieces, cool influences а Passion of the people 4. Defining assets and opportunities Ð Assets and opportunities really broadly can yield innovative strategies evident in the discussion...lists: that capitalize on a community's D People are happy here competitive advantage - Small towns D Want to be here typically do not have the traditional It has everything you need assets and opportunities as larger centres Farming, Vancouver, Whistler, and therefore their competitive backcountry 0 advantage must look broader. This may Passion include partnerships with people and People businesses that are not typical such as C Its Nice Here schools, skilled retires, triple bottom line Mt. Currie/Lilwat commitments and/or safety and security. П Cater to people Highlighting alternative assets can also n Highly motivated encourage innovation together with **Farmers** unique and even unlikely partnerships. 5.Innovative local governance, See risk Toursim Office needs to be more partnerships and organizations significantly enhance the capacity for Can do attitude Farming innovation historically community economic development - The ... innovation considers out of the box Not a lot of awareness of the how thinking on contributors such alternative to/opportunities generation of tax revenues, partnerships outside the boundary, strong connections with provincial decision makers and public/private partnerships. 6. Effective communities identify, measure, Need to monitor efforts and celebrate short term successes to n Need promotion sustain support for long-tern community 0 Amazing business economic development - Community ø Need recognition economic development can be a long Communications, accolades, social journey -- decades in the making -- so media Already successful/share it success of low nanging fruit is important. . 13 to mantain momentum, invigorate But not braggers

volunteers and aponsors, convince naysayers and keep focus on the vision. and goals. In addition to celebrating success it is also important to measure, monitor and evaluate on the progress of the initiatives. 7. Viable community economic Diversity continually emphasized, the development involves the use of a people, the town, the activities, even comprehensive package of strategies summer to winter and tools, rether than a piecemeal approach - There is no silver bullet or single strategy but rather healthy communities are multifaceted. "Successful communities tend to have evolved to the point where they have a comprehensive package of strategies and tools that are aligned with the core assets, challenges and opportunities within their regional context". Decisions should be based on the community, yet can learn from others.

2) Food Clusters: Towards a Creative Rural Economy, Anne Lee and Geoffrey Wall, University of Waterloo, May 2012

Food is part of a creative economy that is well suited to small towns and rural areas.

Food clusters are built through a combination of primary sector (agriculture) and service sector (experience ecomomy) activities with strong links to the cultural sector (creative industry), particularly, where they have territorial assets such as an attractive setting and proximity to larger more urban markets. In the case studies in Southern Ontario (Stratford and Muskoka) the food cluster combined with existing and substantial creative and experience economies (theatre and recreation). The experiences of the food economy can be expanded into shoulder seasons with blossom and harvest events, while also markets are derived from residents and visitors (in turn reducing transportation costs for producers, leakages for local purchases and high quality incredients), complementing other cultural offerings.

Four "faciliators" were identified as important to ensure a successful food cluster:

Environmentally Friendly - high quality	Yes
locally grown food with environmentally	
responsible farming methods.	
Leadership – government, place brand	Getting there everyday
management, creative people (chefs,	
entrepreneurs	
Stakeholder Collaboration products such	Farmers Instutite
as farmers, service providers	
(accommodation) and creative beopte	
(marketers, prominent chefs, artisans and	
other entrepreneurs).	
Communication and Information Flows -	All on the same direciton,
many methods including websites, blogs,	recognition of real experiences
Facebook, etc.	,

Examples of first level outputs include:

- Specialized restaurants
- New menus
- Creative farms
- Parmers markets
- "pick your own" opportunities
- Farmgate sales
- Food-trails
- Food tasting events

Second level outputs

- Cultural sector such as craft shops, galleries, antiques, etc
- Accommodation

Conclusions Food economy provides some rural areas and small towns with the opportunity to improve their identifies and economies through the development of food clusters that develops relationships between agriculture and the experience (service) economies and links to the cultural sector (create economy). The innovation process involves talent creativity in the initiation and managmeent of diverse relationships among many stakeholders resulting in the offering of new cultural products leading to the formation of a food cluster as a place brand.

Pemberton is doing well, more promotion but on the food map, draw on old world farming economy, synergy with lifestyle

If you want more, check out this video: http://farmersfilmanac.com/#!

3) Stanford University Centre for Centre for Social Innovation, Social Innovation Conversations, Bill Drayton

http://csi.gsb.stanford.edu/podcast/series/Ashoka%20Social%20Entrepreneurship%20series?page=1

Start at Time 2:00 min - Finish at 15:00 (only 13 minutes you do not need to listen after this unless you really want to ③)

o	A comparison of a social entrepreneur and a business entrepreneur is like comparing Florence Nightingale and Andrew Carnegie	0	
0	Social entrepreneurism is an important initiative in the future, as the planet has big problems particularly as it relates to unsustainable practices and unfair income distribution.	а	Acted because something was missing, or passion, or just wanted to do right thing
a	Applying social entrepreneurism will ensure a quantum jump in problem solving	Ö	Better for all, sold

What is an Entrepreneur?

They live beyond launch of an idea, and the idea	
may live longer than entreprensur	
 A Core quality of sorrepreneur – drive for 	Yes agreed
vision to be executed - persistence in	
faith to do it	

 Vision to change the field, idea and reality back and tooth, edaption, lifelong affair 	
 Looking for impact of big opportunity, think creatively, comprehensively, and continually adapt 	^p Yes
Intense local activity in bring forward the idea, then the life of the idea continues considering how to market it, building a business, running an organization, management, etc.	D

What is a Social Entrepreneur?

A new way to look at the world, they are a citizen that organizes other citizens to care about a service or make change in the world and act to make it happen.

Want to watch an interesting video about a couple of social entrepreneurs (that were business students) and what they did with mushrooms, here is the link: http://www.tedxyse.com/2011/01/nikhil-arora-and-alejandro-velez/.

NEXT STEPS:

Story of Hope

My story of hope, is the kick-starting of a discussion on community economic development in Pemberton. The assignment of bringing people together to talk about an issue kept me in my comfort zone, as I have a personal and professional interest in community engagement and have learned from mistakes and successes over the year. The story of hope in a research circle, however, was entirely a new beast.

My people were local innovators and incredibly busy people, but they agreed to the session as they were motivated with a good dose of hope and urgency. They came with expectations that their time would be well spent and that the research and conversations would resonate and make a difference. I was hoping that I could meet expectations as I started to feel that I was rapidly rolling out of my place of comfort and tipping into a panic mode.

The challenges included the reality that I do not actually live in Pemberton (an outsider) and was having no luck finding an appropriate venue. Regardless, I crudged along somehow, sending informative invitations (Doodle Calendar was a session saver), and securing recognized community participants that would rock the session. The fear of crisis was avoided just three days before the session was held as out of nowhere it seems I had a date that worked for most participants and a cosy venue (which to satisfy childcare needs actually resulted in hosting the event in one of the innovator's home) — I was on my way to frame my story for change.

The assigned date arrived and Frad them share their thoughts of what they had in common, how they were unique and why they like a Pemberton. I soon realized that management tools to ensure a meaningful and robust discussion was not needed as this group launched themselves (with very little steering on my part) towards a clear course of action drawing directly on the research articles and their own personal experiences and attitudes. The session had valued conversations, framed by a comfortable venue, amazing participants, appetizers, child supervision and wine. The only thing missing were documenting photos (i got too involved).

Pemberton's story for community economic development is on its way with a captivated group that in solidarity has the courage to spur implement change and take risks; they want to promote our success recognizing our vision and the passion of the people that are here. The ideas have not stopped as each day since the session, I find in my inbox an email from the individual innovators talking about where we will go collectively. So out of my comfort zone I continue, to help Pemberton be a unique place with cool influences. Oh and most important they want me to be part of their next chapter.

Describe Experience
What was algorithment?

One or two sentences

Different backgrounds and perspectives but similar strategies to address change

That the research was a worthwhile initiative that has legs

I am not the only person that sees that there is an existing issue that should be proactively addressed

CED Research Circle

Community Economic Development

Risk vs. Reward

- Limited appetite to take risk
- People are dynamic but there are lots of opportunities but Village is dragging its heaels
- Enough planning more action
- "lets pull the pin and go"
- Level of frustration in getting major projects done
- "helieve it when we see it" so many false starts
- Not sure what is really going on ..but there is a lot

Tag Line

- "Adventure Begins Here"
- But is that really the community, what keeps people here is the community involvements and projects
- Risk in not proceding
- We are very fragmented how do you pull it all together
- Who are we.
- Online poll
- Vision going in this direction
- Clear directives
- Unified vision that municipal government does not change
- Marketing strategy
- Touch stone, continuity
- What is the stimulus
- Feel good about what we do
- People are happy here.
- Want to be here
- Market the amazing
- Ephemeral
- It is happening, what is it
- It has everything you need
- Sustained, strategic
- Bottle it
- NO other town with diversity of farming, 2 hrs to world class city, world class resourt, world class backcountry
- Unique piece, know why we lit it, cool influences
- Pemberton will take care of itself with the passion and the people
- Vísitor Info? GAtewsy
- Ironman, Blackcomb AViation

Council meetings

People should go, see all the things

Self Promotion

- There are tons of businesses in this town that are successful but no one knows it
- Really cool stuff
- There is something about this place that drives people here
- See it, spectacular, it is the little things.
- "Its Nice Here"...walk to places, no traffic, not afraid...
- How do people know how great it is
- Recognition, blog building community
- Communications, accolades, social media, great examples (SHE sleds)

Cottage industryies, self sufficiency

Getting the Stories out – forum, for people to connect, give back connect
Celebrate and market
Passions of people behind the scenes
"story needs to be told, or feel good about it
Engaged and Proud

Mt Currie

- Positive
- Great experience
- Dynamic community ...legacy

Amenities

- Not everyone wants to live here, but they still like the experience
- Mount Currie...tourist information...no reason to stop
- How do you draw people in, not a destination
- Can we be a destiatnion

Roles and Responsibility

- Farmers are about less government the better
- It is representative of a large group in the area
- Government is not to build community centres it is for basic services
- Poor practices have a legacy
- Rumour mill, misguided

Diversification

Catering to people who live here

Community is maturing

- New businesses,
- People want to stay, more permanent

Youth issues

- Need to engage youth
- Respect youth values, lose the idle time
- Recent event worrisome
- Destroyed innocence

School

- Will it fragment
- improve local education

Community (Municipal) Decisions

Rely on local expertise

Previous ED

- No measurable results
- Tried it
- Within municipal office
- No monitoring
- No evaluation
- Money is there, data on what works

Community

- Highlight motivated
- Need municipality to have the "I can do this attitude"
- But not a race, do it but do it right.
- Emotional decisions, step back slow down

Social Entrepreneur

Stewardship Pemberton

- Acted cause something was missing in the community
- Passion, funding, interest
- Do the right thing
- Organic approach
- Risk vs reward

n

Food Cluster

Pemberton doing well Guests from all over the area Micheline example Helmers ON the food map

Old World Farming Economy – incredible, fascinating, learng about them it is genuine, enchanting, balance "local" vs menu price

Pemberton food scene should be recognized Farmers Institute – robust

Tale of Two Seasons
Winter and summer
Winter is backcountry, sleds, skiing
Filming

Summer is food Festivals such as Tofino Oyster Festival Diversity/Ephemeral is part of us too

Outdoor Adventure Hut to hut Sled lift

Next Steps

6 month plan and big picture timeline...prize like Sea to Sky moniker

Post Meeting

Interestingly, there is an article in the Pique about the economic benefits of their various events, which are quite significantly funded by the hotel tax fund- Ironman, Tough Mudder etc. That money (\$900,000) is allocated to the events that will best fill hotel rooms. Pure and simple.

I wonder if there is a pure and simple driver for the Pemberton economy that we can put our finger on? Obviously, there has been a lot of focus on real estate development as the town has grown so quickly over the past 15 or so years. However, I see that as petering out now, due to the economic and land availability/ ease of development realities. Also, as we talked about last night, the due process exists and developers have only to follow that- the rest is up to them!

Now I think it would be good to get people to come here- and they don't need to stay forever!

This is more than tourism. This hooks in to people's desire to live a more active lifestyle, their beliefs around a clean environment and convivial communities, about a more simple and straightforward approach to eating, and finding an alternative to a failing food system. We can be that place where Vancouver people come to get their food, find adventure, and get centered. Or something.

For the most part, entrepreneurs will see the opportunities in this and take it from there, and they are already doing that of course. Government's role in this difficult to articulate. On the one had it could be summed up as: stay out of the way. On the other: be visionary and brave. For extreme example: no new building permits issued until there is a paved bike and walking trail connecting all neighborhoods contained within the village boundaries. Pemberton becomes an example of a place where all these important lifestyle choices are supported by local government.

What a diverse group of people in the room with no introductions needed. No too many towns that know one another, like we do.

I would lave to keep the momentum from last night rolling for sure.

Couple of next steps I could see us move forward with:

- Ensure we have a good cross section of people in the room. (missing the adventure entrepreneur??, anything else?).
- Document from within our Pemberton Community Who are we? What do we do? Why are we here?
- © Document what our Pemberton Community looks like for the outside looking in or driving by from a non-resident / visitors perspective?
- o Do these align?

How can we share what Pembertan is from within to the outside looking in?

Pemberton as a brand?

*Create a Pemberton Brand Book that tell our story and could also act as a directory for all our amazing businesses & resources.

WB Brand book here: http://issuu.com/whistlerblackcomb/docs/wb_mk1058_brandbook_web_ Lil'wat nation Annual Report: http://www.iilwan.co/cms-assets/documents/99438-332640.lilwat-nation-annual-report-2012.pdf

I personally feel that the Info Centre is underutilized and is full of brochures sending guests to everywhere but Pemherton. This place need to represent who we are through images and information about "Our Town".

^{*}Create a Shared Vision Statement.

I agree - what an amazing session. You all left me with such an incredible sense of what we have to offer as a community in Pemberton. Thank you all for such a great evening.

That was an interesting article to be sure. Made me think a lot about Pemberton and how we could be "funding" our events.

One other thing that we skimmed across on Thursday is that I really do feel like people really are coming to Pemberton as a destination. If it be mountain biking, BMXing, backcountry skiing, or having their weddings here, I feel like we have become more of a destination on our own than in the past. I really see us developing that niche market - and I suppose that really is what we were meeting about.

I agree with all your comments and the Lil'wat Annual Report is an inspiring document. How amazing it would be to have that for Pemberton! More of a dynamic and holistic approach than the traditional reporting - and it makes those outside of politics/government more compelled to read it. A way to engage the community?

Analysis and Recommendations Report

Prepared by:
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Tourism Pemberton has the potential to grow its online presence and community engagement through current social media platforms and utilizing the surrounding community. This report will consist of a variety of recommendations developed by the Capilano University team. Objectives include increasing the average dollars spent by visitors in the Pemberton region, promoting the destination through a variety of platforms and analyzing community opportunities.

The scope for our digital recommendations focuses on website and Instagram improvement. The main objective towards the community engagement recommendations is to develop ideas to help implement to ensure long-term environmental, social sustainability and financial stability.

Our aim is to recommend effective marketing strategies, build stronger relationships to enhance Pemberton's overall experience and develop a sustainable destination for all stakeholders. We have included the latest trends related to destination marketing and developed recommendations through analyzing current opportunities and threats. With Tourism Pemberton's slogan focusing on "Adventure begins here", the project team aims to grow the destination's reputation, promote a variety of activities, increase online reach and sustain the local community.

STRATEGIC DIRECTION

Indicated in this report is Tourism Pemberton's Strategic Direction. We mention it in this report as all of our recommendations derive from Tourism Pemberton's mission, vision, and objectives.

Mission: To develop and market tourism in the Pemberton Valley to the benefit of visitors and residents.

Vision: To promote Pemberton and District as BC's premier adventure gateway community and to positively impact the District's economy

Slogan/Unique Selling Proposition (USP): "Adventure Begins Here"

Goals:

Effective Destination Marketing: Invest in marketing campaigns to grow shoulder season visitation to visitor experiences with capacity for growth

Strong Relationships and Partnerships: Build Relationships and partnerships to leverage marketing investments, enhance the destination experience and maximize ROI

Responsible Destination Management: Together with various partners, invest in infrastructure and its maintenance to benefit visitors and residents and create remarkable experiences for all

Retrieved from: https://www.tourismpembertonbc.com/about-tourism-pemberton/

TARGET MARKET

Tourism Pemberton is, generally speaking, looking to increase two areas of tourism: average night spending, and shoulder/off season tourist numbers. After having conversations with Tourism Pemberton, it seems there is potential to improve processes that would gather data on the target market. Data would include activities that they are looking to do, demographics, dollars being spent, average stay, if they enjoyed themselves, and what could be improved upon or done differently. At this point there isn't too much data that has been gathered in terms of demographics. Visual observations have found that most travelers, visiting during the shoulder and off seasons, are aged between 18-40 but very little hard data exists. We have recommended a survey, which you have seen and tested on the Raven Backcountry Festival but the potential for more information is high.

Based off of the Tourism Pemberton Business Plan, Tourism Pemberton understands that one of the essential draws to Pemberton is the unique and abundant outdoor activities that take place there. The business plan highlights certain activities and then matches those activities based on Visitor Experience. Those that come to Pemberton for these types of activities are those that come year-round. As Tourism Pemberton would like to see the shoulder and off-season tourism numbers grow, the people that have been identified in this graph are part of Tourism Pemberton's target market. While weddings are incredibly important, they will likely take care of themselves (with additions to the websites in terms of improved images), so it would be recommended to focus on other tourist activities. These people include, those who are interested in Heritage and arts and culture which means a greater partnership with Pemberton Museum and Pemberton Arts Council, represented with activities and packages, that could be displayed within the community. Home Grown Festival on September 12-14th goes on during the shoulder season, which means that the survey we put together to discover customer demographics should definitely be handed out during this time, to better understand the types of people who are coming to this type of event, and maybe be in a better position to market to the same types of people for future dates. Cycling and hiking trails are incredibly important and can offer activities year-round. Mountain bikers and hikers make up a large portion of the target market and thus need to be thought of in terms of generating income. The outdoor list of activities offered by Pemberton is long but includes boating, kayaking, canoeing, SUPing, angling, hunting, golfing, horseback riding, cat skiing, downhill skiing, backcountry ski touring, cross country/Nordic skiing, and snowmobiling. An outdoor festival that occurs in the spring, fall, and winter could be a great way to generate revenue and would present another opportunity to hand out a survey to, again, best understand your target market for further marketing strategies.

The below graph, pulled from destination BC shows the seasonality of tourism here in British Columbia. While 40% of US tourists and 46% of international tourists travel during the summer months, BC residents and other Canadians are more evenly distributed which means focusing marketing on Canadians could potentially be more effective.

Season of travel	BC resident s	Other Canadians	US residents	Other inter- national
January to March	21%	18%	15%	12%
April to June	19%	29%	27%	28%
July to September	36%	33%	40%	46%
October to December	24%	20%	17%	14%

Here is a statistic, pulled from Destination BC that Tourism Pemberton would find extremely useful. Below is a graph that shows what outdoor activities overnight travelers were looking to do during their vacations. Ranking consistently high was hiking, visiting national/provincial parks, and viewing historic sites. Putting together some kind of activity with the first nations community that would involve an informative, historical nature hike could be very popular amongst overnight travelers.

	BC residents	Other Canadians	US residents	Other international
1	Hiking or backpacking	National/provincia I or nature park	National/provincia I or nature park	National/provincia I or nature park
2	Beach	Hiking or backpacking	Historic site	Historic site
3	National/provincia I or nature park	Beach	Attend a festival or fair	Museum or art gallery
4	Camping	Museum or art gallery	Museum or art gallery	Wildlife viewing or bird watching
5	Cycling	Wildlife viewing or bird watching	Attend a performance such as a play or concert	Attend a festival or fair

Below are statistics that show the average spending per visitor, average night, and average spending per visitor per night. While international residents tend to spend the most overall, they also stay the most amount of nights and thus have the lowest spending

per visitor per day. After discussions with you, it seemed weekend trips were the most popular so it would be best to look at average nights being approximately 2-5 nights.

	Average spending per visitor	Average nights	Average spending per visitor per night
All travellers in the Vancouver, Coast & Mountains	\$522	4.7	\$111
BC residents	\$255	2.4	\$107
Other Canadian residents	\$748	5.1	\$146
US residents	\$547	3.2	\$171
Other international residents	\$1,131	14.0	\$81

https://www.destinationbc.ca/content/uploads/2018/05/Vancouver-Coast-Mountains-Regional-Tourism-Profile 2017.pdf

EQ profile

- Authentic Experiencers
- Cultural Explorers

ANALYSIS

This SWOT Analysis identifies the internal strengths, weaknesses, opportunities and threats towards Tourism Pembertons Website, Social Media and surrounding communities.

Strengths:

- Strong presence on social media platforms
- High traffic from whistler
- Strong slogan "Adventure begins here"
- Variety of activities during all seasons
- Local collaboration
- Location scenic appeal
- Indigenous tourism growth
- Wedding growth industry
- Authentic community and businesses

Weaknesses:

- Lack of visual variety on the website.
- No call to action on website
- Minimal community engagement
- Trail capacity at highly trafficked locations
- Community not reaching full capacity during off season
- Limited accommodation

Opportunities:

- Increasing disposable income (5.6% increase 2015-16) Canadians have an increased demand for leisure recreation in province, out of province and international tourists.
- Utilizing local businesses
- User generated content
- Indigenous tourism growth
- Growing lifestyle changes towards environmentally responsible behaviour

Threats:

- Climate change and tourism increased wildfires
- Transport pollution and tourist negligence

TRENDS AND PESTLE ANALYSIS

Opportunity Trends

- Instagram is the key driver of traffic towards a company's website. With 81% of young adults aged 18-24 using this platform on a daily basis.
- Consumer expectations are shifting focus from consumption to experience.
- Sustainable choices According to Bookings.com, 55% of global travelers aim to choose more sustainable products.
- Social media influence Reviews and rating influence buying decisions. 50% of consumers conduct research prior to purchase. 65% of influencer marketing budgets will increase in 2020 (Big Commerce, 2020).
- Currency exchange rates between US and Canada
- Shifting demographics
- Collaborative consumption/Sharing economy on the rise
- Median Total income increasing Between 2005 to 2015, the median total income for Canadian families increased from \$63,457 to \$70,336. This is more than a 10 percent improvement.

Threat trends

- Climate change and tourism increased wildfires
- Transport pollution and tourist negligence

WEBSITE

What Tourism Pemberton has done well:

- Including local businesses on their website and as featured activities.
- Including different activities for both Winter and Summer.

Some parts that could be focused on in the effort of improving the website users experience includes the following:

- 1. Using white space effectively
- 2. Utilizing attractive calls to action
- 3. Featuring engaging images on the website
- 4. Keeping the pages of the website consistent in style and layout
- 5. Mobile Friendly

(Jiminez, 2020)

In regards to using white space effectively, it is important to keep in mind that featuring more white space on a website actually improves the design. By having white space on main pages and around titles and text, it is more likely to engage the users of the websites, through attracting more attention to the text. There is no right or wrong amount of white space on a website, it all depends on the vision that Tourism Pemberton is trying to communicate and what it is that the page may feature (Jiminez, 2020).

When discussing calls to action, this involves the ease of navigating the Tourism Pemberton website for the users. Through focusing on increasing the amount of action oriented buttons and prompts on the website, the users will have more success in finding what they are looking for. There are many factors involved in utilizing calls to action, for example, colors and the psychology behind it may influence users in making a decision, as well as the words featured on the action buttons. Through using specific words, it is possible to create emotional connections with the website users which may lead to more engagement and more success (Jiminez, 2020).

Through featuring high quality, local images (even locally sourced images) this will engage the audience by building trust and lead them to be intrigued of where the pictures were taken. Using stock images doesnt have the same effect as using real images of Pemberton and the surrounding area on the audience. This will add more integrity to the website and is more likely to build a connection with the audience. As someone once said "a picture says a thousand words". Good quality images are important in conveying the message that Tourism Pemberton wants to share with its visitors and will also share the beauty of the area with its audience. Involving powerful images throughout the website and on landing pages will grab the audience's attention. By switching out the current image of Mount Currie on the landing page header of the Tourism Pemberton website to a more detailed and brighter one, this is one change that could be easily implemented (Jiminez, 2020).

Consistency is key in the layout and format of a website. By making sure that all colors, fonts, heading styles etc. match and are consistent throughout the website, this will lead to users and the audience to feel more confident about the website. These different features of the website should remain consistent and should align with the message that Tourism Pemberton is trying to convey. By utilizing and sticking to a certain style, Tourism Pemberton can build trust with the users which can build that connection needed to attract more visitors (Jiminez, 2020).

Lastly, ensuring that the Tourism Pemberton website is mobile friendly, this will make sure that the website is easy to navigate regardless of the device that they may be using. Through making sure that the website is mobile friendly, this will lead to increased attractiveness towards visitors and perhaps even people recommending the website to friends and family when planning to visit Pemberton (Jiminez, 2020).

CURRENT COMMUNITY ENGAGEMENT ANALYSIS

OVERVIEW

Community Engagement is a key ingredient in supporting tourism within Pemberton into the future. To generate higher average spending per tourist visit, Tourism Pemberton is looking for all businesses, DMO organizations in the area, community organizations and the community at large to generate more efficient connections. These connections will provide further funding, motivation and commitment to sustaining Pemberton's agricultural, recreation based, small, mountain town feel through tourism activities.

Currently, Tourism Pemberton finds itself with strong relationships with organizations that include Squamish-Lilloet Regional District (SLRD), Village of Pemberton (VOP), Destination BC, Pemberton Chamber of Commerce (PCC), Ministry of Forests, Lands, Natural

Resource Operations and Rural Development (FLNRORD), and all other DMO's including Tourism Whistler in the area. These relationships do not come without a few fault lines and opportunity exists to develop deeper cohesive connections with all organizations.

Tourism Pemberton finds that new connections are needed to help bolster engagement in tourism activities within the community. At the forefront, developing a strong relationship with the Lil'wat Nation, Pemberton Valley Trails Association (PVTA) and Pemberton Off-Road Cycling Association (PORCA) along with a number of other community organizations are increasingly important. These connections could tap into forms of tourism that are currently dormant in the region or in hiking activities case, exploit the heavy usership in the area.

It is noted that tourism activities significantly impact the community and its economy, in both positive and negative ways. However, it is also noted that there is a lack of awareness of those impacts and tourisms importance to Pemberton. Tourism Pemberton acknowledges that with increased awareness and engagement, it will mean the need to understand concerns that are raised and actively create solutions that address them. Furthermore, businesses in Pemberton continue to lack understanding of positive impacts that are taking place in Pemberton from tourism activities. This again contributes to a lack of cohesion, awareness, and engagement in supporting the community in a tourism context. No study or survey has been implemented to fully understand the views and opinions of tourism activity within Pemberton. A study or survey like this would help Tourism Pemberton gain trust within the business community and community at large, as well as important feedback to again understand concerns and further develop solutions as mentioned above.

Finally, Tourism Pemberton has developed ways to engage and communicate the positives of tourism to the community. Projects like the PemberTon of Opportunities, and the Pemberton Economic Study as well as community oriented events such as the Slow Food Cycle and Raven Backcountry Festival all promote tourism's impacts and generate community engagement. Further growth of events, particularly in the slow seasons, are being eyed as an excellent way to further push awareness, cohesion and engagement within the community of Pemberton.

MOUNTAIN BIKING ECONOMIC IMPACT STUDY

Pemberton

An analysis of impacts of mountain biking in Pemberton was conducted in 2016. Continued growth in visitorship from mountain bikers contributed significantly to Pemberton's economy. Important numbers to note from this study are:

- 2,974 riders from outside Pemberton
- \$858,000 in direct spending by visitors
- 50% of out of town visitors stayed overnight in Pemberton
- Average spending by non-residents during overnight stays was \$324.57
- Average length of stay from 56% of overnight visitors was 3.9 nights

This data is important as it directly shows mountain bike tourism. This can be used to engage PORCA to show a needed cooperation between the two organizations that currently does not exist. PORCA does not want to promote further growth in visitorship. However, mountain bike tourism growth most likely will continue to grow as popularity of Pemberton's trails continue to gain notoriety. PORCA's view on visitorship aligns with Tourism Pemberton's goal of raising average spending per visitor vs raising overall numbers of visitors. However, growth in numbers is inevitable, as such a cooperative agreement to support the maintenance of Pemberton's trails through increased funding and organizational cohesion would be essential.

Squamish

An analysis of impacts of mountain biking in Squamish was conducted in 2016. Important numbers to note from this study are:

- 22,820 riders from outside Squamish
- \$9.9 Million in direct spending by visitors
- Average spending by non-residents during overnight stays was \$156; with international and other Canadian visitors spending upwards of \$700+
- 44% of out of town visitors stayed overnight in Squamish; Average length of stay was 5.8 nights

It is important to look at Squamish, as collaboration between organizing bodies have created a trail network that contributes significantly to Squamish's economy. Specifically,

high levels of visitors from outside of Squamish and a boom in the mountain bike industry landing in Squamish. Pro riders, distributors, component manufacturers and other industry partners have made Squamish home due to it's trail network. Due to proximity to Pemberton, this growth in riders will mean more riders traveling to Pemberton, as Sea-To-Sky mountain bikers ride in Squamish, Whistler and Pemberton interchangeably. As an example, Pinkbike has already used Pemberton as a base to produce their 2020 Mountain Bike Field Test content, which has reached anywhere between 30,000 to 60,000 views. Finally, professional riders like Yoann Barelli (over 24,000 subscribers on YouTube) and Remy Metallier (over 125,000 subscribers on YouTube) who call Squamish and Whistler home, have significant influence amongst the mountain bike community. As these riders amongst numerous others, continue to document riding Pemberton trails, awareness of Pemberton's trails will again grow through influence.

ABORIGINAL TOURISM

An interview was conducted with Kim McLeod, an instructor with Ts'zil Learning Centre and past instructor at Capilano University. The following further analyses the Lil'wat First Nations engagement in tourism and recommendations from someone who has been working within the community.

To confirm Tourism Pemberton's assumptions, so far tourism does not seem to be of interest to the Lil'wat Nation. It is not in their strategic or economic plans. Kim surveyed the community on education needs this past spring/summer, and tourism did not show up as a learning interest for people. So, at the moment, interest level is very low. Kim does think Indigenous tourism would do very well given the location, beauty, culture, proximity to Whistler, etc. However, if the community is not (currently) interested, and the Nation does not have a tourism plan at all, other than individual business operators emerging, getting the Lil'wat Nation on board will be a significant task. Kim also does not know of many tourism "products" offered by the Lil'wat Nation, if any at all.

"I haven't seen any [Indigenous] guided tours or recreation opportunities."

One thing that people do like to do in the community is catering, which could potentially be utilized somehow. Kim mentioned one thing that might do really well, is to work with local First Nations artists. There are several carvers, jewelry makers, painters, etc. - the types of tourists who are likely attracted to Pemberton and area, who would like Aboriginal tourism, would like real, locally made products rather than mass-produced ones. Unfortunately, even at the Lil'wat cultural center, most of the products sold are mass-produced Aboriginal products. There are some locally made ones, but not enough.

Ts'zil Learning Centre is in the process of bringing business programming to the community - so in a few years there is potential for many more individuals emerging with tourism-related business plans. There might be an opportunity for Tourism Pemberton to be

involved in the entrepreneurship side of the business program for example, work with students interested in tourism/recreation-related business plans to develop something.

The people who seem to be most excited about tourism opportunities for the community are outsiders. Anecdotally, for many people, preserving/protecting their land and enhancing their culture are priorities, and that can often be at conflict with tourism. As such, one recommendation might be to work with the Lil'wat Nation on a tourism plan. Every community that sees visitors needs one, whether the community wants visitors or not, they will probably come.

Right now, there isn't much for visitors to do on the Reserve, and recreational opportunities are limited unless tourists know where to go. The hot springs and camping at the lake are popular. The hot springs of which have seen a significant rise in visitation recently. Kim thinks that with some time, info and training there would be some interest in growing Indigenous Tourism. Namely, businesses centered around people who would like to lead sweat lodges, trail rides (horse), nature tours (plant identification), etc. However, right now, the First Nations people of the Lil'wat Nation are not ready for tourists.

LOCALS VIEW OF TOURISM

A short interview was conducted with Janet Ouchterlony, a long time resident of Pemberton. She is an avid outdoor enthusiast who enjoys mountain biking, hiking, skiing and overall a wonderful human being. Janet also has two sons who have grown up enjoying all of what Pemberton has to offer. The following gives a glimpse of how the general community possibly views tourism within Pemberton and Tourism Pemberton's activities.

Janet mentioned that her knowledge of Tourism Pemberton is limited, specifically, the only thing she understands of Tourism Pemberton is of the running of Pemberton's Info Booth. However, she admits that though she frequents Whistler often, she knows little more of Tourism Whistler. Janet understands that Tourism Whistler does run a number of events throughout the year. In regards to the Tourism Pemberton app specifically, she could not tell if she has known about it in the past or not. Anecdotally, Janet has noticed a rise in visitors in Pemberton, these visitors of which seem to be part of the mountain biking and snowmobiling communities.

Though most likely an anomaly amongst her demographic, Janet does not gather any information from traditional forms of media. However, Janet does mention that she is very active on social media. Janet will be the first to tell you how awesome Pemberton is, what there is to do, and promote the place on social media through all the posts that

she shares. Janet would not only love to know more about what tourism companies are doing in Pemberton if they live here and how others would answer if asked the same questions. Finally, Janet did mention that there are already a few significant hashtags that are being regularly used. Hashtags like #pembielife or #pembylife and #pembertise are heavily shared from what Janet can see.

ACTION PLAN

Our action plan consists of what Tourism Pemberton is doing well and our recommendations to consider. This includes the feasibility of Tourism Pembertons' Instagram platform, website and suggestions to further integrate community partners. This plan will help maintain a strong positive image, increase exposure of Tourism Pemberton, and provide community engagement. Below is a review of the action plan recommendations.

Website	What works well:	Our Recommendation:
	 Engaging images featured throughout the website. Utilizing white space effectively. Featuring attractive calls to action. 	 Using a higher quality image for the landing page. Keeping headers and fonts consistent throughout the website. Using white space more effectively. Featuring engaging images on the website Keeping the pages of the website consistent in style and layout Making sure website is Mobile Friendly
Instagram	 Consistent posting. Engaging locals to participate Professional photography Showcasing a variety of activities 	 Increase brand awareness #Pembyproud Grow Pemberton's Audience: Influencer Marketing Increase Community engagement:

		 Introducing contests, Tagging,
Mock-up Survey	Find in attachments	
Events	Events centered around Pemberton's natural outdoor resources	Partner with PORCA to create shoulder season mountain bike events

RECOMMENDATIONS

The main focus towards tourism Pemberton was decided by analyzing the strengths and opportunities mentioned above. The target market perceived towards tourism in Pemberton is the main influence towards these recommendations.

INSTAGRAM STRATEGY

What Tourism Pemberton is doing well:

- Consistent posting.
- Engaging locals to participate
- Professional photography
- Showcasing a variety of activities

According to Sprout Social Index, top priorities for managing Instagram are focused on brand awareness, growing the brands audience, increasing community engagement, and increasing web traffic from Instagram. Recommendations for Instagram should be focused on posting more frequently than currently what Tourism Pemberton is currently doing. Using a unique hashtag will help generate a community feel, and get people involved online. One example where a hashtag has created a vast community value

towards tourism is Fernie Tourism. #ferniestoke was created four years ago, in that time it has become a home for residents, visitors and businesses alike to share their experiences in and around Fernie. This example has generated a large community engagement movement where it has the benefit of amplifying Fernie's brand through word-of-mouth marketing. Tourism Fernie, through Crowdriff, is able to use that content to guide traffic to their website and allows for dynamic seasonal focusing towards targeted audiences. It provides Tourism Fernie access to high quality content produced by the community, easily shared and amplified to their desired effect. In 2018 saw the hashtag being used over 34 thousand times, which lead to over 76 million impressions from those posts and reached over 9 million people. Utilizing stories through specific themes. Stories are seen to highlight posts or videos and grow exposure. Below are some of our recommendations under each priority that will help increase Tourism Pemberton's Instagram platform.

Increase brand awareness:

- Hashtag: #Pembyproud. Refer to Community engagement #1.
- Alternating themes such as success stories, weddings, outdoor recreation, food tourism, wellness with a coloured theme.
- Including stories with logos on the main page.

Grow Tourism Pemberton's Audience:

• Influencer Marketing: Using highly trafficked Instagram influencers as well as Nano-influencers. See appendix A.

Increase community engagement:

- Introducing contests: Bringing the local community together for prizes, photography competitions. Brings in a utilitarian and community value to the customers.
- Tagging a photo of a Tourism "adventure" and tagging three friends, and following.
- Contest will create brand awareness and generate more conversions towards the brand. See appendix B.

Content themes

The idea of having content themes helps with keeping followers engaged through sequential posts. These are some ideas for creating constant engaging content:

- Action photography
- Landscape photography

- Success story/local story
- Colour scheme linking together

WFBSITE

What Tourism Pemberton has done well:

- Including local businesses on their website and as featured activities.
- Including different activities for both Winter and Summer.

Some parts that could be focused on in the effort of improving the website users experience includes the following:

- Using white space effectively
- Utilizing attractive calls to action
- Featuring engaging images on the website
- Keeping the pages of the website consistent in style and layout
- Mobile Friendly (Jiminez, 2020)

In regards to using white space effectively, it is important to keep in mind that featuring more white space on a website actually improves the design. By having white space on main pages and around titles and text, it is more likely to engage the users of the websites, through attracting more attention to the text. There is no right or wrong amount of white space on a website, it all depends on the vision that Tourism Pemberton is trying to communicate and what it is that the page may feature (Jiminez, 2020).

When discussing calls to action, this involves the ease of navigating the Tourism Pemberton website for the users. Through focusing on increasing the amount of action oriented buttons and prompts on the website, the users will have more success in finding what they are looking for. There are many factors involved in utilizing calls to action, for example, colors and the psychology behind it may influence users in making a decision, as well as the words featured on the action buttons. Through using specific words, it is possible to create emotional connections with the website users which may lead to more engagement and more success (Jiminez, 2020).

Through featuring high quality, local images (even locally sourced images) this will engage the audience by building trust and lead them to be intrigued of where the pictures were taken. Using stock images doesn't have the same effect as using real

images of Pemberton and the surrounding area on the audience. This will add more integrity to the website and is more likely to build a connection with the audience. As someone once said "a picture says a thousand words". Good quality images are important in conveying the message that Tourism Pemberton wants to share with its visitors and will also share the beauty of the area with its audience. Involving powerful images throughout the website and on landing pages will grab the audience's attention. By switching out the current image of Mount Currie on the landing page header of the Tourism Pemberton website to a more detailed and brighter one, this is one change that could be easily implemented (Jiminez, 2020).

Consistency is key in the layout and format of a website. By making sure that all colors, fonts, heading styles etc. match and are consistent throughout the website, this will lead to users and the audience to feel more confident about the website. These different features of the website should remain consistent and should align with the message that Tourism Pemberton is trying to convey. By utilizing and sticking to a certain style, Tourism Pemberton can build trust with the users which can build that connection needed to attract more visitors (Jiminez, 2020).

Lastly, ensuring that the Tourism Pemberton website is mobile friendly, this will make sure that the website is easy to navigate regardless of the device that they may be using. Through making sure that the website is mobile friendly, this will lead to increased attractiveness towards visitors and perhaps even people recommending the website to friends and family when planning to visit Pemberton (Jiminez, 2020).

Increase Web Traffic:

Content

- Visuals of wedding, community, sustainability and outdoor recreation. In relation to Pembertons' top three values: community, wilderness, adventure.
- Website improvement could include better quality images, implementing a chatbot for visitors.
- Email list for potential email marketing updates with events. This helps with receiving data.

OFFSEASON EVENTS/ACTIVITY SURVEYS

It is recommended that Tourism Pemberton captures more data towards their target market. There is a potential in capturing information VIA surveys that go out to participants of shoulder and off season events. See appendix for an example of a survey that is intended to go out to participants who have signed up for an event after it has taken place. This particular example is the survey recommendation for participants from the Raven Backcountry event. The goal of these surveys is to determine demographics, average dollar spent, what people are coming for, what they are doing when they are in Pemberton, and what they would like to see improved. For more information, please see target market and a copy of the survey for Raven Backcountry participants in the appendix. In Regards to potential year round events, there are many opportunities that can implement all key stakeholders within the community.

Summer:

 BBQ rustic dinner. Including local restaurants, tour operators and breweries.

Fall:

- Pumpkin patch for fall.
- Domestic marketing initiatives: Mountain culture magazine.

Winter:

 Collaborating with nature and food tourism: Events such as the igloo dome in west vancouver. This creates an experience over just consumption.

Spring:

- Brewery promotion/ collaboration
- Making a non-digital event with developing workshops towards more sustainable products such as soap, shampoo, medicine etc.

COMMUNITY ENGAGEMENT

In order for Tourism Pemberton to achieve its goals, the analysis of current community engagement shows, there are a number of important issues that should be tackled in the near future. The following three recommendations are being made based on the analysis found earlier in this document.

1. The Hashtag - As part of the Instagram strategy component above, a strong hashtag, can be used in such a way to generate a sense of pride in what Pemberton has to offer. Tourism Fernie's #ferniestoke shows that this is an incredibly powerful tool. Not only does it bring the tourism business group together, it includes the community at large and involves them in Pemberton's tourism opportunities. People like Janet, can be extremely helpful with little effort, using the power of sharing images. This again is an inexpensive way to advertise to

travelers and visitors that spending a day in Pemberton is worth their time. It would show the countless activities, scenery, food and accommodation Pemberton has to offer. Though there are a number of working hashtags for Pemberton, creating a new one specifically for the use outlined above is all about sharing the Pemberton experience with others.

- 2. Rewards Program Developing a program to create better cohesion would help businesses within the tourism business group generate more income. By recommending each other's businesses to guests, visitors or clients, businesses can show support for each other. This program would offer discounts, benefits or other opportunities for co-operation to workers, operators and owners to encourage further integration of all businesses with each other. Potential in the future to include residents would be a positive as well. In the Pemberton Mountain Bike Study, 37% of overnight visitors were staying with family and friends. By extending this rewards program to residents, a direct benefit would be apparent. For the businesses, further growth in visits from overnight visitors in shoulder seasons, and for residents, a sense of pride to show what Pemberton has to offer. This would be a direct engagement with recommendation #1 above. Finally, this would create an overall better experience for visitors, by creating a feeling of a tight knit community who cares for each other's well-being.
- 3. Developing New partnerships Continuing to build on current partnerships with organizations and stakeholders is an important task for future Tourism Pemberton goals. However, as found in our analysis, there are two major opportunities that have not been utilized as of yet. These of course would be long term working relationships with PORCA and the Lil'wat First Nation.

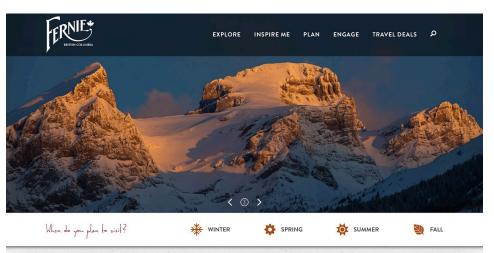
PORCA and Tourism Pemberton's goals align with keeping numbers of tourists down, but supporting growth in average expenditures per visitor. However, with the growth of Squamish's mountain bike industry, the number of riders has swelled in the Sea-to-Sky corridor. The industry will continue to use Pemberton trails as another option to riding in North Vancouver, or Whistler. With these industry riders, including a large number of influential Professional riders, awareness of Pemberton's amazing trails will continually grow. This includes continued social media coverage from these riders, viewed by mountain bikers all over the world. Connecting with PORCA and creating a mutually beneficial relationship will only help to protect the trails, but generate income for both organizations similar to what has been created in Squamish. PORCA would also be an extremely resourceful partner in creating shoulder season events that would benefit the community and businesses alike.

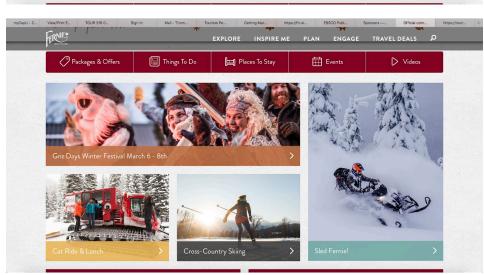
As seen in our analysis, it is understood that tourism is not currently in the Lil'wat Nation's scope. The Indigenous community is very much focused on preserving their lands and enhancing their culture. Furthermore, there is a lack of interest in including tourism focused education at Ts'zil Learning Centre, as evidenced by Kim McLeod. At the same time, there is significant interest from tourists visiting Canada with 1 in 4 visitors seeking out Indigenous Tourism. There are a couple of mechanisms Tourism Pemberton can utilize to actively begin to break down these current barriers. These were outlined by Kim, specifically, to engage with First Nations artists and to develop tourism focused sections within Ts'zil Learning Centres new business programing. Working with First Nations artists, relationships with businesses can be created to be used as places to sell their wares. This would be beneficial to the artists as well as tourists looking for genuine Indigenous arts and crafts. It would be a small step, but could be utilized to show the Lil'wat Nation how important their culture is to Pemberton as a whole and the great potential in experience based tourism they could be involved with. Lastly, Tourism Pemberton should work with Ts'zil Learning Centre to begin raising awareness of tourism amongst the people of the Lil'wat Nation. Tourism can be a positive experience, and there are many success stories across Canada. Implementing learning experiences at the Ts'zil Learning Centre will hopefully begin to create Indigenous Tourism operators within the First Nations community within a short period of time.

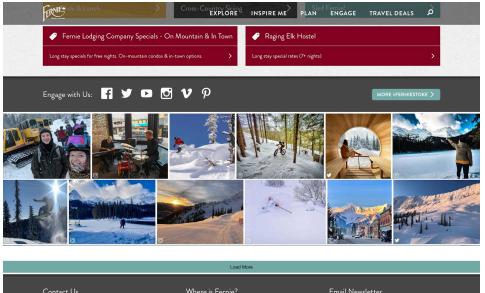
A. Instagram Influencers

Kosan Travel Co.	
Jasmine Lorimer	
Mirae Cambell	

B. Website example

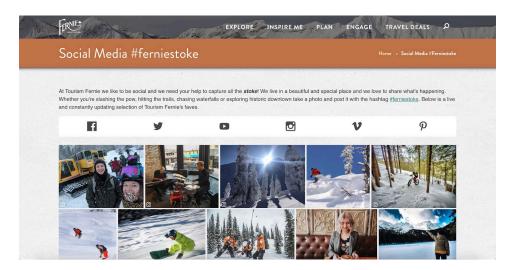








C. Social







Tourism Pemberton Survey

This Survey was created by Tourism Pemberton and all responses will be kept confidential and used for tourism enhancement purposes only. If you have questions or concerns about the survey, please contact Tourism Pemberton at example@email.com This survey will take approximately 10 minutes to complete.

1.1	Which demographic are you in?								
	18-25 25-40 40-65 65+ Prefer not to say								
1.2	What gender do you do identify as?								
	female male nonbinary prefer not to say								
	, ,								
1.3	Where are you traveling from?								
	Vancouver Whistler Pemberton Squamish								
	Other								

1.4	How did you hear about the Raven Backcountry Festival? Social media advertisements print advertisements through a friend or family member Other (please specify)
1.5	How long did you stay in Pemberton? Day trip Overnight 2 days 3 days 4 + days
1.6	Did you attend Raven Backcountry Festival individually or in a group? If in a group, how many are you travelling with? 2 3 4+
1.7	In your experience, what did you find most valuable about Raven Backcountry festival?
1.8	Do you plan on attending Raven Backcountry Festival again next year? Yes No Unsure
1.9	Is this your first time to Pemberton? Yes No
2.0	If no, how many times a year do you travel to Pemberton? _2-33-55-77-1010+
2.1	What outdoor activities do you enjoy?
2.2	What activities or events would you be interested in seeing hosted in Pemberton?
2.3	Did you use our free Tourism Pemberton mobile App? Yes No
2.4	When you travel to a vacation destination, how much would you think is average to typically spend, per person, per day? \$0.00 - \$25.00 \$25.00 - \$75.00

	\$75.00 - \$100.00 \$100.00 - \$150.00 \$150.00 - \$200.00 More than \$200.00
2.5	Do you have any other comments that you feel Tourism Pemberton could use to enhance future travel to Pemberton?

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https://tourismfernie.com/uploads/documents/5/2018-TourismFernie-FiscalReport_2019.pdf



REPORT TO COUNCIL

Date: March 10, 2020

To: Nikki Gilmore, Chief Administrative Officer

From: Sarah Toews, Emergency Program Coordinator

Subject: Emergency Operations Centres & Training Funding Application

PURPOSE

The purpose of this report is to seek Council's support to apply for UBCM's Emergency Operations Centres and Training grant program to provide Village Staff with the essential training needed in the event of an activated Emergency Operations Centre (EOC).

BACKGROUND

An EOC is a critical component to the response and recovery of a major emergency or disaster. The EOC is to be staffed by municipal personnel representing Village departments and should be ready for activation on short notice. It is expected to have the capacity to operate on the 24/7 basis. As it currently stands, less than half of the Village Staff have the training to operate within the EOC.

DISCUSSION & COMMENTS

The scope of this training program includes providing Staff with an overview and basic understanding of the Village's EOC and includes familiarization with the roles and activation process. Further, Staff will receive an in-depth training session to learn their roles and responsibilities within their assigned EOC function based on their position at the Village. The training program will then be concluded with a tabletop exercise to provide Staff with the opportunity to apply their training. The tabletop exercise will also be developed to validate and allow Staff to use the Village's Comprehensive Emergency Management Plan that is expected to be completed by then.

Funding for this project is made available through UBCM's Community Emergency Preparedness Fund, under the Emergency Operations Centres and Training Program. The fund can contribute a maximum of 100% of the cost of eligible activities to a maximum of \$25,000.

Although Staff feel there is a great chance in a successful application, if the application is unsuccessful, we will defer the project and reapply in the future.

The deadline for submitting to this funding program is March 13, 2020.

COMMUNICATIONS

The application for funding of this initiative does not require a communications component. However, should the Village be successful in obtaining funding, the Village would be required to

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acknowledge the funder through its communications channels.

LEGAL CONSIDERATIONS

At this time, there are no legal, legislative or regulatory considerations.

IMPACT ON BUDGET & STAFFING

Should the Village's application be successful, the grant will cover up to \$25,000. The training program has been developed to stay within this amount.

Staff time to undertake the project will be required and can be accommodated within the work plan of the Emergency Program Coordinator.

INTERDEPARTMENTAL IMPACT & APPROVAL

If the proposed application is successful, all Village departments will receive essential training specific to their roles and responsibilities within an EOC.

IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS

Should the Village be successful in obtaining the funding, the Village will be able to support regional partners through providing additional trained staffing resources to neighbouring EOCs.

ALTERNATIVE OPTIONS

There are no alternative options for consideration.

POTENTIAL GOVERNANCE CONSIDERATIONS

This initiative aligns with the Village's Strategy Priority of Social Responsibility whereby the Village strives to create a strong and vibrant community, recognizing the importance and benefits of healthy, engaged citizens as well as an accessible and well managed natural environment.

RECOMMENDATIONS

THAT Council supports an application to UBCM's Emergency Operations Centres & Training Grant program for up to \$25,000 to provide Staff with the required training to operate an activated Emergency Operations Centre.

Prepared by:	Sarah Toews, Emergency Program Coordinator
CAO Approval by:	Nikki Gilmore, Chief Administrative Officer



REPORT TO COUNCIL

Date: March 10, 2020

To: Council

From: Nikki Gilmore, Chief Administrative Officer

Subject: Downtown Enhancement Project Contingency and Downtown Barn Parking

Lot Paving Borrowing Options

PURPOSE

The purpose of this report is to present to Council the Downtown Enhancement Contingency and Downtown Barn Parking Lot Paving Borrowing Options now that the project has been completed and final numbers have been calculated.

BACKGROUND

In February 2018 the Village was informed that it was a successful applicant for the Federal Gas Tax Fund for the Downtown Enhancement Project in the amount of \$5.3 million dollars.

At the Regular Meeting of Council held on Tuesday, February 5, 2019, Council rose with report from In Camera held earlier that day with the following resolutions:

THAT Council awards the contract to Hazelwood Construction Services Inc. in the amount of \$5,870,857.74, for the Downtown Enhancement Project.

CARRIED

THAT parking lot located on the North Side of the Downtown Barn be paved and the costs associated with the paving be incorporated into the loan authorization bylaw

CARRIED

THAT Staff be directed to prepare a Loan Authorization Bylaw to borrow funding, in the amount up to \$980,000, to cover the costs for the contingency component of the Downtown Enhancement Project and the paving of the Downtown Community Barn parking lot as may be required.

CARRIED

At the April 16, 2019 Regular Meeting of Council, Staff brough forward the Downtown Enhancement Contingency and Downtown Barn Parking Lot Paving Loan Authorization Bylaw No. 863, 2019, which was the first step in securing the borrowing over a Twenty Year term. This was the first step in undertaking the required assent of the electorate through an Alternative Approval Process (AAP), which is required for borrowing for a term over five (5) years.

At Regular Council Meeting No. 1493, held May 28, 2019, Council authorized Staff to proceed with an AAP to seek the assent of the electorate to adopt the Village of Pemberton Downtown Enhancement Project Contingency and Downtown Barn Parking Lot Paving Loan Authorization

Bylaw No. 863, 2019. A resolution was passed establishing July 8, 2019 at 4:00 p.m. as the deadline for the AAP.

Approval of the electors has been obtained if the number of valid elector response forms received by the end of the AAP is less than 10% (195) of the number of electors within the Village of Pemberton (1995).

As of the deadline, Monday, July 8, 2019 at 4:00 p.m. the Village Office had received 67 valid elector response form and one (1) invalid elector response form. As less than 195 valid elector response forms were received prior to the established deadline, elector approval was obtained for the borrowing of up to \$980,000 from the Municipal Finance Authority and Council may proceed through the adoption of Village of Pemberton Downtown Enhancement Project Contingency and Downtown Barn Parking Lot Bylaw No. 863, 2019.

The next step in the process was to make application to the Ministry of Municipal Affairs and Housing for the Certificate of Approval, which was received December 19, 2019.

DISCUSSION & COMMENTS

Staff have compiled the final numbers on the Downtown Enhancement (DTE) Project and have determined the final amount that will need to be secured by borrowing or alternative options. The following is a summary of the revenues and expenses on the DTE project:

	Budget	Actual	Variance
Revenues:			
Gas Tax Grant Funding	\$ 5,323,640.00	\$ 5,323,640.00	\$ -
April 24, 2018 Reso from Council (DCCs, Road Reserves, CWGT)	\$ 571,200.00	\$ 571,200.00	\$ -
Ministry of Transportation & Infrastructure (Birch Street)	\$ 300,000.00	\$ 300,000.00	\$ -
Borrowing for Contingency & Barn Parking	\$ 980,000.00	\$ 602,880.87	\$ 377,119.13
Total Revenues	\$ 7,174,840.00	\$ 6,797,720.87	
Expenses:			
Hazelwood Tender	\$ 6,087,828.22	\$ 5,959,894.40	\$ 127,933.82
Engineering	\$ 880,000.00	\$ 690,508.83	\$ 189,491.17
Barn Parking Lot Paving	\$ 100,000.00	\$ -	\$ 100,000.00
Meetings/ Advertising		\$ 4,767.67	\$ (4,767.67)
Contaminated Soils		\$ 97,008.60	\$ (97,008.60)
Other (misc)		\$ 45,541.37	\$ (45,541.37)
Total Expenses	\$ 7,067,828.22	\$ 6,797,720.87	\$ 270,107.35
Total Excess/(Shortfall):	\$ 107,011.78	\$ -	
Total Project Cost		\$ 6,797,720.87	

Impacts to Taxpayers

Staff have identified three (3) options for Council's consideration based on the amount of \$602,881 which is the total amount of the Contingency required to be borrowed and are identified below as Option One: Five Year Loan, Option Two: Twenty Year Loan and Option Three: Allocate funds from Road Reserves. The options identify the impacts to taxpayers for each scenario.

For Council's information if the total amount of \$980,000 was borrowed at current rates (applicable amortization schedules are attached as **Appendix A**) for a twenty-year period the impact to taxpayers is shown in the table below:

20 Year Loan						
		2020		Estimated Tax	*2020 Municipal	
Residential	Area	Assessment	2019 Tax Rate	Rate	Tax	\$ 980,000.00
Annual Payments						\$ 58,552
House	Poplar (H)	800,000	1.5695	1.6215	\$ 1,255.62	\$ 41.57
House	Laurel Street (H)	792,000	1.5695	1.6215	\$ 1,243.06	\$ 41.15
House	Hemlock	932,000	1.5695	1.6215	\$ 1,462.80	\$ 48.43
House	Pinewood (H)	1,121,000	1.5695	1.6215	\$ 1,759.44	\$ 58.25
House	Greenwood (H)	1,202,000	1.5695	1.6215	\$ 1,886.57	\$ 62.46
House	Elmwood	1,062,000	1.5695	1.6215	\$ 1,666.83	\$ 55.18
Duplex	Laburnum	763,000	1.5695	1.6215	\$ 1,197.55	\$ 39.65
Townhouse	Flint Street (TH)	377,900	1.5695	1.6215	\$ 593.12	\$ 19.64
Townhouse	Park Street (TH)	573,000	1.5695	1.6215	\$ 899.34	\$ 29.77
Townhouse	Laurel Street (TH)	546,000	1.5695	1.6215	\$ 856.96	\$ 28.37
Townhouse	Vine (TH)	603,000	1.5695	1.6215	\$ 946.42	\$ 31.33
Light Industry						
Business	Venture Place	805,000	5.3364	5.5131	\$ 4,295.79	\$ 142.22
Commercial						
Business	Downtown	3,067,000	3.5314	3.6483	\$ 10,830.89	\$ 358.57
Business	Downtown	2,336,000	3.5314	3.6483	\$ 8,249.42	\$ 273.11
Business	Industrial Park	1,992,000	3.5314	3.6483	\$ 7,034.61	\$ 232.89
Business	Industrial Park	725,800	3.5314	3.6483	\$ 2,563.11	\$ 84.86
Rec./Non-Profit						
Rec./Non-Profit	Downtown	120,200	1.5695	1.6215	\$ 188.66	\$ 6.25
Rec./Non-Profit	Airport	1,693,000	1.5695	1.6215	\$ 2,657.20	\$ 87.97
Farm						
Farm	Meadows	20,791	1.5695	1.6215	\$ 32.63	\$ 1.08
Farm	Downtown	25,091	1.5695	1.6215	\$ 39.38	\$ 1.30

^{*}Note assessments are based on the 2020 Completed Role; tax estimates are calculated with the 2019 tax rates

Option 1: Five Year Short Term Borrowing (\$300,000)

5 Year Loan						
		2020		Estimated Tax	*2020 Municipal	
Residential	Area	Assessment	2019 Tax Rate	Rate	Tax	\$ 300,000.00
Annual Payments						\$ 63,007
House	Poplar (H)	800,000	1.5695	1.6254	\$ 1,255.62	\$ 44.73
House	Laurel Street (H)	792,000	1.5695	1.6254	\$ 1,243.06	\$ 44.28
House	Hemlock	932,000	1.5695	1.6254	\$ 1,462.80	\$ 52.11
House	Pinewood (H)	1,121,000	1.5695	1.6254	\$ 1,759.44	\$ 62.68
House	Greenwood (H)	1,202,000	1.5695	1.6254	\$ 1,886.57	\$ 67.21
House	Elmwood	1,062,000	1.5695	1.6254	\$ 1,666.83	\$ 59.38
Duplex	Laburnum	763,000	1.5695	1.6254	\$ 1,197.55	\$ 42.66
Townhouse	Flint Street (TH)	377,900	1.5695	1.6254	\$ 593.12	\$ 21.13
Townhouse	Park Street (TH)	573,000	1.5695	1.6254	\$ 899.34	\$ 32.04
Townhouse	Laurel Street (TH)	546,000	1.5695	1.6254	\$ 856.96	\$ 30.53
Townhouse	Vine (TH)	603,000	1.5695	1.6254	\$ 946.42	\$ 33.72
Light Industry						
Business	Venture Place	805,000	5.3364	5.5265	\$ 4,295.79	\$ 153.04
Commercial						
Business	Downtown	3,067,000	3.5314	3.6572	\$ 10,830.89	\$ 385.85
Business	Downtown	2,336,000	3.5314	3.6572	\$ 8,249.42	\$ 293.89
Business	Industrial Park	1,992,000	3.5314	3.6572	\$ 7,034.61	\$ 250.61
Business	Industrial Park	725,800	3.5314	3.6572	\$ 2,563.11	\$ 91.31
Rec./Non-Profit						
Rec./Non-Profit	Downtown	120,200	1.5695	1.6254	\$ 188.66	\$ 6.72
Rec./Non-Profit	Airport	1,693,000	1.5695	1.6254	\$ 2,657.20	\$ 94.66
Farm						
Farm	Meadows	20,791	1.5695	1.6254	\$ 32.63	\$ 1.16
Farm	Downtown	25,091	1.5695	1.6254	\$ 39.38	\$ 1.40

^{*}Note assessments are based on the 2020 Completed Role; tax estimates are calculated with the 2019 tax rates

This option would result in the transfer of additional Road Reserves in the amount of \$302,881 towards the total Contingency amount of \$602,881. This would result in the transfer from Reserves for this project to total \$874,081.

Option 2: Twenty Year Long Term Borrowing (\$602,881)

20 Year Loan						
		2020		Estimated Tax	*2020 Municipal	
Residential	Area	Assessment	2019 Tax Rate	Rate	Tax	\$ 602,881.00
Annual Payments						\$ 36,020
House	Poplar (H)	800,000	1.5695	1.6015	\$ 1,255.62	\$ 25.57
House	Laurel Street (H)	792,000	1.5695	1.6015	\$ 1,243.06	\$ 25.32
House	Hemlock	932,000	1.5695	1.6015	\$ 1,462.80	\$ 29.79
House	Pinewood (H)	1,121,000	1.5695	1.6015	\$ 1,759.44	\$ 35.83
House	Greenwood (H)	1,202,000	1.5695	1.6015	\$ 1,886.57	\$ 38.42
House	Elmwood	1,062,000	1.5695	1.6015	\$ 1,666.83	\$ 33.95
Duplex	Laburnum	763,000	1.5695	1.6015	\$ 1,197.55	\$ 24.39
Townhouse	Flint Street (TH)	377,900	1.5695	1.6015	\$ 593.12	\$ 12.08
Townhouse	Park Street (TH)	573,000	1.5695	1.6015	\$ 899.34	\$ 18.32
Townhouse	Laurel Street (TH)	546,000	1.5695	1.6015	\$ 856.96	\$ 17.45
Townhouse	Vine (TH)	603,000	1.5695	1.6015	\$ 946.42	\$ 19.28
Light Industry						
Business	Venture Place	805,000	5.3364	5.4451	\$ 4,295.79	\$ 87.49
Commercial						
Business	Downtown	3,067,000	3.5314	3.6034	\$ 10,830.89	\$ 220.58
Business	Downtown	2,336,000	3.5314	3.6034	\$ 8,249.42	\$ 168.01
Business	Industrial Park	1,992,000	3.5314	3.6034	\$ 7,034.61	\$ 143.27
Business	Industrial Park	725,800	3.5314	3.6034	\$ 2,563.11	\$ 52.20
Rec./Non-Profit						
Rec./Non-Profit	Downtown	120,200	1.5695	1.6015	\$ 188.66	\$ 3.84
Rec./Non-Profit	Airport	1,693,000	1.5695	1.6015		\$ 54.12
Farm						
Farm	Meadows	20,791	1.5695	1.6015	\$ 32.63	\$ 0.66
Farm	Downtown	25,091	1.5695	1.6015	\$ 39.38	\$ 0.80

^{*}Note assessments are based on the 2020 Completed Role; tax estimates are calculated with the 2019 tax rates

Option 3: Transfer from Reserves (\$602,881)

The third option would be to allocate the entire Contingency amount totaling \$602,881 from Road Reserves. This would result in the transfer from Reserves for this project to total \$1,174,800, however as shown below, the Pemberton Farm Road East Project would not be able to proceed in 2020.

Reserves

The total amount of Reserves currently available for use are:

General Road Reserves	\$878,138.67	
Downtown Enhancement Project (2019)	(\$571,200.00)	
Remainder General Reserves		\$306,938.67
DCC Road Reserves	\$317,609.22	
Pemberton Farm Road East Project (2020)	(\$218,000.00)	
Remainder DCC Reserves		\$99,609.22
Total Road Reserves Available		\$406,547.89

Lending Rates

Current lending rates set by the MFA are as follows:

• 5 Year Short-Term Financing: 1.97750% (however Floating Daily Interest Rate)

20 Year Long-Term Financing:

2.06% for the first ten (10) years. Loan requests with terms greater than ten (10) years will receive this lending rate for the first ten (10) years of their loan and at the end of ten (10) years; the relending rate will be reset at the current MFA market rate for a period to be determined at that point (likely five (5) years).

Principal repayments will occur annually, commencing one (1) year after funds is received. Associated with each principal payment is an "actuarial adjustment" which is a 'non-cash reduction' of the loan balance. Actuarials are the expected earning that the MFA anticipates it will realize on each principal repayment.

At this time, there have been no provisions included in the 2020 budget for debt and interest payments. It is anticipated that these will begin in 2021 should Council wish to proceed with either Option 1 or 2 above.

Proposed schedule to meet MFA Fall 2020 Debenture In-Take

In accordance with *Local Government Act* Section 262, should Council choose to adopt the Village of Pemberton Downtown Enhancement Project Contingency and Downtown Barn Parking Lot Paving Bylaw No. 863, 2019, and proceed with Option 2, shown above, there are 3 (three) remaining steps as show in the table below:

		Estimated Timelines					
Description of Activity	Section						
Municipal Security Issuing Resolution passed (sent to the Regional District)	Community Charter Section 122	TBD					
 Regional District to prepare and issue Security Issuing Bylaw (all reading done in one meeting) 	Community Charter Section 182	TBD					
10 day quashing period							
Regional District to seek Inspector of Municipalities' Certificate of Approval		TBD					
Information to MFA for Fall Debenture and Issuance of Funds – Not yet determined							

COMMUNICATIONS

There are no communication requirements at this time.

LEGAL CONSIDERATIONS

There are no legal considerations at this time.

IMPACT ON BUDGET & STAFFING

Detailed impacts on the taxpayers are shown above under Discussion and Comments.

Additional information regarding the tax implication per average residential assessment (as per the BC Assessment Completed Roll) is shown in the table below:

Average Residential Assessment	\$578,355.17
Full Borrowing (shown for comparison purposes)	
Tax Implication:	\$30.05
Option 1: 5 Year Short Term Borrowing	
Tax Implication:	\$32.34
Option 2: 20 Year Long Term Borrowing	
Tax Implication:	\$18.49

INTERDEPARTMENTAL IMPACT & APPROVAL

There are no interdepartmental impacts or approval required.

IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS

There are no impacts on the region or neighboring jurisdictions.

ALTERNATIVE OPTIONS

There are three (3) options identified under Discussion and Comments, which are summarized below:

- **Option 1:** Proceed with Short-Term Financing totaling \$300,000 over a 5 Year term and allocate an additional \$302,881 from Road Reserves.
 - Staff's recommendation
- **Option 2:** Proceed with Long-Term Financing totaling \$602,881 over a 20 Year term.
- **Option 3:** Allocate the full \$602,881 from Road Reserves and DCC Road Reserves and defer the Pemberton Farm Road East Project.

POTENTIAL GOVERNANCE CONSIDERATIONS

Consideration of funding options for the Downtown Enhancement Project Contingency and Downtown Barn Parking Lot Paving meets with Strategic Theme Two: Good Governance being an open and accountable government. It also meets with Strategic Priority Theme Three: Excellence

in Service by ensuring that the Village continues to deliver the highest quality of municipal services within the scope of our resources.

RECOMMENDATIONS

Recommendation 1:

THAT Council proceed with Short-Term Financing totaling \$300,000 over a 5 Year term through the Municipal Finance Authority.

Recommendation 2:

THAT Council allocate an additional \$302,881 from Road Reserves to the Downtown Enhancement Project Contingency.

Recommendation 3:

THAT Council rescind 1st, 2nd and 3rd Readings on the Downtown Enhancement Project Contingency and Downtown Barn Parking Lot Bylaw No. 863, 2019.

Attachments:

Appendix A: Amortization Schedules

Submitted by:	Nikki Gilmore, Chief Administrative Officer
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Appendix A

5 Year Term Estimated Annual Debt Payments: 63,007

98%

Principal:

300,000 Interest Rate:

1.98%

S/F Factor: 0.190246861

2.5% Capitalization Rate

	Estimated Principal Payment	Estimated Interest Payment	Estimated Total Payment	Estimated Actuarial	Reducing Balance
					300,000
Yr 1 Semi Annual		2,966	2,966		300,000
Yr 1 Annual	57,074	2,966	60,040		242,926
Yr 2 Semi Annual		2,966	2,966		242,926
Yr 2 Annual	57,074	2,966	60,040	1,427	184,425
Yr 3 Semi Annual		2,966	2,966		184,425
Yr 3 Annual	57,074	2,966	60,040	2,889	124,462
Yr 4 Semi Annual		2,966	2,966		124,462
Yr 4 Annual	57,074	2,966	60,040	4,388	62,999
Yr 5 Semi Annual		2,966	2,966		62,999
Yr 5 Annual	57,074	2,966	60,040	5,925	0
TOTALS:	285,370	29,663	315,033	14,630	

Total principal repaid plus total actuarial earnings equals amount originally borrowed.

Estimated Annual Debt Payments:

36,020

2.5% Capitalization Rate S/F Factor: 0.039147129

Principal:

602,881

Interest Rate:

2.06%

	Estimated Principal Payment	Estimated Interest Payment	Estimated Total Payment	Estimated Actuarial	Reducing Balance
					602,881
Yr 1 Semi Annual		6,210	6,210		602,881
Yr 1 Annual	23,601	6,210	29,811		579,280
Yr 2 Semi Annual		6,210	6,210		579,280
Yr 2 Annual	23,601	6,210	29,811	590	555,089
Yr 3 Semi Annual		6,210	6,210		555,089
Yr 3 Annual	23,601	6,210	29,811	1,195	530,293
Yr 4 Semi Annual		6,210	6,210		530,293
Yr 4 Annual	23,601	6,210	29,811	1,815	504,877
Yr 5 Semi Annual		6,210	6,210		504,877
Yr 5 Annual	23,601	6,210	29,811	2,450	478,826
Yr 6 Semi Annual		6,210	6,210		478,826
Yr 6 Annual	23,601	6,210	29,811	3,101	452,124
Yr 7 Semi Annual		6,210	6,210		452,124
Yr 7 Annual	23,601	6,210	29,811	3,769	424,754
Yr 8 Semi Annual		6,210	6,210		424,754
Yr 8 Annual	23,601	6,210	29,811	4,453	396,699
Yr 9 Semi Annual	·	6,210	6,210	·	396,699
Yr 9 Annual	23,601	6,210	29,811	5,155	367,944
Yr 10 Semi Annual	,	6,210	6,210	,	367,944
Yr 10 Annual	23,601	6,210	29,811	5,873	338,469
Yr 11 Semi Annual	,	6,210	6,210	,	338,469
Yr 11 Annual	23,601	6,210	29,811	6,610	308,258
Yr 12 Semi Annual	,	6,210	6,210	,	308,258
Yr 12 Annual	23,601	6,210	29,811	7,366	277,291
Yr 13 Semi Annual	,	6,210	6,210	,	277,291
Yr 13 Annual	23,601	6,210	29,811	8,140	245,551
Yr 14 Semi Annual	.,	6,210	6,210	-, -	245,551
Yr 14 Annual	23,601	6,210	29,811	8,933	213,016
Yr 15 Semi Annual		6,210	6,210	2,222	213,016
Yr 15 Annual	23,601	6,210	29,811	9,747	179,669
Yr 16 Semi Annual	_0,00.	6,210	6,210	0 ,	179,669
Yr 16 Annual	23,601	6,210	29,811	10,580	145,487
Yr 17 Semi Annual	_0,00.	6,210	6,210	. 5,555	145,487
Yr 17 Annual	23,601	6,210	29,811	11,435	110,451
Yr 18 Semi Annual	20,001	6,210	6,210	11,100	110,451
Yr 18 Annual	23,601	6,210	29,811	12,311	74,539
Yr 19 Semi Annual	20,001	6,210	6,210	12,011	74,539
Yr 19 Annual	23,601	6,210	29,811	13,209	37,730
Yr 20 Semi Annual	20,001	6,210	6,210	10,200	37,730
Yr 20 Annual	23,601	6,210	29,811	14,129	0
_					O
TOTALS:	472,021	248,387	720,408	130,860	

Estimated Annual Debt Payments:

58,552

2.5% Capitalization Rate S/F Factor: 0.039147129

Principal:

980.000

Interest Rate:

2.06%

Estimated Estimated Total Estimated Estimated Reducing **Principal Actuarial Balance Interest Payment Payment Payment** 980.000 Yr 1 Semi Annual 10.094 980.000 10.094 Yr 1 Annual 38,364 10,094 48.458 941.636 Yr 2 Semi Annual 10,094 10,094 941,636 Yr 2 Annual 10,094 48,458 959 902,313 38,364 10.094 902.313 Yr 3 Semi Annual 10.094 Yr 3 Annual 38,364 10.094 48.458 1.942 862,006 Yr 4 Semi Annual 10,094 10,094 862,006 Yr 4 Annual 10,094 48,458 820,692 38,364 2,950 Yr 5 Semi Annual 10.094 10.094 820.692 Yr 5 Annual 10,094 48,458 778,345 38,364 3,983 Yr 6 Semi Annual 10.094 10,094 778,345 10.094 734.940 Yr 6 Annual 38,364 48.458 5,041 Yr 7 Semi Annual 10,094 10,094 734,940 10.094 Yr 7 Annual 38,364 48.458 6.127 690,449 Yr 8 Semi Annual 10.094 10.094 690.449 Yr 8 Annual 38,364 10,094 48,458 7,239 644,846 Yr 9 Semi Annual 10.094 10,094 644.846 598,103 Yr 9 Annual 38,364 10,094 48,458 8,379 Yr 10 Semi Annual 10,094 10,094 598,103 Yr 10 Annual 38,364 10.094 48.458 9,547 550.191 Yr 11 Semi Annual 10,094 10,094 550,191 Yr 11 Annual 38,364 10,094 48,458 10,745 501,082 Yr 12 Semi Annual 10.094 10.094 501.082 10.094 Yr 12 Annual 48,458 450,745 38,364 11,973 10,094 Yr 13 Semi Annual 10,094 450,745 Yr 13 Annual 38,364 10.094 48.458 13,231 399.149 Yr 14 Semi Annual 10,094 10,094 399,149 38,364 10,094 48,458 346,264 Yr 14 Annual 14,521 Yr 15 Semi Annual 10.094 10.094 346.264 Yr 15 Annual 10,094 48,458 292,056 38,364 15,843 Yr 16 Semi Annual 10,094 10,094 292,056 Yr 16 Annual 38,364 10,094 48,458 17,199 236,493 Yr 17 Semi Annual 10.094 10,094 236,493 Yr 17 Annual 38,364 10.094 48.458 18,588 179.542 Yr 18 Semi Annual 10,094 10,094 179,542 10,094 48,458 Yr 18 Annual 38,364 20,011 121,166 Yr 19 Semi Annual 10,094 10,094 121,166 Yr 19 Annual 10,094 48,458 61,331 38,364 21,471 Yr 20 Semi Annual 10.094 10,094 61,331 Yr 20 Annual 10,094 48,458 38,364 22,967 0 767.284 403,760 1.171.044 212.716 TOTALS:





4 KEY WAYS LOCAL GOVERNMENTS AND INDIGENOUS COMMUNITIES CAN PREPARE FOR novel coronavirus COVID-2019

Provincial Coronavirus Response Feb. 28, 2020

Important Notes: this document aims to facilitate preparedness.

Given that it takes time to implement preparedness strategies, local governments and Indigenous Communities are encouraged to plan for the scenario of significant community spread of COVID-19.

1. Intergovernmental Cooperation

- Review and update existing contingency and business continuity plans that are applicable to
 critical infrastructure, such as sanitation, water, fire, police and power, so that they can be
 sustained over a number of weeks with higher rates of absenteeism due to illness or caregiving.
- Identify essential functions and the people who perform them. Conduct a training needs analysis where necessary to build in the cross-training redundancy to ensure work can continue for all essential services.
- Work with health authorities, Health Emergency Management BC, and other service providers
 to understand the nature of biological events and to coordinate planning, including the use of
 community buildings if required, to support people who are sick but do not need hospitalization.
- Review procedures with first responders to ensure there is a process in place for worker safety and training protocols that will be used during a biological event.

4 KEY WAYS Local Governments and First Nations can prepare for novel coronavirus COVID-2019 Feb. 28, 2020

2. Community Involvement

- Encourage community groups, including service clubs, schools, businesses, and non-profits to partner with you to support people in your community who are sick or grieving.
- Network with health authorities, and community and volunteer organizations to build participation for events outside the norm that may require supplemental shelter, food or other necessities.
- Work with the local business association to assess potential impacts to business and include local business in communication and planning so that community services, such as grocery delivery, are maintained.
- Be aware of the strengths and vulnerabilities of your community. For example, small, rural
 and/or remote communities may benefit from strong and cooperative social and familial
 networks but may have very limited access to services and a consistent supply of goods.

3. Employee Health

- Maintain a healthy work environment by ensuring fresh air circulation and posting tips on how to stop the spread of illness at work.
- Encourage employees to stay home when ill, and update sick leave, and caregiver, family and medical leave policies. Concern about lost wages may prevent people from self-isolating.
- Promote hand washing and coughing and sneezing etiquette among employees. Ensure wide and easy availability of alcohol-based hand sanitizer products.
- Establish or expand policies and tools where possible that enable employees to work from home with appropriate security and network access.

4. Financial Planning

• Assess the potential financial impact of a biological event on the local government or Indigenous community, and plan for the possibility of short-term decrease in revenue.

For more information and tools, visit https://www.healthlinkbc.ca/health-feature/coronavirus





















CORONAVIRUS DISEASE (COVID-19): RESOURCES FOR B.C. PUBLIC AGENCIES

A new coronavirus is the cause of an outbreak of respiratory infections, now known as COVID-19. The number of cases worldwide is changing quickly.

Who is this resource document for?

The resources below will be relevant for local governments and other agencies looking for current information on COVID-19 in BC for communications purposes.

Latest Public information about the disease:

The <u>BC Centre for Disease Control (BCCDC) website</u> contains the latest information about the disease, particularly as it relates to the health and well-being of British Columbians. Relevant BCCDC resources and channels include:

- Information for the public: http://www.bccdc.ca/health-info/diseases-conditions/coronavirus- (novel)
- Latest coronavirus disease case counts (updated every Friday):
 http://www.bccdc.ca/about/news-stories/stories/2020/information-on-novel-coronavirus

BCCDC channels to follow:

- Twitter: @CDCofBC
- RSS feed: http://feeds.phsa.ca/bccdc-news.xml

Other regional, provincial and national resources about the virus:

- Vancouver Coastal Health: http://www.vch.ca/about-us/news/vancouver-coastal-health-statement-on-coronavirus
- Fraser Health: https://www.fraserhealth.ca/health-topics-a-to-z/coronavirus#.Xk7Y975KiUk
- Interior Health: https://www.interiorhealth.ca/YourEnvironment/CommunicableDiseaseControl/Pages/Breaking
 - -News-and-Info.aspx
- Island Health: https://www.islandhealth.ca/learn-about-health/diseases-conditions/novel-coronavirus-information
- Northern Health: https://www.northernhealth.ca/health-topics/current-outbreaks
- HealthLink BC: https://www.healthlinkbc.ca/health-feature/coronavirus-covid-19
- Public Health Agency of Canada: https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection.html

Feb. 28, 2020

Preparation and Containment:

While the number of cases worldwide is changing quickly, the risk to Canadians—including British Columbians—continues to be low. At this time, the Public Health Agency of Canada and the BC Ministry of Health have a strategy focused on containment of the virus. Here are a number of resources to help your jurisdiction or organization in supporting public containment:

Information for public health partners: http://www.bccdc.ca/health-professionals/clinical-resources/novel-coronavirus-(covid-19)

Includes latest tools, guidance, case management and case counts, updated regularly by the Ministry of Health and the BCCDC.

Public Health Agency of Canada advice for occupational health and safety:

https://www.canada.ca/en/employment-social-development/corporate/notices/coronavirus-occupational-health-safety.html#h2.3

According to the Canadian government, the Labour Program is responsible for administering the <u>Canada Labour Code</u>, <u>Part II</u> (the Code). The <u>Public Health Agency of Canada</u> is responsible for preparing for and responding to any infectious disease emergencies that may happen in Canada. Employers are responsible for protecting the health and safety of their employees while at work.

Public Health Agency of Canada travel advisories:

- Traveling to China: https://travel.gc.ca/destinations/china
- Traveling within China: https://travel.gc.ca/travelling/health-safety/travel-health-notices/210

Speak to someone:

- Novel coronavirus information: 1-833-784-4397
- Health information 8-1-1

If you or your planning committee require any additional public health information, please direct your queries to the COVID-19 provincial health emergency response structure at hecc.operations@gov.bc.ca.



















REPORT TO COUNCIL

Date: March 10, 2020

To: Nikki Gilmore, Chief Administrative Officer

From: Sheena Fraser, Manager, Corporate & Legislative Services

Subject: Memorial Dedication Program and Policy

PURPOSE

The purpose of this report is to present to Council an updated Memorial Dedication Program and Policy for consideration of approval.

BACKGROUND

In 2009 the Village approved the Park Bench Dedication Program Policy the purpose of which was to enhance areas of public land within the Village and provide opportunity for residents to donate a park bench to commemorate a loved one or event. The Policy is attached as **Appendix A** for information.

Although the number of donations of a park bench under this program have been limited, the Village does receive enquiries each year about the possibility of dedications of this form.

Each year Staff reviews various policies, procedures and bylaws with an aim to ensure they remain current, are functioning efficiently and effectively and consider any updates that may be required. If it is determined that the policy, procedure or bylaw requires updates Staff will undertake research, update accordingly and bring forward to Council amendments or revisions for consideration.

DISCUSSION & COMMENTS

Staff recently reviewed the Park Bench Dedication Program Policy and determined that it was rather outdated in that the bench style being used by the Village has changed and the donation amount no longer covers the cost to purchase, install or maintain a new bench over a ten (10) year period.

Staff has researched memorial dedication programs and through this work has prepared a new Memorial Dedication Program drawing on the experiences of neighbouring communities and considering what fixtures might be relevant to include in Village open spaces going forward.

The new program being proposed expands on the existing program by including as options for memorial dedications not only park benches but also picnic tables and bike racks. The updated Policy sets out guidelines intended to better set out the role and responsibility of the Village and the Donor and is attached as **Appendix B**.

Regular Council Meeting No 1510 Memorial Dedication Program Tuesday, March 10, 2020 Page 2 of 4

The following is an overview of the Policy criteria:

Donation:

The donation fee has been established based on the purchase price of the fixture as well as the added cost of delivery, installation, labour, maintenance over a 10-year period plus the cost of the plaque. The donation fees are listed below:

Park Bench: Minimum Donation \$3,000
Picnic Table: Minimum Donation \$4,000
Bike Rack (Triangular Loop) Minimum Donation \$1,900
Bike Rack (Two Space) Minimum Donation \$1,500

The donation rates noted above are in alignment with communities within the Sea to Sky Corridor as well as other communities throughout the Province.

Memorial Donation Locations:

The Village will work with the Donor to choose an appropriate fixture and best and most appropriate location for it to be located. A focus will be on placing fixtures in Village open spaces and/or parks where there is a need. Once a location is selected the Village will make all the arrangements for the purchase, delivery and installation.

The donated item will become a Village asset.

Memorial Item Standards:

As the intent of the program is for the memorial fixtures to be donated to the Village and therefore become an asset the Village owns, it was important to keep the maintenance and replacement costs down. The type of fixtures selected are made of recycled materials and will not rot, splinter or warp all of which reduces maintenance and replacement costs.

Staff researched several style options and selected fixtures that will fit well within Village open spaces and parks. Consideration had to be given to fixtures that could easily accommodate a dedication plaque being affixed and subsequently removed at the end of the memorial period if the Donor does not renew.

The Policy includes examples of the type of fixtures that could be donated.

Memorial Dedication Agreement:

The Policy includes the establishment of a Memorial Dedication Agreement which sets out the terms and conditions for the donation of a fixture. This is a new component to the Policy and will be helpful for record keeping and follow up with the Donor.

The proposed Agreement is attached as **Appendix C** for information.

Regular Council Meeting No 1510 Memorial Dedication Program Tuesday, March 10, 2020 Page 3 of 4

Renewals

The dedication program is for a ten (10) year period. At the end of this time, a Donor will be provided the option to renew for an additional ten (10) years. The renewal fee will be based on the cost to refurbish the fixture at that time.

Commemorative Plaques:

The cost of the commemorative plaque is included in the donation price. The plaque size is established at 7" wide x 3" high and designed to incorporate three to four lines. The intent is to keep the wording uplifting to honour the memory of a family member.

Acknowledgement and Tax Receipts:

All donors will receive an acknowledgement letter from the Village as well as a tax receipt for the donation.

COMMUNICATIONS

Should the new Policy be approved, Staff will update the Village's website with the new information and promote the program through the Village's social media channels.

LEGAL CONSIDERATIONS

There are no legal, legislative or regulatory considerations at this time.

IMPACT ON BUDGET & STAFFING

Review of the Park Bench Dedication Program and the development of a new Policy was done in-house and incorporated into the day to day work plan for Corporate and Legislative Services. As the items will be donated there will be no impact to the Village's budget for the purchase of new fixtures.

INTERDEPARTMENTAL IMPACT & APPROVAL

The Memorial Dedication Program & Policy will be administered by the Operations Department and will require an element of administrative time to facilitate putting the Agreement in place and arranging for the purchase and installation of the fixtures. The issuance of the Tax Receipt will be facilitated by the Finance Department. As this is a new program the time allocation is unknown; however, it is anticipated that this can be incorporated into the day to day function of each Departments.

IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS

Updating and implementing a new Memorial Dedication Policy has no impact on other jurisdictions.

ALTERNATIVE OPTIONS

There are no alternative options for consideration.

POTENTIAL GOVERNANCE CONSIDERATIONS

Implementation of the new Memorial Dedication Policy meets with Strategic Priority Three: Excellence in Service whereby the Village is committed to delivering the highest quality level of municipal services and Strategic Priority Four: Social Responsibility in which the Village Strives to create a strong and vibrant community.

RECOMMENDATIONS

Recommendation One:

THAT PW-008 Park Bend Dedication Policy, approved May, 2009, be rescinded.

Recommendation Two:

THAT Memorial Dedication Policy (PW 010) be approved.

ATTACHMENTS:

Appendix A: Park Bench Dedication Program and Policy – PW-008Appendix B: Memorial Dedication Program and Policy – PW-010

Appendix B: Memorial Dedication Agreement

Submitted by:	Sheena Fraser, Manager, Corporate & Legislative Services
CAO Approval by:	Nikki Gilmore, Chief Administrative Officer



Box 100 | 7400 Prospect Street Pemberton BC V0N 2L0 P: 604.894.6135 F: 604.894.6136 admin@pemberton.ca www.pemberton.ca

PARK BENCH DEDICATION PROGRAM POLICY - PW-008

Purpose:

The purpose of the Park Bench Dedication Program Policy is to enhance selected areas of public land in Pemberton and to give residents the opportunity to donate a park bench to commemorate a loved one or an event, for the pleasure of all residents and visitors. The policy outlines the terms of the agreement as a partnership between the applicant and the Village of Pemberton.

1. Application

Any person or group wishing to dedicate a park bench is invited to make application to the Village of Pemberton and the application will include a detailed description or map showing proposed location of bench. Applicants may be required to meet with the Public Works Manager to discuss their application and the location of the bench.

2. Terms of Agreement

According to this policy the Village agrees to:

- a) approve a suitable location for the bench which would be on public land within the boundaries of the Village of Pemberton. The Works Manager would consider the application and either approve the location or suggest an alternate location for the bench, with consideration also given to safety. Other authorities in the Village who may be affected by the placement of the bench should also be consulted.
- b) purchase the bench. The bench must be of a good quality that will last for a period of at least ten (10) years. Benches would be approximately 46" in length (measured from inside arm to inside arm), constructed of cedar and treated with a suitable coating to prevent natural deterioration.
- c) purchase a plaque with appropriate wording and install the plaque on the top portion of the bench. Plaques are bronze and measure 2" x 12". Wording on the plaque must be uplifting in nature while still honoring the person or event.
- d) install the bench. The bench would be installed preferably in an in-ground concrete pad approximately 2' x 5' x 3", with a water proof barrier and a 4 x 3/8" stainless steel lag screw on each leg.
- e) maintain the bench for a period of 10 years. The Village agrees to replace or repair the bench and/or plaque due to vandalism or wear, up to a period of ten (10) years. Benches should be properly maintained by applying a coat of linseed or similar oil once per year. Benches would remain outdoors all year round. After ten (10) years, the Village would continue to maintain the bench with minimal cost for a period until the bench was no longer in reasonable condition. After ten (10) years the Village would not replace the bench due to vandalism or wear. If an applicant wishes to renew their application after the 10-year period, then their name would be added to the top of the wait list.

Policy Number: PW-008

May, 2009

f) issue a tax-deductible receipt to the applicant for the donation.

3. Cost of Bench Dedication:

The cost to the applicant to dedicate a park bench which includes cost of bench, cost of plaque, installation of plaque and bench, and maintenance is: \$1000

4. Suggested Suppliers:

The local supplier for benches is: Smart Wood Products, Pemberton 604-894-5123

The local supplier for plaques is:
Guardian Engraving, Squamish 604-892-3232

Policy Number: PW-008

May, 2009



Memorial Dedication Program & Policy

Department:	Public Works	Policy No.:	PW-010
Sub-department:		Created By:	Sheena Fraser
Approved By:	Council	Amended By:	
Approved Date:		Amendment:	
Meeting No.:		Meeting No.:	

PROGRAM PURPOSE

To facilitate the dedication of public benches, picnic tables and bike racks as memorial features in Village of Pemberton parks and open spaces.

PROGRAM GUIDELINES

The Village will work with each Donor on choosing the memorial item and location. The Village will have final approval of available sites and specific location for the addition of new parks and open spaces amenities.

The Village will make all arrangements for the purchase, delivery and installation of the bench, picnic table, bike rack, and plaque.

Installation of the donated item will take place annually between May and October.

The donated item is the property of the Village. The Village will maintain the donated item as part of its regular inventory, at no further cost to the Donor, for ten (10) years from the time of installation.

The Village may need to relocate the memorial item, if necessary. If a change to the Village's infrastructure requires that the memorial bench, picnic table or bike rack be removed, the Village will try to relocate the item within a reasonable proximity to the original location. If this is not achievable, the Village will relocate the item to a suitable location determined by the Village.

Memorial Item Standards:

The Village may change the standard for the memorial bench, picnic table or bike rack. In the event that the standard is changed and a bench, picnic table, or bike rack needs to be replaced before the ten (10) year timeline expires, the Donor will be given the opportunity to re-apply for the new item, at a reduced rate of 50%.

Memorial Dedication Agreement:

The Donor must enter into a Memorial Dedication Program Agreement which sets out the terms and conditions and responsibility of the Donor and the Village.

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Department:	Public Works	Policy No.:	PW-010	



Memorial Dedication Program & Policy

Department:	Public Works	Policy No.:	PW-010
Sub-department:		Created By:	Sheena Fraser
Approved By:	Council	Amended By:	
Approved Date:		Amendment:	
Meeting No.:		Meeting No.:	

Renewals:

At the end of the ten (10) year memorial period, the original applicant will have the opportunity to renew their memorial for an additional ten (10) years.

To initiate a renewal, the condition of the fixture must be assessed.

The renewal fee will be determined based on the cost to refurbish (painting, hardware or plank replacement) the fixture. Upon receipt of the refurbishment cost from the donor(s), the subsequent 10-year maintenance period will begin.

If the applicant is not interested in continuing the memorial or cannot be reached within three (3) months prior to the ten (10) year term expiring, the memorial will be removed, and the plaque returned to the original applicant. The Village may then choose to make the item available to a new applicant.

It will be the responsibility of the original applicant to keep their contact information current with the Village of Pemberton.

Commemorative Plaques:

- Commemorative plaques are included in the donation of the memorial bench or picnic tables.
- The Village will arrangement for the Plaque.
- Plaque sizes and materials for a Park Bench or Picnic Table are standardized at 7" wide x 3" high
- Plaque size for bike racks will be standardized to suit the rack style. Oversized plaques are not permitted.

Plaque Wording:

- The wording on the plaque must be approved by the Village.
- Applicants are encouraged to choose messages that are uplifting, inspirational or promote enjoyment of the open space area.
- Plaques are not intended to serve as replacements for appropriate memorial markers.
- Examples of wording may include, but not be limited to: "Enjoy the View", "Forever Loved", "Loved by All", "A Favourite Place", nicknames, popular quotations etc.

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Memorial Dedication Program & Policy

Department:	Public Works	Policy No.:	PW-010
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Approved Date:		Amendment:	
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Acknowledgment of Donation:

An Acknowledgement letter will be mailed to the donors of an approved application. NOTE: If
multiple people are contributing to a single memorial the application must indicate names,
addresses and amounts for all donors in the party.

Tax Receipt:

- The Village will provide the Donor with a receipt in an amount equal to the payment minus the cost of the Plaque that can be used for tax purposes.
- Donors <u>MUST</u> indicate who the tax-deductible receipt(s) is to be made out to, indicating the full legal name and address of each tax receipt recipient and the amount each donor contributed who wishes to be provided a tax receipt.

Other Information:

Placement of memorial wreaths, flowers or other items or any modification to the memorial bench or picnic table will not be permitted.

Program costs are based on current development standards. Program donation amounts are subject to annual review, or if standards are changed.

If multiple people are contributing to a single memorial, then all applicant funds must be collected by one applicant.

PROCEDURE:

Applications for a memorial dedication shall be submitted to the Manager, Operations and Projects for review and approval of the location.

On the application form, Donors shall indicate the following:

- Name of recipient
- Detailed Donor contact information (ie: name, address, phone, email)
- Preferred location of the bench, picnic table or bike rack
- Recognition plaque wording
- Form of Payment

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Memorial Dedication Program & Policy

Department:	Public Works	Policy No.:	PW-010
Sub-department:		Created By:	Sheena Fraser
Approved By:	Council	Amended By:	
Approved Date:		Amendment:	
Meeting No.:		Meeting No.:	

Once the Memorial Dedication is approved, the Applicant must enter into a Memorial Dedication Agreement.

Upon signing the Agreement, the Village will arrange to order the item and plaque and issue a tax receipt to the Donor.

A copy of the application and donation receipt will be forwarded to the Department of Finance and Administration for processing.

Memorial Dedication Feature Maintenance:

Public Works will be responsible for the initial ten (10) year maintenance which will include:

- Cleaning of Bench
- Removing graffiti or other markings
- Repairing vandalism or incidental damage.

In addition to basic maintenance, the donor(s) will also receive a brand-new bench (including plaque, if necessary) at no cost if the fixture is damaged beyond repair. Such incidences include, but are not limited to acts of God, intentional Demolition, or if the fixture becomes completely unfit for use.

Delegation:

Administrative or Housekeeping amendments to the Policy are delegated to the Chief Administrative Officer or their designate.

Rescind of PW-008:

Memorial Bench Policy PW-008, approved May, 2009, is rescinded.

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Memorial Dedication Program & Policy

Department:	Public Works	Policy No.:	PW-010
Sub-department:		Created By:	Sheena Fraser
Approved By:	Council	Amended By:	
Approved Date:		Amendment:	
Meeting No.:		Meeting No.:	

Memorial Opportunities:

The Village welcomes the donation of park benches, picnic tables or bike racks for the purposes of memorial dedications.

Park Bench:

Minimum Donation: \$3,000 (including

Plaque)

Park benches will be placed along trails, next to play areas and viewpoints within Village Parks and Open Spaces.



Picnic Tables:

Minimum Donation: \$4,000

Accessible Picnic Tables will be placed in parks and open spaces that can accommodate a table and will be accessible.



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Memorial Dedication Program & Policy

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Approved By:	Council	Amended By:	
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Bike Rack:

Triangular Loop Bike Rack: \$1,900 (minimum donation)



Two (2) space Bike Rack: \$1,500 (minimum donation)



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Department: Public Works Policy No.: PW-010

APPENDIX C

Memorial Dedication Program Agreement

Date this day of,	
BETWEEN: Village of Pemberton, 7400 Prospect Street, Pemberton, BC V0N 2L0 ("Village")	
AND: (Name and Address of Donor) ("Applicant")	
WHEREAS:	
A. The Village of Pemberton ("Village") wishes to implement a Memorial Dedication Progra (the "Program") which provides the opportunity for individuals or groups to dedicate bench, picnic table or bike rack as a memorial feature in Village parks and open space	e a
B. The Program permits the installation of a Plaque (the "Plaque") on a bench, picnic tal or bike rack ("Fixtures") to be located in the Village or in a Park or Open Spaces within to Village of Pemberton.	
This Agreement is evidence that in consideration of the donation paid by the Donor to the Village the receipt and sufficiency of which the Village acknowledges the Donor and the Village agree follows:	
1. FIXTURE, PLAQUE AND SITE	
1.1 The Donor acknowledges and agrees as follows:	
a) To make a Payment in the amount of \$ to participate in the Progra	ım;
b) The Plaque will be placed on a (the Fixture) located (the "Site");	at;
 The Village must receive the Payment in full prior to the Village ordering and installithe the Fixture and Plaque; 	ing
 d) That the Donor does not have ownership rights in and/or to the Fixture or the Site a may not make alterations of any kind to the Fixture or Site, including placement memorial wreaths, flowers, or other items; 	
e) The Village reserves the right to:	
i. Temporarily remove the Fixture for maintenance or other relat circumstances, including without limitation seasonal conditions such as sn	

removal; and

- ii. Relocate the Fixture to a different Site (the "Relocated Site").
- f) The wording on the Plaque must be approved by the Village;
- g) That the Village shall not be liable to the Donor as a result of any losses or damages to the Plaque for any reason; and
- h) The donor may only request one (1) Plaque.

1.2 The Village agrees that it:

- a) Is responsible for the acquisition and installation of the Fixture and Plaque;
- b) Is responsible for the maintenance of the Fixture in accordance with the Village's normal maintenance standards as determined by the Village in its discretion from time to time;
- c) If a Fixture is damaged, destroyed or defaced to an extent that in the opinion of the Village replacement is required it will be done at no additional cost to the Donor;
- d) Is responsible for the maintenance of the site as part of its standard maintenance practices and in respect of the natural characteristics and any existing applicable bylaws, agreements and/or regulations;
- e) Will install the Fixture and Plaque between May and October;
- f) Will provide the Donor with a Charitable Tax Donation receipt in an amount equal to the payment minus the cost of the Plaque that can be used for tax purposes; and
- g) Will confirm that the Donor will maintain ownership of the Plaque.

2. TERM AND RENEWAL

- a) The agreement is for a ten (10) year term (the "Term"), commencing on the date the Fixture is installed by the Village and is subject to renewal in compliance with this Agreement;
- b) The Donor will be given the first right of refusal to renew this Agreement at the Site (or the Relocated Site if relocated pursuant to Section 1.1 (f) for an additional term, provided the Site is deemed appropriate by the Village. The renewal will require an additional payment and include other changes to the Memorial Dedication Agreement as determined by the Village from time to time, in its discretion. The Village reserves the right, in its discretion, to relocate the Fixture to a Site it deems more reasonable;
- c) The Village will return the Plaque to the Donor at the end of the Term in its existing condition:
- d) No less than six (6) months and no greater than one (1) year, prior to the expiration of the Term, the Donor has sole responsibility to inform the Village in writing of their

desire to renew the Agreement, failing which the Agreement will conclude and the Village will return the Plaque to the Donor, without further notice to the Donor.

3. GENERAL

Signed: VILLAGE OF PEMBERTON

- a) The Donor has sole responsibility to ensure the Village has the Donor's current and complete contact information; and
- b) This Agreement represents the entire agreement between the Donor and the Village with respect to the Program;
- c) The Donor acknowledges and agrees that the Village is not responsible for any loss, costs or other claims arising out of this Agreement in the event the Fixture or the Plaque is damaged, other than return of the Plaque.

Manager, Operations & Projects:		
Print Name	Signature	
Signed: APPLICANT		
Print Name	Signature	



REPORT TO COUNCIL

Date: March 10, 2020

To: Nikki Gilmore, Chief Administrative Officer

From: Cameron Chalmers, RPP, MCIP, Contract Planner

Subject: 2020-2021 Affordable Housing Work Program

PURPOSE

The purpose of this report is to provide Council the 2020-2021 Affordable Housing Work Program to identify the specific tasks the Village will undertake to implement the Age-Friendly Affordable Housing Action Plan endorsed by Council in 2019.

BACKGROUND

On October 22, 2019, Council endorsed the Age Friendly Affordable Housing Action Plan as a framework for implementing the Age-Friendly Affordable Housing Needs Assessment undertaken earlier that year. The Action Plan addressed shorter and longer-term actions the Village could undertake in general terms over the next several years to facilitate the delivery of affordable housing in the community.

DISCUSSION & COMMENTS

The purpose of this Work Program is to translate the work done to date into a concrete work program/implementation plan with definable outcomes for the 2020-2021 budget years. The Work Program is sensitive to the resource and budget capacity of the Village, and where possible aligns the Village's affordable housing efforts with other Village of Pemberton initiatives and emerging opportunities. At this stage, the Pemberton affordable housing program is at its foundational stages, and the Village is initiating several institutional-level planning studies such as the Official Community Plan review, Development Cost Charge review, Community Amenity Policy update and other policy work relevant to affordable housing, creating a natural commencement for the policy component of the affordable housing program.

Meanwhile, the Village will also need to pursue and remain nimble to capitalize on affordable housing opportunities that may arise through partnerships, funding opportunities and new development applications.

This two-pronged approach of proactive policy development and capitalizing on opportunities as they present themselves will position the Village to realize affordable housing options in both the near and long term future. More specifically, the two-pronged approach includes the following work-program elements:

1. Policy Development

a. Housing Options Study

Regular Council Meeting No. 1510 2020-2021 Affordable Housing Work Program March 10, 2020 Page 2 of 3

- b. Official Community Plan Review
- c. Development Cost Charge Review
- d. Amenity Policy Review

2. Capitalizing on Opportunities

- a. Lions Club Land
- b. Housing Agreement Template
- c. BC Housing and CMHC Relationship

Please refer to the Work Program for more details, attached as **Appendix A**.

Though the work program provides an approximation of budget impacts, it is intended to provide a general framework to inform budget deliberations, but does not account for potential external funding sources or other means.

COMMUNICATIONS

Communication of Policy Development initiatives will include numerous meaningful public engagement opportunities.

LEGAL CONSIDERATIONS

There are no legal, legislative or regulatory considerations at this time.

IMPACT ON BUDGET & STAFFING

The proposed Work Program will impact budget and Staffing as it represents a significant body of work and level of effort for Staff and assumes the use of Consultants. Every effort has been made in the Work Program to align the affordable housing efforts with ongoing policy endeavors and opportunities available in the community to ensure maximum value. However, as a Village priority, Staff anticipates directing Staff resources and Village budget funds towards the effort.

INTERDEPARTMENTAL IMPACT & APPROVAL

No interdepartmental impacts are anticipated by activating the work program.

IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS

The Work Program will not directly impact adjacent jurisdictions; however, the implementation of the program will likely involve consultation and future consideration of interjurisdictional impacts.

ALTERNATIVE OPTIONS

There are no alternative options provided at this time.

POTENTIAL GOVERNANCE CONSIDERATIONS

This initiative meets with Strategic Priority Four: Social Responsibility in which the Village strives to create a strong and vibrant community that includes options for affordable housing.

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RECOMMENDATIONS

THAT Council endorse the 2020-2021 Affordable Housing Work Program.

Attachments:

Appendix A: 2020-2021 Affordable Housing Work Program

Prepared by:	Cameron Chalmers, Contract Planner
Manager Approval:	Lisa Pedrini, Manager of Development Services
CAO Approval by:	Nikki Gilmore, Chief Administrative Officer

APPENDIX A

2020 Affordable Housing Action Plan Work Program

1 Introduction

On October 22, 2019, Council endorsed the Age Friendly Affordable Housing Action Plan as a framework for implementing the Age-Friendly Affordable Housing Needs Assessment undertaken earlier that year. The Action Plan addressed shorter- and longer-term actions the Village could undertake in general terms over the next several years to facilitate the delivery of affordable housing in the community.

The purpose of this work program is to translate the work done to date into a concrete work program with definable outcomes for the 2020-2021 budget years. The work program is sensitive to the resource and budget capacity of the Village, and where possible aligns the affordable housing efforts with other Village of Pemberton initiatives and emerging opportunities. At this stage, the Pemberton affordable housing program is at its foundational stages, and the Village is initiating several institutional-level planning studies such as the Official Community Plan review, Development Cost Charge review, Community Amenity Policy update and other policy work relevant to affordable housing, creating a natural commencement for the policy component of the affordable housing program.

Meanwhile, the Village will also need to pursue and remain nimble to capitalize on affordable housing opportunities that may arise through partnerships, funding opportunities and new development applications.

This two-pronged approach of proactive policy development and capitalizing on opportunities as they present themselves will position the Village to realize affordable housing options in both the near- and long-term future.

1.1 Work Program Summary

The Affordable Housing Action Plan Work Program is generally divided into two streams. The first is foundational policy development, much of which is scheduled to occur in 2020/2021. The second is to capitalize on current and emerging opportunities to deliver affordable housing in the short-term.

1.1.1 Policy Development

- 1. Housing Options Study
- 2. Official Community Plan Review
- 3. Development Cost Charge Review
- 4. Amenity Policy Review

1.1.2 Capitalizing on Opportunities Summary

- 1. Lions Club Land
- 2. Housing Agreement Template
- 3. BC Housing and CMHC Relationships

2 Policy Development

2.1 Housing Options Study

2.1.1 Overview

As a kickoff to the Official Community Plan review process, the Housing Options Study will be an extensive public engagement process aimed at exploring different housing possibilities in the Village. It will form a critical part of the Affordable Housing program in that it will assist Council in determining the housing policy framework in which affordable housing will be attained, and will inform any changes in the approach to housing in the Official Community Plan.

Envisioned as an extensive consultation event, the purpose is to gauge community perceptions about changes to housing form, density, and neighbourhood character that may enhance the Village's ability to encourage or promote the delivery of affordable housing throughout the community.

The main function will be to test tolerances of the community for increased building height in the downtown, infill housing, and alternate forms of housing such as tiny homes, multiple secondary suites, carriage homes, and lock-off suites in multiple-family buildings. Specifically, the consultation will assess the relative trade-offs between a range of affordable and attainable housing options and potential impacts on neighbourhood character, parking, and other foreseeable impacts.

2.1.2 Process

The process will likely consist of an initial open house or open houses where the public will be presented a range of housing options that are not typical or not permitted in the Village. This will necessarily include an outline of the range of options available, and an assessment of the real and perceived impacts of different housing options. Participants will be given an opportunity to participate in an information exchange to discuss the options. The open house will also involve a survey or visual preference assessment of different housing options and participants would be given the opportunity to rank the acceptance of different housing forms.

The intent is to distribute the survey through the community through other means after the open house to provide the broadest possible opportunity for interested parties to participate and complete the survey tool. As the program is developed more specifically, the precise mechanisms will be determined.

2.1.3 Outcomes

The outcome will be a survey-based report to Council describing a range of housing options, with an accounting of possible impacts and an analysis of the community tolerances for each housing type. This will provide a basis for Council to provide direction into housing policy development as part of the Official Community Plan review.

2.1.4 Budget:

Budget funds are necessary to create the visual materials necessary to communicate the housing options clearly, as well as to inform the survey instrument. The project will also require facility rental and consulting assistance to prepare the materials, collect and interpret the survey data, and compile the recommendations report to Council. As such, \$6,750 has been included in the 2020 budget.

2.2 Official Community Plan Review

2.2.1 Overview

Informed by the Housing Options Study, the Official Community Plan (OCP) review will be instrumental in building a strong foundation for affordable housing in Pemberton. It will establish the overarching policy framework for the growth of the community and will solidify the importance of affordable housing relative to other community growth and development aspirations.

2.2.2 Process

The OCP review process will follow its own process track but will be consultative and provide an opportunity for the Village to incorporate the recommendations of the Affordable Housing Needs Assessment and Action Plan in a comprehensive manner in long-range planning policy.

2.2.3 Outcomes

When adopted, the OCP will establish the long-range policy framework for the Village and will put affordable housing in context with other community development and growth aspirations. The Plan will reflect community values and will formalize the policy direction for the Affordable Housing Program in Pemberton.

2.2.4 Budget

The OCP will be budgeted as a separate item for 2020-2021 and may consist of Staff and Consultant time.

2.3 Development Cost Charge Review

2.3.1 Overview

The review of the Development Cost Charge (DCC) Bylaw will enable Council to introduce financial incentives for land developers and builders who incorporate affordable housing into their developments. As part of the general review of the DCC Bylaw, Council will have an opportunity to determine the extent of these financial incentives and introduce new mechanisms to incentivize or offset the cost of development of affordable housing. It could also align the DCC project list towards areas where infrastructure improvements would promote affordable housing.

2.3.2 Process

The DCC Bylaw review will run as its own independent process but will be an important component of promoting affordable housing through the development process. It will, however, be informed by the Affordable Housing program to ensure that the delivery of affordable housing by private or public achieves a reasonable financial incentive through the bylaw. Affordability in general will be a consideration in setting the charges in the Bylaw as affordability can be impacted by municipal fees and charges through the development process.

2.3.3 Outcomes

The new Development Cost Charge (DCC) Bylaw will refine an important cost-recovery mechanism for the Village. As part of that Bylaw, certain costs can be reduced for affordable housing projects.

2.3.4 Budget Impact

The DCC Bylaw review has been budgeted \$50,000 as a separate item in the Development Services 2020 work plan.

2.4 Community Amenity Policy Review

2.4.1 Overview

The Village is currently undertaking a review of the Village wide Community Amenity Contribution Policy. The intent of the policy is to encourage new development to make voluntary contributions towards a range of amenities in the community. The review of this policy is critical to the ability of the Village to attract affordable housing through the development process. Calibrating an appropriate level of community amenities, including affordable housing that is able to respond to variable market conditions is essential in creating a healthy and viable development market climate that will enable opportunities for affordable housing.

This policy will be vital in creating a Pemberton-specific definition of what qualifies as affordable housing and calibrating the proportion of community amenities to be allocated to affordable housing. It will also likely result in the establishment of a dedicated Affordable Housing Reserve Fund for developer contributions generated through the general amenities policy or negotiated as part of the land development process.

2.4.2 Process

The Community Amenity Policy is an internal policy update that will be brought forward to Council for consideration of approval.

2.4.3 Outcomes

The outcome of the Community Amenity Policy will be a clear definition of what qualifies as affordable housing in the Village of Pemberton. It will also establish an expectation of developer contributions back to the community, primarily for rezoning applications that add value to land. As part of this policy, Council has the ability to assign a portion of the funds received towards affordable housing, or calibrate where affordable housing fits in the context of other community amenities.

2.4.4 Budget

The Community Amenity Policy is being undertaken internally and does not have a separate budget impact.

3 Capitalizing on Opportunities

3.1 Lions Club Housing Diligence Study

3.1.1 Opportunity Overview

Council has identified a priority opportunity to work in partnership with the Pemberton Lions Activities Club on the parcel of land housing the Pemberton Lions Villa (Lot 25, DL 165, Plan 883,), to further develop the portion of their property located east of the BC Hydro Right-of-Way and referred to as Phase III. In 2018, the Pemberton Lions Activities Society met with and advised Staff of its interest in working closely with the Village and other community partners such as the Pemberton Valley Seniors Society to increase the supply of affordable and appropriate age-friendly seniors housing.

The willingness and opportunity are apparent; however, as with any development opportunity a level of diligence work is required to understand the costs of development, any extraordinary challenges or restrictions, or other considerations that may affect the ability to develop the lands in a cost-effective manner. Staff propose to utilize existing and perhaps some new resources to undertake a diligence assessment of the Lions site to determine the viability of developing the site as an affordable housing project.

3.1.2 Process

The process will involve a Staff review of the policy and physical planning considerations and encumbrances including access options, site conditions, servicing, and development potential and prepare an overview report to Council. Certain specific aspects of the review, such as a Phase 1 Environmental Site Analysis¹ would be a customary part of the diligence process and have been included in the budget. Planning and Engineering consulting assistance will also likely be required and have been included in the budget.

3.1.3 Outcome

The outcome will be a Diligence Report outlining what will need to be done to develop the site, which is typically the first step in a land development before land transacts or detailed site development planning begins. This could be utilized by the Pemberton Lions Club and the Village in partnership should there be a decision to proceed, or will be of use to the Lions Club as owners of the land as they contemplate future use and development of the land.

3.1.4 Budget

A budget of \$7,500 has been projected to cover the costs of the Phase 1 Environmental Site Analysis and the consultants' costs.

¹ An Environmental Site Assessment (ESA) is a review by a qualified environmental professional (QEP) of present and historical site activities that may have, or had in the past, contamination effects on present structures, soil, groundwater and other site features. An ESA Phase 1 includes a visual inspection of the site and an extensive database search for any historical contaminations.

3.2 Housing Agreements in New Development

3.2.1 Opportunity Overview

The Village anticipates receiving one or two new applications in 2020 in which affordable housing is being proposed or would reasonably be negotiated as part of a larger rezoning application. Through this process the Village will likely be required to develop a standard form Housing Agreement, which will serve as a template for securing any future affordable housing contributions. It is important at the outset the Village have a consistent approach to housing agreements and the Bylaws that establish them. BC Housing has a number of templates which could be customized and adapted to the Village.

3.2.2 Process Overview

The process will be initiated when the first project proposing dedicated affordable housing, including purpose-built rental housing is received. The intent would be to create the housing agreement concurrently with the application process, but with the intention that it become a standard form for the Village. Accordingly the Village would take a lead role in establishing the agreement.

3.2.3 Outcome

The outcome of establishing the new Housing Agreement is that the Village would have a standard form Housing Agreement document that could be modified to reflect specific development projects in the future.

3.2.4 Budget

A budget estimate of \$2,500 has been established for additional consulting assistance and legal review over and above what may be cost-recoverable through the development process for the precipitating application.

3.3 Formalizing Agency Relationships

3.3.1 Overview

BC Housing and CHMC are the primary funders and project partners that support both public and private interests in implementing affordable housing. The intent of this action is to establish solid working relationships with representatives of both organizations and ensure they are aware of the Village's affordable housing aspirations. It will also inform the Village about opportunities and options that may further development on the Lions Club site or through private development.

3.3.2 Process

The process would be one of relationship building with the right people at BC Housing and CMHC. Beginning with initial staff meetings utilizing existing connections, the intent would be to work towards an affordable housing information session for Staff and Council at the Village of Pemberton. The process will also involve attendance at BC Housing and CMHC seminars and learning events.

3.3.3 Outcome

The desired outcome is an open and working relationship with key decision-makers at CMHC and BC Housing to ensure that the appropriate resources are in place when opportunities may be presented, or when funding may be sought to increase the affordable housing stock in Pemberton.

3.3.4 Budget

A small budget of \$2,000 is expected to fund attendance at housing events, and to coordinate the Staff and Council forum in Pemberton.

4 Summary

2020 marks the first full year of the affordable housing program in Pemberton and is an important year to establish several of the foundational pieces necessary to build a long-term, sustainable approach to community housing. At the policy level, the intent is to elevate affordable housing considerations through the OCP review and other policy work that directly impacts the provision of affordable housing. To capitalize on existing opportunities, there are several distinct opportunities to develop land in a manner that delivers affordable housing, but it is also about ensuring the municipality has access to the right resources in the right places to quickly and nimbly position itself to respond to future affordable housing opportunities.



REPORT TO COUNCIL

Date: March 10, 2020

To: Nikki Gilmore, Chief Administrative Officer

From: Matthew Rempel, Planning & GIS Technician

Subject: Big Mountain Bike Adventures Ltd. Crown Land Referral

PURPOSE

To update Council regarding the Crown Land referral regarding Big Mountain Bike Adventures Ltd.

BACKGROUND

At the Committee of the Whole Meting No. 202, held February 25th, 2020, a question was raised respecting a Crown Land Referral notification in the Pique Newsmagazine which indicated that Big Mountain Bike Adventures Ltd. was seeking tenure on lands within the Pemberton Valley to offer non-mechanized mountain bike adventure tours. The Notice and Crown Land Tenure Application Referral (File Number 2412096) is attached as **Appendix A.** A Tenure Management Plan prepared by a Registered Professional Biologist is included with the submission.

DISCUSSION & COMMENTS

A referral was sent to Staff in February from the Crown on behalf of Big Mountain Bike Adventures (BMBA) requesting comments on the Crown Land Tenure Applications. BMBA, a Whistler-based travel company offering mountain bike holidays to 17 countries worldwide, is seeking a license of occupation in an extensive use area.

The proponent is applying to the Crown to utilize mountain bike trails throughout the Sea to Sky region with some trails located within the Village of Pemberton boundaries. The application is to provide guided mountain biking tours for up to six (6) persons per day during the biking season. The daily guided tours will take place at one of the three locations between Squamish, Whistler and Pemberton depending on the clientele's skill and location preferences.

The proponent has attended meetings with Pemberton Valley Trails Association (PVTA) and Pemberton Off Road Cycling Association (PORCA). The submission notes that both groups were receptive and supportive of the proponent's application. It should also be noted that BMBA has established a supportive working relationship with both the PVTA and PORCA; it sponsors a women's 'Bike Club' evening ride and a seasonal Toonie Ride in Pemberton as well as provides donations to PORCA's annual fundraising silent auction (gear and soft goods) and sponsoring a local Trail Maintenance Day in Pemberton.

As this application is through the Crown Land Referrals process, the application will have been sent to other jurisdictions and agencies for comment.

Regular Council Meeting No. 1510 Big Mountain Bike Adventure Crown Land Tenure Application Referral Tuesday, March 10, 2020 Page 2 of 3

Although the applicant is based out of Whistler, they will be operating commercially within the Village therefore a non-resident Business Licence will be required.

Staff have reviewed the referral and recommend that the Village provide the following comments to the Ministry:

- That BMBA must comply with municipal bylaws and ensure all local permits are in place;
- That BMBA apply for a non-resident business license with the Village;
- That BMBA ensure that all tours are guided and do not proceed into private property;
- That BMBA continue to support local trails organizations and contribute toward trail maintenance and upkeep.

COMMUNICATIONS

There are no communications considerations at this time.

LEGAL CONSIDERATIONS

There are no legal, legislative or regulatory considerations at this time.

IMPACT ON BUDGET & STAFFING

There is no impact on budget or staffing as responding to Crown Land Referrals is part of the day-to-day operations of the Development Services Department

INTERDEPARTMENTAL IMPACT & APPROVAL

There is no interdepartmental impact or approval required.

IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS

A review of this project has no impact on other jurisdictions.

ALTERNATIVE OPTIONS

There are no alternative options for consideration.

POTENTIAL GOVERNANCE CONSIDERATIONS

Informing Council on land use applications meets with Strategic Priority Two: Good Governance in which the Village is committed to being an open and accountable government and Strategic Priority Four: Social Responsibility in which the Village strives to ensure a well-managed natural environment.

RECOMMENDATIONS

THAT Council receive the report for information.

Regular Council Meeting No. 1510 Big Mountain Bike Adventure Crown Land Tenure Application Referral Tuesday, March 10, 2020 Page 3 of 3

Attachments:

Appendix A: Crown Land Referral and Notification

Prepared by:	Matthew Rempel Planning & GIS Technician
Manager Approval:	Lisa Pedrini, Manager of Development Services
CAO Approval by:	Nikki Gilmore, Chief Administrative Officer



Crown Land Tenure Application

Tracking Number: 100251755

ATS 322240 vSUS695 FILE 2412096

Applicant Information

If approved, will the authorization be issued to an Individual or Company/Organization?

Company/Organization

What is your relationship to the company/organization?

Employee

APPLICANT COMPANY / ORGANIZATION CONTACT INFORMATION

Please enter the contact information of the Individual/Organization who is acting on behalf of the applicant.

Name: BIG MOUNTAIN BIKE ADVENTURES LTD.

Doing Business As:

Phone: 604-935-8686

Fax:

Email: info@ridebig.com

BC Incorporation Number: Extra Provincial Inc. No: Society Number:

GST Registration Number:

Contact Name: Christopher Winter Mailing Address: PO BOX 922

Whistler BC V0N1B0

CORRESPONDENCE E-MAIL ADDRESS

If you would like to receive correspondence at a different email address than shown above, please provide the correspondence email address here. If left blank, all correspondence will be sent to the above given email address.

Email: vanessa@ridebig.com
Contact Name: Vanessa Murphy

ELIGIBILITY

Question Answer Warning

Do all applicants and co-applicants meet the eligibility criteria Yes for the appropriate category as listed below?

Applicants and/or co-applicants who are Individuals must:

- 1. be 19 years of age or older and
- 2. must be Canadian citizens or permanent residents of Canada. (Except if you are applying for a Private Moorage)

Applicants and/or co-applicants who are Organizations must either:

- be incorporated or registered in British Columbia (Corporations also include registered partnerships, cooperatives, and non-profit societies which are formed under the relevant Provincial statutes) or
- 2. First Nations who can apply through Band corporations or Indian Band and Tribal Councils (Band or Tribal Councils require a Band Council Resolution).

TECHNICAL INFORMATION

Please provide us with the following general information about you and your application:

EXISTING TENURE DETAILS

ALL SEASONS RESORTS

The All Seasons Resorts Program serves to support the development of Alpine Ski and non-ski resorts on Crown land. For more detailed information on this program please see the operational policy and if you have further questions please contact FrontCounter BC.

Are you applying within an alpine ski resort?

Nο

WHAT IS YOUR INTENDED USE OF CROWN LAND?

Use the "Add Purpose" button to select a proposed land use from the drop down menu.

If you wish to use Crown land for a short term, low impact activity you may not need to apply for tenure, you may be authorized under the Permissions policy or Private Moorage policy.

To determine if your use is permissible under the Land Act please refer to either the Land Use Policy - Permissions or Land Use Policy - Private Moorage located here.

Purpose	Tenure	Period
Adventure Tourism	Licence of Occupation	More than thirty years
Miscellaneous		

ACCESS TO CROWN LAND

Please describe how you plan to access your proposed crown land from the closest public road:

We operate guided mountain biking trips using established trails with company vehicles parking in designated and assigned parking areas for mountain biking trails. Our riders climb up trails where ever possible.

ADVENTURE TOURISM

Adventure Tourism applies to tourism operators who provide outdoor recreation activities for a fee or other form of compensation. For more information visit the website.

Specific Purpose: Miscellaneous

Period:More than thirty yearsTenure:Licence of Occupation

TOTAL APPLICATION AREA

Please give us some information on the size of the area you are applying for.

Please specify the area: 1720.7 hectares

MECHANIZED / NON-MECHANIZED

Mechanized Activity means guided AT activities where mechanized or motorized transport of clients (e.g., helicopters, snowmobiles, All Terrain Vehicles, etc.) is an integral part of the recreation experience offered to the clients. Motorized use includes vessels that use power as an integral part of the guided operation. Vessels that use motorized propulsion only intermittently for control or safety purposes are considered non-mechanized (e.g. whitewater rafting). In addition, where a vessel simply provides a transport service to and from a kayak operation it will be considered a non-motorized activity.

Does your operation include motorized / No mechanized activities?

GUIDE OUTFITTER (COMMERCIAL HUNTING GUIDES)

Any improvements on Crown land for the purpose of guide outfitting must be approved and tenured under this program (e.g. lodges, cabins, camps).

Is your application related to a guide No outfitting operation?

ANGLING GUIDE

Any improvements on Crown land for the purpose of guided angling must be approved and tenured under this program (e.g. lodges, cabins, camps).

Is your application related to an Angling No guide operation?

Tracking Number: 100251755 | Version 1.1 | Submitted Date: Jun 1, 2018

ALL SEASONS RESORT

If your activities include more than one million dollars in Recreational Infrastructure and more than 100 Commercial Bed Units, your activities may fall under the All Seasons Resort Policy.

Are you applying to build an all season resort
as defined under the All Seasons Resort
Policy, including more than one million
dollars in Recreational Infrastructure and
more than 100 Commercial Bed Units?

ADDITIONAL QUESTIONS

In many cases you might require other authorizations or permits in order to complete your project. In order to make that determination and point you in the right direction please answer the questions below. In addition, your application may be referred to other agencies for comments.

Is the Applicant or any Co-Applicant or their Spouse(s) an employee No

of the Provincial Government of British Columbia?

g No

Are you planning to cut timber on the Crown Land you are applying for?

Are you planning to use an open fire to burn timber or other

No

Do you want to transport heavy equipment or materials on an

existing forest road?

No

No

Are you planning to work in or around water?

Does your operation fall within a park area?

Unknown

You might be required to obtain a Park Use Permit. Please contact FrontCounter BC.

LOCATION INFORMATION

LAND DETAILS

DRAWINGS

Please provide information on the location and shape of your Crown land application area. You can use one or more of the tools provided.

☑ I will upload files created from a Geographic Information System (GIS)

SPATIAL FILES

Do you have a spatial file from your GIS system? You can upload it here.

NOTE: If uploading a .shp, please ensure that it is a polygon that has been projected in BC Albers in NAD83 format.

Description	Filename	Purpose
Revised BMBA maps	180807_BMBA TenureAppAreas.shp	Adventure Tourism

ATTACHED DOCUMENTS

Document Type	Description	Filename
Management Plan	BMBA Management Plan	Management Plan - June 1 20
Other	Income projections for global destinations (internal	BMBA Income Exp projections
	only)	

PRIVACY DECLARATION

☑ Check here to indicate that you have read and agree to the privacy declaration stated above.

REFERRAL INFORMATION

Some applications may also be passed on to other agencies, ministries or other affected parties for referral or consultation purposes. A referral or notification is necessary when the approval of your application might affect someone else's rights or resources or those of the citizens of BC. An example of someone who could receive your application for referral purposes is a habitat officer who looks after the fish and wildlife in the area of your application. This does not apply to all applications and is done only when required.

Please enter contact information below for the person who would best answer questions about your application that may arise from anyone who received a referral or notification.

Company / Organization: Big Mountain Bike Adventures Ltd.

Contact Name: Vanessa Murphy

Contact Address: PO Box 922, Whistler, BC V0N1B0

Contact Phone: 604-935-8686

Contact Email: vanessa@ridebig.com

☑ I hereby consent to the disclosure of the information contained in this application to other agencies, government ministries or other affected parties for referral or First Nation consultation purposes.

IMPORTANT NOTICES

• Once you click 'Next' the application will be locked down and you will NOT be able to edit it any more.

DECLARATION

☑ By submitting this application form, I, declare that the information contained on this form is complete and accurate.

OTHER INFORMATION

Is there any other information you would like us to know?

- -I stated 'Miscellaneous' under adventure tourism since I did not see mountain biking listed.
- -I did not give a hectare amount since it is spread out between 3 communities and worried adding up all areas would be inaccurate. I will look to correct this in the follow up.
- -I will also update our BC Incorp number in the follow up. Waiting on accounting follow up on our end.

APPLICATION AND ASSOCIATED FEES

Item	Amount	Taxes	Total	Outstanding Balance
Crown Land Tenure Application Fee	\$250.00	GST @ 5%: \$12.50	\$262.50	\$0.00
PROJECT INFORMATION				

Is this application for an activity or project which requires more than one natural resource authorization from the Province of BC?

Tracking Number: 100251755 | Version 1.1 | Submitted Date: Jun 1, 2018

No

OFFICE USE ONLY		
Office Surrey	File Number 2412096	Project Number
Sancy	Disposition ID	Client Number

Big Mountain Bike Adventures Ltd. TENURE MANAGEMENT PLAN

Submitted: May 7, 2019 By Vanessa Murphy



CONTACT:

Vanessa Murphy, Sales & Marketing Manager vanessa@ridebig.com | 604.935.8686

Chris Winter,
Owner Operators
chris@ridebig.com | 604.902.1807

Contractor:
Nicole Koshure R.P. Bio
nicole.koshure@gmail.com | 604.935.8567

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1 BACKGROUND

1.1 Who Is Big Mountain Bike Adventures Ltd.

Big Mountain Bike Adventures Ltd. (BMBA) is a Whistler-based travel company offering mountain bike holidays to 17 countries (as of 2017) worldwide. BMBA specializes in creating and delivering organized mountain bike trips from airport pick up to drop off including: hotel reservations, professional guided rides on primarily singletrack trails, all transportation, most meals along with cultural highlights and regional secrets.

As BMBA's headquarters is based in the Sea to Sky region, which we have an intimate knowledge of – we offer local trips with our own professional local guides.

British Columbia's mountain biking tourism is growing steadily and we believe by working together with local organizations, businesses and communities we can help build a sustainable niche tourism market. www.ridebig.com

1.2 Big Mountain Bike Adventures Ltd. Target Market

BMBA's current focus is enduro and/or all-mountain style terrain for all trips offered. The following describes BMBA's clientele:

- 75% male with a growing female base
- 30-55 years old
- Intermediate to expert level riders with good base of fitness. A growing lower intermediate level due to addition of trips with more cross-country style terrain (Bali, Greece, Tuscany).
- 47% from Canada, 31% from the USA, 22% international (and growing). Majority of riders joining BMBA's British Columbia trips are from long haul markets (UK, Europe, Australia and New Zealand)
- Riders own two (or more) bikes and mountain biking is their preferred sport.

1.3 Project Overview

BMBA Ltd. is seeking tenure for a *license of occupation* in an *extensive use area*. We intend to operate guided mountain bike tours on Crown lands in the Sea to Sky area (Pemberton, Whistler, Squamish) between spring and fall, with the majority of trips occurring in July and August. Operations will be based out of Whistler with occasional overnight activities in select communities, using local accommodation, hotels and guides.



BMBA will operate trips with variety of vehicle logistics but mostly using either: a 12 passenger van, crew cab (4 door) truck, or combination of both; roof top, tailgate, or hitch bike carrier; and, occasionally an enclosed trailer. Our ideal max capacity in unique circumstances is 12 riders including or not including guides. Average group size (as of 2017) in summer months was 4 to 6 riders. As of 2018, BMBA's trips are focused on full week or multi day experiences with various elements of bike trips coupled together to create a complete mountain bike holiday – such as accommodation, transportation (to parking areas only), some meals, local guides and trip planning expertise.

BMBA targets strong intermediate to expert-level mountain bikers for all their trips – in the Sea to Sky and globally. Offering multi day guided services, not to be confused with coaching clinics or large mountain biking events.

1.4 Investigative work

Majority of the contact has been with local mountain biking clubs or associations. All have been receptive to our intent to organize and lead experienced mountain bikers in each community during a typical mountain biking season.

Whistler area

BMBA has historically supported local trail efforts by sponsoring trail days for Whistler Off Road Cycling Association (WORCA). BMBA has been in touch with the WORCA board and communicated intent to gain permission to operate mountain biking trips on the established trails within the valley.

Pemberton area

BMBA attended a meeting with the Pemberton Valley Trails Association (PVTA) and also Pemberton Off Road Cycling Association (PORCA). Both groups were receptive and supportive of our efforts to gain permission to access trails in Pemberton and surrounding areas.

Squamish area

BMBA has been in touch with Squamish Off Road Cycling Association (SORCA) and in discussion regarding support via investment in corporate membership or sponsoring a trail day. As well, BMBA has supported a local enduro event with also acts as a fundraiser for local community efforts, more specifically – "Go Girl".

2 LOCATIONS

2.1 General Description

With BMBA's office being located in the Sea to Sky area – it's a natural choice to offer trips in our home region using established trails and local guides. The Sea to Sky area is gaining



recognition as a world-class destination for mountain bikers. This application will focus on the communities of Whistler, Pemberton and Squamish and the trails that surround them — with operations taking place for the most part between July and early September, but not limited to with the potential for more spring/fall trips in the future. BMBA will use established and sanctioned trails as described in detail and mapped out in Appendix 2.

2.2 Seasonal expectations including volume

BMBA's preferred business model is focusing on travel with longer duration trips – typically seven to ten days in length. Occasionally there might be a trip or itinerary reduced to only a couple days (spring, fall or custom requests), but all trips will always be multiple days.

BMBA prides itself on specializing in mountain bike trips to destinations globally, including its backyard; the Sea to Sky region. Given BMBA is an operator of trips globally, along with focus or preference of longer itineraries – a typical year will see 2 to 6 trips with group size of 1 to 10 riders. Groups of 1 to 5 riders will have 1 guide, with larger groups having 2 or more guides.

BMBA expects the number of trips per year in the Sea to Sky region to be ideally 5 to 6, with an ultimate business goal of 8 (which, in recent years has been tough due to several large events in the Sea to Sky corridor). On average, each trip will host an average of 4 to 6 riders, with trips being typically 7 days in length and with a continued focus on targeting experienced riders with intermediate to advanced skills and fitness.

Using 6 groups per year as a starting point – it would equal (approximately):

6 riders x 7 days x 6 trips = 252 client days per season.

2.3 Access Plans

Our trips officially start and end at Vancouver International Airport (YVR). We hire a local transfer service to bring clients to Whistler on the first day of the trip and return them on the final day. Occasionally with private or larger groups we will pick up clients at YVR. Once in Whistler we use rented vehicles to move clients and bikes between Whistler, Squamish and Pemberton where our guided bike rides take place. Hotel nights during trips are spent in Whistler and sometimes Pemberton and Squamish (when requested for custom or private groups).

Whistler area

In Whistler, our guest's typically stay in hotel style accommodation or private rental. In most scenarios for Whistler, groups will ride from their accommodation with BMBA guides choosing the trail network for the day or morning. Whistler is typically the location for warm up rides and also skills assessment and fitness testing. Once completed, groups will venture to other areas, which are decided suitable and safe based on a groups' weakest or slowest rider. Important to note that the BMBA's office screens all rider's fitness and skills in the sales process, in addition to requiring all participants to complete an online Rider Questionnaire once registered for a trip.



Pemberton area

For groups riding in Pemberton, it's typical to either day trip from Whistler or overnight in a local Pemberton accommodation. As with all our trips, BMBA's vehicles will park at a suitable, safe and designated parking area and ride to trails from there. BMBA's clientele prefer to ride 'all-mountain' style terrain, which means they will climb using pedal power to access any and all types of terrain.

Squamish area

Our groups will usually day trip to Squamish from Whistler for a full day of mountain biking, with lunch breaks in town at local cafe's and restaurants. Our guides will park vehicles in designated parking zones (example Legacy climbing trail trailhead parking lot) and use trails assigned for climbing with mountain bikes to access riding terrain.

BMBA does not require any intensive use sites or development of any land since our focus is on the use of established trail networks.

2.4 Confirmation of Safety Plan

All BMBA guides have current Wilderness or Occupational First-Aid Training. During the guiding of a trip all guides carry first aid kits, as well, company vehicles have: first aid kits; fire extinguishers; and, a printed copy of BMBA's extensive Risk Management Plan.

All clients sign a lawyer approved waiver and have invested in personal insurance.

BMBA carries the necessary third party liability insurance with Gougeon Insurance Brokers.

For a more detailed summary of our safety plan please view our Risk Management Plan (Section 7).

3 FACILITIES AND INFRASTRUCTURE

3.1 Infrastructure

With BMBA's focus solely on mountain biking and the use of existing trails - there is no need or any intention to create or use any kind of structures. As well, BMBA won't perform any modifications to any trail areas or terrain other than moderate trail maintenance.

3.2 Roads and Use

BMBA will use local roads and highways for accessing trails while obeying signage, posted speed limits and local traffic. BMBA's clientele prefer to ride 'all-mountain' style terrain, which means they will climb using pedal power to access any and all types of terrain.



3.3 Utilities and water supply

BMBA will not require any utilities or water while out riding, and will always encourage riders to fill hydration devices at their accommodation in morning or during lunch breaks at local establishments. We will also encourage our riders to use appropriate washroom facilities where available and will not allow riders to introduce bathroom waste within 30 meters of any riparian areas.

3.4 Waste Disposal

All clients will keep with them any garbage created including but not limited to: food packaging; bike parts and/or packaging related to spare parts required during bike repairs; as well as, waste generated from first aid treatment and/or incidents. All clients are encouraged to visit the bathroom prior to departing for rides, in the morning and again at lunch time, in an effort to reduce/restrict the introduction of human waste to the environment.

4 CULTURAL VALUES

4.1 First Nations

BMBA will ensure that the First Nations traditional use within our proposed tenure area in the Sea to Sky will remain unimpeded. The Sea to Sky area includes the traditional territory of the Squamish and Lil'wat First Nations. Of the three proposed operating areas in the Sea to Sky, potential overlap between cultural zones identified in the Sea to Sky Land Resource Management Plan (Sea to Sky LRMP) and the BMBA tenure application have only been identified in Pemberton (see map).

4.2 Archaeological Concerns

If archaeological sites are located within the proposed tenure area, appropriate mitigation strategies such as avoidance, documentation and consultation with the Lil'wat Nation Lands and resource Department, the Squamish Nation and/or the Archeology Branch of the Ministry of Forests, Lands and Natural Resource Operations of the find will be implemented.

The Líl'wat Nation and other First Nations are concerned about the preservation of archaeological sites. Archaeological sites have spiritual connections for many First Nations people and they sustain and nurture their relationship to the land. First Nations want to be assured that archaeological sites are not being damaged by the proposed activities.

In addition, archaeological sites are protected under the Heritage Conservation Act. Archaeological sites must not be damaged or altered in any way except under permit from the



Archaeology Branch at the Ministry of Sustainable Resource Management. Archaeological sites are protected regardless of whether they have been registered or not.

While there is little impact expected to potential archaeological sites in the Sea to Sky there is some concern with respect to hiking, biking and picnicking in the summer. This is of greater concern for archaeological sites in alpine and subalpine locations which are fragile and usually close to the surface. If sites exist in the proposed extensive use area, they need to be identified and mitigation plans must be developed to protect them.

5 ENVIRONMENTAL VALUES & IMPACTS

BMBA is aware that the proposed tenure area is home to many species of aquatic and terrestrial wildlife, and strongly supports initiative that minimize impacts to wildlife. As a result, BMBA has developed wildlife encounter procedures for guided tours which will be aligned with the Wildlife Guidelines for Backcountry Tourism / Commercial Recreation in British Columbia (2006).

5.1 The Environment

BMBA's focus is solely on mountain biking, using locally established trails. As part of our guide training, there is a component in relation to dealing with wildlife hazards but also preservation and respect. Since most of our clients are travelling from long haul markets – we understand that our guides also field questions and, as a company, do our best to provide resources and information to ensure staff are up to date and current in conservation topics related to fish and wildlife and/or sensitive habitats.

5.2 Environmental impacts

Land-based

BMBA groups will be using established, professionally built trails with good drainage in each of the communities visited. We are aware that mountain biking can cause soil disturbance and erosion. As such, we educate all our clients to stay on designated trails, avoid riparian areas, prohibit trail braiding and ensure clients take breaks or deal with mechanicals in suitable locations (e.g. obvious hardened areas, rest spots off trail, structures/benches located off trails) during the rides that will avoid damage to delicate landscapes.

In areas that are more sensitive or wet – trails are usually built up with bridges, gravel or rocks to further reduce impact. During periods of wet conditions or rain events, BMBA guides will do their best to ensure rides are focused on trails with better drainage and above ground structures to limit impacts on trails.

Occasionally guides will move or remove hazards such as fallen trees or branches blocking a



trail – doing so by hand and without the use of tools. Anything of notable size will be reported to the local club and trail maintenance groups.

Important to note the following:

- Any and all garbage stays with all riders at all times following a strict "leave no trace" philosophy
- With regards to invasive species all bikes are recommended for washing daily and especially upon arrival if travelling long haul.

By holding an average group size of 4-6 plus guide and by riding open trails only which are already heavily used and established mountain biking trails as well as the above stated guidelines, there should be no adverse impacts to the environment surrounding the proposed tenure area.

Visual and Atmospheric

We keep our groups to a reasonable size for ease, efficiency of travel and to reduce impact. As of 2017 a typical group is typically between 4 and 6 riders with a maximum of 12 riders in unique circumstances. Due to our operational goal of having smaller group sizes – our visual impact should be no different than a small group of local friends out for a ride.

We mitigate sound and emission issues from our vehicles by maintaining a small to moderate group size allowing us to use smaller size vehicles and keep vehicles in designated parking areas. Perhaps most importantly, our focus is for riders to climb and ride terrain on their own, limiting time spent driving and reducing impacts to offroad terrain. We are not, nor ever will be, a company that shuttles riders.

Fish and Wildlife Habitat

The proposed tenure area provides habitat for a wide range of wildlife species. Some of the sensitive animal species expected to occur within the proposed tenure area include: grizzly bear (*Ursus arctos*), wolverine (*Gulo gulo*), mountain goat (*Oreamnos americanus*), Columbian Black-tailed deer (*Odocoileus hemionus columbianus*), black bear (*Ursus americanus*), coyote (*Canis latrans*), and Cougar (*Puma concolor*) (iMAP BC). Other species of concern, identified from imapBC that are likely or have the potential to occur within the tenure area include: fisher (Martes americana), marsh shrew (*Sorex* bendirii), Keen's long-eared Myotis (Myotis keenii), Townsend's big- eared bat (Corynorhinus townsendii), Harlequin duck (Histrionicus histionicus), Peregrine falcon (Falco peregrinus), Northern goshawk (Accipiter gentiles), spotted owl (Strix occidentalis), rubber boa (Charina bottae), tailed frog (Ascaphus truei), western toad (*Anaxyrus boreas*), Northwestern salamander (*Ambystoma gracile*), Northern pacific treefrog (*Pseudacris regilla*), Northern red-legged frog (*Rana aurora*), and Long toed salamander (*Ambystoma macrodactylum*).

In general, important wildlife values in the area could include (but are not limited to): alpine meadows, riparian areas, mountain goat kidding areas, critical mountain goat winter range, denning and/or nest sites, wildlife trees, food caches, natural travel corridors and game trails.



Potential Impacts to Fish/Fish Habitat

BMBA groups will cross rivers and streams, but in all cases, thanks to local trail crews, will use existing bridges or raised crossings – this will mean zero impact or interaction with any fish habitat.

Potential Impacts to Wildlife/Wildlife Habitat

The two main categories of potential wildlife impacts are noise and increased human presence. As per the guidelines laid out in the *Wildlife Guidelines for Backcountry Tourism/ Commercial Recreation in BC* – the following have been noted for staff training, as well as client awareness in pre-arrival trip preparation material.

- Record wildlife encounters, actions taken, and responses of animals.
- Remain on established trails where they exist.
- Obey all signs and area closures.
- Do not harass wildlife.
- Do not feed wildlife.
- Do not handle wildlife.
- Do not allow dogs to be at large and harass wildlife.
- Pack out all garbage.
- Yield to wildlife on trails and roads.
- Focus activities in areas and at times of the year when wildlife are least likely to be disturbed (seasonal closures might be necessary).
- Remain still or retreat when animals are encountered and react to your presence.
- Stay at distances sufficient to prevent changes to the behaviour of animals (at least 100 m in open areas is the default for large mammals).

It is important to note that the majority of trails used by BMBA are in close proximity to busy population centers including Pemberton, Whistler and Squamish, and therefore it is unlikely for our tours to come into close contact with wildlife in the proposed tenure area.

6 SOCIO-COMMUNITY

6.1 Land Use

Following suit and using Whistler 2020 as a template or framework for success – BMBA believes in going above and beyond to ensure a memorable and positive destination experience, acting as local ambassadors showcasing 'the resort communities unique and authentic sense of place, diverse and continually renewed offerings' as stated in *Whistler 2020 Priorities*. Tourism is a main economic driving for the Sea to Sky area – by encouraging travel for experienced mountain bikers to visit this area – we feel we are aiding in a more sustainable experience for all our clients.

6.2 Land Management Plan and Regional Growth Strategies



Working together with the respective community's local mountain biking clubs – BMBA is supporting these organizations in various methods. An annual review ensures that local groups are satisfied with BMBA support.

WORCA - BMBA sponsors and organizes a local Trail Maintenance Day in Whistler.

<u>PORCA</u> – BMBA sponsors a women's 'Bike Club' evening ride and a seasonal Toonie Ride as well as provides donations to PORCA's annual fundraising silent auction (gear and soft goods) and sponsoring a local Trail Maintenance Day in Pemberton.

<u>SORCA</u> – As of spring 2018 BMBA has been in discussion with SORCA regarding investment in a Corporate Membership or Trail Maintenance Day. We also support the association with a donation to an annual local Enduro mountain biking event supporting 'Go Girls'.

BMBA is not required to perform maintenance or management of land that is overseen by any of the local user groups listed above.

Looking into the future, BMBA will continue to focus on multi day trips, where riders experience several locations in the Sea to Sky corridor and surrounding areas. As growth occurs, BMBA will continue to work with local user groups and ensure support and positive engagement locally.

6.3 Fire Protection or Emergency Services

BMBA clearly communicates that smoking is not to be tolerated during any of our guided rides. While it is easy for us to say that we rarely see smokers on our tours, if they do, it's made clear that it is prohibited while on the trails or in and around any company vehicles.

If a rider is seriously injured and requires an ambulance to transport them to hospital, the local Communities are all equipped to provide this service. Search and Rescue would be utilized in any extreme scenario where access is an issue. In a non-urgent situation, BMBA would transport the injured person to a local hospital and Emergency department. We are aware of the locations of hospitals in all areas we intend to guide trips.



7 RISK MANAGEMENT FOR SEA TO SKY

BMBA is a mountain bike adventure tour company. BMBA provides trips in British Columbia and worldwide that are focused on a high quality service. Each trip is well researched and given trial runs by experienced riders and guides before being offered to the general public. BMBA's trips are guided by experienced local guides and backed by the experience and clean safety record of its sister company, Cycleventures Bicycle Tours, who have run successful tours worldwide since 1972.

This Risk Management Plan will outline the foreseeable risks and hazards associated with the trips we run in the Sea to Sky Corridor and outlines BMBA's response strategy to incidents that may occur on tour.

7.1 Philosophy

The Philosophy of BMBA is to provide a premiere mountain bike experience in a variety of locales.

BMBA acknowledges that hazards will always exist in Mountain Biking and accepts that injury or death may occur during our trips. BMBA strives to actively identify and mitigate potential hazards. We require all of our guides to follow our best practices as set out in this document, in their training both with BMBA and by the industry as a whole. BMBA encourages clients to be responsible for their own decisions and to operate within their ability at all times.

In order to grow as a company, the policies and procedures must be adhered to and continuously reviewed and updated to maintain the company mandate, avoid unnecessary accidents and lawsuits that may result.

BMBA believes in open communication from all participants including owners and management to ensure a safe and evolving work environment.

BMBA will minimize exposure to risk or hazard by using the safety management system that follows but understands that risk cannot be completely eliminated from the trips we offer.

7.2 Policy

BMBA promotes open communication between all levels of management, employees, volunteers and clients to reduce the risk of an incident and provide the highest level of safety for all activities. Currently, there are no industry standards for mountain bike guiding in Canada. BMBA hires only experienced knowledgeable staff with current 80 hour or equivalent first aid certifications; training following the Wildlife Guidelines for Backcountry Tourism/ Commercial Recreation in BC (2006); and, an intimate knowledge of the local terrain and trails, including



safe routes, exits and access within the trail network. BMBA requires drivers to have the appropriate license and insurance for the vehicle type relevant to the group size and location. BMBA recognizes the importance of continuing education for its staff and provides training sessions to develop guiding skills and promote teamwork.

Guide's meetings are scheduled before and after each trip to ensure open communication and understanding. The Lead Guide of each trip is responsible for checking in with the main office before each day. These meeting are used to provide an overview of identifiable risks and hazards during the day and planning alternatives if risk cannot be satisfactorily managed. The Lead Guide works in conjunction with the other guides in the field to ensure the highest standard of safety is met. The Lead Guide is also responsible for all briefings, debriefings, trip reports and filing of trip plans with the appropriate parties.

The Rescue Plan will be used for training and reviewed regularly by BMBA Guides. Communication tools (cell phone) are tested in the field and any area of no service will have a contingency plan (Satellite phone, satellite based communication device such as a SPOT or Delorme In Reach).

The Risk Management and Rescue Plans are used as a training tools with all staff to aid in the making of good, safe decisions in the field. In the event of an incident the use of the plan ensures quality of care from the first responder and efficient transfer to a higher level of care.

Clients are responsible for any costs associated with an evacuation.

7.3 Procedures

Pre-Trip Planning: Prior to the trip all the staff involved in the trip will meet to discuss the logistics, ie: transportation, site access, equipment needed, conditions (weather, terrain, etc), Accessibility, Communication and Evacuation. There must be a proven form of communication for the proposed area.

Communication with the clients will occur before the trip via emails and phone calls, and at the start of the trip through face to face communication with the lead guide so that everyone involved is aware of the expectations and environment they will be entering.

7.4 On Site Evaluation

Each trip is well researched and given trial runs by experienced riders and guides before being offered to the general public.

The Lead Guide and staff constantly re-evaluate the terrain and the clients to achieve a safe environment. It is one of the goals of BMBA to instill the STEPS thought process in guides and clients. The Acronym STEPS represents:

- S scene (big picture);
- T terrain;
- E exposure (to danger, where are we?);



- P people (who are we? what are we doing? why are we here? Goals ex. pro rider or recreational?); and,
- S severity (consequences of error).

Throughout the trip the Lead Guide will be constantly reassessing the situation to reduce the risk.

7.5 Post Trip

After the conclusion of a trip the lead guide and staff will conduct a debriefing session to highlight any issues that arose during the trip. In addition, the clients will be asked to provide feedback and highlight any positive or negative experiences to ensure the evolution of safe, efficient trips.

The lead guide will file a trip report at the completion of the trip outlining the events, logistics and potential hazards involved. This will provide a reference for future trips.

Any additional paper work re incidents will be filed out and a copy will be filed with the debrief report in order to provide a history of events for reference.

7.6 Practices

If the above procedures are adhered to and updated as experience is gained the ability of all involved to identify and avoid hazards will greatly reduce the risk associated with activities in the outdoors. The cooperation between all levels of the organization at BMBA will ensure quality resources, ongoing training, professional guides and quality equipment, which will greatly reduce the potential for risk for the client.

Awareness of the potential hazards and the associated risks will help to prevent an incident in the field. Outlined below is a summary of potential hazards and risks, which may be encountered through the activities, offered at BMBA.

7.7 Client Education

All clients are issued a pre-trip departure package. This ensures all clients are well informed in order to prepare for their adventure. When choosing the trip, clients may use an ability guide to gauge their experience with what the trip requires. Once the trip has been chosen the client is sent a PDF Preparation Guide that includes the following: what to expect, gear list, weather and terrain to encounter and tips for traveling with a bike. Also included in the PDF Preparation Guide are recommendations for training.

An online *Medical Form* is completed by all riders and provides the following: Personal doctor and contact details, brief medical history, notable allergies and emergency contact. Information collected by the medical forms are kept confidential by the office and assigned guides. Medical



Insurance is the client's responsibility. Copies of all waivers signed at the beginning of all trips are kept on file.

During the pre-trip meeting with the clients the Lead Guide will go over the trip outline and have all the clients sign a waiver. The Lead Guide will collect contact information from the clients to ensure communication with them throughout the trip. During this meeting, the Lead Guide will reemphasize the STEPS acronym and encourage the guides to ride with in their ability

7.8 Driving

BMBA ensures all guides responsible for driving clients have the appropriate license and insurance for the vehicle type required to the trip they are guiding. BMBA has a zero tolerance policy around speeding and drinking and driving.

7.9 Trail Hazards

The risk of injury while mountain biking falls under the likely but minor category. Cuts scrapes and bruises are common. Broken bones and sprains are possible. Serious injury or death is remote. Trail hazards include, but are not limited to: rocks, cliffs, trees, erosion, roots, stream crossings and slippery conditions. It is possible to encounter other trail users as well as wildlife. If these situations are likely or expected the Lead Guide will provide a strategy to the clients at the beginning of the trip as well as closer to the likely location. The Lead Guide will coach clients through trail hazards throughout the trip, and encourage clients to ride within their limits at all times.

7.10 Guiding

Guiding skills are imperative in recognizing a hazard and reducing the risk. BMBA uses client to guide ratios of a maximum of 5:1 and has a minimum age of participation of 18 years old unless accompanied by a consenting adult. The Lead Guide is responsible for identifying hazards and making decisions of significance based on the group's location, ability and the consequences of an incident. BMBA guides will focus on client education encouraging them to be self-aware on the trail. Before the start of a trip BMBA guides will inspect the client's equipment to ensure its' trail worthiness. BMBA has the right to refuse inadequate equipment from their trips. BMBA is not responsible for client's equipment failure that may result in injury or death.

The Lead Guide will ensure / confirm client ability before committing to long, arduous days in any more remote locations during the trip. A first ride on local trails such as Lost Lake, will always take place to judge clients ability levels before committing to longer harder trails.



APPENDIX 1: BASIC FIELD INCIDENT OUTLINE/INCIDENT REPORT

INCIDENT TYPES

<u>TYPE 1</u> incident is one that can be handled by the group at the scene with the equipment and materials at hand. An example is a minor first aid injury that can be transported easily without complications. The patient can then be transported by staff to the nearest clinic if necessary.

<u>TYPE 2</u> incident is one that requires an outside agency for assistance or extrication. For example, an ambulance to meet you at the trailhead.

*911 unless not available then RCMP directly.

<u>TYPE 3</u> incident is a major accident involving major injuries or multiple victims with numerous rescue agencies being called.

*911 unless not available then RCMP directly.

<u>TYPE 4</u> incident involves a missing person(s). A Type 4 rescue would be initiated after a reasonable amount of time had passed with no sign of the missing person. *911 unless not available then RCMP directly

SCENE ASSESSMENT

It is the responsibility of the guide at the scene to ASSESS the scene.

- 1. CLASSIFY the type of rescue.
- 2. ENSURE NO FURTHER DANGER to others in party. Do not put yourself or your clients in further danger.
- 3. ASSESS CIRCUMSTANCES time, distance to travel, mental & physical condition of group, safe travel route and means of communication.
- 4. DECISION TIME for a Type 2-4 incident, call 911 and alert the BMBA office via 604.902.1807. The BMBA office will have the emergency contact information for each type of rescue and will assist the rescue in motion with communication and planning assistance.

EMERGENCY CONTACTS

All emergency agency contacts will be notified as necessary by making one call to either 911 or the RCMP who will then notify the Joint Rescue Coordination Center (JRCC) if necessary.

Be prepared to inform all outside assistance of the following information from the Rescue Leader:

- 1. Type of accident
- 2. Precise location (map and grid coordinates)
- 3. Number of people
- 4. The type of assistance you are looking for.

BIG MOUNTAIN ADVENTURES INCIDENT REPORT DATE: _____TIME: _____ LOCATION:_____ TYPE OF TERRAIN: WEATHER (PRECIP., TEMP.):_____ ACTIVITY:_____ NUMBER OF PARTICIPANTS INVOLVED: _____ NAMES OF PARTICIPANTS INVOLVED: DESCRIPTION OF INCIDENT: _______ FIRST GUIDE ON SCENE: TREATMENT: 4 TRANSPORTATION DECISION: RESCUE TYPE: 1 2 3

OUTSIDE AGENCIES CONTACTED? ASSISTED?

SIGNED:	NAMF.	DATE:	
JIGINED.	IN/AIVIL.		

BIG MOUNTAIN ADVENTURES WITNESS REPORT

DATE OF INCIDENT:							
NAME OF WITNESS(ES):							
HOME ADDRESS:							
HOME PHONE NUMBER:DATE OF BIRTH	:						
RELATIONSHIP WITH THOSE INVOLVED IN INCIDENT: :							
WERE YOU INVOLVED IN THE INCIDENT?	YES NO						
DID YOU WITNESS THE INCIDENT?	YES NO						
WERE YOU INJURED AS A RESULT OF THIS INCIDENT?	YES NO						
IF YES, PLEASE DESCRIBE THE NATURE OF YOUR INJUR	RY:						
PLEASE DESCRIBE THE EVENTS OF THE INCIDENT:							
ADDITIONAL INFORMATION:							
SIGNED:NAME:	DATE:						

APPENDIX 2: BMBA PRE/POST TRIP REPORT(S)

BIG MOUNTAIN ADVENTURES PRE TRIP REPORT

DATE OF DEPARTURE:	_DATE OF RETURN:
ROUTE PLAN:	
DATE AND TIME TO INITIATE SEARCH II AREA TRAVELLED:	
MAP # AND NAME GRID REF. FOR ARI	E A :
	-, ··-
POSSIBLE ALTERNATE ROUTES TO TA	KE GOALS AND OBJECTIVES
STAFF AND QUALIFICATIONS:	
FIRST AID OR RESCUE EQUIPMENT ON	SITE:

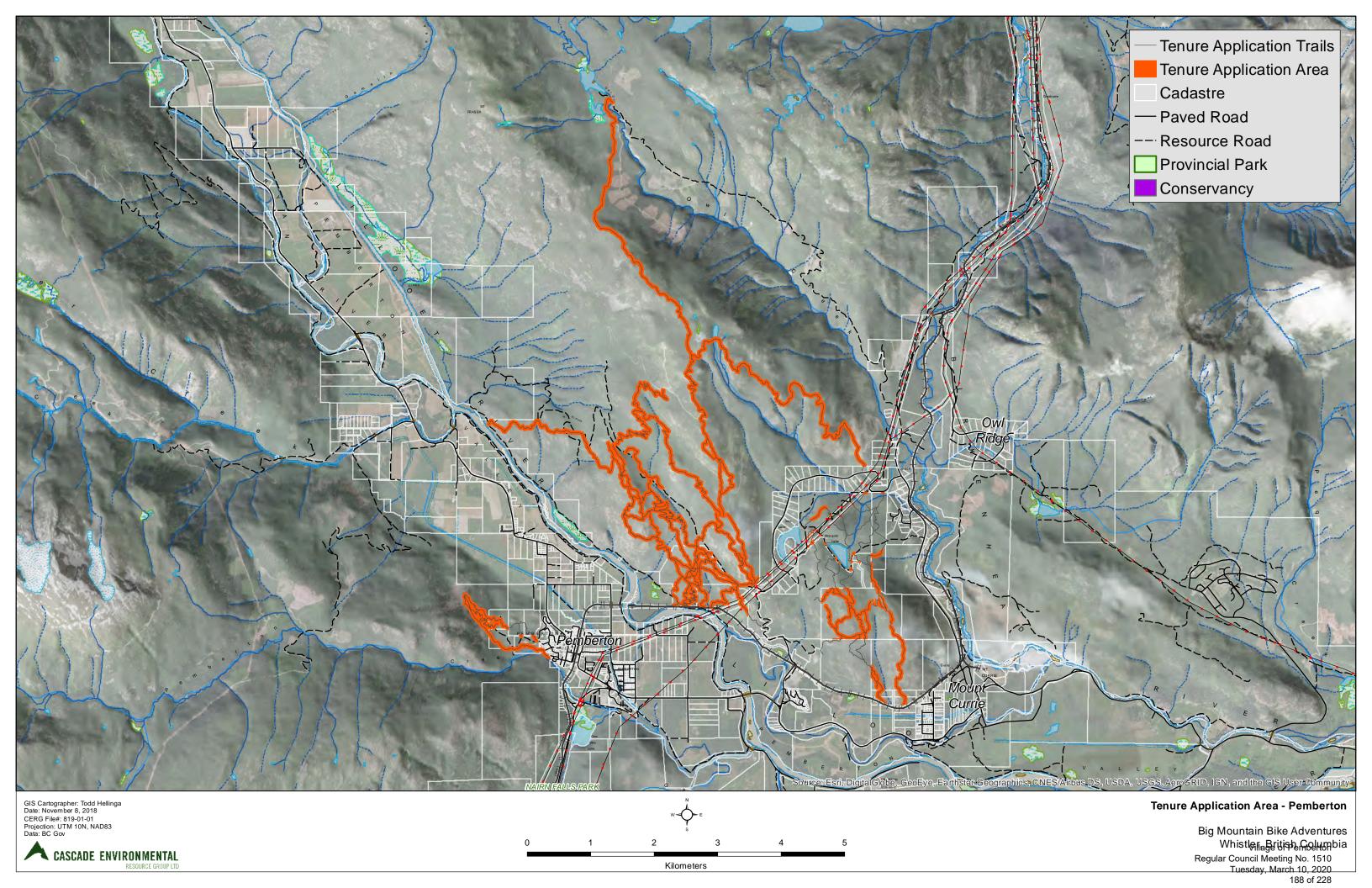


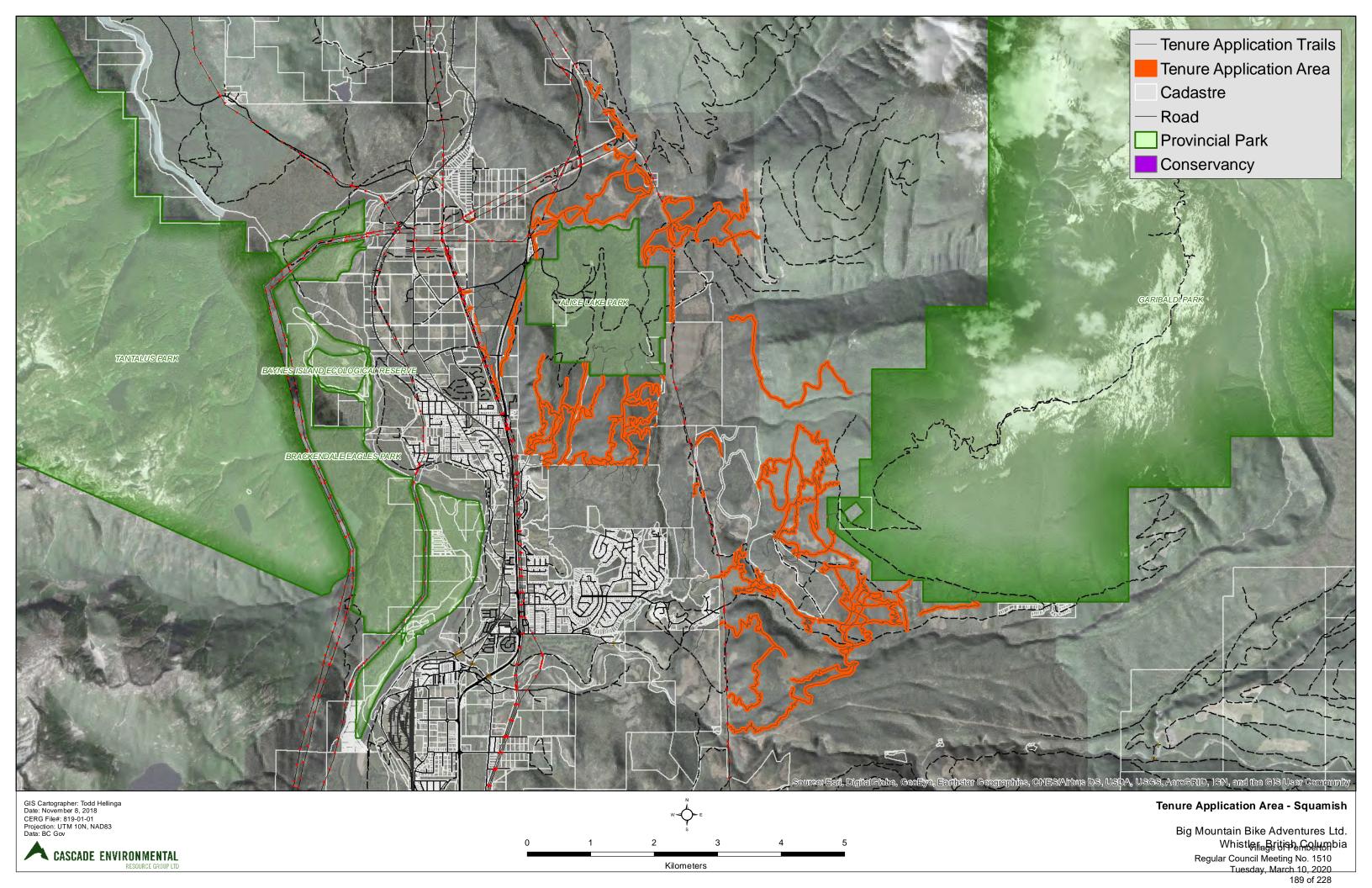
BIG MOUNTAIN ADVENTURES POST TRIP REPORT

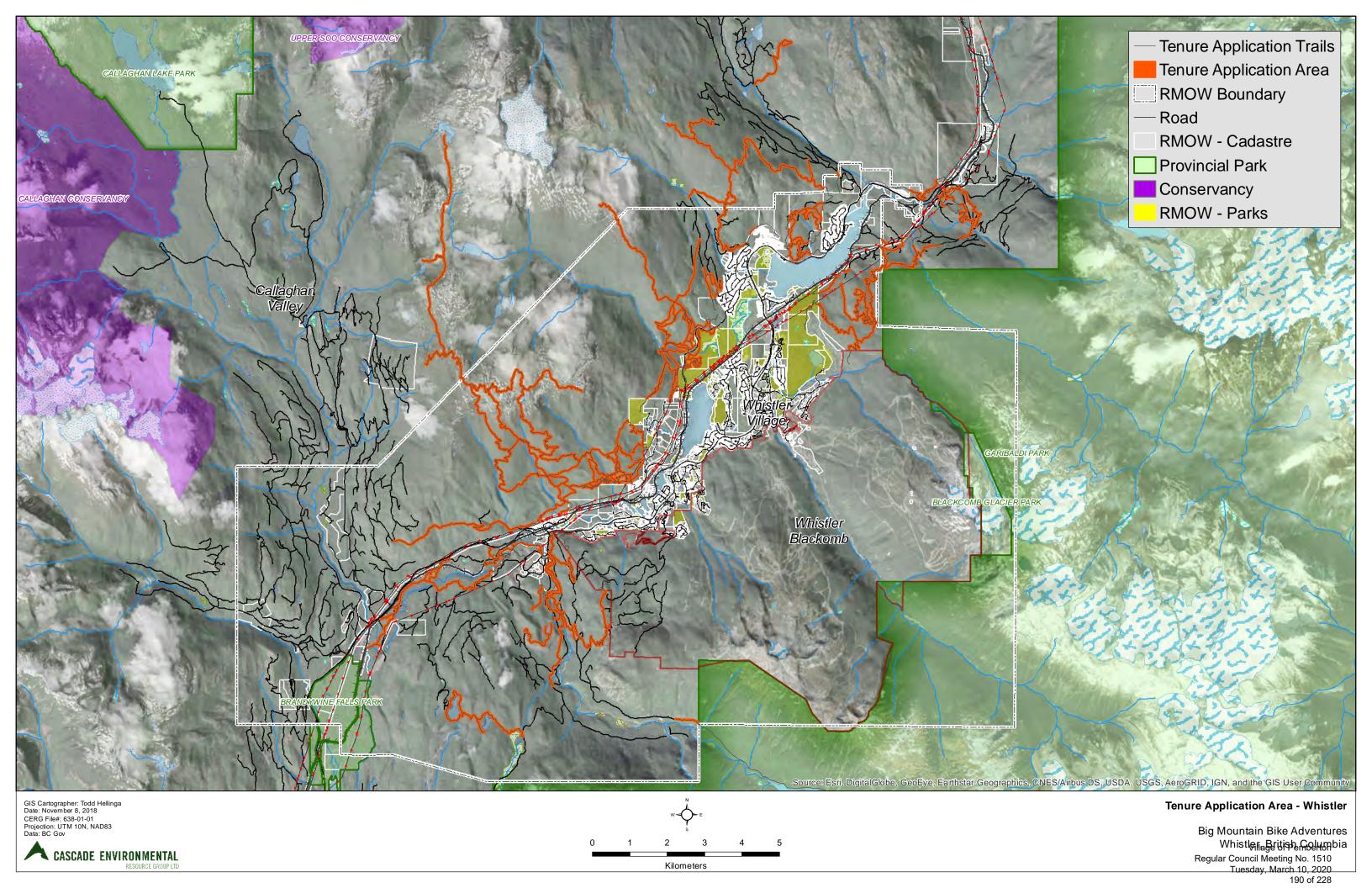
DATE OF DEPAR	TURE:	DATE OF RETURN:
AREAS TRAVELL	.ED:	
BRIEF EXPLANA	TION OF INCIDENT:	
GOALS AND OBJ	ECTIVES:	
HAZARDS AND R	IISKS IDENTIFIED:	
LOGISTICS IDEN	TIFIED FOR FUTURE	TRIPS:
GENERAL COMM	IENTS TO IMPROVE (UPON FUTURE TRIPS TO AREA:
STAFF ON TRIP:		
NUMBER OF PAF	RTICIPANTS:	
OUTSIDE PARTY	CONTACT INFO FOR	R AREA OR SITE:
SIGNED:	NAME:	DATE:

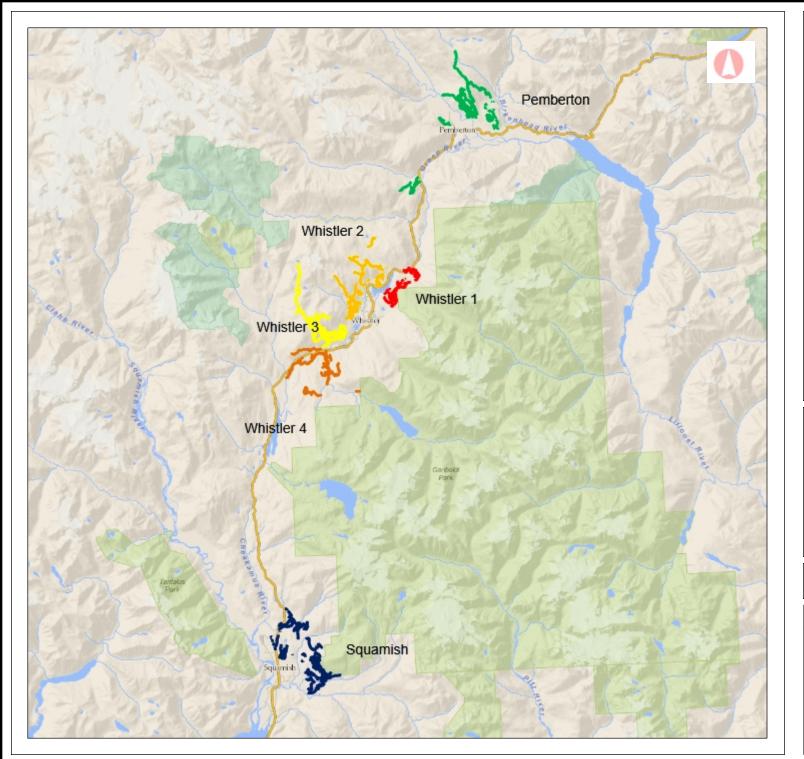


APPENDIX 3: PROPOSED TRAILS & MAPS FOR AREA OF USE











2412096 2018-10-18

Legend

TileCache



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Datum: NAD83

Projection: NAD_1983_BC_Environment_Albers

Key Map of British Columbia



Regular Council Meeting No. 1510

VILLAGE OF PEMBERTON

BYLAW NOTICE ENFORCEMENT BYLAW No. 874, 2020

A bylaw respecting the enforcement of bylaw notices

WHEREAS Council may, by bylaw, enforce its bylaws through the provisions of the *Local Government Bylaw Notice Enforcement Act* and *Regulation*;

NOW THEREFORE, the Council of the Village of Pemberton, in open meeting assembled, **ENACTS AS FOLLOWS**:

PART 1: CITATION

1.1. This Bylaw may be cited as "Bylaw Notice Enforcement Bylaw No. 874, 2020."

PART 2: DEFINITIONS

1.2. In this Bylaw the following terms have the following meanings:

Act means the Local Government Bylaw Notice Enforcement Act;

Bylaw Notice means a bylaw notice under section 4 of the Act and under this Bylaw, notice of a contravention of a bylaw identified in Schedule A;

Early Payment Amount means an amount stated in Column A2 of Schedule A that reflects a discount deducted from the Penalty;

Day means a calendar day:

Late Payment Amount means the amount due when a surcharge is added to the Penalty as identified in Column A3 of Schedule A;

Penalty means the amount that the recipient of a Bylaw Notice is liable to pay in respect of a contravention of the related bylaw as identified in section 5.1;

Receive or Receipt in relation to delivery of a Bylaw Notice, includes the date that, under the Act, a Bylaw Notice is presumed to have been received by the person to whom it is directed;

Regulation means the Bylaw Notice Enforcement Regulation B.C. Reg. 175/2004 under the Act:

Village means the Village of Pemberton;

Registry means the Village of Pemberton Bylaw Notice Dispute Adjudication Registry established under section 7 of this Bylaw.

PART 3: TERMS

3.1 Terms in this Bylaw have the same meaning as the terms defined in the *Act*.

PART 4: BYLAW CONTRAVENTIONS

4.1 The bylaws and bylaw contraventions designated in Schedule 'A' may be dealt with by bylaw notice.

PART 5: PENALTIES FOR CONTRAVENTIONS

- 5.1 The penalty for a bylaw contravention designated in Schedule 'A' of this Bylaw is as follows:
 - 5.1.1. Subject to subsection 5.1.2., 5.1.3., and 5.1.4 is the penalty amount set out in Column A1 of Schedule 'A';
 - 5.1.2 If the Village receives payment within fourteen (14) days after the date of the person receiving or being presumed to have received the bylaw notice, is the Early Payment Amount set out in column A2 of Schedule 'A';
 - 5.1.3 If the Village has not received payment for more than 28 days after the date the person received or is presumed to have received the bylaw notice the penalty is the Late Payment Amount set out in column A3 of Schedule 'A'; or
 - 5.1.4. If paid under a compliance agreement, where available as specified in column A4 of Schedule 'A', the penalty is the amount set out in Column A5 of Schedule 'A'.

PART 6: PERIOD FOR PAYING OR DISPUTING NOTICE

- 6.1 A person who receives a bylaw notice must, within fourteen (14) days after the date on which the person received or is presumed to have received the bylaw notice:
 - 6.1.1. pay the penalty, or
 - 6.1.2. request dispute adjudication, by filling in the appropriate portion of the bylaw notice indicating either a payment or a dispute and delivering it, either in person during regular office hours, or by mail, to the Village of Pemberton, or electronically through the Village's website.
- 6.2 A person may pay the applicable penalty after 14 days of receiving the bylaw notice, subject to the applicable surcharge for late payment in accordance with Subsection 5.1.3., but no person may dispute the bylaw notice after 14 days of the date it was received or is presumed to have been received.
- 6.3 Where a person not served personally with a bylaw notice has received a notice under section 24 of the *Act*, and has advised the Village pursuant to section 25

that the bylaw notice was not received, the time limits for responding to a bylaw notice under sections 5.1.1., 5.1.2., 5.1.3., 6.1.1. and 6.1.2. of this bylaw begin to run from the day after the date the redelivered bylaw notice is received or presumed to have been received.

PART 7: BYLAW NOTICE DISPUTE ADJUDICATION REGISTRY

- 7.1 The Registry is established as a bylaw notice dispute adjudication system in accordance with the *Act* to resolve disputes in relation to bylaw notices in respect of whether:
 - 7.1.1. The contravention alleged in a bylaw notice occurred as alleged; or
 - 7.1.2 The terms and conditions of a compliance agreement were observed or performed.
- 7.2 The civic address of the Registry is 7400 Prospect Street, Pemberton, BC, V0N 2L0.
- 7.3 The Chief Administrative Officer is authorized to approve such Registry operations, policies and procedures as may be required for the administration of Registry operations.
- 7.4 Every person who is unsuccessful in a dispute adjudication in relation to a bylaw notice or a compliance agreement under the dispute adjudication system established under this section must pay the Village an additional fee of \$25 for the purpose of recovering the costs of the Registry.

PART 8: SCREENING OFFICERS

- 8.1 The position of screening officer is established.
- 8.2 The following are designated classes of persons that may be appointed as screening officers:
 - a) Chief Administrative Officer
 - b) Manager of Corporate and Legislative Services (Corporate Officer);
 - c) Manager of Development Services;
 - d) Manager of Operations;
 - e) Bylaw Enforcement Officer;
 - f) Legislative Assistant:
 - g) Planner;
 - h) Fire Chief

- i) Building Inspector
- 8.3 The Chief Administrative Officer may appoint screening officers from these classes of persons by name or office or otherwise.

PART 9 POWERS, DUTIES AND FUNCTIONS OF SCREENING OFFICERS

- 9.1 The powers, duties and functions of screening officers are as set out in the *Act* and include the following:
 - 9.1.1. Where requested by the person against whom a contravention is alleged, or a person they have authorized in writing to represent them, communicate information respecting the nature of the contravention, the provision of the bylaw contravened, the facts on which the contravention allegation is based, the penalty for a contravention, the opportunity to enter into a compliance agreement, the opportunity to proceed to the bylaw notice dispute adjudication system and the fee or fees payable in relation to the bylaw notice enforcement process.
 - 9.1.2 To communicate with any or all of the following for the purposes of performing their functions under this Bylaw or the *Act*:
 - a) the person against whom a contravention is alleged or their representative,
 - b) the officer issuing the notice,
 - c) the complainant or their representative,
 - Village staff and legal or other advisors regarding interpretation of the bylaw alleged to have been contravened and any other relevant enactments, and the disputant's history of bylaw compliance, or the lack thereof; and
 - e) any other persons relevant to the performance of their powers, duties and functions.
 - 9.1.3. Where permitted under column A4 of Schedule "A" to this Bylaw, to prepare and enter into compliance agreements under the Act with persons who dispute bylaw notices, including to establish terms and conditions for compliance that the Screening Officer considers necessary or advisable as to time periods for payment of penalties, and to achieving compliance with the bylaw.
 - 9.1.4 To provide for payment of a reduced penalty if a compliance agreement is entered into, as provided in column A5 of Schedule "A".
 - 9.1.5. To cancel bylaw notices in accordance with the *Act* or Village policies and guidelines.

- 9.2 The maximum duration of a compliance agreement is one year.
- 9.3 A Screening Officer may not screen a bylaw notice which he or she has issued.

PART 10: BYLAW ENFORCEMENT OFFICERS

- 10.1 Persons acting as any of the following are designated as bylaw enforcement officers for the purposes of this bylaw and the *Act*:
 - a) Bylaw Enforcement Officers appointed by the Chief Administrative Officer or by Village of Pemberton Council in accordance with Village of Pemberton Municipal Ticket Information Utilization Bylaw No. 845, 2018, as amended;
 - b) RCMP Officer;
 - c) Village Official
 - d) Conservation Officer
 - e) Fire Chief;
 - f) Manager of Development Services, Village Planner, Manager of Operations, and Assistant Manager of Operations;
 - g) Emergency Program Coordinator;
 - h) Electrical inspectors, mechanical inspectors, building inspectors, medical health officers, conservation officers, and other persons acting in an official capacity on behalf of the Village of Pemberton for the purposes of enforcement of one or more of the Village's bylaws.

PART 11: FORM OF BYLAW NOTICE

11.1 A bylaw notice under this bylaw shall be in a form approved by the Corporate Officer of the Village of Pemberton provided that the bylaw notice complies with s. 4 of the *Act*.

PART 12: SEVERABILITY

12.1 If a portion of this bylaw is held invalid by a Court of competent jurisdiction, then the invalid portion must be severed and the remainder of this bylaw is deemed to have been adopted without the severed section, subsection, paragraph, subparagraph, clause or phrase.

PART 13: SCHEDULES

13.1 The following Schedules are attached to and form part of this bylaw: Schedule 'A' – Designated Bylaw Contraventions and Penalties

READ A FIRST TIME this 25th day of February 2020.

READ A SECOND TIME this 25th day of February 2020.

READ A THIRD TIME this 25th day of February 2020.

ADOPTED this day of , 2020.

Mike Richman Sheena Fraser Corporate Officer

SCHEDULE A DESIGNATED BYLAW CONTRAVENTIONS AND PENALTIES

Bylaw Section	Contravention	A1 Penalty Amount	A2 Early Payment Amount: Within 14 Days	A3 Late Payment Amount: After 28 Days	A4 Compliance Agreement Available	A5 Compliance Agreement Amount Payable
		(\$)	(\$)	(\$)		(\$)
Sign By	law No. 380, 1995	<u>I</u>				(.,
8.1	keeping, placing, erecting any sign contrary to regulations	\$150	\$100	\$200	Yes	\$75
Unsight	ly Premises Bylaw No.	476, 200	2			
4.1	Accumulating or permitting accumulation of water, rubbish or noxious, offensive or unwholesome matter around their premises	\$200	\$150	\$250	Yes	\$100
4.2	Causing, suffering or permitting such real property to become overgrown with brush, noxious weeds, or other growth, or to become infested with caterpillars or other noxious or destructive insects	\$200	\$150	\$250	Yes	\$100
5.1	Depositing or throwing bottles, broken glass or other rubbish in any open place	\$200	\$150	\$250	Yes	\$100
6.2	Causing, suffering or permitting or allowing the accumulation of filth, discarded materials, or rubbish of any kind to accumulate upon such real property	\$200	\$150	\$250	Yes	\$100
6.3	Allowing a property to become or to remain untidy or unsightly; or failing to maintain the said property in a neat and tidy condition in keeping with a reasonable standard of maintenance prevailing in the neighbourhood	\$100	\$75	\$125	Yes	\$50
6.4	Failing to clear real property of brush and of grass in excess of 30 centimetres in length	\$100	\$75	\$125	Yes	\$50
6.5	Allowing accumulation of materials	\$200	\$150	\$250	Yes	\$100

3.1.1 (a)	Permit garbage, debris or other materials to accumulate on boulevard or in ditches	NO. 713, \$150	\$125	\$175	Yes	\$100
5.1	Construction Noise	\$250	\$200	\$300	No	Not Applicable
3.3	Prohibited Noise	\$100	\$75	\$125	No	Not Applicable
3.2	Permit Noise During Quiet Hours –	\$100	\$75	\$125	No	Not Applicable
3.1	Noise During Quiet Hours	\$100	\$75	\$125	No	Not Applicable
Noise R	egulation Bylaw No. 69	9, 2012				
5.3, 5.4	Failure to remove Attractants	\$100	\$75	\$125	No	Not Applicable
3.10	Placement of Explosive Device	\$500	\$450	\$500	No	Not Applicable
3.9	Improper Placement	\$100	\$75	\$125	No	Not Applicable
3.5, 3.6, 3.7, 3.8, 3.11, 4.2	Improper Disposal	\$100	\$75	\$125	No	Not Applicable
3.3, 3.4	Failure to Comply Pickup/Removal Times –	\$100	\$75	\$125	No	Not Applicable
3.2, 4.1, 4.4	Failure to Provide/Maintain Resistant Container	\$100	\$75	\$125	No	Not Applicable
3.1, 4.2, 4.3, 5.1	Improper Storage of Garbage	\$100	\$75	\$125	No	Not Applicable
Wildlife	the bylaw. Attractant Bylaw No. 6	84 2011				
13 (b)	Interfering with an employee or other person directed by the municipality to carry out the terms of any notice pursuant to Section 11 of	\$500	\$450	\$500	No	Not Applicable
13 (a)	Interfering with an authorized person in the performance of his or her duties under the bylaw	\$500	\$450	\$500	No	Not Applicable
11	Failure to comply with an order	\$500	\$450	\$500	No	Not Applicable
8.1	Obstructing an officer, employee or agent of the Municipality in enforcing this bylaw	\$500	\$450	\$500	No	Not Applicable
7.1	Allowing graffiti to remain on walls, fences or elsewhere on or adjacent to any public place	\$200	\$150	\$250	Yes	\$100
6.6	Storage or accumulation of materials non-compliant with screening or storage requirements	\$200	\$150	\$250	Yes	\$100

•			1			
3.1.1 (b)	Placement of rocks, fencing, landscaping and other materials on boulevard or in ditch adjacent to property	\$150	\$125	\$175	Yes	\$100
3.1.1 (d)	Placement of fill, landscaping debris and other materials in drainage swales or ditches	\$250	\$200	\$300	Yes	\$200
3.1.1 (e)	Installation of culvert extensions in drainage ditches without authorization	\$500	\$400	\$500	No	Not Applicable
3.2.1	Failure to maintain boulevard/ditch in clean and safe condition	\$150	\$125	\$175	Yes	\$100
3.2.2.	Failure to maintain boulevard abutting property	\$150	\$125	\$175	Yes	\$100
3.3.1	Undertaking improvements without permit	\$250	\$200	\$300	No	Not Applicable
3.3.5	Failure to comply with permit conditions	\$250	\$200	\$300	No	Not Applicable
3.3.7	Failure to maintain boulevard improvements	\$150	\$125	\$175	Yes	\$100
3.4.1	Failure to clear snow/ice abutting property	\$150	\$125	\$175	Yes	\$100
3.4.2	Failure to address hazardous conditions	\$150	\$125	\$175	Yes	\$100
3.1.1 (c) and 3.4.3	Deposit of snow on Village highways, roadway, sidewalks, lanes or parking areas	\$150	\$125	\$175	No	Not Applicable
4.1	Failure to comply	\$150	\$125	\$175	No	Not Applicable
Blasting	Regulations Bylaw No	. 714, 20	12			• •
3 (1)	Blasting without a permit	\$500	\$450	\$500	No	Not Applicable
5	Failure to follow duties of permit holder	\$500	\$450	\$500	No	Not Applicable
5 (a)	Blasting contrary to permitted times or atmospheric conditions	\$500	\$450	\$500	No	Not Applicable
5 (b)	Failure to provide records when requested	\$200	\$150	\$250	No	Not Applicable
5 (c) and (d)	Failure to follow safety precautions	\$200	\$150	\$250	No	Not Applicable
5 (e)	Failure to provide notification	\$200	\$150	\$250	No	Not Applicable
6	Failure to report an incident	\$500	\$450	\$500	No	Not Applicable
7 (4)	Blasting after permit cancelled or suspended	\$500	\$450	\$500	No	Not Applicable
Flood R	egulations Bylaw No. 7	16, 2012				
5	contravention of setback requirements	\$400	\$300	\$500	Yes	\$200

4	contravention of elevation requirements	\$400	\$300	\$500	Yes	\$200
Fire Pre	vention Bylaw No. 744,	2013				
	Failure to provide private		¢40E	¢475	Vaa	¢50
6.8(a)(ii)	hydrant flow test results	\$150	\$125	\$175	Yes	\$50
6.8(b)	Failure to maintain, repair, or replace private fire hydrant	\$150	\$125	\$175	Yes	\$100
6.8(c)	Failure to keep private hydrant free of snow, ice, or other materials or free from mechanical damage	\$150	\$125	\$175	Yes	\$100
6.8(d)	Failure to ensure access to private hydrant	\$150	\$125	\$175	No	Not Applicable
6.8(e)(i)	Failure to report deficiencies that affect private hydrant	\$150	\$125	\$175	No	Not Applicable
6.8(f)	Failure to bag or cover out of service private hydrant	\$150	\$125	\$175	No	Not Applicable
6.10	Unauthorized use of fire hydrant	\$500	\$450	\$500	No	Not Applicable
6.11	Failure to paint private hydrant to Village's specifications	\$150	\$125	\$175	Yes	\$50
6.13	Failure to maintain minimum clearance around private hydrant	\$150	\$125	\$175	No	Not Applicable
6.15	Failure to maintain ground cover around private hydrant	\$150	\$125	\$175	Yes	\$50
6.16	Failure to maintain clear path in front of private hydrant	\$150	\$125	\$175	No	Not Applicable
6.17	Failure to maintain clear view of private hydrant	\$150	\$125	\$175	No	Not Applicable
6.18	Removing a fire hydrant without permission	\$500	\$450	\$500	No	Not Applicable
6.19	Failure to provide, install and maintain Smoke Alarm	\$200	\$150	\$250	No	Not Applicable
6.21(a)	Failure to maintain emergency/exit lighting and exit signs	\$200	\$150	\$250	Yes	\$125
6.21(b)	Failure to test or maintain portable extinguisher(s)	\$200	\$150	\$250	No	Not Applicable
6.21(c)	Failure to provide and maintain means of egress	\$200	\$150	\$250	No	Not Applicable
6.21(d)	Failure to maintain exit doors	\$200	\$150	\$250	No	Not Applicable
6.21(e)	Failure to maintain private roadways for Pemberton Fire Rescue access in conformance with the British Columbia Fire Code	\$200	\$150	\$250	Yes	\$125
6.21(f)	Failure to provide, maintain private roadways, access roads and fire lanes in	\$200	\$150	\$250	Yes	\$125

conformance with Pemberton Fire Rescue	i
Felliberton File Rescue	
criteria	
Design and installation of	
gate controlling access not	
6.21(g) in conformance to \$200 \$150 \$250 Ye	s \$125
Pemberton Fire Rescue	7.2
criteria	
Failure to maintain	
standpipe, hose systems,	
6.21(h) and automatic sprinkler \$200 \$150 \$250 No	Not
Systems in combinance	' Applicable
with the British Columbia	
Fire Code Failure to install and	
maintain commercial	
cooking equipment	
exhausts and fire	Not
6.21(i) exhausts and file support from the protection systems in \$200 support \$150 support \$250 No.	Applicable
conformance with the	
British Columbia Fire	
Code	
Exceeding the maximum	Not
6.21(j) occupant load contrary to the British Columbia Fire \$500 \$450 \$500 No	Not Applicable
Code	Applicable
Allowing combustible	
material(s) to accumulate	Net
6.21(k) in quantities or locations \$200 \$150 \$250 No	Not
contrary to the British	Applicable
Columbia Fire Code	
Failure to store, handle,	
use or process all flammable and	
6.21(I) combustible liquids in \$200 \$150 \$250 No	Not
conformance with the	' Applicable
British Columbia Fire	
Code	
Failure to maintain fire	
separations in	Not
6.21(m) conformance with the \$200 \$150 \$250 No	Applicable
British Columbia Fire Code	''
Failure to dispose of	
Combustible Material or	Not
6.25 take precautions to \$500 \$450 \$500 No	Applicable
prevent fire	
Failure to submit Fire	
Safety Plan in an	Not
6.29(a) acceptable format and in \$150 \$125 \$175 No	Applicable
conformance with British	''
Columbia Fire Code Pailure to submit Fire Code Code	Not
6.29(b) Safety Plan within 90 days \$150 \$125 \$175 No	Applicable
Failure to provide Fire	, .ppiiodbio
Safety Plan in a location	Not
or manner acceptable to	Applicable
Fire Chief	

Failure to Install and maintain approved Fire Safety Plan Lock Box		len () (n)	I	1			
Safety Plan Lock Box	0.00	Failure to install and	0.450	# 405	4.75		# 400
Failure to follow terms and conditions for a hazard abatement/fuel modification burning permit	6.30		\$150	\$125	\$175	Yes	\$100
6.32 maintain approved Lock Box \$150 \$125 \$175 Yes \$100 6.33(a) Failure to correctly install Lock Box \$150 \$125 \$175 Yes \$100 6.33(b) Failure to provide keys or devices in Lock Box \$150 \$125 \$175 No Applicable 6.34 Failure to provide access to Fire Safety Plan Box or Lock Box \$150 \$125 \$175 No Applicable 6.35 Failure to allow installation or maintenance of Fire Safety Plan Box or Lock Box \$150 \$125 \$175 Yes \$100 7.1 Starting or allowing open air fire without a permit or dillow terms and conditions for burning of waste created by land conditions for burning of waste created by land conditions for burning of waste created by land abatement/fuel modification burning permit \$250 \$200 \$300 No Not Applicable 7.7 Failure to follow terms and conditions for a hazard abatement/fuel modification burning permit \$250 \$200 \$300 No Not Applicable 7.10 Failure to follow terms and conditions for a residential conditions for a r							
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or noisemakers	8.19		\$250	\$200	\$300	No	
		or noisemakers					

8.22(a)	Failure to surrender fireworks	\$250	\$200	\$300	No	Not Applicable
Outdoo	r Water Use Regulation	s Bylaw	No. 792. 20 ⁻	15		Арріїсавіс
					No	Not
4.1	Level One	\$100	\$75	\$125	No	Applicable
4.2	Level Two	\$100	\$75	\$125	No	Not Applicable
4.3	Level Three	\$100	\$75	\$125	No	Not Applicable
4.4	Level Four	\$250	\$200	\$300	No	Not Applicable
Parks a	nd Public Space Use B	vlaw No.	797. 2016	<u> </u>		1 444
	Cutting, breaking,	,				
4	removing, destroying or damaging a tree, shrub, plant, turf or flower	\$250	\$200	\$300	No	Not Applicable
5	Damaging or defacing or placing graffiti on a building, structure, fence, sign, seat, bench or ornament	\$250	\$200	\$300	Yes	\$50
6	Climbing, walking, sitting, cycling or skating upon a wall, fence or other structure not intended for that use.	\$250	\$200	\$300	No	Not Applicable
7.1	Fouling or polluting an area of water or land	\$300	\$250	\$350	No	Not Applicable
7.2	Accessing or trampling the riparian edge of a stream, pond or lake that is not designated as an access point	\$300	\$250	\$350	No	Not Applicable
7.3	Depositing or dumping garbage, glass, crockery, paper, rubbish, litter, wood, waste or other material, liquid or solid, in or on a public space, except in receptacles provided there for such a purpose	\$300	\$250	\$350	No	Not Applicable
7.4	Disposing of waste generated outside a public space by depositing the waste in a waste receptacle or anywhere else inside or on a public space	\$200	\$150	\$250	No	Not Applicable
8	Crossing, travelling on, using or walking upon a grassed plot or land where signs have been posted prohibiting such use	\$100	\$75	\$125	No	Not Applicable
9	Teasing, molesting, or injuring an animal, bird or fish or throwing a substance at or near such a creature in such a way	\$200	\$150	\$250	No	Not Applicable

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	as to cause it alarm or					
	possible injury, except					
	when permitted under					
	provincial or federal					
	fishing or wildlife					
	regulations Obstructing the free use					
10.1	Obstructing the free use	0150	¢40E	¢475	No	Not
10.1	and enjoyment of a public	\$150	\$125	\$175	No	Applicable
	space by another person					
	Fishing or playing ball or					
	any game, or throwing any object or thing so as to					Not
10.2	molest or interfere with or	\$25	\$20	\$30	No	Applicable
	become a nuisance to the					Applicable
	general public					
	Hindering, deterring or					
	interrupting any person in				NIN	
	the exercise of any of his					
10.3	or her duties in charge of	\$150	\$100	\$200	No	Not
.3.3	any organized recreation		Ţ.00	1-00		Applicable
	or maintenance authorized					
	by the Village.			\ \ \		
	Bringing in or riding any					
	horses or livestock, except				,	
44	where horseback riding is	ტეტე	\$350	¢250	No	Not
11	permitted in areas	\$300	\$250	\$350	No	Applicable
	specifically designed for					
	that purpose					
	Throwing or disposing of					
	any lighted match, cigar,					
12.1	cigarette or similar thin or	\$450	\$400	\$500	No	Not
	any burning substance	7.00	1.00	7000	.,,	Applicable
	without first extinguishing					
	it Making a fire without a					
12.2	Making a fire without a	¢450	¢400	¢500	Ma	Not
12.2	valid Village of Pemberton	\$450	\$400	\$500	No	Applicable
	Fire Permit					Not
12.3	Leaving a fire unattended	\$450	\$400	\$500	No	Not Applicable
	Making a fire that exceeds					лрріісарі с
_	the maximum size of fire					Not
12.4	prescribed by the	\$200	\$150	\$250	No	Applicable
	Provincial Government					, τρριισαρίο
	Undertaking any of the					
W.	listed activities, except in					
40	such areas and at such	# 000	6450	# 050	A.I.	Not
13	times specifically allotted	\$200	\$150	\$250	No	Applicable
V	or designated for that					• •
	purpose					
	Posting, painting or					
	affixing any					
	advertisement, bill, poster,					
	picture, matter or thing on					Not
14.1	a tree, pole, post, building,	\$50	\$25	\$75	No	Applicable
	structure or thing except					Applicable
	on a kiosk or notice board					
	specifically designed for					
	that purpose					
14.2	Engaging in the	\$150	\$100	\$200	No	Not
	distribution or delivery of	Ţ.00	Ţ.00	+-00		Applicable

	T	П	1	1	T	
	commercial advertising					
	materials without a Village					
	of Pemberton Park and					
	Public Space Use Permit					
	that includes this					
	permission					
	•					
	Riding, driving, leading an					
	animal, or propelling a					
	cycle or motor vehicle in					
15.1	such a manner as to	\$300	\$250	\$350	No	Not
10.1	disturb the enjoyment of	ΨΟΟΟ	Ψ230	ΨΟΟΟ	140	Applicable
	any person or to cause					
	injury or damage to any					
	person, animal or property					
	Operating a motor vehicle	4	4	4000		Not
15.2	except on a roadway	\$300	\$250	\$300	No	Applicable
	i				. 4	Арріїсавіс
	Parking or stopping a					Net
15.3	motor vehicle except in an	\$100	\$75	\$125	No	Not
	area designated for	,	, -			Applicable
	vehicle parking					
	Bringing or having a dog,					
	other than a certified					
	service dog, at the main			()		Nlat
16.1 (a)	sand beach area of One	\$100	\$75	\$125	No	Not
,	Mile Lake Park between	,	,			Applicable
	the 1 st of May and the 30 th					
	of September each year					
	Bringing or having a dog,					
						Not
16.1 (b)	other than a certified	\$100	\$75	\$125	No	
,	service dog, at waterfowl					Applicable
	nesting sites or streams					
	Bringing or having a dog,					
	other than a certified					Not
16.1 (c)	service dog, inside a	\$100	\$75	\$125	No	Applicable
	building, washroom or					Applicable
	concession					
	Conducting private					
	instruction or holding a					
	tournament, competition,					
	exhibition, demonstration					
	or series of games with a					
17	participant number in	\$50	\$25	\$75	Yes	# 05
	excess of 10, or for		, -	, -		\$25
	commercial purposes,					
	without a Park and Public					
	Space Use Permit that					
	includes those					
	permissions					
	Erecting a tent, building,					
	shelter or other structure					
	or works or taking up any					
18	temporary abode without a	\$150	\$100	\$200	No	Not
10		φισυ	φισσ	φΖΟΟ	INU	Applicable
	Parks and Public Space					
	Use Permit that includes					
	those permissions					
	Operating or using any					
40	amplifying system or	¢450	¢400	¢200	Ma	Not
19	loudspeaker without a	\$150	\$100	\$200	No	Applicable
	Park and Public Space					
		i .	1	1	1	

	Use Permit that includes					
	that permission					
20	Operating a commercial business or utilizing a public space for a portion of business except as a community event or as authorized by the Village	\$300	\$250	\$350	No	Not Applicable
21	Using any court, green, ground, lawn or facility without having first obtained a Park and Public Space Use Permit and paid all applicable fees and charges, where required by bylaw	\$100	\$50	\$200	Yes	\$25
23	Violation of any provision of the bylaw or any parks rule, regulation or notice of the Village or the Manager	\$200	\$150	\$250	No	Not Applicable
24	Obstructing or causing to be obstructed any official employee, agent or contractor of the Village in the exercise of any of his lawful duties	\$500	\$500	\$500	No	Not Applicable
Airport	Establishment, Operati	ons & Fe	es Bylaw N	o. 817, 201	7	
4 (ii)	entering or using Airport Facilities contrary to regulations	\$150	\$100	\$200	No	Not Applicable
4 (iii)	constructing buildings or structures, undertaking improvements, or performing maintenance without permission	\$150	\$100	\$200	Yes	\$100
Filming	Bylaw No. 818, 2017					
3 (i)	Filming without a permit	\$250	\$200	\$300	Yes	\$100
5	Filming in contravention of any Village of Pemberton bylaw as listed in Village of Pemberton Filming Policy ADMIN-023, as amended	\$250	\$200	\$300	No	Not Applicable
Site Alte	eration Bylaw No. 822, 2	2017				
6.1	Undertaking site alteration works without a permit	\$450	\$400	\$500	Yes	\$350
17.1 (a)	Failure to comply with a term or condition of permit	\$300	\$250	\$350	Yes	\$200
17.1 (b)	Failure to comply with an order or notice under this bylaw	\$300	\$250	\$350	No	Not Applicable
17.1 (c)	Causing, allowing or suffering a violation of the bylaw, a term or condition of a permit, or an order or notice under this bylaw	\$450	\$400	\$500	Yes	\$250

Zonina	Bylaw No. 832, 2018					
6.4,	Use prohibited in zone	\$450	\$400	\$500	Yes	\$350
6.7	Conversion of buildings contrary to requirements	\$400	\$350	\$500	Yes	\$200
7.1 (a) (i)	Accessory building or structure erected prior to permitted building or structure	\$200	\$150	\$250	Yes	\$100
7.1	Accessory Buildings or Structures and Uses contrary to regulations	\$200	\$150	\$250	No	Not Applicable
7.2 (a)	Accessory Greenhouse contrary to regulations	\$200	\$150	\$250	No	Not Applicable
7.3	Accessory residential dwelling non-compliant with regulations	\$200	\$250	\$300	No	Not Applicable
7.4	Prohibited use in Agriculture Zone	\$500	\$450	\$500	No	Not Applicable
7.5	Agri-tourism conducted contrary to regulations	\$200	\$150	\$250	Yes	\$100
7.6	Backyard hen keeping contrary to regulations.	\$200	\$150	\$250	Yes	\$100
7.7	Backyard bee keeping contrary to regulations	\$200	\$150	\$250	Yes	\$100
7.8	Bed and Breakfast Inn contrary to regulations	\$450	\$400	\$500	No	Not Applicable
7.9	Bed and Breakfast Inn contrary to regulations	\$450	\$400	\$500	No	Not Applicable
7.10	Carriage House constructed contrary to regulations	\$300	\$250	\$350	No	Not Applicable
7.11	Combined Commercial Residential Use contrary to regulations	\$300	\$250	\$350	No	Not Applicable
7.12	Compost bins or composting contrary to regulations	\$100	\$75	\$125	Yes	\$25
7.13	Gathering for a Farm Event contrary to regulations	\$300	\$250	\$350	No	Not Applicable
7.14	Farm stand use contrary to regulations	\$100	\$75	\$125	Yes	\$25
7.15	Fences, screening or retaining walls contrary to regulations	\$200	\$150	\$250	No	Not Applicable
7.16	Food truck operating contrary to regulations	\$300	\$250	\$350	No	Not Applicable
7.17 (a)	Home Occupation contrary to conditions of use.	\$300	\$250	\$350	Yes	\$200
7.17 (b)	Home Occupation use that discharges or emits across lot lines odorous, toxic or noxious matter or vapours; heat, glare of electrical interference or radiation; recurring ground vibration; or noise levels	\$200	\$250	\$300	No	Not Applicable

	that exceed any applicable					
	noise regulations.					
7.18	Use of intermodal storage containers and prefabricated items and structures contrary to regulations	\$150	\$100	\$200	Yes	\$75
7.19	Mixed use buildings contrary to regulations	\$300	\$250	\$350	Yes	\$100
7.20	Outdoor equipment storage contrary to regulations	\$150	\$100	\$200	Yes	\$75
7.21	Retaining wall contrary to regulations	\$400	\$350	\$450	No	Not Applicable
7.22	Failing to provide screening along a lot line as required	\$100	\$75	\$125	Yes	\$25
7.23	Secondary suite contrary to regulations	\$300	\$250	\$350	Yes	\$150
7.24	Short-term Vacation Rental use contrary to regulations	\$450	\$400	\$500	No	Not Applicable
7.28(a)	Temporary building or structure during construction contrary to regulations	\$100	\$75	\$125	No	Not Applicable
7.28 (b)	Use of a mobile home or recreational vehicle contrary to conditions	\$100	\$75	\$125	No	Not Applicable
7.29	Temporary use of an existing detached dwelling unit contrary to conditions	\$100	\$75	\$125	No	Not Applicable
7.30	Accessory use of above- ground swimming pools, spas and hot tubs contrary to provisions	\$400	\$350	\$450	No	Not Applicable
8	Failing to provide off-street parking spaces and facilities in accordance with requirements	\$200	\$150	\$250	Yes	\$100
10.1	Unpermitted use or development contrary to regulations in A-1 zone	\$500	\$450	\$500	No	Not Applicable
10.2	Unpermitted use or development contrary to regulations in RR-1 zone	\$300	\$250	\$350	Yes	\$200
11	Unpermitted use or development contrary to regulations in R-1, R-2, R- 3, RC-1, MHP-1 zones	\$300	\$250	\$350	Yes	\$200
12	Unpermitted use or development contrary to regulations in RM-1 and RM-2 zones	\$300	\$250	\$350	Yes	\$200
13	Unpermitted use or development contrary to regulations in RSA-1, RTA-1 and RSA-3 zones	\$300	\$250	\$350	Yes	\$200

14	Unpermitted use or development contrary to regulations in RSA-2 and RTA-2 zones	\$300	\$250	\$350	Yes	\$200
15	Unpermitted use or development contrary to regulations in C-1, C-2, C-3, C-4, C-5 zones	\$300	\$250	\$350	Yes	\$200
16	Unpermitted use or development contrary to regulations in M-1, M-2, AP-1 zones	\$300	\$250	\$350	Yes	\$200
17	Unpermitted use or development contrary to regulations in P-1, PR-1, OR-1, E-1, RES-1, CWP-1 zones	\$500	\$450	\$500	No	Not Applicable
18	Unpermitted use or development contrary to regulations in CD zones	\$300	\$250	\$350	Yes	\$200
Public N	luisance Abatement By	law No.	838. 2018			
3.1	Cause a nuisance, camp in an unauthorized area, or use profane, abusive or grossly insulting language, gestures or displays	\$150	\$100	\$200	No	Not Applicable
3.2	Impede or obstruct a person or vehicle	\$150	\$100	\$200	No	Not Applicable
3.3	Deposit or throw bottles, broken glass, litter or other rubbish	\$150	\$100	\$200	No	Not Applicable
3.5	Place graffiti on walls, fences or other surfaces	\$250	\$200	\$300	Yes	\$50
3.6	Urinate or defecate on a highway or in public place	\$150	\$100	\$200	No	Not Applicable
3.7	Deface, damage or destroy property in public place	\$250	\$200	\$300	No	Not Applicable
3.8	Solicitation	\$50	\$25	\$75	No	Not Applicable
3.9	Use streams, lakes or rivers for personal cleansing or washing laundry or dishes	\$150	\$100	\$200	No	Not Applicable
Animal	Control Bylaw No. 839,	2018				
1.1	Unlicensed dog:	\$75	\$50	\$100	Yes	\$25
2.1, 2.2	Dog at large or in prohibited area:	\$50	\$25	\$75	No	Not Applicable
2.4	Failure to immediately remove feces or dispose of properly	\$50	\$25	\$75	No	Not Applicable
2.5, 2.11	permit dog to cause disturbance	\$50	\$25	\$75	No	Not Applicable
2.6	Permit dog to chase, bite, attack, or cause damage to property	\$75	\$50	\$100	Yes	\$25
2.7	failure to ensure control of dog lawfully off-leash	\$50	\$25	\$75	No	Not Applicable

2.8	keeping more than three (3) dogs contrary to	\$150	\$100	\$200	Yes	\$50
	regulations keeping dog in unsanitary	*****	7111	7		
2.9, 2.10	environment	\$200	\$150	\$250	Yes	\$50
3	irresponsible care of dog	\$200	\$150	\$250	Yes	\$50
4	Failing to take stipulated measures regarding the control of an aggressive dog	\$300	\$250	\$350	Yes	\$200
7.1	Keeping a dangerous dog without a licence	\$500	\$400	\$500	Yes	\$250
7.2	Failing to take stipulated measures regarding the control, confinement, or notification of a dangerous dog	\$500	\$400	\$500	Yes	\$250
8	failure to obtain kennel licence	\$100	\$75	\$125	Yes	\$50
9, 12, 13	Keeping backyard hens contrary to regulations:	\$50	\$25	\$75	Yes	\$15
15	Except as provided in section 16 of the bylaw, breed, possess, exhibit for entertainment or educational purposes or display in public on either a temporary or permanent basis any prohibited animal listed in Schedule C of the bylaw.	\$100	\$75	\$150	Yes	\$50
20	Prevent or obstruct the manager, a police officer, or a bylaw enforcement officer from carrying out any inspections or performing other functions under the bylaw	\$500	\$500	\$500	No	Not Applicable
Parking	and Traffic Control By	law No. 8	340, 2018			
Port 3: Co	anoral Pogulations					
3.1 (a)	neral Regulations Non-compliance with an officer	\$100	\$75	\$125	No	Not Applicable
3.1 (b)	Remove notice from vehicle, unless owner or operator of that vehicle	\$100	\$75	\$125	No	Not Applicable
3.1 (c)	Deface, paint or damage a highway	\$500	\$450	\$500	No	Not Applicable
3.1 (d)	Obstruct or damage traffic control device	\$100	\$75	\$125	No	Not Applicable
3.1 (e)	Camping on a highway	\$50	\$25	\$75	No	Not Applicable
	Park overnight to sleep in	\$50	\$25	\$75	No	Not
3.1 (f)	a vehicle	ΨΟΟ	Ψ=0	4.5		Applicable

4.1 (a)	Within 6 m of a fire	\$30	\$25	\$35	No	Not
	hydrant In an area designated as	ΨΟΟ	ΨΖΟ	ΨΟΟ	140	Applicable
4.1 (b)	a:					Not
4.1 (b) (i)	fire lane	\$30	\$25	\$35	No	Applicable
4.1 (b) (ii)	no parking zone	\$30	\$25	\$35	No	Not Applicable
4.1 (b) (iii)	no stopping zone	\$30	\$25	\$35	No	Not Applicable
4.1 (b) (iv)	loading zone	\$30	\$25	\$35	No	Not Applicable
4.1 (c)	In a disabled parking zone	\$50	\$40	\$60	No	Not Applicable
4.1 (d)	Adjacent to a curb that is painted yellow	\$30	\$25	\$35	No	Not Applicable
4.1 (e)	On a crosswalk	\$30	\$25	\$35	No	Not Applicable
4.1 (f)	Within 6 m of a crosswalk	\$30	\$25	\$35	No	Not Applicable
4.1 (g)	So as to interfere with the normal flow of traffic	\$30	\$25	\$35	No	Not Applicable
4.1 (h)	On a sidewalk, boulevard, shoulder or trail.	\$30	\$25	\$35	No	Not Applicable
4.1 (i)	Obstruct a driveway, lane or right of way	\$30	\$25	\$35	No	Not Applicable
4.1 (j)	Within 6 m of any traffic control device	\$30	\$25	\$35	No	Not Applicable
	On a highway/shoulder for the purpose of:		15			
4.1 (k) (i)	Displaying a vehicle for sale	\$30	\$25	\$35	No	Not Applicable
4.1 (k) (ii)	Displaying signs	\$30	\$25	\$35	No	Not Applicable
4.1 (k) (iii)	Advertising, washing, greasing, repairing, wrecking or storing a vehicle or trailer except where necessitated by emergency	\$50	\$40	\$60	No	Not Applicable
4.1 (k) (iv)	Selling any goods or services	\$30	\$25	\$35	No	Not Applicable
4.1 (I)	On a highway except on the right-hand side; no further than thirty (30) centimeters from the <i>curb</i> or if there is no <i>curb</i> , from the edge of the roadway	\$30	\$25	\$35	No	Not Applicable
4.1 (m)	In the opposite direction to oncoming traffic	\$30	\$25	\$35	No	Not Applicable
4.1 (n)	In contravention of any sign or other traffic control device	\$30	\$25	\$35	No	Not Applicable
4.1 (o)	For a period longer than seventy-two (72) hours	\$30	\$25	\$35	No	Not Applicable

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8.1 (b)	Cause accumulation of litter or discarded materials	\$30	\$25	\$35	No	Not Applicable
8.1 (c)	Cause discharge or escape of fuel or other noxious substance	\$250	\$200	\$300	No	Not Applicable
8.1 (d)	Interference with the passage due to placement of garbage or recycling container	\$30	\$25	\$35	No	Not Applicable
Busines	ss Licence Bylaw No. 84	42, 2018				
6.2	Resident Business without Business Licence	\$75	\$50	\$100	Yes	\$25
6.3	Non-Resident Business without Business Licence	\$75	\$50	\$100	Yes	\$25
7.1	Failure to provide access	\$150	\$125	\$175	Yes	\$100
11.2	Failure to Display Valid Licence	\$75	\$50	\$100	Yes	\$25
13.5	Carrying Business while Suspended	\$150	\$100	\$200	Yes	\$75
14.4	Mobile Vendor without Business Licence	\$300	\$250	\$350	Yes	\$75
14.5	Operating a Mobile Store in contravention to the regulations	\$300	\$250	\$350	Yes	\$150
21.1 (b)	Advertising a Short-Term Vacation Rental without a Business Licence	\$500	\$450	\$500	Yes	\$250
21.1 (c)	Failure to display business licence number in advertisements	\$75	\$50	\$100	Yes	\$25
21.1 (d)	Failing to comply with Short Term Vacation Rental Regulations	\$75	\$50	\$100	Yes	\$25
22.1	Cannabis production facility operating without a business licence	\$500	\$450	\$500	Yes	\$200
22.4	Cannabis production facility operating without required security/safety measures,	\$75	\$75	\$100	No	Not Applicable
23.1	Cannabis retail operating without a business licence	\$500	\$450	\$500	Yes	\$200
23.4 (a)	Cannabis retail business operating outside the hours of 9:00 a.m. to 9:00 p.m.	\$75	\$75	\$100	No	Not Applicable
23.4 (b)	Cannabis retail business operating without required safety/security measures	\$75	\$75	\$100	No	Not Applicable
Cross C	Connection Control Byla	aw No. 84	l4, 2018			
7.2 (a)	Failure to eliminate a cross connection or control a cross connection by the installation of a backflow preventer upon given notice.	\$500.00	\$450	\$500	No	Not Applicable

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8.2	Failure to inspect and test an approved backflow prevention assembly using a backflow assembly tester, upon installation, after repair and then every consecutive twelve (12) month period thereafter.	\$200	\$150	\$250	Yes	\$100
8.4	Removal of a backflow preventer from a plumbing system without prior written consent of the water operator or building official.	\$200	\$150	\$250	No	Not Applicable
8.5	Where an owner or occupant fails to repair and retest an approved backflow preventer in the time period specified in a notice issued by the Village.	\$200	\$150	\$250	No	Not Applicable
9.1.2 & 9.1.3	Connecting to a fire hydrant, stand pipe or other temporary water connection without using an approved backflow prevention assembly and without obtaining a hydrant or temporary water use permit	\$200	\$150	\$250	No	Not Applicable
10	Creating a direct connection with a non-potable auxiliary water system without the approval of the Water Operator	\$500	\$450	\$500	No	Not Applicable
Smokin	g Bylaw No. 848, 2018					
3.1 & 3.2	Smoking in a prohibited area (responsible person violation)	\$200	\$150	\$250	No	Not Applicable
3.1 & 3.2	Smoking in a prohibited area (personal violation)	\$100	\$75	\$125	No	Not Applicable
4.1	Failure to comply with sign requirements	\$100	\$75	\$125	Yes	\$50
4.2	Remove or deface sign	\$100	\$75	\$125	Yes	\$50
6.1	Interfere with or obstruct enforcement officer	\$500	\$500	\$500	No	Not Applicable
Building				T		
4.1, 6.1, 8.1	Regulated work without a permit	\$300	\$250	\$350	No	Not Applicable
6.2	Use or occupancy of a building or structure without a final inspection services report	\$350	\$300	\$400	Yes	\$250
6.3	Knowingly submitting false or misleading information to a building official	\$400	\$300	\$500	No	Not Applicable
6.4	reversing, altering, defacing, covering,	\$150	\$100	\$200	No	Not Applicable

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	removing, or tampering					
	with any notice, permit or certificate					
	unauthorized variance					
6.5	from accepted design or	\$300	\$250	\$350	No	Not
	plans after permit issued	7	,	,		Applicable
7.2	Obstructing entry of Chief	\$200	¢150	¢250	No	Not
1.2	Building Official	\$200	\$150	\$250	No	Applicable
	Constructing, extending,					
8.1(g)	altering, renewing or	\$300	\$250	\$350	No	Not
15.1	repairing plumbing system	4000	4_00	Ţ G G G		Applicable
	without permit					
	Failure of owner to post and maintain permit on					
18.4(a)	property during	\$100	\$75	\$125	Yes	\$50
	construction					
	Failure of owner to keep					
	copy of designs, plans,					
18.4(b)	and specifications on	\$100	\$75	\$125	Yes	\$50
	property during					
	construction					
	Failure of owner to post civic address on the					
18.4(c)	property in a location	\$100	\$75	\$125	Yes	\$50
10.4(0)	visible from adjoining	Ψ100	Ψ/5	Ψ123	163	ΨΟΟ
	streets					
10 1/4)	Failure of owner to ensure	#400	C7 E	¢40E	Vaa	¢ E0
18.4(d)	construction site kept tidy	\$100	\$75	\$125	Yes	\$50
	Failure of owner to obtain					
19.5,	inspection and acceptance	\$400	\$350	\$450	Yes	\$300
19.6	of work prior to concealing	1.00	100	Ψ.00		Ţ O O O
	it Failure of owner to control					
21.1	site drainage	\$400	\$350	\$450	Yes	\$300
	Constructing retaining wall					
	greater than 1.2 meters in					N1 . 4
22.1	height without design plan	\$400	\$350	\$450	No	Not
	and field reviews of					Applicable
	registered professional					
	Failure to deliver design					
	plan and field review					
22.2	reports to Chief Building Official prior to works on	\$100	\$75	\$125	Yes	\$50
	retaining walls greater					
	than 1.2 meters in height					
23.1,	construction or structural					Not
23.5,	repair of swimming pool	\$300	\$250	\$350	No	Applicable
23.7	without permit					, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
23.2,	Swimming pool, spa, or					
23.5, 23.6,	hot tub not enclosed by prescribed fencing /	\$400	\$300	\$500	Yes	\$250
23.7	barrier					
	improper pool plumbing to					
23.3	regulate the disposal and	\$300	\$250	\$350	Yes	\$200
	refilling of pool water					
	failure to obtain surveyor's					
05.4	or site improvement	#050	# 000	#200	NI-	Not
25.1	certificate prior to the placing of concrete forms	\$250	\$200	\$300	No	Applicable
	for foundations					
	10. IOGHGGGGG	l .	<u>I</u>	İ	İ	

26.1	Failure to cease work after Stop Work notice	\$400	\$350	\$450	No	Not Applicable
26.4	Failure to cease occupancy after Do No Occupy notice	\$400	\$350	\$450	No	Not Applicable
27	Failure to comply with any order or notice issued by a building official	\$500	\$400	\$500	No	Not Applicable

RED DEVILS ALUMNI ASSOCIATION PRESENTE EIVED

FEB 27 2020



Donation Request Letter Red Devils Alumni Association Fundraiser to support student participation on school sports teams at Pemberton Secondary School

To Whom It May Concern:

Participating on a school sports team has become increasingly more expensive. The combination of increased travel costs and a decline in government funding has created challenging financial situations for many of our students and their families. The Red Devils Alumni Association has a goal of bringing the community together to ensure that our youth continue to have access to athletic opportunities.

On **Saturday, April 25, 2020** the *Red Devils Alumni Association* will be hosting our fifth annual **Day of the Devils** at the Big Sky Golf Club and Pemberton Secondary School. We are hopeful that 300+ people will participate in the Golf Tournament, Casino Night, and Dinner/Dance. We will be supplying awards for the Golf Tournament and Casino Night, and hosting both a silent and live auction during the Dinner/Dance. To make our fundraising event successful, we are looking for support!

We ask that you consider supporting our events by donating merchandise, gift certificates, or sponsoring a hole at the golf tournament. From your donation, you will receive community exposure and advertising. Your company name and donation will be included in our social media campaign, on signage at the events, and in a thank you advertisement placed in the Whistler Pique Newspaper.

If you wish to participate, please contact me at the email address below. For more information you may also visit our website: www.reddevilsalumni.com.

Thank you in advance for considering our request!

Regards,

Gail Talbot
Committee Member, Pemberton Red Devils Alumni Association
gail_talbot@hotmail.com

From:

To: Mike Richman; Amica Antonelli; Ted Craddock; Leah Noble; Ryan Zant; Sheena Fraser

Subject: OCP Amendment to expand Sunstone Date: Thursday, February 27, 2020 11:12:12 AM

Hello

This email is in regards to council amending the OCP to allow sunstone to expand its development further up Mackenzie hillside. I wanted to express not only mine but also a large portion of the community's discontent that council had approved this plan without adequate consultation with the community and surrounding residents. By passing this amendment, the VOP simply ignored the OCP's vision, goals and objectives, only to satisfy a developer that shows minimal interest in the wellbeing of the environment in which he is developing and the overall well-being of the neighboring residents. This development has not contributed anything to the community but a grass field. There is no sidewalks on the main road that is used to access the development, there has been no effort to make the gravel pit more user friendly and no amenities such as playground or trails or anything that gives back to the community, except for the one grass field!?

Looking further into this site, I'm skeptical that the environmental assessments conducted on the site was adequate enough to say that this whole area is not critical habitat for the sharp tailed snake. Sure the developer think he did a fine job, but I would disagree and if possible would like to see the environmental assessments conducted on the site. Especially in the area where the expansion will take place. It is the responsibility of the VOP to ensure the Species at Risk and their habitat are protected and I feel this was not achieved here.

It is up to the Village of Pemberton council to ensure that development meets the standards of the OCP, and this did not. Council also did not address Species at Risk in this decision and failed to ensure that proper consultation occurred so that everyone in the community was aware of the consequences and what type of precedence this type of action poses to the rest of development in the area.

The VOP needs to demand more community amenities from this development. Please let me know how this is being addressed. There should already have been a sidewalk along Pemberton Farm Road, an additional field and playground and a mountain bike skills park. Why not!? Between the Ridge and Sunstone all that the community has received in the past 6 years is a grass field, which was just opened last fall! That's a joke!

I truly hope that in any future phase adjustment or proposal that this type of injustice does not occur here. In my opinion the Council has truly failed in complying with the goals and the objectives of the OCP. Other stakeholders need to be borough in to make be aware of these decisions such as PORCA, Pemberton Stewardship Society, Lil'Wat Nation, other nearby residents, ect. So that all stakeholders are aware of what the plan is and how the changes will affect the local environment and trails that we all truly value and depend on in this community. I thought for sure that at least the decision would have been postponed due

inadequacies with sharing the community meeting and the plan with the rest of the community.

If you could get back to me with the following:

- Why was there not adequate information sharing regarding a community meeting regarding this proposal to change the OCP to allow this development expansion?
- What is the plan for community amenities resulting from these large developments? What are the timeline? Also, will the VOP be demanding more amenities from the developer?
- Could you provide me with the environmental assessments report from this site regarding sharp tailed snake habitat in the area where the expansion of the development will occur.
- Could someone provide me with a plans for next phases and associated timeframes for the developer to continue to move up the Mackenzie hillside?

Thank you for your time and consideration and I hope that in the furfure, large scale decisions such as this are not made by only the developer and a council staff.

Jagoda



Patrick Weiler Member of Parliament West Vancouver-Sunshine Coast-Sea to Sky Country

February 24, 2020

The Honourable Maryam Monsef, PC, MP Minister for Rural Economic Development House of Commons Ottawa, ON K1A 0A6

Dear Minister Monsef,

Thank you for your leadership in the development and delivery of the new Universal Broadband Fund. Connectivity is important to us all and especially to those in rural and remote communities. My riding of West Vancouver-Sunshine Coast-Sea to Sky Country includes several regions that still lack connectivity, some of which are only waiting for "the last mile" to be completed.

We are grateful to the Connecting Canadians Fund which enabled Base Technology, based in Whistler, BC, to provide access to several remote areas in the region including Upper Pemberton Meadows, upper Squamish Valley, Paradise Valley, Lillooet Lake and the Lil'Wat Nation territory.

I am a strong advocate for filling the remaining gaps in service. These gaps occur in several areas including North of Pender Harbour in the Egmont region, Bowen Island and Northern areas of the Sea to Sky Corridor beyond Whistler. In the Egmont area, for example, Telus has laid the main fibre optic cable and what remains is to complete the connection of "the last mile". I hope that you will consider applications from the larger Telcos for funding to complete in areas where they are the sole provider as is the case on the Sunshine Coast.

Our government's continued commitment to nationwide connectivity is excellent and I know rural areas like Egmont are hoping to be the next in line.

Thank you for your consideration.

Sincerely,

Patrick Weiler, MP

West Vancouver-Sunshine Coast-Sea to Sky Country

cc: Lílwat Nation, Chiefs and Council Mayor and Council, Village of Pemberton Mayor and Council, Bowen Island Municipality Chair and Board of Directors, Sunshine Coast Regional District



FEB 24 Village of Pemberton

February 19, 2020

Mike Richman Mayor, Village of Pemberton Box 100 Pemberton, BC V0N 2L1

Dear Mayor Richman,

We would like to share with you the exciting results of the BC Farmers' Market Nutrition Coupon Program at Pemberton Farmers Market for 2019. The BC Association of Farmers' Markets delivers this provincial program and is extremely proud of its deep impact on both people and farms across BC.

Over the last year, this valued program connected with 78 communities making fresh local foods more accessible to over 15,862 British Columbians. In 2019, a total of \$11,760 was invested directly in the Pemberton community through the Farmers' Market Nutrition Coupon Program.

Our partner in your community, the Sea to Sky Community Services Society provided lower-income pregnant women, families and seniors with coupons to purchase fresh fruits, vegetables, cheese, eggs, nuts, fish, meat and herbs at your local farmers' market.

As a result, program participants from Pemberton ate more local foods, learned about healthy eating, and felt connected to their community. At the same time, the local food system was strengthened with farmers in your community benefitting from additional revenue to sustain their farms.

We have received many messages of thanks throughout the year but this one stood out to us, as best expressing the value of the Program to participants "The security of knowing we will have some fresh and healthy food each week. Also, the pleasure of knowing and seeing our farmers each week. The good feelings that come from being a part of the market community each week, seeing everyone there, smiling."

Our community partners, participants and farmers are grateful for this Program in your community. If you agree, we kindly ask you to send a thank you letter to the Honourable Adrian Dix, Minister of Health. Your encouragement and feedback can strengthen support for ongoing funding for the Farmers' Market Nutrition Coupon Program and ensure we continue to build healthier BC communities together.

In closing, we also thank you for supporting your local farmers' market, the anchor partner for delivering the BC Farmer's Market Nutrition Coupon program, and the place where local farms, food and artisanal entrepreneurs come together to support your local economy.

We look forward to working with your community again in 2020!

With gratitude,

Heather O'Hara Executive Director BC Association of Farmers' Markets

Vickey Brown President, Board of Directors BC Association of Farmers' Markets

BC Association of Farmers' Markets 203 - 2642 Main St Vancouver, BC V5T 3E6

604.734.9797 | bcfarmersmarket.org | bcfarmersmarkettrail.com



February 27, 2020

Mayor Mike Richman Village of Pemberton Box 100 Pemberton, BC V0N 2L0

Via email: mrichman@pemberton.ca and ngilmore@pemberton.ca

RE: Referred Resolution 2019-B193.1 – Request for First Nations Participation on Commissions

Dear Mayor Richman:

The above referenced resolution sponsored by your community was included in the 2019 Resolutions Book for consideration at the annual UBCM Convention.

Due to a lack of time at the Convention, delegates did not have an opportunity to consider B193.1. UBCM Policies provide that all resolutions not considered at Convention are referred automatically to the UBCM Executive for their consideration and action.

At the recent February Executive meeting, the Executive considered all of the resolutions referred to them from the 2019 Convention, including B193.1. The Executive were provided with the Resolutions Committee comments and recommendations, as outlined within the Resolutions Book, to assist them in their deliberations.

Upon review, the Executive decided to endorse B193.1 with an amendment. As such, B193.1 will be conveyed to the Province. Please see the enclosure for the amended text

Should you have any questions, please contact Jamee Justason, Resolutions and Policy Analyst, at 604-270-8226 Ext. 100 or ijustason@ubcm.ca

Yours truly,

Maja Tait

UBCM President

Enclosure

Pemberton

2019 B193.1 Request for First Nations Participation on Commissions

Whereas the Village of Pemberton, in partnership with the regional district, other local governments, and First Nations in the Sea to Sky area are working collaboratively to develop a regional transit commission to establish a regional transit system to connect Mt. Currie to Metro Vancouver;

And whereas the current provincial transit commission model does not allow for representation from First Nations which does not allow for an equal representation or an equitable decision making platform process:

Therefore be it resolved that the Province of British Columbia work with First Nations and local governments to amend the legislation respecting the representation on transit commissions to enable inclusion of include First Nations.

Convention Decision: Referred to UBCM Executive

Executive Decision: Endorsed as Amended

Resolutions Committee Comments

The Resolutions Committee advises that the UBCM membership has not previously considered a resolution calling on the Province to amend legislation to include First Nations representation on commissions.

The sponsor has advised the Resolutions Committee that the intent of their resolution is to focus on First Nations participation on transit commissions only, not all government commissions, regardless of their focus.

The Committee notes that the membership has endorsed other resolutions that call on the Province to help ensure First Nations representation/consultation on a variety of issues. For example resolution 2018-B150 calls on the Province to include First Nations in the management of transfer payments to address a problematic public service delivery regime that poorly finances on and off reserve local government service delivery.



February 26, 2020

Lower Mainland Local Government Association (LMLGA) PO Box 729 Pemberton BC VON 2L0

Dear LMLGA members:

RE: CREATION OF RISK-SHARING MODEL THAT RETURNS STRATA PREMIUMS AND OWNER DEDUCTIBLES TO 2019 LEVELS

On February 24, 2020 White Rock City Council unanimously supported a motion requesting the Province create a Risk-Sharing Model that returns Strata Premiums and Owner Deductibles to 2019 Levels. The resolution reads as follows:

WHEREAS strata corporations in British Columbia have seen insurance premiums swell up to several hundred percent, and strata owners similarly had deductibles rise exponentially, all due in part to climate change-related risk aversion by insurers;

AND WHEREAS stratas have increasingly become British Columbians' residence of choice because of their relative affordability and improved land use, but those perceived values are now threatened over escalating insurance costs;

AND WHEREAS the loss of multi-unit homes as a viable housing option for British Columbians would be economically catastrophic to our province;

THEREFORE BE IT RESOLVED THAT British Columbia local governments call on the Province to act swiftly and decisively to create a risk-sharing model that returns strata premiums and owner deductibles to 2019 levels, adjusted for inflation.

As the housing affordability crisis affecting British Columbians remains a concern in our community, all avenues to alleviate increased housing costs on households need to be explored. Therefore we kindly request your support and endorsement of this motion at the 2020 LMLGA conference.

If you have any questions, please contact my office at 604 541 2124. On behalf of White Rock City Council thank you for your consideration.

Sincerely,

Darryl Walker, Mayor

acceler

cc: Mayor Crompton, LMLGA President



To: Chair and Board Chief and Council Mayor and Council

Re: UBCM Resolutions Process

In response to member feedback, the UBCM Executive is undertaking a review of the resolutions process. This will include consultation with members at Area Association spring conferences, and a subsequent report to the membership at the 2020 Annual Convention. While the review progresses, the Executive has committed to exercise their existing authority more fully, and apply greater rigour to the screening and vetting of resolutions submitted to UBCM for 2020.

With the understanding that a resolutions process review is already underway, the Resolutions Committee of the UBCM Executive has identified measures that UBCM can implement in the immediate term to streamline the process and address the number and repetitiveness of resolutions. In 2020, the Committee will seek to:

- Identify more directly the resolutions that address issues of priority to the membership, and ensure that debate of these priority issues takes place early on.
- Be more firm in sending resolutions back to the sponsor if resolutions do not meet UBCM criteria for format, clear writing, factual information, or relevance to local government administration or operations.
- Standardize language to be gender neutral and, where applicable, refer to local governments or First Nations rather than municipalities or regional districts. The goal is to avoid using debate time to make such amendments.
- Combine similar resolutions, without losing or changing their intent.
- Offer further education and support to members on writing clear, effective resolutions.
- Work more closely with Area Associations to improve the quality of resolutions debated at their spring conventions.

These streamlining measures could affect resolutions that your community submits to Area Associations or to UBCM this year.

Please feel free to contact Reiko Tagami, Policy Analyst (rtagami@ubcm.ca or 604 270 8226 ext. 115), with questions about resolutions streamlining, or the resolutions process review.

llave Mojl

Claire Moglove

Sincerely,

Majá Tait

UBCM President Chair. Resolutions Committee

60-10551 Shellbridge Way, Richmond, BC V6X 2W9

Website: www.pemberton.ca



OPEN QUESTION PERIOD POLICY

THAT the following guidelines for the Open Question Period held at the conclusion of the Regular Council Meetings:

- 1) The Open Question Period will commence after the adjournment of the Regular Council Meeting;
- 2) A maximum of 15 minutes for the questions from the Press and Public will be permitted, subject to curtailment at the discretion of the Chair if other business necessitates;
- 3) Only questions directly related to business discussed during the Council Meeting are allowed;
- 4) Questions may be asked of any Council Member;
- 5) Questions must be truly questions and not statements of opinions or policy by the questioner;
- 6) Not more than two (2) separate subjects per questioner will be allowed;
- 7) Questions from each member of the attending Press will be allowed preference prior to proceeding to the public;
- 8) The Chair will recognize the questioner and will direct questions to the Councillor whom he/she feels is best able to reply;
- 9) More than one Councillor may reply if he/she feels there is something to contribute.

Approved by Council at Meeting No. 920 Held November 2, 1999

Amended by Council at Meeting No. 1405 Held September 15, 2015