



CITY OF GREENWOOD
Regular Council Meeting
Council Chambers – Greenwood City Hall – 202 S. Government Ave.
Monday, August 19, 2024
7:00 pm

We acknowledge that our gathering takes place on the unceded and traditional territory of the indigenous peoples of that region as well as the Metis people whose footprints have marked these lands.

AGENDA

1. Call to Order

2. Land Acknowledgement

3. Adoption of Agenda: August 19, 2024 Regular Council Meeting Agenda.

RECOMMENDATION:

THAT the Regular Council Meeting agenda be adopted.

4. Adoption of the Minutes

- | | | |
|----|--------------------------------------|----------|
| a. | July 8, 2024 Regular Meeting Minutes | Page 5-8 |
|----|--------------------------------------|----------|

RECOMMENDATION:

THAT the Regular Council Meeting Minutes of July 8, 2024 be adopted.

5. Correspondence for Information

- | | | |
|----|--|-------------|
| a. | LGMA Newsletter | Page 9-12 |
| b. | District of Saanich UBCM Resolution | Page 13 |
| c. | Notification to Municipal Governments: Upcoming Engagement | Page 14-15 |
| d. | LGCAP Reporting 2022 – 2024 | Page 16-34 |
| e. | Office of Minister of Housing – Extension Approval | Page 35 |
| f. | Email Resolution – July 24, 2024 – City Asphalt Repair | Page 36-40 |
| g. | Lochaven Report | Page 41-168 |
| h. | Ministry of Public Safety and Solicitor General | Page 169 |

RECOMMENDATION:

THAT Council accept items a. through h. as correspondence for information.

6. Committee Reports

7. Councillor's Reports

8. Mayor's Report

9. Administrator's Report

RECOMMENDATION:

THAT Council accept the reports as information.

10. Accounts Payable Report Next report September.

11. New and Unfinished Business

a. Temporary Use Permit (2024-02) – Taylor

Page 170-184

RECOMMENDATION:

THAT Council issue a Temporary Use Permit (TUP) for the use of a recreational vehicle (RV) as a temporary dwelling at 645 N. Government Ave in Greenwood, BC for a term of up to one (1) year, commencing from the date of issuance.

b. City of Greenwood Procurement Policy 2024-10

Page 185-202

RECOMMENDATION:

THAT Council approve the City of Greenwood Procurement Policy 2024-10.

c. City of Greenwood Disposal of Surplus Assets Policy 2024-11

Page 203-206

RECOMMENDATION:

THAT Council approve the City of Greenwood Disposal of Surplus Assets Policy 2024-11.

d. LUO – Greenwood Recreation Association – Ball Field Concession.

Page 207-211

RECOMMENDATION:

THAT Council approve the Greenwood Recreation Association the use of the Concession located at the Barbra Diane Colin Memorial Ball Field for August 16, 2024 to sell Hot dogs and fries.

e. LUO – Kettle River Art Club

Page 212-216

RECOMMENDATION:

*THAT Council approve the Kettle River Art Club the use of the Lower Parking Lot located at 372 Copper Ave for September 28th, 2024 to hold the Fall Market, hosting a pumpkin patch and face painting.
AND THAT Council direct the City crew to place barricades at the entrance the Friday prior for safety.*

f. Fortis BC Energy Inc. – Co-Site Equipment Proposal for the City Hall Building

Page 217-230

RECOMMENDATION:

THAT Council approve FortisBC Energy Inc. to install a small antenna on top of the “Spire” on the top of the City Hall building, GPS antenna to the exterior of the Building, keep base station equipment upstairs in an out of the way location, access to the power and equipment as part of establishing a province wide gas meter monitoring network.

g. Memo to Council – eScribe

Page 231-258

RECOMMENDATION:

THAT Council approve the Corporate Officer to execute the agreement for Council meeting management software with eScribe.

h. Memo to Council – Municipal Pool Update

Page 259-275

RECOMMENDATION:

That Council direct Administration to proceed looking into what the cost associated would be to get the proper repairs done for pool, work with CFO on 2025 budgeting to make sure it is allocated and look into grant funding available that could be applied through the City of Greenwood to recuperate funds.

i. Memo to Council – Boom Lift

Page 276-286

RECOMMENDATION:

That Council approve the City of Greenwood administration to get a mechanical inspection done and if no issues come up purchase the 2001 Genie Model Z 45/25 gas propane boom lift from Reliable Equipment Rentals LTD. for \$12,500.00.

j. Memo to Council –City Hall Office

Page 287-292

RECOMMENDATION:

That Council approve Jerry Nutenbaumer’s quote for the City of Greenwood City Hall office renovations as per the quote submitted to the City on August 14th, 2024 and get administration to coordinate with scheduling Mr. Nutenbaumer in for the work.

k. Lind Creek Dam Decommissioning: DISCUSSION

- I. General hydrology is completed and being reviewed.
- II. Dam breach and Inundation mapping to begin immediately.
- III. Report is ~40-50% written, primarily technical aspects left. As discussed with the DSO, only 1 report is required to expediate the overall approval process. As such, Ecora (*hydrotechnical engineers*) are going straight to the detailed design report.
- IV. Drawings are in the preliminary phase, which includes post decommissioning grading/sloping and sheet files of current preliminary decommissioning design.

12. Bylaws

a. Council Procedures Bylaw No. 1018, 2024

Page 293-303

RECOMMENDATION:

THAT Council give First to Third reading of the City of Greenwood Council Procedures Bylaw No. 1018, 2024.

b. Obsolete or Redundant Bylaws Repeal Bylaws No. 1020, 2024

Page 304

RECOMMENDATION:

THAT Council give First to Third reading of the City of Greenwood Obsolete or Redundant Bylaws Repeal Bylaw No. 1020, 2024.

13. Delegation

a. Carlene Pires – RDKB – Community Wildfire Resiliency Plan

Page 305

RECOMMENDATION:

THAT Council thank the delegate for their presentation and refer to administration for follow-up.

14. Notice of Motions

15. Question Period

Excerpt from Council Procedures Bylaw 674 Section 14

1. Immediately prior to the adjournment of every regular meeting of Council, questions, but not statements, relating to matters dealt with at that meeting may be directed to Council by members of the public then present. All such questions shall be directed to the Mayor, and will where possible and appropriate be answered by the Mayor or a member designated by the Mayor.
2. A maximum period of 15 minutes shall be provided for considering questions from members of the public; however that maximum may be extended to 30 minutes with the unanimous consent of all Council members present.

16. In-Camera

THAT: Pursuant to Section 90(1) of the Community Charter, this subject matter being considered relates to one or more of the following:

90(1)(c) labour relations or other employee relations;

90(1)(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;

17. Adjournment

RECOMMENDATION:

THAT the Regular Council Meeting be adjourned at XX:XX pm.



CITY OF GREENWOOD
Minutes of the Regular Meeting of Council held on July 8, 2024

PRESENT

Mayor J. Bolt
Councillors: C. Huisman, C. Rhodes, J. McLean, G. Shaw.
Chief Administrative Officer: Dean Trumbley
Acting Corporate Officer: Brooke McCourt

CALL TO ORDER

Mayor Bolt called the meeting to order at 7:00 pm.

Acknowledgment that our gathering Takes place on the unceded and traditional territory of the indigenous peoples of that region as well as the Metis people whose footprints have marked these lands.

ADOPTION OF AGENDA

Motion: C. Rhodes/ J. McLean

THAT the July 8, 2024 regular council agenda be adopted as amended to add item d. City of Greenwood Loader and e. BOT Request under New and Unfinished business.

(152-24)

Carried

ADOPTION OF MINUTES

Motion: J. McLean/ C. Huisman

THAT the minutes of June 24, 2024 Regular Council Meeting be adopted.

(153-24)

Carried

**CORRESPONDENCE
FOR INFORMATION**

Motion: J. McLean/ C. Rhodes

THAT Council accept correspondence a. through c. as information.

Councillor Shaw asked Administration to look into the Minute Taking Course thorough LGMA for CO, McCourt.

(154-24)

Carried

COMMITTEE REPORTS

Motion: G. Shaw/ C. Rhodes

THAT the Committee of the Whole Minutes of January 15, 2024 be adopted.

(155-24)

Carried

Motion: C. Rhodes/ C. Huisman

THAT the Committee of the Whole Minutes of June 27, 2024 be adopted.

(156-24)

Carried

COUNCILLOR'S REPORTS

Clint Huisman: Verbal report presented.

CJ Rhodes: Verbal report presented.

Jessica McLean: Verbal report presented – On file.

Gerry Shaw: Verbal Report presented – On file.

MAYOR'S REPORT: Verbal report presented.

ADMINISTRATION REPORT: None.

Motion: C. Rhodes/ G. Shaw

THAT Council accepts the reports as information.

Carried

(157-24)

**ACCOUNTS PAYABLE
REPORTS**

None.

**NEW AND UNFINISHED
BUSINESS**

- a. TUP 2024-01 –
BCEHS Ambulance.

Motion: J. McLean/ C. Rhodes

THAT Council issue a Temporary Use permit (TUP) for the use of a Certified CSA277 Trailer as a temporary dwelling at 198 South Government Avenue in Greenwood, BC for a term up to three (3) years with the stipulation of no parking of vehicles in front of the bay doors. parking has to be on the side of the parcel.

Councillor Shaw brought up concern about the parking being in front of the Bay doors as per the Permit application diagram as the Fire department needs access for certain equipment and it poses as a risk for backing up vehicles, etc.

CAO Trumbley, let Council know that can be added as a stipulation to the resolution to not have any vehicles park in front of the building but to the side.

Carried

(158-24)

- b. Memo to Council –
Route 3 Racing – Fence

Motion: C. Rhodes/ G. Shaw

THAT Council direct the Corporate Officer to reach out to Quality Chain Link to schedule the work of installing a new Chain-link fence along the 3 parcels on Copper Ave/ Highway 3 to help keep riders safe and off the major highway.

(159-24)

Councillor Huisman brought concern forward with appearance and aesthetic of the fence, also spoke about different options.

Councillor Rhodes spoke regarding the need to keep safety a top priority and that he supports the fence looking aesthetically pleasing to the passing by patrons.

CAO Trumbley, spoke about the time crunch for this item as events are coming and that the fencing is the best option to keep riders safe and off the highway.

The Director for Route 3 Racing attended via Zoom and was able to get more information and speak to Mayor and Council of their future desires for the track and how the proposed fence is top priority to keep their riders safe.

Carried

- c. Sign Authority –
CO McCourt

Motion: C. Rhodes/ J. McLean

THAT Council give signing authority to Corporate Officer Brooke McCourt for the Corporation of the City of Greenwood.

Carried

(160-24)

- d. **Late Item** – City of
Greenwood Loader

Motion: G. Shaw/ C. Huisman

THAT Council accept the proposal for the City of Greenwood to pursue the purchase of a 2004 John Deere 444J Loader with all the attachments that is located in Nelson, BC.

Carried

(161-24)

- e. **Late Item** – BOT
Request

Motion: C. Rhodes / J. McLean

THAT Council grant the Board of Trade an exemption for all Vendor Business Licences for the 2024 Founders Day and the 2024 Gold Rush Car Show.

Carried

(162-24)

NOTICE OF MOTIONS

None.

DECLASSIFIED MOTIONS FOR PUBLIC RECORD

Motion: G. Shaw/ C. Rhodes

THAT Council approve the resolution (110-ICM-24) from the June 24th, 2024 In-Camera Meeting be declassified from In-Camera and made public in the Regular Meeting Minutes of July 8, 2024.

Motion: G. Shaw/ C. Rhodes

THAT Council direct the Corporate Officer to file a Notice in the Land Title Office pursuant to Section 302 of the Local Government Act and Section 57 of the Community Charter against the property legally described as Lot 10, Block 53, Plan KAP70, District Lot 711, Similkameen Division Yale District.

(110 ICM-24)

Carried

QUESTION PERIOD

Resident spoke regarding the aesthetics of the Campground and how the City should possibly look at making that more appealing for tourists coming through town.

Another resident made comment that sand could potentially be used to stop riders from accessing the highway from the race track.

Council thanked the residents for their questions and comments.

IN-CAMERA

Motion: C. Rhodes/ J. McLean

THAT Council move into in-camera at 7:51 pm pursuant to section 90(1) of the Community Charter, this subject matter being considered relates to one or more of the following:

90(1)(g) litigation or potential litigation affecting the municipality.

ADJOURNMENT

Motion: Mayor Bolt

THAT Council adjourn the Regular Council Meeting at 8:01 p.m.

(164-24)

Carried

Mayor

Certified Correct

Corporate Officer

Brooke McCourt

From: Local Government Management Association of BC <office@lgma.ca>
Sent: August 12, 2024 11:03 AM
To: frontdesk.greenwoodcity@shaw.ca
Subject: LGMA Job Circular, News, and Program Updates - Week of August 12, 2024

If you have trouble viewing this email, [click here](#)



LGMA
LOCAL GOVERNMENT
MANAGEMENT ASSOCIATION
OF BRITISH COLUMBIA

Professional Development Partners:

LIDSTONE & COMPANY



STEWART McDANNOLD STUART
Barristers & Solicitors



YOUNG ANDERSON

Travel Grant Partner:

LIDSTONE & COMPANY

LGMA Newsletter: Week of August 12, 2024

First Nations & Local Government Land Use Planning Regional Workshop November 12-14, Campbell River, BC

Do you work in land use planning? Are you curious about how UNDRIP impacts the ways local governments and First Nations in B.C. are working together? If you answered yes, join us for the [First Nations and Local Government Land Use Planning Regional Workshop](#), a 2.5-day workshop specifically designed to enhance connections and understanding between First Nations and local governments on land use frameworks and identify tools for developing shared land use practices.



With the input of experienced practitioners from First Nations and local governments, this workshop features regionally curated content for the Vancouver Island and Coast region and is open to attendees from this region only. Learn about legislative and land use frameworks, relevant resources, and inspiring case studies. In addition, take part in facilitated dialogues on opportunities to enhance working relationships between First Nations and local governments.

Review the [program brochure](#) and [register online before October 1](#) to receive early bird rates. In the spirit of collaboration and knowledge-sharing, we encourage interested CAOs and Planners to invite Band Managers and Land Use Managers from the First Nation communities they work with to attend the workshop together. First Nation staff are eligible for bursaries. We greatly appreciate the financial support of the Ministry of Municipal Affairs.

CivicInfo BC & LGMA

BC Local Government Job Board

CURRENT OPPORTUNITIES

Job Postings

LGMA Training:

***Connect with colleagues during
UBCM Convention***

CAO Dinner

September 15

Peer Connection Lunch Opportunities

Corporate Officers – September 18

HR Practitioners – September 23

Space is limited!

Corporate Officers Forum

Preforum Workshop

October 2 - 4

Broaden your scope of knowledge!

Administrative Professionals Conference

October 23-25

Expand your skills as a leader!

***Advanced Supervisor Essentials Online
Course***

October 29 - November 12

Utilize coaching to empower staff

New Coaching Essentials Online Course

November 6 - 27

Take comprehensive minutes!

Minute-Taking Online Course

November 19 – December 3

On-Demand Fundamentals Training:

Additional News and Training:

Capilano U Fall 2024 and Spring 2025

PADM Courses

***Local Government Administration
Programs***

Fall courses start September 2024

Delegate registration for JAC2024

***BC Municipal Safety Association & Public
Works Association of BC***

October 7 - 9

Official launch as a non-profit!

***Canadian Association of Municipal
Communicators***

***Local Government Climate Action
Dashboard***

Government of British Columbia

Housing legislation resources

***BC Ministry of Housing - Planning and
Land Use Management***

Programs Open for Registration

SFU City Program

Fall 2024

***Connection to Care: Pre-Emptive Mental
Health and Wellness Program***

BC Municipal Safety Association

LGMA Resources:

***Resource, tools, and other helpful
information***

[Freedom of Information](#)
[Protection of Privacy](#)
[Records and Information Management](#)

[Truth and Reconciliation Resources for BC Local Governments](#)
[Mental Health Resources for Local and First Nations Government](#)

LGMA Chapter Activities

Join your TOLGMA colleagues!

[2024 TOLGMA Conference](#)

October 23-25

Join your chapter today!

[LGMA Chapter Membership Renewal](#)

[See all Training & Workshops](#)

Now Available!

[2024 Records and Information Management Manual, Sixth Edition, Electronic](#)

[See all News & Opportunities](#)

Corporate Officers Forum Last Chance for Early Bird Pricing!

Early bird pricing for the LGMA [Corporate Officers Forum](#) will end on August 16! COs and Deputies don't miss the opportunity to learn alongside your colleagues. Sessions have been planned to support you in your role as a key trusted officer. *Harvest Your Knowledge* is the theme for this year's Forum, so get ready to gather information and networks to assist you in your role as a key trusted officer, tasked with safeguarding information and providing service to elected officials, staff, and the public.

"The annual LGMA Corporate Officers Forum is the key networking event of the year for BC local government CO's and DCO's. The sessions are carefully curated to be relevant and applicable across the wide space of local governments in the province."

- Previous Forum Participant

Corporate Officers and Deputies can also take advantage of the [Pre-Forum workshop](#) on Honouring DRIPA and Building and Enhancing Relationship with Your First Nations Neighbours.

Review the [forum brochure](#) and [register today](#) to catch the early bird rates.



Connect with the LGMA





LGMA

LOCAL GOVERNMENT
MANAGEMENT ASSOCIATION
OF BRITISH COLUMBIA

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The Corporation of the District of Saanich | Mayor's Office
770 Vernon Avenue Victoria BC V8X 2W7 | T 250-475-5510 | www.saanich.ca

UNION OF BRITISH COLUMBIA MUNICIPALITIES RESOLUTION REGARDING BC HYDRO PROJECTS – ESTABLISHMENT OF FUNDING FOR CLIMATE ACTION ECOSYSTEM RESTORATION

WHEREAS the *BC Hydro and Power Authority Act* and associated statutes references other Acts within its scope, including the *Climate Change Accountability Act* and *Environmental Management Act*. Various communities have experienced that their operations do not fully comply with these Acts or the Provincial Government's Nature-Based 2030 Climate Change targets to protect land, preserve nature, and reverse diversity loss. Moreover, the Authority does not allocate a budget for adequate eco-restoration in areas where its activities have harmfully impacted biodiversity. Financial support is crucial to the success of hydro projects and the realization of provincial climate change targets;

AND WHEREAS to prepare the Province for the impacts of climate change, it is essential that BC Hydro collaborates with local governments, stakeholders, and landowners. The *BC Hydro Power and Authority Act* must also prioritize ecosystem retention in its mandate to provide affordable power while minimizing environmental impact, restoring biodiversity and in the process support local governments' Climate Action Plans;

THEREFORE BE IT RESOLVED that the Union of British Columbia Municipalities recommend the Provincial Government mandate an amendment to the *BC Hydro and Power Authority Act* to incorporate a budget for Climate Change Ecosystem Restoration as well as technologies that support tree retention and/or re-planting in all its projects, thus demonstrating the Provincial Government's commitment to its Nature-Based 2030 Climate Change targets.



File: ARCS-048-22339 / ARRP IN

Reference: 410993

July 10, 2024

SENT VIA EMAIL

To whom it may concern:

The Environmental Assessment Office (EAO) wishes to notify you of its upcoming legislative review of the [Environmental Assessment Act, 2018](#) (the Act). The Act outlines the process for conducting assessments for major projects in British Columbia that are reviewable under the Act and carrying out monitoring, compliance, and enforcement activities on those projects.

As [required by the Act](#), the Minister of Environment and Climate Change Strategy must initiate a review of the Act within five years of the Act coming into force (December 16, 2019). This means the review must begin by December 16, 2024, as seen below:

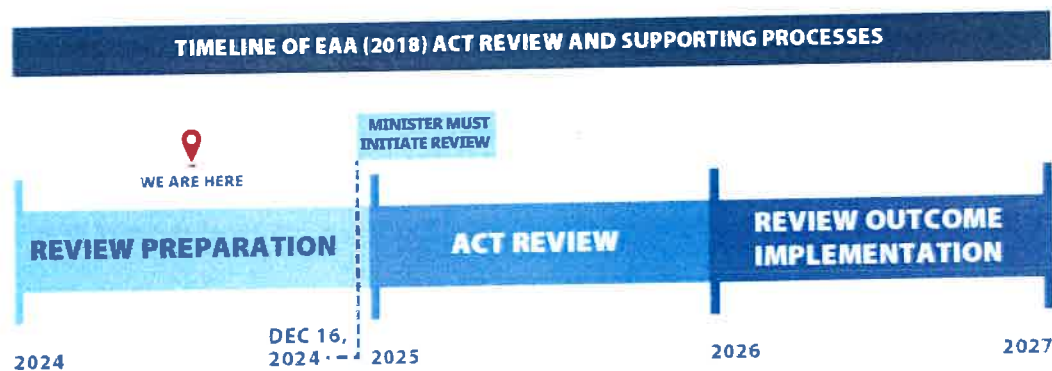


Figure 1: Timeline of the Environmental Assessment Act (2018) Act Review and Supporting Processes.

...2

Environmental
Assessment
Office

Office of the
Associate
Deputy Minister

Mailing Address:
PO Box 9426 Stn Prov Govt
Victoria BC V8W 9V1

Location:
2nd Fl – 836 Yates St
Victoria BC V8W 1L8

As part of the review preparation phase, the EAO will be engaging with First Nations, industry associations, and other associations including the Union of BC Municipalities (UBCM), to identify potential areas of focus for the review. This initial engagement, which will take place during the summer of 2024, will focus only on issues identification so that the EAO can be sure it understands what the key issues are with the Act. The EAO will not consider making changes to the Act until after the Act Review has begun.

If you would like to notify us of any issue with the Act and/or its regulations that you have identified, please contact UBCM with this information. Once the Act Review has begun, local governments, and all other interested and affected groups, will have the chance to participate in a future round of engagement.

Further information

If you have any questions related to the Act Review or the upcoming engagement of industry associations, please contact EAO ActReview@gov.bc.ca.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Trumpy".

Chris Trumpy
A/Chief Executive Assessment Officer and Associate Deputy Minister

LGCAP 2024

Submitted date: 2024-07-10 15:39:30 Pacific Daylight Time

Generated date: 2024-07-10 15:39:38 Pacific Daylight Time

Introduction

Reaching net-zero emissions and adapting to a changing climate will require a whole-of-society approach. The Local Government Climate Action Program (the Program or LGCAP) aims to catalyze the efficient flow of financial resources, data and knowledge between Modern Treaty Nations, local governments, and the Provincial Government to allow for cost effective, impactful, locally implemented climate action. For more information about the Program you can refer to the website.

What is climate action?

For the purposes of this program, a climate initiative or action is one that reduces greenhouse gas (GHG) emissions (mitigation) and/or strengthens resilience to the impacts of climate change (adaptation). This includes (but is not limited to): climate-related hazards; integrating climate change measures into policies, strategies and planning; improving education, raising awareness of climate change causes and solutions, increasing human and institutional capacity with respect to climate change mitigation and adaptation, and impact reduction and early warning systems.

Information collected will:

Highlight local government and Indigenous climate leadership;
Profile action by including local government and Modern Treaty Nation emissions, resilience and climate action performance data in the annual Climate Change Accountability Report;
Help inform policy development and monitor progress on achieving provincial and local climate objectives; and
Support provincial efforts to better collaborate with and support communities to advance climate action.

The survey was informed by:

Feedback from local governments, Modern Treaty Nations and ministerial partners;
National and international GHG reporting protocols; and
The CDP (formerly Carbon Disclosure Project, a global non-financial disclosure system).

Instructions

*Please do not provide any personal information (e.g. email, phone number) in the survey.

Survey: Word Version

A survey template (i.e. a Word version) is available on the Local Government Climate Action Program webpage. The template can be used to gather information from staff across departments. Then simply cut and paste into the online version where you'll be submitting the survey.

Survey: Online Version

SimpleSurvey allows multiple users to access your survey, though two people cannot enter information at the same time.

For other users to contribute to your survey, simply share the unique link with your team members. Users must select "Save and continue later" when they are done updating the survey but not ready to submit.

Required fields are indicated with a red asterisk (*). You will not be able to submit the survey and attestation form without completing these fields.

Some fields have formatting considerations (i.e. numbers only). You will not be able to submit the survey and attestation form until all required fields are completed properly. The red text error message will indicate what is needed.

There is a 9,999 character limit for the open-ended questions.

Attestation Form

The attestation form is filled in after survey questions are completed. It is the second page of the SimpleSurvey submission.

The attestation form is where the Chief Financial Officer, or equivalent position, attests to the following:

That Local Government Climate Action Program funding has been, or will be, allocated to climate action.

That Local Government Climate Action Program funds for years 1 and 2 received in 2022 and 2023 will be spent by March 31, 2025.

That Local Government Climate Action Program funds for years 3-5 received in 2024 will be spent by March 31, 2028.

That a completed and signed version of this form and survey contents will be publicly posted by September 30, 2024.

Requirements

1. Reporting

Report on at least one project linked to objectives from the CleanBC Roadmap to 2030 and/or Climate Preparedness and Adaptation Strategy. If your community reports one initiative related to one sector (e.g. buildings) you have satisfied this requirement. Funding for the project(s) does not need to come from this program.

For communities with populations of 10,000+ (based on 2020 BC Census data figures), measuring and reporting local government's traditional services emissions is required.

Attest that funds will be allocated to climate initiatives before submitting your survey.

Open-ended questions asking for one or more initiatives related to climate action may be highlighted in Provincial materials to acknowledge innovative local climate solutions. A template to submit climate action success stories for publication can be found on the Local Government Climate Action Program webpage.

2. Deadline to submit the survey & attestation form

The deadline for submitting your survey and attestation form is 4 PM PDT on July 31, 2024.

3. Posting the survey & attestation form publicly

The design / format of the form can be changed, however, all information from required questions must be included.

Optional questions and answers can be omitted.

The deadline to post the survey and attestation form publicly is September 30, 2024.

Download a copy for your records!

Once submitted, you can download a copy of the completed survey and attestation form (PDF, Excel, and Word options). If you close this window before the download link appears, please reach out for a copy of your submission.

Support

If the survey is accidentally submitted, a submitted survey needs to be revised, or if you have any questions, please reach out to us at LGCAP@gov.bc.ca. We will be happy to provide assistance.

Thank you!

The LGCAP Team

The Survey

Climate Action Planning

Climate Action Plans are strategic roadmaps that identify how an organization will reduce their greenhouse gas (GHG) emissions (mitigation), increase their resilience to the impacts of climate change (adaptation), or a combination of both.

To answer the following questions, consider staff that contribute to activities that reduce greenhouse gas (GHG) emissions and/or strengthen resilience and the ability to adapt to climate-induced impacts. This includes (but is not limited to): climate-related hazards; integrating climate change measures into policies, strategies and planning; improving education, raising awareness of climate change causes and solutions, increasing human and institutional capacity with respect to climate change mitigation and adaptation, and impact reduction and early warning systems.

Question 1 a): How many staff in full time equivalents (FTEs) are dedicated to working specifically on climate action?

If a staff member is a climate action coordinator and works 100% on climate-related issues, add 1.0.

Question 1 b): How many staff in full time equivalents (FTEs) are dedicated to working on climate action in other departments such as transportation or engineering?

For example: Can include staff in engineering, emergency management, transportation, waste management, etc. related to climate work but whose primary role is not working on climate action. If a staff member works approximately 25% (please estimate) on climate-related issues, add 0.25. Working on climate-related issues does not need to be written into the staff member's job description to be counted here.

Question 2 a): Does your local government or Nation have a community-wide climate action plan or other guiding document(s)?

☐ Yes

☒ No

If not, please select one or more options from the list.

- ☐ No, but we are currently undertaking one and it will be completed in the next two years.
- ☒ No, we are not intending to undertake one due to lack of financial capacity.
- ☐ No, we are not intending to undertake one due to lack of expertise or technical capacity.

Question 2 b): Does your local government or Nation have a corporate climate action plan or other guiding document(s)?

- ☐ Yes
- ☒ No

If not, please select one or more options from the list.

- ☐ No, but we are currently undertaking one and it will be completed in the next two years.
- ☒ No, we are not intending to undertake one due to lack of financial capacity.
- ☐ No, we are not intending to undertake one due to lack of expertise or technical capacity.

Question 3: Has your local government or Nation declared a climate emergency?

- ☐ Yes
- ☒ No

Question 4: Please select up to 3 challenges impeding the advancement of climate action in your community.

- ☐ Lack of jurisdiction.
- ☒ Lack of staff capacity or expertise.
- ☒ Lack of financial resources.
- ☐ Lack of data or information.
- ☐ Lack of provincial or federal government support or collaboration.
- ☒ Competing priorities.

☐ Other.

Optional: Is local political support a challenge your local government faces that is impeding climate action?

☐ Yes

☒ No

Traditional Services Greenhouse Gas Emissions

Measuring traditional services emissions (defined in previous years as corporate emissions) is a Program requirement for all communities with a 2020 population of 10,000 and above (see population statistics here). Traditional services GHG emissions are those produced by the delivery of local government or Modern Treaty Nation “traditional services” including:

Fire protection,
Solid waste management,
Recreational / cultural services,
Road and traffic operations,
Water and wastewater management, and
Local government administration.

Please see the following resources for guidance:

LGCAP Traditional Services Boundaries and Scope Guidance,
Scope Summary Document,
Traditional Services Inventory Reporting Tool,
Contracted Services Emissions Guidance,
Contracted Emissions Calculator,
BC Best Practices Methodology for Quantifying GHG Emissions, and
Emission Factors Catalogue.

Question 5: For the 2023 calendar year, has your local government or Nation measured and reported associated traditional services GHG emissions?

☐ Yes

☒ No

☐ No, but for a past year. (Please enter most recent year completed: YYYY)

If not, please select all that apply.

- ☒ No, due to lack of staff and technical capacity.
- ☒ No, due to lack of financial resources.
- ☐ No, due to lack of awareness regarding which GHG accounting tools are available.
- ☐ No, traditional services emissions are measured but not reported.
- ☐ Measurement is in-progress.
- ☐ Traditional services inventory is not developed annually.

Optional: Please provide any further comments you wish to share on traditional services emissions measurement and reporting here (e.g. system or approach used to measure traditional services emissions).

The City of Greenwood is a very small municipality with a tax base of just over 700 people. Capacity and resources are not available within our budgets.

Community-Wide Greenhouse Gas Emissions

B.C. Climate Action Charter signatories have committed to measuring and reporting their community-wide GHG emissions generated from all GHG sources (anthropogenic) within their community boundary.

The Community Energy and Emissions Inventory (CEEI) initiative provides a provincial framework for tracking and reporting energy and GHG emissions at a community-wide scale. It is published with a two-year lag, however, raw data can be requested by local governments that wish to measure and report their community-wide emissions for the buildings and solid waste sectors ahead of publication.

The Climate Action Secretariat (CAS) is aware that some local governments are developing their own community-wide GHG emissions inventories (separate from the provincial CEEI). A better understanding of community-wide emissions measurement across B.C. will help CAS as we upgrade CEEI.

Question 6: For the 2023 calendar year, have community-wide GHG emissions been measured for your local government or Nation?

- ☐ Yes
- ☐ In-progress

☒ No

If not, please select all that apply from the list.

☐ No, community GHG emissions were not reported because the 2023 Provincial Community Energy and Emissions Inventory data has not been released.

☒ No, we do not measure and report community-wide emissions data due to lack of financial capacity.

☒ No, we do not measure and report community-wide emissions data due to lack of staff and technical capacity.

☐ No, we do not measure and report community-wide emissions annually. (Please indicate most recent year completed: YYYY)

If not, has your community or Nation measured and reported community-wide emissions in the past?

☐ Yes

☒ No

Question 7: Currently, the Province's legislated GHG emission reduction targets are 40% by 2030, 60% by 2040 and 80% by 2050, relative to 2007. Please state your local government or Nation's target(s).

Please enter "0" if no targets or baseline are established for the years given in the table.

	Reduction Percentage (format: e.g., 40)	Baseline Year (format: e.g., 2007)
2030	0	0
2040	0	0
2050	0	0

If your local government or Nation's targets don't conform to the target years noted above, please enter them here. Format e.g.: target 2035 50% baseline 2010, target 2060 70% baseline 2010, ...

--

Question 8: Does your local government or Nation have net-zero or carbon-neutral emissions target(s)?

Please select all that apply.

☐ Yes: Community-wide net-zero target (Net-zero refers to a jurisdiction or organization achieving a balance between greenhouse gas emissions produced and removed from the atmosphere (e.g. planting trees or using carbon capture technologies))

☐ Yes: Corporate carbon neutrality (Carbon neutral refers to an organization reducing emissions as much as practicable and then offsetting the remainder by purchasing offsets or other similar mechanisms)

☐ Yes: Corporate net-zero target (Net-zero refers to a jurisdiction or organization achieving a balance between greenhouse gas emissions produced and removed from the atmosphere (e.g. planting trees or using carbon capture technologies))

☒ No

Question 9: Please select up to three supporting indicators that would be most valuable to your local government or Nation to advance climate action (these indicators were previously reported through the Community Energy and Emissions Inventory initiative).

☒ Housing type: Private dwellings by structural type

☐ Floor area: Average floor area by building category and era

☒ Residential density: Population and dwelling units per "net" land area

☐ Commute by mode: Employed labour force by mode of commute

☐ Greenspace: Land area that is parks and protected greenspace

☒ Walk score: Proximity to services

☐ Proximity to transit: Persons, dwelling units and employment within walking distance of a "quality" transit stop/line

☐ Other

Provincial Policy Alignment - Mitigation

The CleanBC Roadmap to 2030 is B.C.'s plan to meet provincial emissions reduction targets to be 40% below 2007 levels for 2030 and set us on course to reach net-zero emissions by 2050.

One requirement of this Program is that you must report on a minimum of one project linked to objectives from the CleanBC Roadmap to 2030 and/or Climate Preparedness and Adaptation Strategy (CPAS). Funding does not need to come from this program. For questions 10-13, if your community reports one initiative related to one sector (e.g. buildings) you have satisfied this requirement. That said, please select all that apply.

Question 10: Please indicate all climate initiatives your local government or Nation had in-progress, ongoing or completed in the 2023 calendar year related to the buildings sector. This should not be limited to what your LGCAP funding supported.

☐ Corporate

☐ Community

☒ Not applicable

Please highlight a community project(s) that was in-progress, ongoing or completed in the 2023 calendar year related to buildings. Please enter NA if your community reported no buildings initiatives ongoing, completed or in-progress for 2023.

NA

Question 11: Please indicate all climate initiatives your local government or Nation had in-progress, ongoing or completed in the 2023 calendar year related to the transportation sector. This should not be limited to what your LGCAP funding supported.

☐ Corporate

☐ Community

☒ Not applicable

Please highlight a community project(s) that was in-progress or completed in the 2023 calendar year related to transportation. Please enter NA if your community reported no transportation initiatives ongoing, completed or in-progress for 2023.

NA

Question 12: Please indicate all climate initiatives your local government or Nation had in-progress, ongoing or completed in the 2023 calendar year related to community-wide and corporate action. This should not be limited to what your LGCAP funding supported.

☐ Corporate

☐ Community

☒ Not applicable

Please highlight a community project(s) that was in-progress, ongoing or completed in the 2023 calendar year related to community-wide or corporate action. Please enter NA if your community reported no community-wide or corporate initiatives ongoing, completed or in-progress for 2023.

NA

Provincial Policy Alignment - Resilience and Adaptation

The goal of climate adaptation is to reduce risk and vulnerability associated with climate change impacts. To manage climate impacts, local governments and Nations are integrating climate adaptation principles into decisions and everyday activities.

One requirement of this Program is that you must report on at least one or more project(s) linked to one or more objectives from the CleanBC Roadmap to 2030 and/or the Climate Preparedness and Adaptation Strategy (CPAS) in Questions 10-13. If your community reports one initiative related to one sector you have satisfied this requirement, but please select all that apply for Questions 10-13.

Question 13: Please indicate all initiatives your local government or Nation had completed, ongoing or in-progress in the 2023 calendar year to adapt to and build resilience to climate impacts. This should not be limited to what your LGCAP funding supported.

☐ Corporate

☐ Community

☒ Not applicable

Please highlight one or more climate adaptation project(s) that were completed, ongoing or in-progress in the 2023 calendar year to reduce risk and increase resilience. Please enter NA if your community reported no community-wide or corporate initiatives ongoing, completed or in-progress for 2023.

Please note that highlights for resilience actions may be shared with the Ministry of Emergency Management and Climate Readiness (EMCR) for them to use on ClimateReadyBC as part of their work on sharing info on climate resilience in BC. EMCR may follow up for more details if needed.

NA

Question 14 a): Has a climate risk and vulnerability or similar assessment been undertaken for your local government or Nation?

Please select all that apply. In the textbox, please provide the link to the public assessment if available.

☐ Yes at the community level

☐ Yes at the asset or project level

☒ No

If not, please select one or more options from the list.

☐ No, but we are currently undertaking one and it will be complete in the next two years.

☒ No, we are not intending to undertake due to lack of financial capacity.

☒ No, we are not intending to undertake due to lack of staff and technical capacity.

☐ No, we are waiting for direction from the Provincial Government before undertaking an assessment.

Question 14 b): Are you integrating climate risk into asset management, budgeting and climate action plans?

☐ Yes, in asset management

☐ Yes, in budgeting

☐ Yes, in climate action plans

☒ No

Question 15: What are the most significant climate hazards and impacts faced by your jurisdiction and what is the timeframe of their expected impact on your community? For each selection, please indicate if the timeframe of their expected impact is short, medium, long or not sure. (short [current/by 2025]; medium [2026-2050]; long [beyond 2050])

☒ Extreme heat and heat stress

short

☒ Extreme cold, snow and ice

long

☒ Water shortages

long

☒ Wildfire

short

☒ Wildfire smoke

short

☒ Overland flooding

medium

☒ Coastal flooding, storm surge events and/or other coastal hazards

NA

☒ Wind, rain, and other storm events

long

☒ Ecological impacts (examples of ecological impacts include biodiversity loss and erosion)

long

☒ Cultural impacts (examples of cultural impacts include threats to identities, languages, and livelihoods)

long

☒ Human health impacts

medium

☒ Power outages

medium

☐ Not applicable/no hazards

☐ Not sure

☐ Other

Question 16: What information do you need to know to be able to plan effectively for the future of your community, with respect to the hazards and impacts identified in Question 15? Please select one or more of what you consider the most valuable types of information for planning.

☐ Local knowledge

☐ Localized climate modelling and projected scenarios

☒ Assessment of potential community impacts

☒ Assessment of community vulnerabilities

☐ Risk assessment of hazards

☐ Mapping of climate change impacts and hazards

☐ Demographic information

☐ Projected development

☐ Adaptation planning information

☒ Technical expertise to implement solutions

☐ Community/stakeholder engagement and support

☐ Information on partnership opportunities

☐ Examples of actions taken by other communities

☐ Not sure

☒ Other

financial capacity funds

Question 17: Based on the hazards and impacts you indicated as most significant in Question 15, which groups are most vulnerable to the impacts of those climate hazards and impacts?

☒ Low-income households

☐ Indigenous Peoples

☐ Racialized communities

☐ Newcomers to Canada (immigrants and refugees)

☒ People experiencing homelessness

☒ Seniors

☐ Women and girls

☒ Persons with disabilities

☐ LGBTQIA2S+: Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, Asexual, Two-Spirit, and additional sexual orientations and gender identities

☒ People living alone/isolated

☐ Not sure

☐ Other

Question 18: Of the hazards and impacts identified in Question 15, please specify the associated adaptation measures completed or in-progress in the 2023 calendar year, if any.

If entering a hazard under "Other", please also write the hazard in the "Adaption measure" textbox.

Hazard	Adaptation measure
Extreme heat and heat stress	completed (cooling centers and pool)

Extreme cold, snow and ice	completed (heating centers)
Water shortages	in-progress
Wildfire	in-progress
Wildfire smoke	in-progress
Overland flooding	in-progress
Coastal flooding, storm surge events and/or other coastal hazards	
Wind, rain, and other storm events	
Ecological impacts	
Human health impacts	
Cultural impacts	
Power outages	in-progress
Other	

Equity

Taking an equity-informed approach to climate action is about enhancing climate resilience for everyone in B.C., regardless of where and how they live and requires a just approach that integrates equity considerations into climate planning and adaptation responses.

Question 19: How does your local government or Nation ensure equitable access to and distribution of climate action opportunities and benefits?

Please select all that apply.

- ☐ By collecting and analyzing disaggregated and/or spatial data on the impacts of climate policy and change.
- ☐ By engaging with equity seeking groups/frontline communities most impacted by climate policy and change.
- ☐ By designing and implementing climate actions that remove barriers to participation in planning and programs faced by equity seeking groups/frontline communities most impacted by climate change.
- ☒ There are no specific measures in place to ensure equitable access to and distribution of opportunities and benefits.
- ☐ Not sure how to integrate equity into our climate action work.
- ☐ Not sure if equity is being integrated into our climate action work.

LGCAP Year 2 Funding

The Program must be able to demonstrate the impact this funding has on greenhouse gas emissions reductions and resilience and adaptation in B.C. To substantiate the Program, we must develop a baseline understanding of where local governments and Nations are at with respect to climate action and track progress over time.

Please do your best to specify how much of your LGCAP funds was invested for each initiative undertaken without double counting.

Question 20: What did/will your local government or Nation spend its LGCAP funding on for year two of the Program (2023)? Please select all that apply and indicate the total dollar value associated with each initiative. For LGCAP 2023 funding, The Corporation of the City of Greenwood received 45082. Please ensure the amount(s) entered for Question 20 equal this amount in total.

☐ Corporate

☐ Community

☒ Funds on hold

45082.00

Funds on hold - How will funds be allocated?

☐ Please indicate the project(s) funds have been allocated to.

☒ No decision has been made.

Please highlight the initiative(s) your local government or Nation's LGCAP year two funding will support.

A program will be decided in the fiscal 2024 (September or October) for year one and year two funds.

Question 21 a): How much additional funding for climate action were you able to invest by leveraging your LGCAP funds? This could include matching grants as well as private investment.

Format: no dollar sign and up to two decimal places

0.00

Question 21 b): Please list the funding programs leveraged and associated funders (i.e. Investing in Canada Infrastructure Program, Canada/Province).
Please enter "NA" if no funds were leveraged.

NA

Question 22: What is your internal decision criteria for spending LGCAP dollars?

Staff recommendation supported by a Mayor and Council resolution.

Question 23: Does your local government or Nation use a formal framework to apply a climate lens on infrastructure planning and decision-making?
This could include the Provincial preliminary GHG assessment guidance, the Federal climate lens guidance, or another climate lens framework.

☐ Yes

☒ No

Question 24: What is the value in the Program's continuity for your community?
Optional

There is a high value to the City of Greenwood, being a small municipality with limited resources (human and financial), these monies will enable us to complete climate impact projects that are heavily needed.

Please note on posting the survey publicly:

All information from required questions must be included.
Optional questions and responses can be omitted.

The Province will use the information for internal purposes only.

When posting the survey publicly, the design / format of the form can be changed.

Local Government Climate Action Program Attestation Form

Instructions for the Attestor (CFO or equivalent staff person):
Complete and sign this form by filling in the fields below.

I, the Chief Financial Officer, or equivalent position, attest to the following:

That Local Government Climate Action Program funding has been, or will be, allocated to climate action.
That Local Government Climate Action Program funds for years 1 and 2 received in 2022 and 2023 will be spent by March 31, 2025.
That Local Government Climate Action Program funds for years 3-5 received in 2024 will be spent by March 31, 2028.
That a completed and signed version of this form and survey contents will be publicly posted by September 30, 2024.

Attested by (first name, last name)

Dean Trumbley

Professional title

Chief Administrative Officer

Local government or Modern Treaty Nation

Local Government - City of Greenwood

Date

2024-07-10

Attestor signature

Please note: We did hear feedback to allow for file upload e-signatures and have looked into this. Unfortunately, uploaded files do not appear on the final report. If you require a redo for the digitally-drawn signature, please click the trash can. If that doesn't work, please submit your survey then contact us at LGCAP@gov.bc.ca.

Signature captured

2024-07-10 15:40:00 Pacific Daylight Time



July 25, 2024

Re: *Greenwood 160335*

Brooke McCourt
Corporate Officer
City of Greenwood
202 S. Government Ave
Greenwood BC V0H 1J0
Email: corporate@greenwoodcity.ca

Dear Brooke McCourt:

Thank you for your application for an extension to the small-scale multi-unit housing (SSMUH) zoning bylaw requirements pursuant to Section 786 of the *Local Government Act* ("Act"), sent to the Province on February 28, 2024.

I have considered the application in accordance with the legislation. The extension requested for the purpose of infrastructure upgrades is granted with an extension date that aligns with the infrastructure upgrade completion date that has been provided. The request for extension on the basis of staffing shortage is refused, as staffing challenges are an issue common to many local governments, and not deemed extraordinary.

You must adopt a zoning bylaw that complies with Section 481.3 of the Act in relation to the areas for which an extension has been granted by March 31, 2028.

Thank you.

Sincerely,

Ravi Kahlon
Minister of Housing

cc: frontdesk@greenwood.ca

Brooke McCourt

From: Clint Huisman
Sent: July 25, 2024 10:12 AM
To: CJ Rhodes
Cc: Corporate; John Bolt; Jessica McLean; Gerry Shaw; CAO
Subject: Re: City of Greenwood - Asphalt Repairs within the City

I am in favour of this resolution

Clinton Huisman
Greenwood City Councillor



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On Jul 24, 2024, at 2:00 PM, CJ Rhodes <cj.rhodes@greenwoodcity.ca> wrote:

I am in favor of this resolution.

CJ Rhodes
Councillor
City of Greenwood
202 S Government Ave.
P.O. Box 129
Greenwood, B.C.
Email: cj.rhodes@greenwoodcity.ca
Cell: 250-498-9686

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Brooke McCourt

From: Jessica McLean
Sent: July 24, 2024 12:31 PM
To: Corporate; John Bolt; CJ Rhodes; Clint Huisman; Gerry Shaw
Cc: CAO
Subject: Re: City of Greenwood - Asphalt Repairs within the City.

Hi CO McCourt,

I approve the following motion *"THAT Council approve Rockrose Landscaping to come in and do the asphalt repairs the City is in need of as per the quote submitted from Rockrose Landscape & Supply on July 23, 2024"*

It would be great if we could fix parts of Strathmore in the future, might be a bigger job but driving on Strathmore feels like a rollercoaster.

Thank you for looking into this!

Jessica McLean
City Councillor
Greenwood B.C. V0H 1J0
Jessica.mclean@greenwoodcity.ca
250-300-8931



From: Corporate <corporate@greenwoodcity.ca>
Sent: Wednesday, July 24, 2024 11:54:38 AM
To: John Bolt <john.bolt@greenwoodcity.ca>; CJ Rhodes <cj.rhodes@greenwoodcity.ca>; Clint Huisman <clint.huisman@greenwoodcity.ca>; Jessica McLean <jessica.mclean@greenwoodcity.ca>; Gerry Shaw <gerry.shaw@greenwoodcity.ca>
Cc: CAO <cao@greenwoodcity.ca>
Subject: City of Greenwood - Asphalt Repairs within the City.

Good morning Mayor and Council,

The City of Greenwood's Public Works Foreman, Erich has addressed some problem spots within the City that need repair, some spots have needed the repairs for a couple years now. He has gone ahead and reached out to the gentleman out of Midway as over the past two years the City has been trying to reach out to companies to get quote on Asphalt repairs but unfortunately none of the companies want to travel to Greenwood and do a smaller project like repairs, the companies truck the asphalt in from either Penticton or Kelowna and are looking for bigger projects out here to make it worth coming out to Greenwood.

Erich got a quote from the Gentleman from Rockrose out of Midway, BC for the Asphalt repairs the City is in need of, I have attached the quote for Mayor and Council to review. Rockrose is quite busy for the summer season and can only fit the City's repairs in starting next **Wednesday July 31, 2024.**

With the start date of the project being before the next Regular Council Meeting, I have spoken to CAO Trumbley, to grant access to send an email out to Mayor and Council to see if I can get an email resolution vote for the following resolution:

"THAT Council approve Rockrose Landscaping to come in and do the asphalt repairs the City is in need of as per the quote submitted from Rockrose Landscape & Supply on July 23, 2024"

My apologies for the short notice, the City has tried numerous times to get quotes for asphalt repairs from surrounding companies, but all seem to have never responded or responded that Greenwood is too far for a small project. The City is very hopeful that Mayor and Council approves and that the repairs can commence before the summer season ends.

NOTE: You will see on the quote the section of road in front of Bobs Auction House on Providence is **NOT** on the quote, due to this section of road need to be built up to avoid the access water sitting and then the asphalt repair can begin. I am currently working with Erich and various companies to get a quote for this section's full scope of work.

Thank you very much and please reach out with any questions or concerns!

Sincerely,

Brooke McCourt

Corporate Officer

The City of Greenwood

202 S Government Ave.

PO Box 129

Greenwood, BC V0H 1J0



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Brooke McCourt

From: John Bolt
Sent: July 24, 2024 1:30 PM
To: Corporate
Cc: CJ Rhodes; Clint Huisman; Jessica McLean; Gerry Shaw; CAO
Subject: Re: City of Greenwood - Asphalt Repairs within the City.

I will second the motion

Thanks

Mayor John Bolt

City of Greenwood

250-449-8595

john.bolt@greenwoodcity.ca

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On Jul 24, 2024, at 11:54 AM, Corporate <corporate@greenwoodcity.ca> wrote:

Good morning Mayor and Council,

The City of Greenwood's Public Works Foreman, Erich has addressed some problem spots within the City that need repair, some spots have needed the repairs for a couple years now. He has gone ahead and reached out to the gentleman out of Midway as over the past two years the City has been trying to reach out to companies to get quote on Asphalt repairs but unfortunately none of the companies want to travel to Greenwood and do a smaller project like repairs, the companies truck the asphalt in from either Penticton or Kelowna and are looking for bigger projects out here to make it worth coming out to Greenwood.

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Thank you very much and please reach out with any questions or concerns!

Sincerely,

Brooke McCourt

Corporate Officer

The City of Greenwood

202 S Government Ave.

PO Box 129

Greenwood, BC V0H 1J0

<image003.png>

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<24040 Greenwood.pdf>



Grand Forks
 Box 2949, 1647 Central Ave
 Grand Forks, BC V0H 1H0
 Ph: (250) 442-2722
 Fax: (250) 442-5311
 Web: www.boundarycf.com

July 4, 2024

Re: Boundary Diversification Plan

Dear Boundary Services Committee,

On behalf of the Village of Midway and Community Futures Boundary we are pleased to present the Boundary Services Committee with the Boundary Diversification plan in its entirety.

On June 17th, 2024 the Village of Midway voted to release this plan to the Boundary Services Committee and asked that Community Futures Boundary present it.

On behalf of the Village of Midway, we are here today to ask the Boundary Services Committee to support this plan in moving forward to implementation. The Province of BC (JEDI) has also expressed their desire to see the plan land at a regional level so that key initiatives can be identified.

Both parties have asked that we discuss with Regional District staff the potential to identify and align priorities in the plan so that an approach for securing funding for implementation through the REDIP (Rural Economic Diversification and Infrastructure Program) can be developed.

Thank you for your consideration.

Sincerely,

Jennifer Wetmore
 General Manager

Sarah Dinsdale
 Community Economic Development

Cc: Lisa Taggerty, CAO Village of Midway

Enclosures: Boundary Economic Diversification Plan
 Operations Plan

Boundary Diversification Plan – **Operational Plan** **STRONGER TOGETHER!**

Village of Midway and the Boundary Region
February 2024



Presented by:



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Created by: Lochaven Consulting

Lead by: The Village of Midway

Supported by: British Columbia Government - Ministry of Jobs, Economic Recovery

Project Manager: Community Futures – Boundary

Special Advisory: Boundary Advisory Committee

February 2024

1.0 Introduction

The following operational plan is a companion piece to the Boundary Economic Diversification Plan – Stronger Together! It presents an array of individual actions for each strategic priority laid out in the previous plan. Certainly, this agglomeration does not include every possible action that could be pursued; however it does provide the activities perceived to have the highest potential in providing value to the Boundary Region given its current context. New ideas, new suggestions, and/or alterations in actions will undoubtedly occur over time. Quite simply the effort to address and/or manage the diversification effort in the Boundary Region requires flexibility in approach and action.

Before reviewing the action plans the reader is advised that while an initial lead organization (Boundary Diversification Team) and selected partners are indicated, this may change as progress proceeds or as circumstances change. Additionally, the budget estimates are approximations only. Each action may be conducted or approached in a variety of ways which affects timelines, budgets, and required resources.

It would be a mistake to develop new actions without considering the existing and planned programs/services and efforts by organizations and individuals within the community. Therefore, it is being suggested that Boundary Diversification Team efforts first and foremost: support existing programs/services; and secondly: support planned programs/services; and lastly: include the development of new programs/services.

2.0 Getting Organized

Before embarking on any economic diversification journey, it's essential to chart a course and commit to an organized approach. The initial steps of preparation and coordination are paramount to success. Here, we establish the foundation upon which diversification in the Boundary will thrive; a Communication and Change Management Plan. From defining roles and responsibilities to allocating resources and mitigating risks, this section lays the groundwork for efficient and collaborative implementation. By ensuring clarity, alignment, and readiness, the Boundary will set themselves up for a smooth transition towards desired outcomes. Preparation today will pave the way for a brighter tomorrow.

2.1 Leading through Change

While having a diversification plan for the local economy is crucial, merely having the plan does not guarantee implementation. This is especially true for a community that is currently experiencing economic transition. While many focus on capturing opportunities, it needs to be respected that there is often a gap between desiring these outcomes and not doing the necessary actions to achieve them. For this reason, a change management plan needs to be put in place early to ensure there is a foundation to move forward as plans become goals, objectives, and actions. While planning is one part of the exercise; implementation is the essential other. This change management plan seeks to bridge these two aspects.

Diversification is fundamentally about change. A change management process is essential to ensure that community leaders, municipal officials, staff, and the community itself accept and embrace the transition process. The process of change management proposed encompasses the seven (7) essential steps which are described below. Additionally, recommended actions are provided to achieve these steps.

Step 1: Establish a Sense of Urgency

Change does not occur without the sense of a need to change. The Village of Midway and the Boundary Region have varying degrees of urgency. In order to create an appropriate sense of urgency, transition leaders need to motivate stakeholders and citizens to become part of something significant, something different, something desirable, and something reasonable. This process can be accomplished by educating and communicating with stakeholders on the broad array of socio-economic reasons and forces that are driving the need for change, informing individual citizens and stakeholders that planning for successful change has taken place or is underway, and confirming how success is defined.

Recommendation Action(s):

1. **Develop a Communication Plan.** To instill and sustain the required sense of urgency, the Boundary Diversification Team (overseeing transition) must make special efforts to include and inspire stakeholders and citizens to embrace the transition vision. This entails educating and engaging stakeholders on the diverse socio-economic factors propelling the imperative for change, ensuring that individual citizens and stakeholders are aware of ongoing or impending change initiatives, and clarifying the benchmarks for success. All of this can be strategically approached by developing a communication plan.

Communication plays a crucial role in change management for several reasons:

- **Creating Awareness:** Effective communication helps in creating awareness among stakeholders about the need for change, its rationale, and the desired outcomes. This awareness is essential for gaining buy-in and support from those affected by the change.

- **Building Understanding:** Communication provides a platform for explaining the details of the change, including its objectives, timeline, and potential impacts on individuals and the organization as a whole. Clear communication helps in building understanding and reducing resistance to change.
- **Managing Expectations:** Change often brings uncertainty and anxiety among stakeholders. Regular and transparent communication helps in managing expectations by providing updates, addressing concerns, and offering reassurance throughout the change process.
- **Gaining Buy-in and Commitment:** Open and honest communication fosters trust and credibility with stakeholders, which is essential for gaining their buy-in and commitment to the change initiative. When stakeholders feel informed and involved, they are more likely to support the change and actively participate in its implementation.
- **Facilitating Feedback and Adaptation:** Communication channels provide opportunities for stakeholders to provide feedback, ask questions, and express their concerns. This feedback is valuable for identifying potential issues, adjusting plans as needed, and ensuring that the change initiative remains aligned with the organization's goals and objectives.
- **Building a Change-Supportive Culture:** Continuous communication about the change reinforces its importance and signals leadership's commitment to its success. Over time, effective communication helps in building a change-supportive culture where openness, adaptability, and collaboration are valued.
- In essence, communication is the cornerstone of successful change management as it facilitates understanding, engagement, and collaboration among stakeholders, ultimately leading to the successful implementation of change initiatives.

Step 2: Form a Powerful Guiding Coalition

It is critical to the success of the diversification effort that the Village of Midway and the Boundary Region build a strong and powerful coalition of leaders, stakeholders, and other interested and affected individuals and enterprises. It is important that this group or transition team include leaders and key stakeholders sufficient to provide enough power (by position, connections, expertise, and/or financial clout) to lead the effort and leverage resources, energy, and commitments. To be effective, the team needs to work as just that, a team.

Recommendation Action(s):

1. Establish the Collective Impact Model through the Boundary Advisory Committee – The Boundary Diversification Team.
2. Clearly define the roles and responsibilities of coalition members and establish regular communication channels for coordination.
3. Adopt the Boundary Economic Diversification Plan as a guiding strategic plan.

4. Communicate to the public that the Boundary Diversification Team will be taking on the diversification effort in order to strengthen strategic partnerships, enhance resources, and create regional buy-in.

Step 3: Reinforce the Vision of Change

Change is a function of the ability to reinforce and foster broader community awareness of the region's vision of itself in the future. This vision helps clarify the direction in which the municipality needs to move. Greater awareness of the vision sparks motivation, helps ensure all projects and changes are aligned, provides a filter to evaluate how the region is doing, and offers a rationale for the changes the community must weather together.

Recommendation Action(s):

1. Implement the Communication Plan created in Step 1.
 - Utilize the existing communication pieces (infographic, pamphlets, and presentations) to share the vision statement that articulates the desired future state and the benefits of the proposed changes.
 - Communicate the vision consistently through various channels.

Step 4: Empower Others to Act on the Vision

Diversification is a regional effort that requires multiple organizations, disciplines, and stakeholders to align resources and act together for the greater good. This cannot be achieved if they are not empowered to act. Given the vision for the future of the community, it is now important to intentionally empower key players across the Boundary Region.

Recommendation Action(s):

1. Remove as many objections as possible that stand in the way of change (i.e., politics, rules and regulations, policy hurdles, lack of adequate resources or skills, lack of broad-based commitment or buy-in, etc.).
2. Redesign processes and structures to support the change initiative.
3. Encourage stakeholders and members of the transition team to take risks and become innovators. Transition leaders need to recognize that the community may buy in and get motivated but without top level support, the required resources, adequate tools, and encouragement for thinking outside the box, the effort to change will not succeed.

Step 5: Plan For and Create Short-Term Wins

Diversification requires an extended period (often 7-10 years), which makes it critical that transition leaders implement strategies to ensure momentum is maintained. Planning and ensuring that the diversification produces short-term wins helps maintain the sense of urgency. Short-term successes need to be visible and celebrated.

Recommendation Action(s):

1. Break down the change initiative into smaller, achievable goals and milestones to create short term wins.
2. Celebrate and communicate early successes and achievements to build momentum.
3. Share success stories and recognize individuals and teams who have contributed to achieving wins.

Step 6: Consolidate Improvements and Maintain Momentum

Rather than having multiple isolated successes across the Boundary Region, transition accomplishments and gains need to be consolidated. This will ensure that individuals remain committed and motivated while having a clear sense and narrative of “the Region is winning the battle”.

Recommendation Action(s):

1. Assess the effectiveness of implemented changes and identify areas for further improvement.
2. Continuously communicate progress updates and milestones to keep stakeholders engaged and motivated.
3. Address any resistance or barriers that may impede the progress of change initiatives promptly and effectively.

Step 7: Institutionalize the Diversification Effort

It is important to ensure that strategies exist to institutionalize the diversification effort and create a new local economic development paradigm that will make the change sustainable.

Recommendation Action(s):

1. Articulate and communicate the connection between the new strategies, actions, activities, and diversification success.
2. Ensure there is a process of ongoing leadership development and succession.
3. Provide ongoing training and support to employees to reinforce new behaviours and practices.
4. Establish mechanisms for monitoring and measuring the long-term impact of the diversification effort and making adjustments as needed.

3.0 Tactical Work Plans

The action plans presented here are specifically designed to support the community's efforts in achieving their goals. These plans were developed in consultation with Boundary Region and reflect the inputs, interests, and priorities of various stakeholders. It is important to note that while some goals may overlap and be interdependent, these action plans will impact other goals.

The following pages outline individual action plans that detail the necessary activities, budgets, resources, and time frames needed to propel the region at large towards a more balanced, vibrant, and sustainable economy. It is important to remember that not all potential actions are listed here; new ideas and suggestions may arise over time, requiring flexibility in approach and action in economic development efforts.

3.1 Tactical Critical Path

Before the workplans are presented a priority list is provided outlining a suggested critical path for the order in which these tactics are performed. Again, this should be adapted taking into consideration fluid contextual elements and continually shifting factors.

Strategic Priorities	Focus	Tactic	Immediate Actions		Short Term Actions		Long Term Actions	
			0-6 months	7-12 months	1-1.5 years	1.5-2 years	2-2.5 years	2.5 - 3 years
Ensure we Have the Capacity to Succeed	NA	Adopt Diversification Plan	●					
		Establish an Organizing Group - Boundary Diversification Team	●					
		Support Training on Transitional Elements		●				
		Implement Shared CRM Tool			●			
		Commitment to wrap around services.		●				
		Implement communication and change management plan.		●				
Focusing Efforts on the Mitigation	Impact Worker	Create workforce task force	●					
		Map out employment opportunities throughout the Region		●				
		Develop programs and services needed.		●				
	Impacted Business	Provide a concierge program for all impacted businesses	●					
		Establish business triage program (1-on-1 support)		●				
		Create a "transitioning your business" seminar series		●				
	Social Resiliency	Create a peer-to-peer support program for businesses.		●				
		Organize a social services provider task force.	●					
Succeeding through Capturing Opportunities as they Emerge	Entrepreneurial Development	Develop social program response plan and programs		●				
		Explore local peer-to-peer investing and financing.			●			
		Regional-wide entrepreneurship workshops		●				
		Offer continual group-based entrepreneurship support.			●			
		Enhance youth entrepreneurship via seminars in schools.			●			
	Business Retention and Expansion	Create a concierge of available programming.	●					
		Establish business support programming (one-on-one support).		●				
		Create a program for peer-to-peer mentorship.		●				
		Conduct annual business walks.		●				
		Host a business seminar series for existing businesses.			●			
		Facilitate procurement for local businesses.			●			
		Create a succession readiness program			●			
		Celebrate local businesses.		●				
	Inbound Investment and Business Attraction	Establish an inbound promotional office		●				
		Develop an employment land and building inventory.		●				
		Prepare shovel-ready business plans.				●		
		Establish an investment opportunity cooperative.				●		
		Support tourism area development and promotions.					●	
	Citizen Attraction	Work collaboratively to promote the region for citizen attraction.		●				
		Ensure newcomers are integrated into the local business community.		●				
		Promote ongoing business support for the retention of newcomers (investors/entrepreneurs).		●				
		Ensure region has an appropriate housing inventory.			●			

3.2 Strategic Priorities, Tactics, and Workplans

Strategic Priority #1 – Succeeding Through - Ensure we have the Capacity to Succeed

Description: While it is critical that regions who wish to successfully diversify their local economies have a bias for action and actively work towards success, it is important to prioritize setting up the diversification effort in a way that ensures there are local capacities to not only implement the plan but also adapt to the dynamic conditions the region will face in coming years. To achieve this, the Village of Midway and the Boundary Region propose positioning themselves properly by building strong foundations that will support the longer-term diversification process. This initial effort will need to happen quickly, within the first six months, and will involve capacity-building, communication, and partnership and alliance building activities that will start early and continue throughout.

Proposed Tactics:

1. Adopt the Diversification Plan - Stronger Together (Across the entire Region)
2. Establish an organizing group to lead the efforts - Boundary Action Team
 - Sustainably fund a Backbone Organization
 - Define local resources (i.e., financial and human)
 - Track, measure, and celebrate community successes
3. Support training on transitional elements (i.e., economic development, change management, etc.).
4. Implement shared client relationship management tool.
5. Commitment to wrap around services.
6. Implement communication and change management plan.

Strategic Priority: Ensure we have the Capacity to Succeed			Priority: Immediate (0-6 months)
Tactic: Adopt the Diversification Plan – Stronger Together (Across the Entire Region)			LEVEL OF RISK MEDIUM
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. While individual agencies may take on individual tactics, long-term regional impact requires the adoption of the plan by a regional team through a Collective Impact Model (addressed in the next tactic). 2. Requires a long-term commitment of time, energy, and resources. 3. Organizations will have to align interests and make some changes to their operations. 4. Requires communitywide support and buy-in across disciplines, organizations, and stakeholder groups. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Unifies a regional approach to economic development and diversification across a diverse Boundary Region. 2. Provides a variety of initiatives/scenarios for economic development that will yield positive results. 3. Maximizes resource effectiveness and efficiency by focusing and unifying development efforts. 			
Actions Required			
<ul style="list-style-type: none"> • Village of Midway and the Boundary Advisory Committee adopts plan. • Village of Midway, Boundary Advisory Committee, and other organizations communicate highlights of the plan within the region using pamphlet and infographic. Engage local media outlets and use local websites, newsletters etc. • Once adopted, emphasize the initial actions to be taken and subsequently report on initiatives undertaken and progress to date. • Celebrate wins – As activities are started and accomplished announce and celebrate the successes. Make this a regular occurrence. • Continually review the plan; progress achieved; the list and scope of proposed activities; and revise/add new initiatives/new directions. 			Champion Village of Midway Boundary Diversification Team Partners Political Groups Economic Development Organizations Business Support Organizations Social Support Organizations
Budget: \$0.00	Year 1: \$0.00	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority: Ensure we have the Capacity to Succeed			Priority: Immediate (0-6 months)	
Tactic : Establish an organizing group to lead the efforts - Boundary Diversification Team - <ul style="list-style-type: none">Sustainably fund a Backbone Organization; Define local resources (i.e., financial and human); Track, measure, and celebrate community successes.			LEVEL OF RISK MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none">Financial and human implementation resources need to be defined to maximize ability to implement activities.Alignment of stakeholder goals and interests needs to be prioritized and consistently revisited.Changes and shifts will occur due to stakeholder commitment and external influencers.				
Expected Results (Why we are doing it?) <ol style="list-style-type: none">Unifies a regional approach to economic development and diversification across a diverse Boundary Region.Sets the region apart as one that works together during difficult times.Maximizes resource effectiveness and efficiency by focusing and unifying development efforts.May spur the creation of further strategic partnerships.				
Actions Required			Champion	Partners
<ul style="list-style-type: none">Identify and appoint a backbone organization.Attain sustainable funding for the backbone organization to handle administrative duties (0.5 FTE).Identify key stakeholders from Boundary Advisory Committee and select Boundary Diversification Team members.Define roles and responsibilities within the Boundary Diversification Team (i.e., identify leaders and champions)Establish and schedule communication channels (i.e., regular meetings, email lists, collaboration tools)Define local resources (i.e., financial, human, time)Build capacities around the Collective Impact Model (i.e. How does it work? How do actions get completed?)Celebrate wins – As activities are started and accomplished announce and celebrate the successes. Make this a regular occurrence.Continually review the plan; progress achieved; the list and scope of proposed activities; and revise/add new initiatives/new directions.			Boundary Diversification Team	Economic Development Organizations Business Support Organizations Social Support Organizations
Budget: \$40,000	Year 1: \$40,000	Year 2: \$0	Year 3: \$0	

Strategic Priority: Ensure we have the Capacity to Succeed			Priority: Immediate (7-12 Months)	
Tactic : Support training on transitional elements (i.e., economic development, change management, etc.).			LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <div><div>1.</div><div>Training related to economic diversification should be highly specific and specialized. Ensure that training is relevant and customized to the topic as well as the Boundary Region.</div><div>2.</div><div>Trainer quality should be prioritized to ensure maximum value is received by participants.</div><div>3.</div><div>Training should be provided to participants who show a commitment to the Boundary Region. Ensure training goes to those who will invest their time back into the region.</div></div>				
Expected Results (Why we are doing it?) <div><div>1.</div><div>Enhanced capacity and skills to implement economic development initiatives in the Village of Midway and the Boundary Region.</div><div>2.</div><div>Improved performance of the Boundary Diversification Team as well as individual organizations.</div><div>3.</div><div>Knowledge and capacity building contribute to the long-term sustainability of economic development organizations and initiatives, building a foundation for continued growth and progress.</div></div>				
Actions Required			Champion	Partners
<div><div>•</div><div>Create Action Team</div><div>•</div><div>Identify personnel who are willing and/or needed to be trained to implement programming and identify their specific training needs.</div><div>•</div><div>Secure resources to provide this training/capacity building.</div><div>•</div><div>Select training providers or facilitators.</div><div>•</div><div>Coordinate and deliver training.</div><div>•</div><div>Evaluate training effectiveness and address gaps/inadequacies.</div><div>•</div><div>Provide ongoing training as the need arises</div></div>			<div>Boundary Diversification Team</div>	<div>Economic Development Organizations</div> <div>Business Support Organizations</div>
Budget: \$20,000	Year 1: \$10,000	Year 2: \$5,000	Year 3: \$5,000	

Strategic Priority: Ensure we have the Capacity to Succeed			Priority: Short-Term (12-18 Months)	
Tactic : Implement shared client relationship management (CRM) tool.			LEVEL OF RISK MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <div><div>1.</div><div>Address potential organizational resistance to adopting CRM by promoting buy-in through early engagement, an assessment of needs, and providing onboarding to key personnel.</div></div> <div><div>2.</div><div>Ensure compliance with data security and privacy regulations to protect sensitive client information. It will be required for the client to sign a release for their information to be shared on the CRM.</div></div> <div><div>3.</div><div>Technological and human capacity will need to be considered and addressed consistently.</div></div>				
Expected Results (Why we are doing it?) <div><div>1.</div><div>Improved client relationship management by effectively referring individuals between organizations based on their needs.</div></div> <div><div>2.</div><div>Enhanced efficiency in providing programs and services to clients.</div></div> <div><div>3.</div><div>Increased collaboration and coordination between organizations.</div></div>				
Actions Required			Champion	Partners
<div><div>•</div><div>Create an Action Team</div></div> <div><div>•</div><div>Engage service organizations across the regions to identify:<div><div>○</div><div>Requirements of a CRM tool</div></div><div><div>○</div><div>Number of organizations interested in using a CRM tool (budget set for 50 users)</div></div><div><div>○</div><div>Their potential constraints such as budget, human capacity, and technological capacity.</div></div></div></div> <div><div>•</div><div>Research CRM solutions and identify aspects such as:<div><div>○</div><div>Cost, Number of Users, Ease of Use, Training Needs, Integration Capabilities, and other criteria deemed important.</div></div></div></div> <div><div>•</div><div>Select the most appropriate CRM solution based on the needs defined.</div></div> <div><div>•</div><div>Onboard key personnel to the CRM before launching and rolling out the program.</div></div> <div><div>•</div><div>Choose one individual or a small team to receive extra training and be able to support the regional organizational partners with their ongoing challenges, training, and troubleshooting.</div></div> <div><div>•</div><div>Monitor and evaluate performance of the CRM and members use of the software.</div></div>			<div>Boundary Diversification Team</div>	<div>Economic Development, Business, Social Service Providers</div>
Budget: \$50,000	Year 1: \$30,000	Year 2: \$10,000	Year 3: \$10,000	

13 Boundary Diversification Plan – **Operational Plan**
Stronger Together!

Strategic Priority: Ensure we have the Capacity to Succeed			Priority: Immediate (7-12 months)	
Tactic : Implement communication and change management plan.			LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <div><div>1. Sufficient resources are necessary to successfully implement communication and change management.</div><div>2. Determine optimal timing and sequencing of communication activities to coincide with key milestones.</div><div>3. Communication and change management require more than just implementing new processes or systems—it requires a shift in behaviors, attitudes, and regional culture.</div></div>				
Expected Results (Why we are doing it?) <div><div>1. Effective communication of Boundary Diversification Plan, the path forward, successes, and activities will build momentum behind the diversification effort across the region.</div><div>2. Resistance to change will be minimized using effective communication and change management.</div><div>3. Key messaging will be consistent across the region.</div></div>				
Actions Required			Champion	Partners
<div><div><div>• Create an Action Team</div><div>• Adopt communication and change management plan contained in “Boundary Diversification Plan – Operations”.</div><div>• Flush out communications plan with:<div><div>○ Objectives; Key Stakeholders; Key Messages; Communication Channels; Communication Tactics; Implementation Roles and Responsibilities; Budget; Timeline; Key Performance Indicators</div></div></div><div>• Execute change management plan activities while simultaneously implementing the communications plan.<div><div>○ The change management plan includes: Establish a sense of urgency; Form a powerful guiding coalition; Reinforce the vision of change; Empower others to act on the vision; Plan for and create short-term wins; Consolidate improvements and maintain momentum; Institutionalize the Diversification Effort</div></div></div><div>• Monitor and evaluate progression</div></div></div>			<div>Boundary Diversification Team</div>	<div>Political Groups</div> <div>Economic Development Organizations</div> <div>Business Support Organizations</div> <div>Social Support Organizations</div>
Budget: \$20,000	Year 1: \$10,000	Year 2: \$10,000	Year 3: \$0	

Strategic Priority #2 - Focused Efforts on the Mitigation of Impacts

Description: The closure of Vaagen Fibre will have broad and deep socio-economic impacts, including direct, indirect, induced, and tertiary impacts. These impacts encompass financial, economic, and employment effects directly associated with the company, as well as those within its sphere of influence, such as job creation and maintenance in the supply chain. There will also be shifts in aggregate and local spending on various goods and services due to changes in workers and payroll. Additionally, socio-economic impacts are expected across multiple dimensions, including the local business community, real estate availability, health and wellness, community organizations and their programs, the demographic makeup of the region, education and educational services, and other socio-economic aspects of community well-being.

The mitigation priority has been categorized further into three (3) separate focal points, considering specific actions for impacted workers, impacted businesses, and the social resilience of the region.

Strategic Priority 2.1 - Impacted Worker

A central piece of any transition effort is a focus on displaced workers; supporting them to transition to new jobs and careers. Central to the effort is typically the appointment of case managers to work one-on-one with affected workers, tailoring solutions based on individual skills and needs including, but not limited to, job search support, training, and income stabilization. Partnerships with all three levels of government can often leverage sufficient resources to measurably support the effort.

Proposed Tactics:

1. Create workforce task force consisting of representation from BC Government, local governments, employment service providers, and employers.
2. Map out employment opportunities throughout the Region:
 - a. Reattachment to labour
 - i. Employment counselling
 - ii. Retooling
 - b. Self-Employment
 - c. Retirement planning
3. Develop programs and services needed.

Strategic Priority: Focused Efforts on the Mitigation of Impacts		Focus on: Impacted Worker	Priority: Immediate (0-6 months)
Tactic : Create workforce task force consisting of representation from BC Government, local governments, post-secondary institutions, employment service providers, and employers.			LEVEL OF RISK LOW-MEDIUM
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Requires effective collaboration and support from business, education, and the public sector. 2. The workforce is dynamic and has a variety of challenges that will need to be identified and addressed with expertise and effort from multiple disciplines and organizations. 3. This effort is a long-term commitment to continuous cycle of contextual analysis and action to effect change. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Enhances key stakeholder's ability to understand current workforce dynamics and their ability to address them. 2. Strengthens workforce supply for business. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create an Action Team representing government, education, and the public sector with a commitment to core principles: <ul style="list-style-type: none"> ○ Building bridges between the world of work and training providers in order to match skills provision to the needs of enterprises; ○ Continuous workplace training and lifelong learning enabling workers and enterprises to adjust to an increasingly rapid pace of change; anticipating and building competencies for future needs; ○ and, ensuring broad access to training opportunities, for women and men, and particularly for those groups facing greater difficulties, in particular youth, lower skilled workers, workers with disabilities, rural communities. • Focus initially on a single project/issue as a demonstration effort, i.e. transitioning workers • Undertake research, create a draft report (policy/programming brief) and consensus recommendations (who can do what?). Seek external support/funding to pilot actions. • Report back and celebrate successes. 		Boundary Diversification Team	BC Gov and its Related Ministries Local Government Officials WorkBC Selkirk College Key Employers
Budget: \$40,000	Year 1: \$40,000	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority: Focused Efforts on the Mitigation of Impacts		Focus on: Impacted Worker	Priority: Immediate (7-12 months)
Tactic : Map out employment services throughout the Region.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. In conducting service provider mapping, it is key to use multiple methods of research. Only using desktop research will likely yield dated and inaccurate information. 2. Many service providers may not physically be in the region but may offer their services online. Be sure to identify their programs in this initiative. 3. Ensure that the mapping exercise considers current and future services/programs. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Greater understanding of employment supports available to impacted workers and other support organizations. 2. Ability to identify and address gaps in service provider network. 3. Ability to effectively refer impacted workers to existing supports. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team • Define approach to data collection and analysis (i.e., information to collect and engagement tools needed) • Collect comprehensive inventory of employment service providers and resources, including contact information, service offerings, and targets served. Be sure to assess all organizations offering 1) Reattachment to Labour, 2) Self-Employment, and 3) Retirement Planning Services. • Validate findings with key stakeholders including service providers, employers, and job seekers. • Analyze data and highlight key findings to Boundary Diversification Team • Determine next steps 		Boundary Diversification Team	WorkBC Economic Development Organizations Government of BC and Related Ministries
Budget: \$0.00	Year 1: \$0.00	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority: Focused Efforts on the Mitigation of Impacts		Focus on: Impacted Worker	Priority: Immediate (7-12 months)
Tactic : Develop programs and services needed.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Inaccuracy of data analysis may lead to a misunderstanding of which programs and services may need to be developed. 2. Ensure resource availability, funding, staff capacity, and infrastructure is considered in the development of programs. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. The impacted worker will have programs specifically tailored to their needs. 2. Improved employment outcomes for the impacted workers. 3. Enhanced support of the local workforce. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team • Analyze findings from the previous mapping exercise to identify key trends, gaps, and opportunities in the employment services landscape. • Interpret data to inform the development of targeted programs and services that address identified needs and priorities. • Engage impacted workers through focus groups, surveys, or consultation meetings to gather input on program priorities, preferences, and requirements. • Conduct high-level needs assessment to identify specific programmatic needs and objectives based on stakeholder feedback and data analysis. • Once identified, develop program concepts and service models that align with identified needs, goals, and priorities. • Design program components, curriculum, and delivery mechanisms tailored to the target population's characteristics and preferences. • Determine pathway to implementation including resource planning and allocation; key performance indicators, and promotional efforts. 		Boundary Diversification Team	WorkBC Economic Development Organizations Government of BC and Related Ministries
Budget: \$15,000	Year 1: \$15,000	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority 2.2 - Impacted Business

Often, the unique needs of existing businesses affected by the closure of a key business are overlooked. In a region focused on attracting new opportunities, the existing businesses are often forgotten, despite their importance to ensuring the region remains healthy and attractive to both local and external entrepreneurs. It is crucial to incorporate specific Business Retention and Expansion (BRE) efforts into the plan to address this issue.

Proposed Tactics:

1. Provide a concierge program for all impacted businesses to get them the support they need.
2. Establish a business triage program (one-on-one support).
3. Create a “transitioning your business” seminar series:
 - a. Refinancing debt
 - b. Diversifying incomes
 - c. Cashflow Management
4. Create a peer-to-peer support program for businesses.

Strategic Priority: Focused Efforts on the Mitigation of Impacts		Focus on: Impacted Business	Priority: Immediate (0-6 months)
Tactic : Provide a concierge program for all impacted businesses to get them the support they need.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. One organization will be the concierge to all programs and services; their capacity is key to sustainability. 2. Data sharing and privacy will need to be considered when sharing one client's information with another organization. 3. An inventory of programs and services will have to be continually updated. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. All too often, businesses requiring support do not know where to go, this program provides them with streamlined access to services. 2. Businesses will have a better appreciation for all service providers existing in the region. 3. Opportunity to identify missing/gaps in existing services/programming. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team • Identify which organization will act as a concierge (potentially backbone agency) • Create programs and service inventory by identifying all programs and services for businesses in the area based on their stage of the business lifecycle (Pre-Entrepreneurship, Launch, Growth, Maturity, Exit). This will allow for effective referral of clientele. • Create process to ensure client's receive prompt and consistent service. • Create communication avenues specifically for this program (i.e., telephone number and email) • Create communications to inform and educate potential clientele of the concierge program. • Update inventory every 6-12 months. 		Boundary Diversification Team	Economic Development Organizations Local Government Business Support Organizations Social Support Organizations
Budget: \$10,000	Year 1: \$10,000	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority: Focused Efforts on the Mitigation of Impacts		Focus on: Impacted Business	Priority: Immediate (7-12 months)
Tactic : Establish a business triage program (one-on-one support).			LEVEL OF RISK MEDIUM
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Requires specific skillsets (i.e. business coaching and consulting) which may be difficult to access. 2. Requires trust from the business community for them accept support and assistance. 3. May require small financial contribution from the business. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Provides tailored supports to impacted businesses. 2. Will contribute to a healthy business retention and expansion climate. 3. Increases business owner capacities. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team • Design a business triage process and tools • Recruit triage team consultants/coaches in each business functional area: <ul style="list-style-type: none"> ○ Finance, Operations, HR, Marketing, Technology • Promote the program to business community through different promotional avenues and one-on-one meetings. • Provide program (Est. to support six businesses) • Monitor and evaluate. 		Community Futures Boundary	Boundary Diversification Team Economic Development Organizations Business Support Organizations
Budget: \$100,000	Year 1: \$100,000	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority: Focused Efforts on the Mitigation of Impacts		Focus on: Impacted Business	Priority: Immediate (7-12 months)
Tactic : Create a “transitioning your business” seminar series: refinancing debt, diversifying incomes, and cashflow management.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Ensure that workshops are held in multiple locations across the region to include all interested businesses. 2. Requires financial resources and expertise to develop and offer these seminars. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Provide tailored supports to impacted businesses. 2. Increase capacity of business owners to improve their businesses. 3. Create opportunity for business 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team • Develop workshop series around specific topics including refinancing debt, diversifying incomes, and cashflow management. • Hire or find necessary facilitators. • Create and implement promotions across multiple promotional avenues. • Offer workshops. • Monitor and evaluate workshops, attendance, and impact on businesses. 		Boundary Diversification Team	Economic Development Organizations Business Support Organizations
Budget: \$25,000	Year 1: \$20,000	Year 2: \$5,000	Year 3: \$0.00

Strategic Priority: Focused Efforts on the Mitigation of Impacts		Focus on: Impacted Business	Priority: Immediate (7-12 months)
Tactic: Create a peer-to-peer support program for businesses.			LEVEL OF RISK LOW-MEDIUM
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> Participant selection is crucial as participants should not be in competition with each other. Confidentiality and trust in these groups is of utmost importance. Facilitator chosen for the group should encourage participation, manage group dynamics, and address challenges/conflicts should they arise. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> Business owners gain knowledge and capacity through sharing and learning with other business owners. Business owners have the opportunity to network and grow relationships. Businesses may experience improved performance, increased competitiveness, and enhanced sustainability. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> Create an Action Team Define the objectives, scope, and structure of the peer-to-peer support program, hire the proper facilitator. Develop program materials, guidelines, and protocols. Identify and recruit potential participants for the peer-to-peer support program. Interview and hire facilitator. Conduct first meeting and onboard facilitators. Conduct ongoing meetings. Monitor and evaluate ongoing meetings and program. 		Boundary Diversification Team	Economic Development Organizations Business Support Organizations
Budget: \$50,000	Year 1: \$50,000	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority 2.3 - Social Resiliency

A notable concern associated with closure and a significant deterrent to transition success arises pursuant to adverse impacts on social wellbeing. Many of these impacts can be quite visible and dramatic (i.e. closure or reduced operating hours of recreational facilities because of losses in municipal tax revenues and/or user fees) others are less tangible (i.e. increases in mental health issues as a consequence of displacement). Arguably, many of these challenges have broader impacts on regional economic viability by unduly eroding quality of life. As such it is important for the region to follow through on the creation and pursuit of a plan of support to enhance resilience.

Proposed Tactics:

1. Organize a social services provider task force.
2. Develop social program response plan and programs
 - a. Map out the availability of social service offerings.
 - b. Identify gaps, issues, and concerns in respect to service offerings with current programs and their evolution beyond the mill closure.
 - c. Prioritize service recovery and mitigation strategies.

Strategic Priority: Focused Efforts on the Mitigation of Impacts		Focus on: Social Resiliency	Priority: Immediate (0-6 months)
Tactic: Organize a social services provider task force.			LEVEL OF RISK LOW-MEDIUM
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Requires multiple key stakeholders to pursue common interest. 2. Some organizations may have to change their operations or make some sacrifices to contribute to regional success. 3. Requires communitywide support and buy-in across disciplines, organizations, and stakeholder groups. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Further opportunity to foster communication and collaboration between organizations in the Boundary Region. 2. Identify and address gaps in the social services. 3. Increased access to necessary social services for individuals and families. 4. Mitigate impacts of mill closure affecting families and individuals. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create an Action Team. • Establish the task force by convening social service providers, defining its mission and goals, and securing commitment and support from participating organizations. • Develop TORs for the task force. • Use next tactic to create response plan and programs. 		Boundary Diversification Team	Social Service Providers Economic Development Organizations
Budget: \$5,000	Year 1: \$5,000	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority: Focused Efforts on the Mitigation of Impacts		Focus on: Social Resiliency	Priority: Immediate (7-12 months)
Tactic: Develop social program response plan and programs			LEVEL OF RISK LOW-MEDIUM
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Efforts should be highly targeted to mitigate impacts of mill closure. 2. Social programs designed should be based on regional demand. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Improved social programs to support individuals and families in the region. 2. Increased access to necessary social services for individuals and families. 3. Mitigate impacts of mill closure affecting families and individuals. 4. Provide necessary supports to families requiring assistance. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Map out current social programs and service offerings. • Conduct a comprehensive needs assessment to identify priority areas, gaps, and opportunities in social services delivery within the region. • Develop an action plan that outlines specific objectives, strategies, and activities for the task force to address identified needs and achieve its goals. • Prioritize service recovery and mitigation strategies. • Communicate the task force's work, accomplishments, and impact to stakeholders, policymakers, and the broader community through various channels and platforms. 		Boundary Diversification Team	Social Service Providers Economic Development Organizations
Budget: \$40,000	Year 1: \$40,000	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority #3 - Capturing Opportunities as they Emerge

Description: Given the unique site location characteristics of the Village of Midway and the Boundary Region, including its competitive and comparative advantages, there are various development possibilities. These opportunities stem from advancements in technology, changes in workforce culture, revised business models, and other dynamic shifts. Some potential areas for development already have sectoral roots present within the region, such as education, agriculture, tourism, and services for seniors, which may have been overlooked. While the private sector primarily holds the responsibility for opportunity development, the region plays a role in promoting, supporting, facilitating, and influencing the process positively. To effectively diversify the local economy, the region must employ a multi-pronged approach, which considers opportunities through the following lenses:

1. Entrepreneurial development
2. Business retention and expansion
3. Inbound investment and business attraction
4. Citizen attraction

Strategic Priority 3.1 - Entrepreneurial Development

Includes an emphasis on supporting those who want to explore the world of entrepreneurship no matter their passion, interest, or previous entrepreneurial experiences. Includes specialized experiential learning opportunities to stimulate new ways of thinking and support such activities as interactive workshops, networking and social events, educational and inspirational programs, and start-up competitions all focused on helping develop, grow, and test business ideas or processes.

Proposed Actions:

1. Explore local peer-to-peer investing and financing.
2. Regional-wide entrepreneurship workshops:
 - a. Transitioning from employment to self-employment
 - b. Sustainable business modelling
 - c. Business planning
 - d. Side gigs are big gigs
 - e. Transition workers, women and youth
3. Offer continual group-based entrepreneurship supports.
4. Enhance youth entrepreneurship via seminars in schools
5. Create a concierge of available programming.
6. Celebrate the success of local MSME's, establishing communication around they benefit the community.

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Entrepreneurial Development	Priority: Short Term (12-18 months)
Tactic: Explore local peer-to-peer investing and financing.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Understand and comply with regulations and legal requirements. 2. Understand and comply with investor protection and transparency. 3. Establish investor protection mechanisms and transparency standards to safeguard the interests of investors. 4. Will require external expertise. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Enhance access to capital to entrepreneurs and existing businesses in the region. 2. Provide local individuals the opportunity to invest in local entrepreneurs and ideas. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create action team to explore peer-to-peer investing and financing. • Research the most appropriate peer-to-peer models considering: <ul style="list-style-type: none"> ○ Legal regulations, governance options, and financial implication • Research the most appropriate platforms to facilitate the peer-to-peer models. • Collect research into a brief. • Present options back to Boundary Diversification Team for further consideration. 		Boundary Diversification Team	Economic Development Organizations Business Support Organizations Local Investors with Significant Experience
Budget: \$50,000	Year 1: \$50,000	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Entrepreneurial Development	Priority: Immediate (7-12 months)
Tactic: Region-wide entrepreneurship workshops.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Requires collaboration and support from external technical sources. 2. Requires buy-in from local organizations to offer and market workshops. 3. Provide workshops based off of demand rather than ability to supply. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Increase capacity of entrepreneurs in the region. 2. Increase region's ability to serve entrepreneurs. 3. Enhance region's reputation in fostering entrepreneurship. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team of local economic development organizations and business support organizations. • Survey local entrepreneurs to determine training needs (topics, hours, structure, budget). Some key needs include: <ul style="list-style-type: none"> ○ Transitioning from employment to self-employment; sustainable business modelling; business planning • Work with partnering agencies to confirm workshops and assist in coordinating and gaining access to qualified trainers. • Develop training calendar, coordinate with meeting space, and key materials. • Market training via e-mail distribution (where appropriate); personal one on ones; social media notices and other methods. • Host training and evaluate training (asking if the topic, space, time/date was appropriate and what future needs they have). 		Boundary Diversification Team	Economic Development Organizations Business Support Organizations
Budget: \$40,000.00	Year 1: \$30,000	Year 2: \$10,000	Year 3: \$0

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Entrepreneurial Development	Priority: Short Term (12-18 months)
Tactic: Offer continual group-based entrepreneurship supports.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Requires collaboration and support from external technical sources. 2. Requires buy-in from local organizations to offer and market supports. 3. Provide services based on demand rather than ability to supply. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Increase capacity of entrepreneurs in the region. 2. Increase region's ability to serve entrepreneurs. 3. Enhance region's reputation for fostering entrepreneurship. 4. Enhance collaboration of regional organizations in fostering entrepreneurs. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team from Boundary Diversification Team • Design/Create Entrepreneurial Programs/Services <ul style="list-style-type: none"> ○ Design Services/programs to be offered ○ Create Promotions and Communications • Deliver Services Such as: <ul style="list-style-type: none"> ○ Offer Entrepreneurship Information Sessions ○ Develop/Offer Business Start-up Workshops ○ Develop/Offer Business Start-up Coaching ○ Design Series of Workshops ○ Develop Entrepreneurial Consulting Program • Monitor and Evaluate Progress 		Boundary Diversification Team	Economic Development Organizations Business Support Organizations
Budget: \$30,000	Year 1: \$10,000	Year 2: 20,000	Year 3: \$0.00

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Entrepreneurial Development	Priority: Short Term (12-18 months)
Tactic: Enhance youth entrepreneurship via seminars in schools.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Strategic partnerships must be made with school board and individual schools to easily offer programs in schools. 2. Seminars must align with educational priorities while being engaging, interactive, and age appropriate. 3. Foster partnerships with local businesses, industry mentors, and entrepreneurial networks to provide additional resources, mentorship, and opportunities for youth participants. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. The seminars will foster an entrepreneurial mindset amongst youth participants, inspiring innovation, and problem-solving skills. 2. Youth participants will acquire practical knowledge, skills, and competencies related to entrepreneurship. 3. Fostering of the entrepreneurial environment in the Boundary. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team • Engage educational partners such as teachers, school administrators, and school boards. • Identify general interests of youth in learning entrepreneurship. • Design seminars based on these interests. • Deliver seminars in schools. • Communicate and promote successes. • Monitor and evaluate program. 		Boundary Diversification Team	Economic Development Organizations Business Support Organizations
Budget: \$36,000	Year 1: \$20,000	Year 2: \$8,000	Year 3: \$8,000

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Entrepreneurial Development	Priority: Immediate (0-6 months)
Tactic: Create a concierge of available programming.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Must always have a knowledgeable and informed person as the key contact. 2. Need to create awareness and promote the initiative if it is to have maximum impact. 3. Information must flow to the contact point. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. This ensures consistency/quality of response and adds significantly to the community's vision of itself as a positive place to do business. 2. Increased responsiveness to business inquiries resulting in increased opportunities for business/industry/residents to relocate. 3. Indicates level of commitment for attraction of business/industry/residents 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team • Identify which organization will act as a concierge (potentially backbone agency) • Create programs and service inventory by identifying all programs and services for businesses in the area based on their stage of the business lifecycle (Pre-Entrepreneurship, Launch, Growth, Maturity, Exit). This will allow for effective referral of clientele. • Create process to ensure client's receive prompt and consistent service. • Create communication avenues specifically for this program (i.e., telephone number and email) • Create communications to inform and educate potential clientele of the concierge program. • Update inventory every six months. 		Boundary Diversification Team	Agencies/Ministries Community Futures Boundary Regional Chamber of Commerce Local Financial Institutions
Budget: \$1,000	Year 1: \$1,000	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority 3.2 - Business Retention and Expansion (BRE)

BRE efforts build from an understanding of context, needs, and gaps in existing services as they pertain to business survival, sustainability, and growth. They build from a recognition that while in some cases there may be commonality of certain needs, in other instances, there is not a one size fits all. This is confirmed by considerations like the varying importance of selected firm level influencers.

Proposed Actions:

1. Establish business support programming (one-on-one support):
 - a. For profit businesses
 - b. Social enterprises
2. Create a peer-to-peer mentorship program.
3. Conduct annual business walks.
4. Host a business seminar series for existing businesses.
5. Facilitate procurement for local businesses.
6. Business succession program (i.e., support, promotion, matching, etc.).
7. Celebrates local businesses.

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Business Retention and Expansion	Priority: Immediate (7-12 months)
Tactic: Establish business support programming (one-on-one support): <ol style="list-style-type: none"> For profit businesses Social enterprises 			LEVEL OF RISK MEDIUM
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> Requires specific skillsets (i.e. business coaching and consulting) which may be difficult to access. Business community must have trust in service providers to effectively serve them. Requires financial contribution from the business (typically 10-20% of total cost) 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> Provides tailored supports to businesses. Will contribute to a healthy business retention and expansion climate. Increases business owner capacities. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> Create Action Team Design a business support program process and tools Recruit business assessor to conduct in depth assessments and identify support required. Recruit team consultants/coaches in each business functional area: <ul style="list-style-type: none"> Finance, Operations, HR, Marketing, Technology Promote the program to business community through different promotional avenues and one-on-one meetings. Provide program (Est. to support six businesses/year). Monitor and evaluate. 		Boundary Diversification Team	Agencies/ Ministries Community Futures Boundary Regional Chamber of Commerce Local Financial Institutions
Budget: \$125,000	Year 1: \$65,000	Year 2: \$30,000	Year 3: \$30,000

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Business Retention and Expansion	Priority: Immediate (7-12 months)
Tactic: Create a peer-to-peer mentorship group.			LEVEL OF RISK LOW-MEDIUM
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> Participant selection is crucial as participants should not be in competition with each other. Confidentiality and trust in these groups is of utmost importance. Facilitator chosen for the group should encourage participation, manage group dynamics, and address challenges/conflicts should they arise. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> Business owners gain knowledge and capacity through sharing and learning with other business owners. Business owners have the opportunity to network and grow relationships. Businesses may experience improved performance, increased competitiveness, and enhanced sustainability. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> Create an Action Team Define the objectives, scope, and structure of the peer-to-peer support program. Develop program materials, guidelines, and protocols. Identify and recruit potential participants for the peer-to-peer support program. Interview and hire appropriate facilitator. Conduct first meeting and onboard facilitators. Conduct ongoing meetings. Monitor and evaluate ongoing meetings and program. 		Boundary Diversification Team	Boundary Regional Chamber of Commerce Community Futures
Budget: \$50,000	Year 1: \$40,000	Year 2: \$5,000	Year 2: \$5,000

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Business Retention and Expansion		Priority: Immediate (7-12 months)	
Tactic: Conduct annual regional business walks.				LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) 1. Ensure effective communication and promotion of business walks well in advance to provide owners with notice. 2. Ensure business walks are conducted across the region to 3. Requires a team of onboarded stakeholders to assist with business walks. 4. Must develop a systematic approach to effectively gather data, insights, and identify trends.					
Expected Results (Why we are doing it?) 1. Gain better understanding of business needs across the region. 2. Increase business owners understanding of information on the currently provided programs and services.					
Actions Required				Champion	Partners
<ul style="list-style-type: none">Engage and gather stakeholder team of business support organizations and personnel.Divide this stakeholder team into multiple smaller teams to take on different areas.Design systematic approach, question guide, and materials to gather data, insights, and identify trends.Identify areas for each partnership to take on.Conduct business walks.Amalgamate and analyze data.Follow up with businesses requiring specific supports.Follow up with stakeholder team sending a thank you and acknowledgement of efforts.Analyze and adjust process as necessary and conduct process every year.				Boundary Diversification Team	Economic Development Organizations
Budget: \$1,500	Year 1: \$500	Year 2: \$500	Year 2: \$500		

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Business Retention and Expansion	Priority: Short Term (12-18 months)
Tactic: Host a business seminar series for existing businesses.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Requires collaboration and support from external technical resource sources. 2. Requires local SME buy in and commitment as well as funder buy-in. 3. May requires financial contribution from SMEs for design, promotion, and facilitation. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Strengthens local SME vitality and confirms sustainability within key economic sectors. 2. If local SMEs are profitable then more products/services are available to local citizens. 3. If local SMEs are profitable then increased job opportunities will be provided to the community. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Survey local SMEs to determine training needs (topics, hours, structure, budget). • Work with partnering agencies to confirm seminar, collecting surveys/insights on needs and assist in coordinating and gaining access to qualified trainers. • Develop training calendar; coordinate with meeting space, and key materials. • Market training via e-mail distribution (where appropriate); personal one on ones; social media notices and other methods. • Host training and evaluate training (asking if the topic, space, time/date was appropriate and what future needs they have). 		Boundary Diversification Team	Economic Development Organizations Business Support Organizations
Budget: \$30,000	Year 1: \$0.00	Year 2: \$15,000	Year 2: \$15,000

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Business Retention and Expansion	Priority: Short Term (12-18 months)
Tactic: Facilitate procurement for local businesses. Create inventory procurement opportunities of major employers in the Region. <i>Procurement involves the process of selecting vendors, establishing payment terms, strategic vetting, selection, the negotiation of contracts and actual purchasing of goods. As presently structured, there are leakages of procurement opportunities outside the Region.</i>			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> Requires collaboration and support of major employers to engage in the process and share relevant information. May require technical skills to develop/administer data base and procurement policies/liaison 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> Reduce leakages through external procurement. Raise awareness amongst major employers of the capacities of local MSME to competitively provide products/services. Strengthen local enterprises by opening up new markets. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> Identify major employers and short list priority targets based on existing purchasing policies and behaviours; realistic opportunities for local suppliers; and willingness of the identified major employers to participate in the process and agree with County objectives in respect to business/entrepreneurial growth and development. Develop data base to track/manage key contacts, sectoral/business needs and information; and procurement information/processes of participating employers. Cross categorize for ease of access and ease of matching. Develop data base of interested vendors to share with major employers. Work with strategic partners in enhancing and altering programming/services. Promote and communicate program. 		Boundary Diversification Committee	Major Employers Local Governments BC and Canadian Government
Budget: \$30,000	Year 1: \$0.00	Year 2: \$30,000	Year 3: \$0.00

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Business Retention and Expansion	Priority: Short Term (12-18 months)
Tactic: Create a succession readiness program (i.e., support, promotion, matching, etc.).			LEVEL OF RISK MEDIUM
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Program will require subject matter expertise in business succession. 2. Business succession needs to be approached with sensitivity and privacy as many business owners do not want to make their exploration of the subject public for a number of reasons. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Increased readiness for succession strengthens the business community and enhances business retention. 2. Provides opportunities for potential businesses owners to invest in the region. 3. Successfully succeeding businesses retains employment opportunities in the region. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team. • Conduct an assessment of succession needs within the community. • Map current succession programs and services within the community. • Develop a detailed program outlining objectives, strategies, activities, and timeline to leverage existing programs, address needs, and program gaps. • Engage key stakeholders and communicate the vision, goals, and expectations of the program. • Develop necessary training, tools, and support services. • Promote and communicate program. • Deliver program (budgeted for 4 per year) • Monitor and adjust. 		Boundary Diversification Committee	Economic Development Organizations Business Support Organizations Financial Institutions
Budget: \$108,000	Year 1: \$60,000	Year 2: \$24,000	Year 3: \$24,000

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Entrepreneurial Development	Priority: Immediate (7-12 months)
Tactic: Celebrate local business.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Ensure there is cross regional representation of businesses included in celebration. 2. Select a diverse range of entrepreneurs representing various industries to showcase the depth of local entrepreneurship. 3. Promote the celebration events through various channels. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Establish the Boundary Region as one that is full of opportunity. 2. Promote the notion that entrepreneurship is a viable career choice. 3. Strengthen the reputation of the Boundary as one that promotes its entrepreneurs. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team. • Identify promotional channels to celebrate local businesses (i.e., newspaper, social media, key stakeholders' communication). • Identify structure of promotion. • Identify businesses to promote across the region. • Create communications plan developed for member communities (BREOC) promoting entrepreneurship. • Implement communications plan and promote businesses. 		Boundary Diversification Committee	Economic Development Organizations Business Support Organizations Financial Institutions
Budget: \$0.00	Year 1: \$0.00	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority 3.3 - Investment Attraction

Investment attraction requires a systematic approach to analyzing and articulating a location's strengths, evaluating, finding, and attracting investors, and monitoring progress against quantitative goals. It also demands the creativity and imagination to assemble an operation, communicate a compelling promotional message, adapt to market dynamics, manage within limited budgets, engage support among multiple constituencies, and deliver a development outcome.

Proposed Actions:

1. Establish an inbound promotional office:
 - a. In-market representation and support.
 - b. Boundary wide inbound investment profile promotional efforts (e.g., SEO, increase online content, direct targeting, etc.).
 - c. Create regional partnership citizen/investment promotional materials.
 - d. Create sector profiles for investment and promotional purposes.
2. Develop an employment land and building inventory.
3. Prepare shovel-ready business plans.
4. Establish an investment opportunity cooperative.
5. Support tourism development and promotions.

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Investment Attraction	Priority: Immediate (12-18 months)
Tactic: Establish an inbound promotional office (collaborative promotions): <ol style="list-style-type: none"> In-market representation and support. Boundary wide inbound investment profile promotional efforts (e.g., SEO, increase online content, direct targeting, etc.). Create regional partnership citizen/investment promotional materials. Create sector profiles for investment and promotional purposes. 			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> All inbound investment inquiries should be funnelled to the IPO. Regional partners and stakeholders will need to align interests – Rising tide floats all boats. Requires precise targeting of desired market. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> Increase likelihood of inbound investment in the region. Increased regional collaboration. Promote the Boundary as a region full of opportunity. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> Create Action Team Develop Inbound Investment Marketing Plan including; situation analysis, goals and objectives, target audiences, branding strategy and guidelines, strategies and tactics, budget and resources, implementation, and measurement. Implement strategies and tactics such as: <ul style="list-style-type: none"> Establish branding, website, and marketing tactics In-market representation and support Boundary Wide Investment Promotions Regional Partnerships Sector Profiles Evaluate and adjust strategies. 		Boundary Diversification Committee	Economic Development Organizations Business Support Organizations Financial Institutions
Budget: \$50,000	Year 1: \$25,000	Year 2: \$12,500	Year 3: \$12,500

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Investment Attraction	Priority: Short Term (7-12 months)
Tactic: Develop an employment land and building inventory.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Requires regional buy-in from municipalities and planners. 2. Requires an understanding of what site selector and potential investors seek in available lands. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Documentation and promotion of regional employment ready lands. 2. Promote the Boundary as a region that is full of opportunity. 3. Increase internal understanding of competitive/comparative advantages of employment lands. 4. Increase likelihood of attracting potential investors or expanding existing business. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team • Engage all municipal planners who understand available employment lands in their areas. • Create an inventory of all available employment ready lands in the region. • Select the most desirable lands in each area. • Create profiles of these lands highlighting; size, servicing, proximity to assets, transportation routes, and other perks. • Market and promote these profiles. • Regularly update inventory and profiles. 		Boundary Diversification Committee	Municipal Planners/Elected Officials Economic Development Organizations
Budget: \$5,000	Year 1: \$5,000	Year 2: \$0.00	Year 3: \$0.00

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Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Investment Attraction	Priority: Long Term (24+ months)
Tactic: Establish an investment opportunity cooperative. Investment opportunity cooperatives can help channel private investments into new businesses, expansions, or new technologies to accelerate economic development efforts.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. A highly technical modality representing significant technical challenges and risk in operational/organization design and implementation. 2. Governance challenges to effectively target, guide operational decisions, and achieve maximum success. 3. Requires financial contributions from partners and investors. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. High impact possibilities in support of business startups, stabilization, and growth. 2. Sets the Region apart as a serious supporter of business growth and development 3. New/stronger and more sustainable businesses - with jobs, incomes, taxes, diversification, innovation, value added. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team. • Prepare and assess feasibility of the investment opportunity coop (will it work) - include apparent need(s) and rationale, review best practices and potential models/approaches, highlight challenges/opportunities for successful development including HR, Financial, Operational, Organizational and others. • Finalize feasibility. • Given feasibility prepare detailed business plan (how it will work). Create PR tools – communicate to community of the efforts and encourage engagement. • Work with strategic partners to operationalize project. 		Boundary Diversification Team	Business community Local Investors Financial Institutions and service providers
Budget: \$15,000	Year 1: \$15,000	Year 2: \$0.00	Year 3: \$0.00

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Investment Attraction	Priority: Long Term (24+ months)
Tactic: Support tourism development and promotions.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Requires buy in from all partners (service providers and private business) 2. Requires financial contributions from partners and investors. 3. Needs to be based on objective assessment of needs tourism products/services development. 4. Requires collaborative promotional targeted efforts 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. More prominent and enhanced brand of the Boundary region as a whole. 2. Stronger business within hospitality. 3. Assistance with citizen and investment attraction efforts. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team • Create Tourism Area Development Plan <ul style="list-style-type: none"> ○ Identify the key stakeholder within tourism development ○ Identify key tourism assets across the region ○ Research tourism trends ○ Identify the role of tourism development within diversification efforts ○ Identify the critical develop opportunities and challenges ○ Identify Target Market Segments ○ Develop Tourism Development Strategic Priorities 		Boundary Diversification Team	Destination Boundary Thompson Okanagan Tourism Association Hospitality Providers Economic Development Agencies
Budget: \$105,000	Year 1: \$65,000	Year 2: \$20,000	Year 3: \$20,000

Strategic Priority 3.4 – Citizen Attraction

Citizen or resident attraction is most commonly discussed in terms of the attraction, retention, and development of “talent”. Talent is largely characterized as a skilled workforce. Of course, seeking and retaining a talented workforce is important, but citizen attraction encompasses more than an individual’s skill set and their potential contributions to a business. Citizen attraction and retention consider the entire spectrum of the qualitative and quantitative contributions that people can make to a community.

Proposed Actions:

1. Work collaboratively to promote the region as a place for sound investment by newcomers
2. Ensure newcomers are integrated into the local business community
3. Promote ongoing business support for the retention of newcomers (investors/entrepreneurs)
4. Ensure region has an appropriate housing inventory

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Citizen Attraction	Priority: Immediate (7-12 months)
Tactic: Work collaboratively to promote the region as a place for sound investment by newcomers.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Requires buy in from all partners (service providers and private business) 2. Requires financial contributions from partners and investors. 3. Important to have a consistent brand and messaging. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Greater reach and impact operational efforts. 2. Extend the value of the limited resources. 3. Allows for a more comprehensive marketing/promotional campaign. 4. Will help ensure a diverse degree of expertise and resources. 			
Actions Required		Champion	Partners
<ol style="list-style-type: none"> 1. Create an Action Team 2. Develop shared vision and goals 3. Coordinate and develop a high-level promotional plan and coordination: 4. Identify and mobilize resources needed to support collaborative promotion efforts. 5. Develop targeted marketing campaigns tailored to the interests and preferences of potential investors and newcomers. 6. Provide comprehensive support services to assist newcomers throughout the investment process. 7. Implement mechanisms for monitoring progress and evaluating the effectiveness of collaborative promotion efforts. 8. Continuous improvement and adaptation 9. Celebration of successes and milestones 		Boundary Diversification Team	Economic Development Organizations Major Employers Government Agencies Municipal Councils
Budget: \$85,000	Year 1: \$55,000	Year 2: \$15,000	Year 3: \$15,000

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Citizen Attraction	Priority: Immediate (7-12 months)
Tactic: Ensure newcomers are integrated into the local business community			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Requires citizens and leaders to have a culture of incisiveness. 2. Accessing and reaching newcomers is often a challenge. 3. Ensure the community remains close and tight. Avoid us versus them mindsets. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Increase citizen retention. 2. Increase business retention and expansion. 3. Increase access to skills, talents, and financing opportunities. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Form Action Team/small task force • Develop integration program <ul style="list-style-type: none"> ○ Develop communications plan/tactics/tools ○ Create integration process and model ○ Develop reporting and success indicators ○ Inventory possible integration opportunities ○ Make the introductions • Monitor and adjust program • Report outcomes and successes 		Boundary Diversification Team	Chamber of Commerce Economic Development Organizations Municipal Councils
Budget: \$14,500	Year 1: \$7,500	Year 2: \$3,500.00	Year 3: \$3,500.00

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Citizen Attraction	Priority: Immediate (7-12 months)
Tactic: Promote ongoing business support for the retention of newcomers (investors/entrepreneurs)			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> 1. Programs/service will need to be adjusted to meet the unique needs of newcomers 2. Will need to simplify and streamline intake processes. 3. Requires greater amount of promotions and facilitation to successful receive uptake of programs. 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> 1. Increased Retention Rates 2. Economic Growth 3. Diversification of Industries 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> • Create Action Team • Map out current support ecosystem • Review Needs Assessment provided in the diversification • Adjust/Development of Support Programs based on the needs assessment. • Allocate financial and human resources to support the implementation of retention initiatives • Develop a marketing and outreach plan and tactics to raise awareness of available support services among newcomer entrepreneurs. • Forge partnerships with local businesses, industry associations, academic institutions, and community organizations. • Ensure newcomer entrepreneurs have access to accurate and up-to-date information on business regulations, licensing requirements, and available resources. • Implement monitoring and evaluation systems to track the impact of retention initiatives. Measure key performance indicators such as business growth, job creation, and satisfaction levels among newcomer entrepreneurs. • Showcase success stories of newcomer entrepreneurs who have benefited from support programs to inspire others and build confidence in the region's ability to support entrepreneurial talent. 		Boundary Diversification Team	Economic Development Organizations Major Employers Business Community
Budget: \$17,500	Year 1: \$7,500	Year 2: \$5,000	Year 3: \$5,000

Strategic Priority: Capturing Opportunities as they Emerge		Focus on: Citizen Attraction	Priority: Short Term (12-18 months)
Tactic: Ensure region has an appropriate housing inventory.			LEVEL OF RISK LOW
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none"> Declining affordability resulting in housing insecurity, homelessness, and socioeconomic disparities. Regulatory delays, uncertainties, and costs associated with regulatory processes, zoning restrictions, and permitting requirements. Market Volatility such as fluctuations in the real estate market 			
Expected Results (Why we are doing it?) <ol style="list-style-type: none"> Increased affordability and accessibility of housing options for residents. Enhanced economic stability and growth as housing needs are met. Increased attractiveness of the region for businesses and investors. Enhanced community resilience and sustainability. 			
Actions Required		Champion	Partners
<ul style="list-style-type: none"> Develop Action Team Take a comprehensive and forward-looking approach to housing planning and development, considering long-term trends, growth projections, and future housing needs. Develop Public-Private Partnerships Develop a housing needs assessment. Assess policy frameworks and make recommendations for housing policies and strategies to address identified needs and promote housing affordability, diversity, and sustainability. Explore and identify financial incentives, subsidies, and grants to encourage developers to build affordable and workforce housing. Simplify and expedite the permitting and approval process for housing projects to reduce costs, delays, and administrative burdens for developers. Plan for land use and development in alignment with housing goals and objectives, including strategic land acquisitions, infill development, and redevelopment opportunities. Regularly monitor housing market trends, track progress towards housing goals, and evaluate the effectiveness of housing policies and programs to make informed decisions and adjustments. Remain responsive to changing market conditions, demographic shifts, and emerging challenges to continuously adapt and refine housing strategies and interventions. 		Boundary Diversification Team	Provincial and Municipal Housing Agencies/ Associations Economic Development Organizations Major Employers
Budget: \$100,000		Year 1: \$100,000	Year 2: \$0.00
			Year 3: \$0.00

Boundary Diversification Plan **Stronger Together!**

**Village of Midway &
the Boundary Region**
February 2024



In collaboration with:



Prepared by:



ACKNOWLEDGEMENTS

Certainly, no significant achievement within a region that has successfully diversified has ever come about as an outcome of a solo performance – least of all the planning effort. In fact, the serious involvement of a broad spectrum of affected and interested community leaders, citizens, and stakeholders is an essential prerequisite to the success of planning.

Quite clearly, the Village of Midway and Boundary Region has been eager to actively participate through meaningful dialogue and facilitated planning sessions. It is evident that the community and its leaders (formal and informal) want to not only influence but also lead diversification efforts. To this end, we endeavored to encourage the meaningful involvement of key stakeholders and interested citizens. For those who participated, we are especially thankful. In particular, we wish to acknowledge the contributions of the Village of Midway, the Boundary Advisory Committee, and Community Futures – Boundary for their ongoing input and guidance.

Created by: Lochaven Consulting

Lead by: The Village of Midway

Supported by: British Columbia Government – Ministry of Jobs, Economic Recovery

Project Manager: Community Futures – Boundary

Special Advisory: Boundary Advisory Committee

February 2024



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1.0 Introduction

Today, it is crucial that communities and regions embrace the responsibility of shaping their own destiny, particularly when it comes to diversification efforts like those in the Village of Midway and the Boundary Region. By taking the initiative and embracing leadership roles, the Village and key stakeholders within the Boundary Region empower their communities and citizens to take charge of their future. Through the active involvement of businesses, leaders, and citizens, diversification efforts can be customized to address the unique needs and characteristics of the community. This approach fosters sustainable and inclusive growth, while also enhancing resilience against economic shocks. Moreover, local ownership facilitates the creation and retention of wealth within the community, as profits and resources are reinvested locally.

In January 2023, Vaagen Fibre made the decision to close its mill in Midway, B.C. This closure was influenced by the struggling forestry sector and the socio-economic challenges stemming from closures in the cannabis industry. It is important to note that this situation calls for the community to adapt and innovate to progress. The Village of Midway, in collaboration with Community Futures, took the lead in understanding the overall impact of the pending closures and evaluating the opportunities and challenges involved in successfully diversifying.

“

The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic.

- Peter Drucker

”

1.1 Purpose and Outcomes

1.1.1 PURPOSE

In July 2023 the Village of Midway issued an Expression of Interest (EOI) for the development of the *Boundary Economic Diversification Plan*. The key direction of the EOI identified the following need:

“To develop an economic diversification plan for the Boundary Region, with special attention paid to recommendations for Midway, as this community has been most impacted by job loss in the forest sector. While the primary focus of the plan will be to mitigate the closure of Vaagen Fibre in Midway, B.C., the economic impacts of a struggling forest industry coupled with closures in the cannabis industry necessitate the need to engage with key stakeholders in the region to identify projects and initiatives to help create new economic opportunities and position the Boundary Region for sustainability in the long term.”

The Village received support from the British Columbia Government through grant funding. This effort has been designed by the community and is further broken down into the following three (3) phases that were part of the grant application. Future phases have yet to be funded.

Phase 1:

“... to complete the first phase of the project, a Boundary Region Economic Diversification Plan. Local government and community stakeholders including businesses and not for profits will be involved in the development of the plan.”

Phase 2:

“...will involve the development of business cases for priority projects identified in the Economic Diversification Plan.”

Phase 3:

“...will involve implementation of priority projects and activities.”

1.1.2 OUTCOMES

The transition plan seeks to outline and present a realistic set of actions to guide regional economic development efforts within the Village of Midway and across the Boundary Region. In its simplest form, it seeks to articulate a path forward toward a future that is designed around fundamental community values and priorities. In doing so it meets the following desired outcomes of the project, which were identified by the Village of Midway:

1. Defining community goals
2. Identifying opportunities for diversification
3. Prioritizing diversification projects and initiatives
4. Identifying project leaders
5. Identifying opportunities for collaboration
6. Identifying priority projects
7. Engaging key stakeholders

Importantly, this plan builds on available synergies to maximize economic impact, concurrently building on the efforts proposed and implemented by individual communities, residents, service providers, and community organizations.

1.2 Planning Approach

While economic diversification planning may seem like a generic exercise to some, it is anything but. Resource communities within BC, Western Canada, and internationally have been the victims of such generic approaches. Proving that while there are various strategic planning approaches, not all of them yield substantive results or are suitable for economic transition efforts in a region.

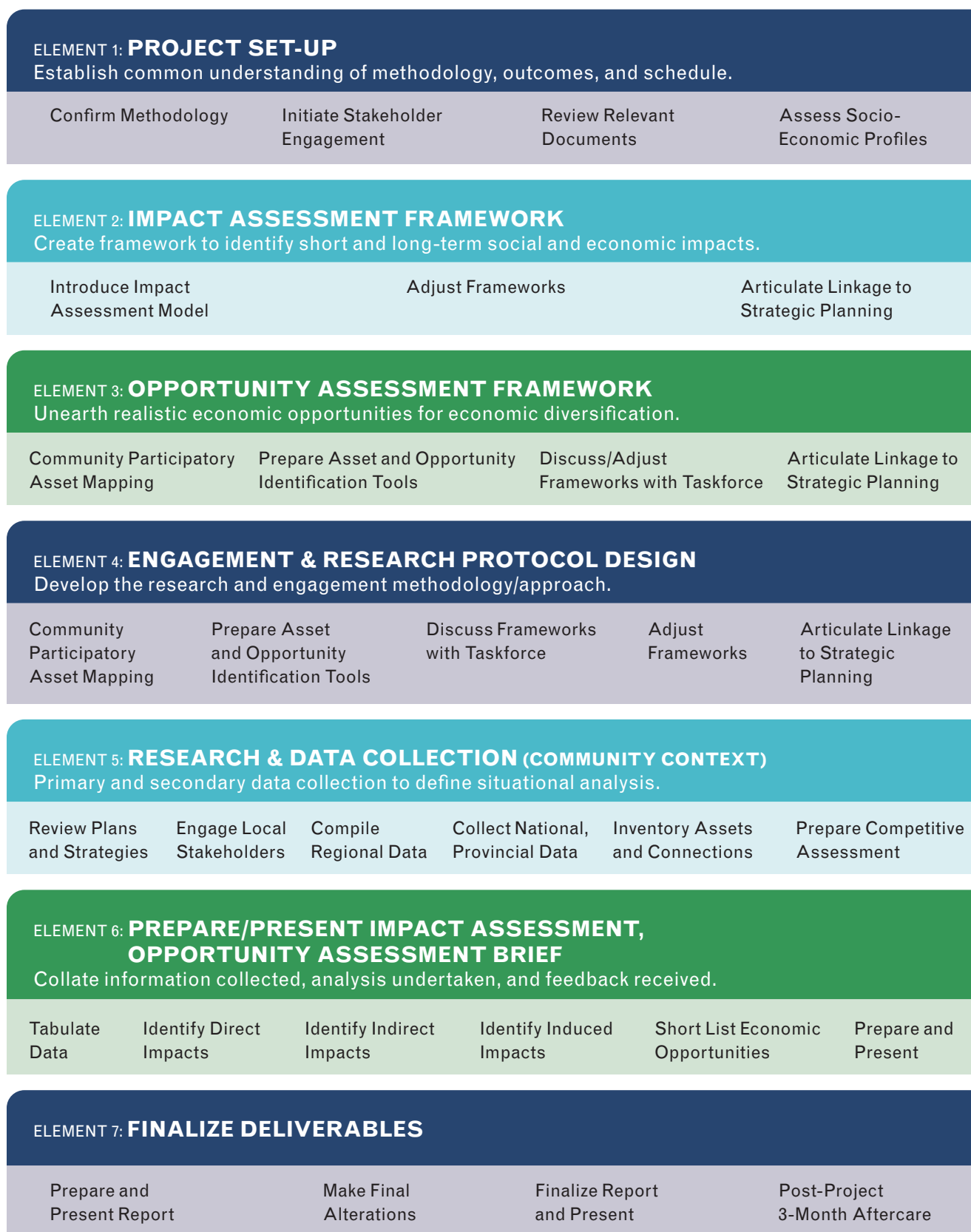
In early October 2023 Lochaven Consulting was selected by the Village of Midway to proceed with Phase 1 – Development of the Boundary Economic Diversification Plan. The project effort extended over the period of October 2023 to February 2024. The approach to this project reflects the unique social, economic, and political evolution of the Boundary Region. It incorporates best practices and lessons learned from different development environments, and it adapts to global trends, local changes, and regional circumstances. The end result is a comprehensive road map, not just a plan, that offers realistic, objective, measurable, and focused directions for progress.

The Boundary Economic Diversification Plan, and the approach was designed to achieve the following:

1. Engage and energize the community and key stakeholders.
2. Complete an Impact Assessment to determine the full reaching and diverse impacts to the region of the closures.
3. Conduct an Opportunity Assessment to objectively consider the comparative and competitive assets that can be used to develop economic opportunities to diversify the local economy.
4. Outline Transition Efforts, namely, the tactics and activities that the region can employ to move through the impacts and realize the opportunities.
5. Provide the Village of Midway and the Boundary Region with necessary detail related to potential projects and activities that could help diversify the economies of the Boundary Region.
6. Prioritization of projects recommended for more in-depth exploration.

While the individual phases of the work are presented separately, they are interdependent. Some work undertaken and information collected/analyzed in any one phase logically feeds into later phases and/or sometimes adds to earlier results. The entire project process is illustrated in Figure 1.

Figure 1: Project Process



1.3 Planning Assumptions and Limitations

As with any planning effort of this nature, regardless of the care taken, certain limitations are inherent in the methodology of investigation and assumptions made. As much as possible we have worked to minimize the impact of these limitations. While we feel the analysis and the recommendations are valid and credible, we acknowledge that certain limitations exist, and have outlined them for the reader.

1. Because of uncertainty regarding the final impacts of the closure of Vaagen Fibre on the region, it is unclear at this point exactly which of the identified regional/community assets that exist today will remain to support the transition effort. As such we have made assumptions around key issues, including but not limited to the availability of a skilled labour force, strength of the local retail/service market, adequacy of local facilities and services, the entrepreneurial climate for development, etc.
2. The planning efforts were appropriately directed towards identifying community and regional opportunities that are closely linked to facilitating successful diversification. It is important to acknowledge that the private sector plays a significant role in driving economic opportunities, which may not always be immediately apparent during the initial stages of diversification. These opportunities often emerge once the community demonstrates its dedication to diversifying the region and establishes the necessary support systems.
3. The Boundary does not exist in isolation from the broader regional, provincial, national, and global environment. The transition context in which assets are identified (considering an aggregate of social, economic, technological, political, and environmental considerations) is at best highly dynamic. As such we would expect that change is not only a possibility, it is a certainty, and the identification of assets, and their potential role, within the broader transition process can also be expected to change. This plan represents a snapshot taken at a single point in time and the further out in time one goes, the less definitive the path and the less certainty around the spectrum of available assets and the role they may play in moving the community/region forward.
4. All communities within the Boundary have a different level of economic development readiness and capacity. There are noticeable challenges in areas that do not have an economic development function and/or strategy. This results in economic development being conducted sporadically and inconsistently. As with any plan of this nature, much will depend upon the capacities, capabilities, and commitment by those responsible for implementation. Wherever possible we have endeavored to provide a rational, relevant, and realistic set of recommendations.
5. The planning exercise occurred over a relatively short period (four and half months) and therefore several contextual circumstances are subject to change during the implementation phase. Notably, there are two aspects to monitor: 1) with the region's economy in question, many economic opportunities will either be presented or detracted depending on the region's ability to lead through the transition. 2) external conditions that influence the region are dynamic and will change.

Notwithstanding the collective importance of these considerations, we stand by the analysis, observations, and conclusions that follow.



2.0 Key Aspects of a Successful Transition

There are countless examples of communities across Canada, throughout North America, and globally who have faced development challenges and uncertainties. Within this array of examples and experiences there is substantive experience and numerous studies dedicated strictly to transition planning. This broad base of experience offers an opportunity to learn. That said, just because an approach has worked well in one location does not necessarily mean that it will work in another. After all, there is not only a diversity of circumstances, but also a diversity of aspirations and goals within and between municipalities and regions.

While the closure of Vaagen Fibre is a unique event to the region, the characteristics of the impact will be similar to other rural-remote, single-industry regions where transition has already occurred. The value in learning from other efforts is in seeking to understand how transition success was affected by the process rather than predetermining what the finished product needs to be.

2.1 The Nature of Transition

The simple way to reference the nature of transition is to say it is hard. The more appropriate way to define it is to state that transition is complex. The term complex has become somewhat ambiguous as it is increasingly referenced to help define issues that do not have easy answers. The world around us has evolved from much simpler times to the complex nature of what we experience today in the 21st Century. When we think about transition, we are talking about the evolution of a community, which represents human habitat. When we think of a community through this lens, it becomes easier to understand that it represents a complex adaptive system.

While people use the term complexity in ways that have meaning to them, there are core principles that help to define complex systems. Generally speaking, complex systems share the following characteristics:

- They are made up of many different parts.
- There are many different interactions between the different parts.
- The system cannot be completely understood.
- The system cannot be completely controlled.

Our human nature seeks to solve the problem in front of us, but we often don't fully understand the nature of the problem we are trying to solve. When dealing with a complex system, as in the economic transition of a rural-remote, single-industry region, there is no direct relationship between cause and effect, so our traditional way of acting may not work. There is no “silver bullet” solution and relying on best practices from a success somewhere else, ignores the context that contributes to creating the uniquely local complexity. So rather than trying to understand and control the entire system (the traditional top-down approach), it is important to look for the simplest patterns and “rules” that emerge from the system and focus efforts there. For example, many economic development strategies focus on the physical component and expend resources on the purchase of land and developing municipal infrastructure through the assumption that businesses will soon follow. This approach may work, and land and infrastructure are necessary ingredients to economic development. However, jumping to this action as the predetermined solution ignores what may be the underlying challenges to the local economy (i.e., uneducated labour force, lack of housing options, etc.).

This does not imply that everything involved in an economic transition is complex. Some challenges are simple to deal with and have a very linear process to identifying the solution. Some challenges are more complicated, but with the right level of expertise, they too have a linear path to a solution. What is important is recognizing when you are dealing with a complex system. By distinguishing the different scenarios (i.e., simple vs. complicated vs. complex), it helps leaders understand their challenges and make decisions in context to ensure that actions match the reality. Trying to find a simple solution to a complex challenge will waste time, effort, energy, and resources, generating frustration among local leaders and could foster mistrust from the broader community if positive results, no matter how small, cannot be seen.

What are the characteristics and capacities of a community that can adapt and grow in the face of challenges? What distinguishes a resilient community from one that collapses in the face of disruption and adversity? While there is no universal “list” of characteristics, what is consistent across successful communities is a willingness to think and act differently. This requires exploring the underlying causes rather than the symptoms of the community's strengths and weaknesses, examining the interdependencies, and diagnosing where to build their capacities. This requires a shift from traditional thinking to evaluating practices through a systems lens, as illustrated in Table 1.

Table 1: Shifting our Traditional Practices

TRADITIONAL LENS	SYSTEMS LENS
Plans that look at specific elements of the community and assess them independently	Consider how to mobilize and sustain proactive community responses to the most significant risks
Looks at a specific sector or single part of the system	Looks at the whole community as interacting systems
Engages citizens based on their specific interests and knowledge	Engages all citizens, as transition affects everyone
Leadership is typically expected to come solely from the local government	Leadership typically comes from multiple sectors
Identifies priorities based on what will strengthen a particular sector	Identifies priorities based on their impacts on strengthening long-term adaptive capacity

2.2 Rural Transition

“The OECD articulates clearly that within OECD countries there has been a shift in rural policy paradigms. The sectoral approach that once dominated rural policy, rooted in efforts to shore up the decline of rural areas, is being replaced by a multi-sectoral policy paradigm that seeks to identify and target local economic opportunities. This place-based approach to policy seeks to identify the varied development potential of rural areas.”

Few would argue with the assertion that a successful economic diversification effort throughout British Columbia would benefit the province both socially and economically. However, few would fully understand the daunting nature of that challenge, the limited avenues for success, and the multidimensional and multi-party approach necessary to affect a positive outcome.

For the purposes of this plan, the Boundary Region, and the communities within it, are best described as rural-remote. Furthermore, while there are several communities and regions within British Columbia categorized as rural, they are not collectively homogenous. For example, it is obvious that any similar-sized communities situated within proximity to the economic hubs throughout the province (i.e., Vancouver, Victoria, Kelowna, Prince George, etc.) share very little in common with the Village of Midway and the Boundary region regardless of the fact that they all may be considered rural. The fact is, those areas, which are near larger urban areas, face different types of challenges than those that are more isolated from population centres. The importance of acknowledging these differences is essential to properly understanding the relative merits of community assets within the Boundary Region, identifying realistic opportunities for economic growth and development, and articulating a realistic diversification effort.

There has been a great deal of research around the challenges and opportunities inherent with rural development that are relevant to economic diversification and transition. For example, the ongoing process of urbanization, which typifies most rural areas of Canada, represents a shift in the concentration of political and economic power and influence, moving it further away from rural-oriented concerns to those of larger centres. This process is exacerbated by declining and aging populations in rural areas, the inability to effectively diversify small economies typically built around one or two resources tied to geography, isolation, and an

absence of access to alternative markets, services, and programs, much lower rates of entrepreneurial development and small business creation, and a lack of services and resources to stimulate and sustain economic development. The implications of this vicious cycle suggest problems won't go away soon and in the absence of some policy attention may only get worse.

Rural development challenges have always existed in some form through the lens of rural development planning and the variety of policy interventions that have been considered globally in a variety of contexts. What is increasingly unique is the new ways of addressing these challenges. For example, the following are characteristics of what is classified as the “New Rural Paradigm”:

- A shift from an approach of subsidizing declining sectors to one based on strategic investments to develop an area's most productive activities.
- A focus on local context, including amenities (environmental or cultural) or local products, to generate new competitive advantages.
- More attention to quasi-public goods that support private enterprise indirectly.
- A shift from a sectoral to a territorial policy approach, including attempts to integrate the various sectoral policies at regional and local levels to improve coordination of sectoral policies at the central government level.
- Decentralisation of policy administration and, within limits, policy design to those levels.
- Increased use of partnerships in the development and implementation of local and regional policies.



While the current situation in the Boundary Region might not be characterized by all of these typical rural development challenges, enough are reasonably recognizable to suggest that development problems exist and conceivably could get worse with the closure of Vaagen Fibre. Of course, this is not to say that the foundations for some levels of sustainable community development are absent and thus there is no hope. While there are opportunities to support transition efforts, the challenges to successful transition are significant. For the most part, evidence suggests successful transition will require resources, capacities, and capabilities beyond those available within a single community. At the very least partnerships and collaborations will be necessary, and all orders of government (Provincial and National) will need to be part of the solution.

On the positive side, the changing character of the global economy has opened new economic possibilities and reformatted others that are not firmly place specific. The rapid advance and transformative power of new technologies, the rise of the knowledge economy, and the importance of human capital and resources (people, skills, and knowledge) support opportunities for economic diversification in areas traditionally

dominated by single industries. Further, there are a range of assets that are especially unique to the Boundary Region that offer a substantive platform to support transition. The history of social cohesion and resilience coupled with the region's unique agricultural and tourism assets suggest that elements of the foundations for a successful transition are present.

There has been considerable research in the United States that outlines key elements that are critical to supporting effective rural transitions, which are summarized in the following points:

- Acknowledging by the communities themselves, and at all levels of government, that a rural economic problem exists and that it will require strategic government intervention to address the systemic factors contributing to rural economic decline.
- Regional collaboration is essential to achieving sustainable rural economic recovery in the context of global economic realities and the need for critical mass.
- A recognition by senior levels of government that a “one-size-fits-all” approach to rural economic development will not work and that approaches must be tailored to be regionally and contextually appropriate.
- The population and leaders of rural regions must be directly involved in decision-making as part of economic revitalization.
- The development of mechanisms giving rural communities greater levels of local control over resources is essential to their economic development.
- The provision of appropriate rural venture capital and business development supports.





2.3 Principles of Community Transitions

The Boundary Region and its communities are rural remote and as such, are presented with development challenges based solely on this characteristic. Further, from an economic perspective, the community and region are considerably tied to a single industry, whereby the economic prosperity of the region is significantly impacted by the relative well-being of a narrow economic base, in this case represented by the presence and sustainability of the forestry sector.

Perhaps the greatest initial challenge to successful transition lies in overcoming the false perception that regardless of the new economic realities of the 21st century, being rural remote and single industry implies limited opportunity for sustainability. This perception is false and based on a stereotypical assumption that there is a lack of resourcefulness, a lack of alternative economic opportunities, and an overly high degree of vulnerability. It overlooks the transformational possibilities of local resources, and it disregards the fact that most single industry

communities exist within the context of a considerably different development context than they did in the years past. This is not to say that there is not the possibility that transition will not succeed. However, seldom is community demise solely preordained based on being rural-remote or single industry alone and seldom is there an absence of opportunities for renewal and revitalization.

The process of transition is complicated and exceedingly difficult at best. Fortunately, there is no shortage of transition experiences, including case studies, key lessons learned, and best practices, to better understand the process and build from it. While the exact replication of specific “successful” experiences is seldom a useful exercise, the experience elsewhere does provide valuable insights. The following represent a summary of key principles that support successful transitions:

- Through successful restructuring or transitioning single industry focused municipalities, communities can reinvent themselves and this reinvention can take a variety of forms ranging from a more diversified economic base to another single industry focus but in a different industry niche (e.g., from forestry to tourism).
- There are typical transitional challenges that generally accrue regardless of location and context. While they may be present in varying degrees in many rural communities, they are almost exclusively present in those regarded as being single industry focused. For example, there is usually a limited supply of entrepreneurs who are firmly attached to the community, the education and skills of the local labour force are significantly tied to one industry, wages within the local workforce tend to be relatively high and not necessarily indicative of the community or regional norm, the middle class is relatively weak and usually includes only a small group of managers, merchants, and professionals. Further, these communities often lack an effective local economic development effort and/or plan. The degree of seriousness of each of these problems varies by community.

- In terms of the transition process itself and their associated best practices, the most important include:
 - » Starting early in defining and implementing strategic initiatives.
 - » Building the foundations of local leadership.
 - » Ensuring local government has access to the appropriate mix of skills and expertise to introduce and support a transition strategy.
 - » Developing a shared vision for the future.
 - » Promoting community ownership and citizen empowerment.
 - » Ensuring private sector involvement and commitment to the process of transition and change.
- During a period of “crisis and decline” the transition effort needs to be well focused and proactive. It should confirm that the municipality is taking responsibility, that efforts are underway to organize and engage key stakeholders, and that mechanisms are in place to meet the community’s transition needs.
- Operationally it is important to consider the following:
 - » Ensure collaboration with other levels of government and organizations, to put appropriate supports in place and leverage resources.
 - » Utilize proper methodologies such as asset mapping to define and confirm the municipality’s competitive and comparative advantage.
 - » Work at improving the business and investment climate by removing disincentives and deterrents.
 - » Introducing or enhancing business retention efforts that target support to local enterprises and the local business community.
 - » Support a remote and entrepreneurial culture and environment that acknowledges the importance of entrepreneurs.
 - » Support an emphasis on education, skills, and innovation in the transition effort.



The transition process and its management depend on many complex and interrelated factors as well as the combination of strengths and contributions from all actors, recognizing the importance of strong leadership and a reliance on collaborative partnerships. For the Village of Midway and the Boundary Region, transition is a realistic and achievable goal if they can sustain a proactive and committed approach to the transition. All of that said, transition efforts consistently require adaptability, a willingness to take managed risks, acceptance of change, consistent attention to the importance of planning and implementation, and an emphasis on broad community engagement throughout the process.

3.0 Contextual Analysis

While extensive research, as well as the sharing of best practices and lessons learned, have been conducted to assist the Village of Midway and the Boundary Region with their transition efforts, it is crucial to have a deep and comprehensive understanding of the community context when it comes to economic diversification planning. The context provides valuable insights and information about the specific needs, challenges, and opportunities of the local community. By understanding the context in which economic diversification is taking place, decision makers and implementers can ensure that their efforts are not only focused on what needs to be done but also on how to effectively achieve it. This allows for informed choices and the development of strategies that are tailored to the unique characteristics of the community.

“

True success does not only rely on doing the right things...but doing those things exceedingly well.

”

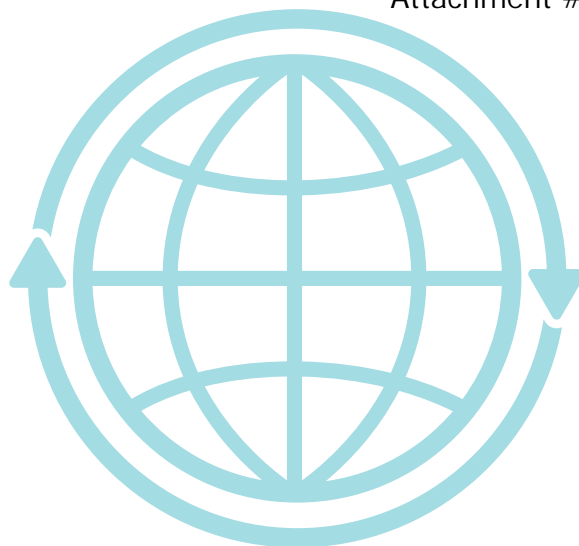
The purpose of the situational analysis is to describe and assess the current socio-economic situation or environment and future trends of the Boundary Region. It is based on an examination of external and internal factors. External determinants, commonly known as the macro-environment, encompass opportunities and threats, while internal factors, also known as the micro-environment, encompass strengths and weaknesses. These insights provide guidance on how to apply best practices and develop a realistic and pragmatic economic development vision. Additionally, a proper situational analysis suggests development objectives and provides a framework for identifying and evaluating key economic opportunities, as well as determining the appropriate tactics to employ.

3.1 External Influencers

To make progress in the Village of Midway and the Boundary Region, it is crucial to fully understand the competitive context and address challenges in a complex and competitive marketplace. The purpose of conducting an external influence analysis is to examine and evaluate the factors that are significant in the current situation of the Boundary Region and understand their implications for future planning. These insights then guide the development of a realistic, practical, and effective economic diversification strategy. Additionally, they help define development goals and establish a framework for identifying and assessing important economic opportunities. The external influences were considered through a PEST analysis, illustrated in Figure 2.

Figure 2: PEST Analysis





3.1.1 POLITICAL TRENDS

Federal Trends

1. **Strength of global trade partners** are expected to shift in the near future, with Europe and US contributing less to global GDP growth while China and South America take a more prominent global role.
2. **The war in the Ukraine** continues to affect global supply chains, immigration trends, and governmental policy and budget decisions.
3. **Climate change and climate change awareness** is putting pressure on government policy and action.
4. **The US 2024 election cycle** is expected to disrupt global economic activity in the short term.
5. The Government of Canada is expected to accept a **record number of immigrants** into the country in 2024.
6. **Monetary policy continues to be aggressive** to curb inflation by decreasing consumer and business spending.

Provincial Trends

1. There are **increasing pressures on provincial and local government** from constituents to deal with housing, health care, and inflation.
2. Majority of BC Citizens are **unsatisfied with the performance** of the current government to date.
3. **The voice/impact of rural communities** continues to diminish at the provincial level, leading to decreased representation and specific action for these communities.
4. As of late 2023 and early 2024 **opposition parties** are failing to pick up momentum behind the NDP, meaning that while there is low approval, this government may have staying power.

Implications for the Boundary Region

Being aware of the political environment at the federal and provincial level is paramount for the Village of Midways and the Boundary Region to succeed in its diversification journey. This awareness may highlight how the Boundary and its key stakeholders can best align their efforts with the priorities and activities of different levels of government to best capitalize on local opportunities. It can also alert them of emerging issues, to adjust and change practices, thereby mitigating risks.

For example, at both the federal and provincial level, clean and green business solutions are being heavily invested in to tackle climate change issues and create a more sustainable future for Canada. This may present opportunities for innovations in clean technology and agriculture in the region.

3.1.2 ECONOMIC TRENDS

Federal Trends

1. **Global economic cooldown** will occur in 2024, but the US is likely to secure a soft landing.
2. **Highly stringent** business lending and investment environments expected in the short-medium term.
3. Canadian businesses are known to **lack aggressiveness in seeking growth**. In a time of economic cooldown, this trend is expected to be magnified.
4. **The structure of employment is shifting** to adapt to our tech-centric future meaning new skills are being valued more than others, such as computer programming and software development. Meanwhile, unskilled labour is becoming decreasingly valuable or needed.
5. There is a continued and sustained **push to return to inflation targets** across the globe, maintaining high interest rates and costs of borrowing.

Provincial Trends

1. **Significant push for “Clean and Green”** entrepreneurship and business growth is being reflected in provincial and federal investments.
2. **High interest rates** continue to affect provincial economic activity resulting in decreased housing sales and decreased business lending.
3. **Consumer and business spending** expected to decrease in 2024 after 2023 showed high spending despite significant interest rates.
4. **BC export revenue is down** due to low prices, weaker global demand, and port strikes.

Implications for the Boundary Region

As global, federal, and provincial economic conditions are pointing towards an economic slowdown, it is more important than ever that the Village of Midway and the Boundary Region and its key stakeholders take their time creating a foundation for an environment conducive to business investment, entrepreneurship, and business retention and expansion, to capture and foster key opportunities as they arise.





3.1.3 SOCIETAL TRENDS

Federal Trends

1. **The senior population** (64+) is at historically high levels in Canada putting pressure on housing infrastructure and an underprepared healthcare system.
2. **Awareness of environmental sustainability and climate change** is increasingly prevalent causing changes in consumption, business action, government action, and investment patterns.
3. COVID saw many **individuals leave urban centres** to seek more rural settings for lifestyle and affordability.
4. **Working from home has stuck** as the commercial office space of large centres continues to have low occupancy rates.

Provincial Trends

1. **BC has an increasing aging demographic**, but like any challenge it also presents opportunities such as service-based businesses and openings in the workforce.
2. **Regional affordability gap in BC has grown**, affecting investment decisions and the attraction of citizens.
3. BC is one of the most outspoken provinces in Canada in **pushing for “clean and green”** sector development and business development.
4. Post-COVID, **older generations in BC are moving to more isolated, rural regions** for lifestyle and affordability.
5. **Economic opportunities are more commonly being pursued remotely** as one no longer needs to be in an urban centre to be connected.

Implication for the Boundary Region

As rural communities across Canada continue to decline in population while attracting more seniors, it is key for the Village of Midway and the Boundary Region to establish a collective identity that will allow them to strategically pursue and attract a target market that will sustain their community in the future.

3.1.4 TECHNOLOGICAL TRENDS

Federal Trends

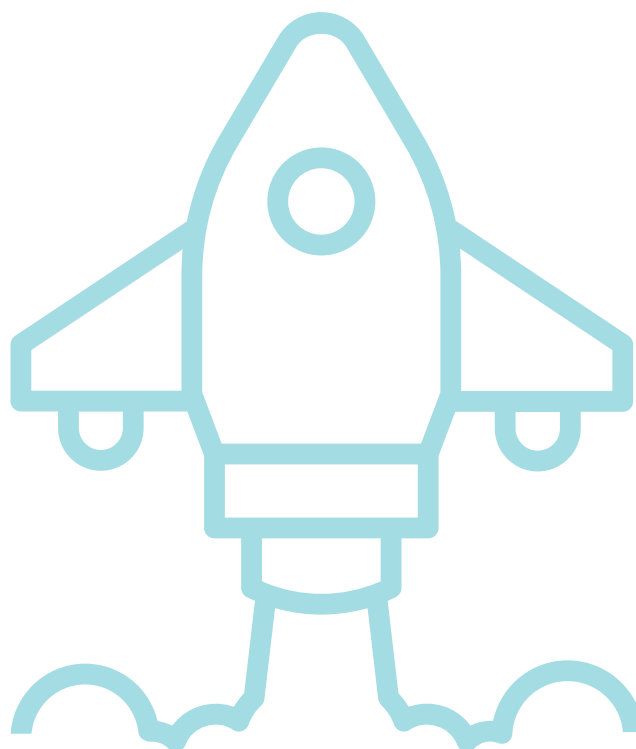
1. **Process automation and virtualization** will decrease reliance on the workforce while increasing process efficiency.
2. **Applied artificial intelligence** will continue to drive technological growth and progress at significant rates. It is already being applied across sectors.
3. **Connectivity** is increasing globally due to advancement in 5G technology and universally available Wi-Fi.
4. **Clean technology and innovation** will be the driver of climate change solutions.
5. **Cyber security and trust architecture** will increase in importance as more and more information is stored as data.

Provincial Trends

1. BC has a **thriving technological agglomeration** creating massive employment and business opportunity throughout the province.
2. **Clean and green initiatives** are expected to be driven by tech industry through innovative solutions.
3. **Innovative technology** is being applied across sectors to increase efficiencies, decrease labour, and advance industries.

Implications for the Boundary Region

Today's communities, citizens, and governing bodies must be ready to adapt and evolve. Technological innovation, introduction, and adoption is an important activity that will impact the structure of all sectors in the coming years at an increasing pace.





3.1.5 LAND AND INFRASTRUCTURE TRENDS

Federal Trends

1. **Regional competition** is increasing from availability of high-quality industrial lands in concentrated areas and along high-volume traffic corridors.
2. **Aging infrastructure** in communities across the country are approaching the end of their useful life and requiring replacement.
3. **Asset management** is increasingly tied to government funding availability and requires strong planning and prioritization of capital projects.

Provincial Trends

1. **Lack of government** owned employment ready lands in rural communities.
2. **Aging infrastructure** in rural communities is becoming increasingly expensive to repair, maintain, and replace.
3. **Infrastructure BC** will continue to support stimulus programs for economic recovery and increase resources in coming years (as of 2023).

Implications for the Boundary Region

Land availability and servicing needs to be addressed within the Village of Midway and the Boundary Region in a strategic way to be able to attract investment and encourage growth of existing businesses. Furthermore, comparative advantage needs to be secured to establish an environment for healthy businesses.



3.1.6 LEGAL/REGULATORY TRENDS

Federal Trends

1. **Environment, Social, and Corporate Governance (ESG)** is more than just optional in today's environment. It is now essential for a region's success and has a significant impact on citizen attraction, business retention, and attracting investment.
2. **Privacy** will be paramount in a hyper-connected world and managing privacy risks has been downloaded onto the private sector.
3. **Data Protection** is modernizing as the Government of Canada and several provincial governments overhaul their legislation to keep up with a rapidly changing world.

Provincial Trends

1. **Rural communities** across the province have been seen to not be flexible in accommodating the needs of interested businesses.
2. **Focus on reconciliation** at all levels of government has increased legal and regulatory action in BC to uphold Indigenous rights, through initiatives such as the B.C. Declaration Act.
3. **Increased access to social support services** has been reinforced by Government of BC regulations including reduced childcare fees, expanded small business tax rate, and protection from high-cost lenders.

Implication for the Boundary Region

In an increasingly competitive and regulated business environment, the Village of Midway and the Boundary Region and their many governing bodies have an advantage in their ability to be flexible to accommodate the regulatory and legal requirements of businesses. For example, rural communities have been known to accommodate requests such as the acceleration of land rezoning and permitting to ease the investment decisions of certain businesses.

3.2 Internal Analysis

A full situational analysis involves a review of both external and internal factors as they relate to economic development. Therefore, a comprehensive and objective review of the internal environment within the Village of Midway and the Boundary Region was completed to identify apparent strengths and challenges within the region. Our investigations involved interviews with key stakeholders, a review of key publications and reports, and a review/investigation of efforts already undertaken. This internal analysis is critical as it builds the foundation of what strategies and activities the community can expect to implement in its efforts to successfully move forward.

3.2.1 IMPACTS OF MILL CLOSURE



Employment

- 74 FTE lost – 64 FTE in the Boundary
- Wages Unknown

Local Expenditures

- \$21,600,000 lost in annual local log sales – most likely picked up by local competitors
- \$120,000 in local annual supply purchases

Social

- Family challenges due to affordability, lost wages, and access to nourishment
- Concentrated impacts in Midway and Greenwood
- Level of Optimism Low
- Regional Reputation
- Low cost / Affordability – Attracting a certain group

3.2.2 DEMOGRAPHICS



Strengths

- Increasing population – Skewed due to COVID, but shows that people went back to where they were comfortable
- Lower than average unemployment rate
- Higher than average High School Diplomas
- Higher than average apprenticeships
- Influx of individuals from the lower mainland, buying homes and businesses

Weaknesses

- Higher than average Median Age
- Much lower than average % of population below 54 compared to BC and Canada
- Lower than average Median Household Income
- Lower than average Workforce Participation Rate
- Lower than average College and University Graduates

3.2.3 LEADERSHIP/GOVERNANCE



Governance is broadly defined as the process of exercising authority to provide direction and to undertake, coordinate, and regulate activities in support of achieving a specific direction and desired outcomes. Good governance combines participatory action-oriented learning, capacity-building tools, and the power of data. Leadership is defined in several different ways, but generally speaking it refers to the act of leading or, in the case of economic development, is more the act of taking a community where it needs to go.

Clearly the presence both of strong local leadership and a system of good governance are critical prerequisites to the Village of Midway and the Boundary Region's efforts to achieve sustainable economic development success.

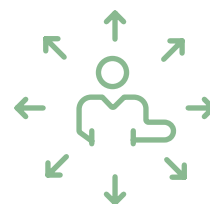
Strengths

- High level of local pride from elected officials and councils
- Regional leaders step up in times of need
- Strong desire to succeed and grow the region
- Impactful MLA in the region with influence at local and provincial level
- Community is engaged and excited about the planning initiative
- Key Stakeholders have a willingness to participate in Collective Impact Model

Weaknesses

- Many economic development functions acting independently across the region
- Limited engagement of major employers in economic development initiatives
- High ratio of political groups to citizens

3.2.4 HUMAN CAPACITIES/CAPABILITIES



A region's human capacities/capabilities will certainly impact available options and opportunities for future growth and development. Success is highly correlated with a capable workforce, talented individuals in key areas, cutting edge knowledge, educational facilities/infrastructure embedded in the community, and proven economic development know how.

Strengths

- Strong volunteerism
- Resilient individuals and community – Came together to ensure Pope and Talbot ownership transitioned
- Individuals conduct many activities to make a living (resourceful and creative)
- Access to talented/skilled retirees

Weaknesses

- Low levels of capacity and resources to implement economic development initiatives
- Mono-industry workforce indicates limited diversity in skills
- Limited access to post-secondary education/training
- Youth drain/leak is eroding the talent base
- Extraction based resource communities typically have a sense of entitlement

3.2.5 BUSINESS CLIMATE

As the saying goes, attitude determines altitude. A positive business climate allows businesses to conduct their affairs openly and freely. While no business climate is perfect for every kind of company, certain attributes of the regional or local economy allow investors to find fewer risks and higher returns when compared to other places.



Strengths

- Strong Community Futures organization driving business supports and economic development in the region
- Small business owners in the region driven to create and contribute to change
- Plenty of assets to utilize in BRE and Inbound Investment (natural amenities, rural living, low crime, outdoor recreation)

Weaknesses

- Local governments have created some roadblocks for private sector development
- Limited traditional lending institutions in the region
- Limited private sector involvement in solving social issues – non-profit focused
- Lack of local business ownership in some communities
- Limited entrepreneurship in immediately impacted areas

3.2.6 SOCIAL CAPITAL AND INFRASTRUCTURE

Social infrastructure refers generally to those agencies, authorities and services that broadly contribute to or enhance social well-being including hospitals and medical care, schools, social housing and the like while social capital refers to connections among individuals and is an indication of community cohesiveness.



Strengths

- Robust and engaged community groups/ non-profits
- The community comes together in difficult times (i.e. Flood mitigation, Mill closure)
- Strong Volunteerism in the Region
- Strong Schooling System
- Safe and Trusting Community

Weaknesses

- Limited access to healthcare and complementary healthcare supports
- Limited indoor recreational assets
- Limited childcare and programs for youth
- Homogeneous population, limited cultural and religious diversity
- Large region with pockets of population
- Communities are siloed within the region



3.2.7 REGULATORY ENVIRONMENT

The type, level, and effectiveness of regulatory controls places limits and/or dimensions on what might be pursued in the broader task of economic development.



Strengths

- Up to date OCPs in Greenwood, Midway, and Christina Lake
- Ability to be flexible in accommodating business needs

Weaknesses

- Planning efforts appear to occur in isolation between communities and between functions

3.2.8 ECONOMIC CIRCUMSTANCES AND INFRASTRUCTURE

While seemingly obvious, it should be reiterated that economic development builds directly from existing economic circumstances.



Strengths

- Service and retail trade is existing, growing, and presenting opportunities for new and existing business owners
- Major highway access
- Emerging sector – Cannabis
- Close proximity to US, Okanagan, and Lower Mainland markets

Weaknesses

- Consumer and business spending leakage outside of the region is prevalent
- Small local marketplace with limited diversity, need for export
- Limited telecommunications service in space between communities
- Limited industrial/commercial employment ready lands that are local government controlled
 - » Lack of shared office and office space throughout the region.

3.3 Business Needs

To accurately assess and represent the needs of the businesses within the region, the business cycle was segmented into four distinct sections: Pre-Launch, Launch, Growth/Maturity, and Business Exit. It should be respected that each of these sections have unique needs within each business functionality and should be treated as such. Therefore, they were assessed under the following functionalities: Operations, Marketing, Financials, Human Resources, Market Research, Legal, and General Strategy. This information was collected directly from business interviews, discussions, and surveys and is summarized in Table 2.

Table 2: Business Needs in the Boundary Region at Different Lifecycle Stages Within Distinct Functions

OPERATIONS		
PRE-LAUNCH	<ul style="list-style-type: none"> Knowledge of Industry Specific Government Regulation (Provincial and Federal) Identifying key equipment needs Choosing suppliers and understanding supplier relationships 	<ul style="list-style-type: none"> Storefront/Ecommerce set-up strategies Site selection criteria and process Navigating land development process at government level
LAUNCH	<ul style="list-style-type: none"> Product manufacturing and service process mapping for efficiency and effectiveness Knowledge of complete business cycle Objective/outside evaluation of product offering 	<ul style="list-style-type: none"> Technological expertise and training Understanding of the balance between production capacity and customer demand Affordable shipments and transportation costs to and out of rural remote region
GROWTH/MATURITY	<ul style="list-style-type: none"> Industrial/Commercial lands and facilities to grow into Optimizing process scaling How to optimize expansion while respecting demand Purchasing key equipment Reassessment of government regulation amidst scaling 	<ul style="list-style-type: none"> Minimizing cost of goods while expanding operation Adding online shopping as scale-up strategy Reassessing product offering Resources to develop operational expertise
BUSINESS EXIT	<ul style="list-style-type: none"> Selling of key equipment Scaling down operations for business closure Preparation of all assets for sale 	<ul style="list-style-type: none"> Scaling up operations in business sale/succession scenarios Handover to new owners (takeover strategy) Supplier relations and account closure/continuation

MARKETING

	PRE-LAUNCH	<ul style="list-style-type: none"> • Identification of viable markets and offerings within those markets • Creation of effective market entrance strategy • Logo and branding creation and set-up • Website and landing page design and set-up 	<ul style="list-style-type: none"> • Ecommerce set-up • Social media launch and growth strategy • Target market segmentation • Access to channels of distribution • Creation of effective value proposition
	LAUNCH	<ul style="list-style-type: none"> • Implementation of effective market entrance strategy • Social media management and strategy • Website and landing page implementation and management • New channels of distribution 	<ul style="list-style-type: none"> • How to access new markets • Communication of product offering • Pricing strategies • Establish business brand • Communication of effective value proposition
	GROWTH/MATURITY	<ul style="list-style-type: none"> • Accessing new markets for expansion (export of products/services) • Enhancing previous marketing strategies • Implementation of new strategies within all marketing tactics • Social media management and strategy 	<ul style="list-style-type: none"> • Reassess pricing strategies • How to involve the community in your success • How do businesses give back and communicate their contributions • Reassessing distribution channels
	BUSINESS EXIT	<ul style="list-style-type: none"> • Properly communicating business closure/sale • Scaling up marketing for succession/sale • Reassess brand under new ownership 	<ul style="list-style-type: none"> • Reassess pricing, product placement, and product offering under new ownership • How to properly hand-off all marketing accounts to new ownership

FINANCIAL

	PRE-LAUNCH	<ul style="list-style-type: none"> • Accessing funds within a strict lending environment • Understanding the process of start-up financing (loan and investment) • Accounting services • Understanding of business tax responsibilities • Creation of pro forma financial statements 	<ul style="list-style-type: none"> • Setting up payment systems, i.e., A/R, A/P • Knowledge of investment structure • Beginning of long-term financial plans in place • Grant writing skills • Business planning skills for loan requests • Banking for business
	LAUNCH	<ul style="list-style-type: none"> • Accessing funds within a strict lending environment • How to begin peer-to-peer lending/ investment process • Assistance with the financing/investment process • Systems related to inventory tracking, POS system, payroll, AP/AR, and the knowledge to use them effectively 	<ul style="list-style-type: none"> • Funds for employee attraction and retention (wage, bonuses, training grants) • Understanding of break-even and burn rate • Grant writing skills • Business planning skills for loan requests and investment opportunities
	GROWTH/MATURITY	<ul style="list-style-type: none"> • Understanding of operating within new financial realities with limited access to funds • How to seek, conduct, and finalize peer-to-peer investment • Gaining funds for expansion • Reassessment of financial goals • Ensuring financial health before growth 	<ul style="list-style-type: none"> • Systems related to inventory tracking, POS system, payroll, AP/AR, and the knowledge to use them effectively • Awareness of overall financial situation • Asset purchases/investment advice/ planning • Grant writing skills
	BUSINESS EXIT	<ul style="list-style-type: none"> • Business valuation strategy • Understanding of depreciated assets • Increasing net income • Reassessment of financial goals • Owner payment format and structure (continuous salary, straight up sale, owner's equity draw etc.) 	<ul style="list-style-type: none"> • Financial risk mitigation • Business sale financial readiness assessment • Alternatives to business transfer i.e., lifetime gifts/transfers at death • Creation of business deal

HUMAN RESOURCES

	PRE-LAUNCH	<ul style="list-style-type: none"> • Understanding of available talent given recent realities • How to hire remote for specific skills (i.e., graphic design) • Leadership and management training 	<ul style="list-style-type: none"> • Mentorship network • Partnership network • How to attract, hire, and retain top talent in rural remote regions.
	LAUNCH	<ul style="list-style-type: none"> • How to attract, hire, and retain start-up employees as a new company • Leadership and management training • Should I hire? Understanding of capacity needs 	<ul style="list-style-type: none"> • Employment documents i.e., Policy, agreements, contracts • Strategy for student, intern, and temporary employees • Hiring in line with desired culture • Customer service training
	GROWTH/MATURITY	<ul style="list-style-type: none"> • How to attract, hire, and retain start-up employees as a new company • Hiring in line with growth needs • Capacity of business owner, specific training needed? • Mentorship network 	<ul style="list-style-type: none"> • Understanding of HR needs to create a well-rounded comprehensive team • Create an attractive culture through growth • Customer service training • Internal HR Strategy
	BUSINESS EXIT	<ul style="list-style-type: none"> • Employee engagement in closure/ sale/ succession process • Mentorship network for businesses in sale process • Mediation between family members 	<ul style="list-style-type: none"> • Increase capacities of employees if necessary for succession • Succession matching • Recruiting suitable accounting/legal/ consulting services

MARKET RESEARCH

	PRE-LAUNCH	<ul style="list-style-type: none"> • Competitor analysis • Industry analysis • Unique selling proposition • Access to data/databases 	<ul style="list-style-type: none"> • What data do I collect? • Application of research/data • Market test strategy • Database of effective sources to get market research information
	LAUNCH	<ul style="list-style-type: none"> • Staying in tune with industry changes • Understanding of target market segments • Consumer expectations of a business in the industry (i.e., price, service offering) 	<ul style="list-style-type: none"> • Initial market assessment at business launch • Tying target market into marketing strategy
	GROWTH/MATURITY	<ul style="list-style-type: none"> • Updated understanding of target markets • Economic indicators at Global, National, Provincial, and Regional levels 	<ul style="list-style-type: none"> • Refreshed product offering strategy • Market assessment pre-growth • Market assessment post-growth
	BUSINESS EXIT	<ul style="list-style-type: none"> • When is a good time to sell? • Industry Trends 	<ul style="list-style-type: none"> • Current market prices of comparable business • Economic indicators at Global, National, Provincial, and Regional Levels

LEGAL

	PRE-LAUNCH	<ul style="list-style-type: none"> • Legal considerations of all business structures • Assistance with Incorporation • Partnership agreements 	<ul style="list-style-type: none"> • Insurance needs • Rental/mortgage/outright purchase of business premises • Family business structuring
	LAUNCH	<ul style="list-style-type: none"> • How to decrease liability in customer's use of product • Insurance needs updated 	<ul style="list-style-type: none"> • Government regulation followed • Proper licences obtained • Business registration
	GROWTH/MATURITY	<ul style="list-style-type: none"> • Insurance needs updated • Investment and asset purchases 	<ul style="list-style-type: none"> • Legal aspects of property purchase advice • Employee liability coverage
	BUSINESS EXIT	<ul style="list-style-type: none"> • Proper legal sale/hand-off of business • Insurance needs updating 	<ul style="list-style-type: none"> • Mediation between family members/ shareholders/key members • Sale of property and buildings

GENERAL STRATEGY

	PRE-LAUNCH	<ul style="list-style-type: none"> • Setting up proper business structure and governance • Entrepreneurial self-assessment and goal setting • Business leadership self-assessment and goal setting 	<ul style="list-style-type: none"> • Creation of strategic plan • Creation of non-profit, society, charity etc. • Risk mitigation
	LAUNCH	<ul style="list-style-type: none"> • How to launch a business • Business development strategy • Update strategic plan 	<ul style="list-style-type: none"> • Risk mitigation • Future goal setting • Accurate problem identification
	GROWTH/MATURITY	<ul style="list-style-type: none"> • Sustainable growth • Update strategic plan • Risk mitigation 	<ul style="list-style-type: none"> • Creation of a growth strategy • Future goal setting • Accurate problem identification
	BUSINESS EXIT	<ul style="list-style-type: none"> • Update a strategic plan for business sale • Risk mitigation • How to approach a business sale 	<ul style="list-style-type: none"> • Business sale readiness assessment • Succession in agriculture • Accurate problem identification

3.4 Rural and Small-Town Trends

In the broader task of identifying and assessing community assets, understanding community fit, and delineating development opportunities, it is especially important to consider the trends that will impact the economic development of rural communities.

Rural remote and small towns across Canada are critical to the country's growth, providing essential resources to both urban and rural regions, playing a key role in our nation's identity and preserving our environmental resources. Yet across the country, many of our communities are struggling to survive, facing issues such as skills shortages and declining populations. Rural economic development and business trends have always been significantly different from general economic development and small business trends.

The following represent key trends within small towns that will impact transitional efforts for the Boundary Region:

Self-Investing Communities

Instead of waiting for inbound investment to act as an economic stimulus, smart rural communities are acting entrepreneurially and seizing economic opportunities. By doing so they are demonstrating the commercial attractiveness of their community.

Independent Workforce

Contingent workers, independent professionals, and freelancers are all converging as more people make their own way while staying rural, rather than moving to the city for jobs. Because rural independent workers have a lower cost of living than their urban counterparts, they are better able to compete in digital talent marketplaces.

Self-Employment Rise Continues

There is more reason than ever to expect a continued increase in self-employment and business start-ups in small towns. This is largely due to limited employment opportunities, desire for flexible working conditions, major employers moving towards contract workers, and a highly entrepreneurial millennial generation.

Crowdfunding Validates New Investment

Often crowdfunding is associated with social causes or social entrepreneurship with many surprised to learn that globally, crowdfunding has surpassed traditional venture capital. In 2010, there was a relatively small market of early adopters crowdfunding online to the tune of a reported \$880 million, this grew to \$34 billion in 2015. It is now larger than the Venture Capital industry which raises an estimate of \$30 billion per year.



Innovative Rural Business Models

Small town businesses have moved beyond that of traditional business models such as mom-and-pop retail stores located in the heart of downtowns. The trend leans towards smaller business experiments, replacing a high-risk full-size business and often filling only a couple of hundred square feet instead of 5,000 square feet. For example, temporary businesses 'pop-up' for a day, a week, or a season to test the waters or shared spaces bring together co-working, artist's studios and galleries, maker spaces, and stores inside of other stores. Mobile businesses can gather up market share by moving from small town to small town.



Travel Motivations Favour Rural

Small towns excel at offering authentic experiences. Visitors can easily connect with culture, history, and a sense of place all in a walkable package in a small town. International travellers are starting to make rural regions like the Deep South their first destination in the US, skipping traditional big city visits. Instead of checking famous sights off a list in a guidebook, they are seeking out local artists, authentic foods, and hidden gems recommended by friends and fellow travellers.

Small Town Realities are Urban Development Trends

Placemaking, walkability, strong sense of community, and public spaces are all considered to be “urban” planning and development trends, with the intent of making urban places feel more like small towns. While small towns already have the advantages of compact, walkable cores in their downtowns. They have walkable distances in their historic development pattern, and they already have built public spaces waiting for revitalizing activity. In small towns, it’s easier to get involved and make a difference, and small projects have greater impacts.

Small Towns Participate

Many rural communities were built through the efforts of few people who were considered the town’s leaders. Often, they could gather and decide the town’s future. Today, a small-town’s sustainability depends on engaging the majority. It is crucial to ensure that all residents have the opportunity to be engaged and in fact they are demanding it. Without widespread participation in small towns, the skill, network, and resource pool become too small to successfully design and deliver creative projects that will end up shaping a better future.

Rural Broadband Drives Business Development

With a great deal of rural populations still lacking access to better service, much more needs to be done. Those who can access broadband are using it to build businesses and conduct commerce at a record pace. Expect more public and private projects to develop more business use of broadband.

Rural Sourcing Brings More High-Tech to Rural Areas

Rural sourcing is competing with global outsourcing, and as a result provides communities with the opportunity to successfully bring manufacturing and IT service jobs into rural areas. With global supply chains threatened by higher shipping costs and rising manufacturing costs in China, regions are witnessing more projects returning manufacturing to home shores.

Online Does Not Mean in Front of a Computer

Mobile Internet access just keeps growing. Tablets and smartphones are changing the way potential customers look for businesses everywhere, including in small towns. The strength of cell signals and Wi-Fi availability are important for tourism, and for small businesses capturing mobile customers. Rural communities and businesses need to get mobile-friendly.

While these trends are either now emerging, or are already here, the Village of Midway and the Boundary Region needs to stay aware of these trends to help position the community and deploy tactics to benefit from the changing environment.





4.0 A Framework for Moving Forward

While the recommendations in this report are aggressive, it is felt that only through employing aggressive strategies will the Village of Midway and the Boundary Region realize their desire to diversify the economy and successfully transition. Successful communities build from who they are and what they want to be. They understand that success is about being proactive, developing an effective “game plan,” and making things happen. What follows is intended to reflect that theme. For the Village of Midway and the Boundary Region, this means a strategy that not only addresses its specific needs and concerns but more importantly provides a more focused, realistic, and inclusive approach to moving the region forward as one community.

There are numerous frameworks and formats to guide a strategic plan. The most appropriate in this case embraces incremental change and interdependence as critical cornerstones, logically building connections between aspirations and realization.

“

Economic development cannot take a community forward on its own. We need society, environment, and economy, which complement each other; and through this process, we need to make sure rural communities are not only sustainable but have the potential to thrive.”

”

4.1 Regional Fit - Vision & Principles

For a community to pursue economic opportunities, it is important to go beyond just having a viable market opportunity and a willing investor. Community leaders must also consider the residents and obtain their “social license” for the venture. In today’s world, community leaders need to increasingly consider what the community wants to achieve through their economic development efforts.

To address this, the process included significant efforts to engage the community and have them express their desired outcomes for the transition efforts. In fact, over the four (4) months of the project, there were over 500 touchpoints within the region (interviews, pop-up booth conversations, survey responses, and planning sessions) that provided local citizens, businesses, and leaders with the opportunity to direct their future.



4.1.1 DESIRED OUTCOMES / VISION

Appreciating the region’s desired outcomes of the economic diversification efforts is a critical first step in the larger task of creating positive economic growth and development within the Village of Midway and the Boundary Region. Below are the top five outcomes that the community has identified as important to consider in the development of the plan:



4.1.2 GUIDING PRINCIPLES

The region's citizens and leaders were very clear that achieving the five (5) outcomes cannot be accomplished at any cost. Very much the opposite. Once a shared understanding of what the region wishes to accomplish has been achieved, the following guiding principles will support effective decision-making as the region acts and implements.

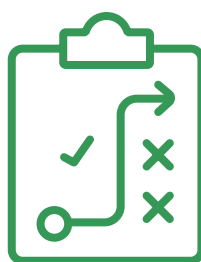
- 1. Environmental sustainability:** The region has prioritized sustainable development practices and requires economic initiatives to adhere to environmental regulations and minimize negative impacts on the ecosystem.
- 2. Social equity:** Communities emphasized the importance of ensuring that economic development benefits all members of society, considering impacts on fair wages, equal opportunities, and inclusive growth.
- 3. Cultural preservation:** Preserving local cultural heritage and identity was emphasized, including protecting cultural sites, traditions, and local industries.
- 4. Infrastructure development:** Local governments have noted infrastructure requirements for economic development, which focuses on improved transportation networks, utilities, and public facilities.
- 5. Quality of life:** Community characteristics that contribute to overall quality of life must be consistently considered with new development, including factors such as access to healthcare, education, recreational facilities, and a clean environment.

4.1.3 STRATEGIC PRIORITIES AND GOALS

It is best to think of priorities and goals as outcome statements that flow logically from the community's desired outcomes. The Village of Midway and the Boundary Region have identified the following three (3) goals. These goals, and their corresponding objectives and actions, were derived from a consensus of expressed ideas, opinions, and inputs from key stakeholders. Collectively, they are logical and supportable. They clearly set out broad themes for the next 3 years (up to the year 2027). They were formed by considering "what is possible?", "what is desirable?", and "what can realistically be achieved?" within the region's diversification efforts.



1
**ENSURE WE
HAVE THE
CAPACITY TO
SUCCEED**



2
**FOCUSED
EFFORTS ON THE
MITIGATION OF
IMPACTS**



3
**CAPTURING
OPPORTUNITIES
AS THEY
EMERGE**



4.2 Focusing on Preconditions

All too often, communities tend to prioritize attracting and capturing the next economic opportunity without fully considering the necessary characteristics and elements required for that opportunity to be successful. This can lead to missed opportunities and potential challenges in the long run. Considering this, the plan strongly suggests that regional leaders acknowledge the critical importance of having the appropriate human and social infrastructure in place to support various initiatives related to attracting investment, nurturing businesses, attracting, and retaining talent, and fostering overall prosperity. By focusing on these preconditions, the region can ensure a solid foundation for successful economic diversification and sustainable growth.

With that in mind, the plan makes an effort to address the following preconditions for the region to successfully diversify its economy.

1. **Availability of skilled labor:** A region needs to have a pool of skilled workers who can adapt to new industries and technologies.
2. **Infrastructure:** Adequate employment lands, and infrastructure, such as transportation networks, utilities, and communication systems, are essential for attracting businesses and supporting economic diversification.
3. **Access to capital:** Regions need access to financial resources, such as loans, grants, and investment, to support the growth of new industries and businesses.
4. **Supportive government policies:** Government policies that encourage entrepreneurship, innovation, and investment in new industries can create a favorable environment for economic diversification.
5. **Education and research institutions:** Having universities, colleges, and research institutions in the region can foster innovation, provide a skilled workforce, and support the development of new industries.
6. **Market opportunities:** Regions need to identify and capitalize on market opportunities that align with their strengths and resources.
7. **Collaboration and partnerships:** Building strong partnerships among businesses, government, educational institutions, and community organizations can facilitate knowledge sharing, resource pooling, and collaborative efforts for economic diversification.
8. **Community engagement:** Involving the community in the economic diversification process and considering their aspirations and needs can help ensure the sustainability and inclusivity of the development efforts.

4.3 Strategic Priorities

4.3.1 ENSURE WE HAVE THE CAPACITY TO SUCCEED

Description: While it is critical that regions who wish to successfully diversify their local economies have a bias for action and actively work towards success, it is important to prioritize setting up the diversification effort in a way that ensures there are local capacities to not only implement the plan but also adapt to the dynamic conditions the region will face in coming years. To achieve this, the Village of Midway and the Boundary Region propose positioning themselves properly by building strong foundations that will support the longer-term diversification process. This initial effort will need to happen quickly, within the first six months, and will involve capacity-building, communication, and partnership and alliance building activities that will start early and continue throughout.

Proposed Tactics:

1. Adopt the Diversification Plan - Stronger Together (Across the entire Region)
2. Establish an organizing group to lead the efforts - Boundary Action Team
 - » Sustainably fund a Backbone Organization
 - » Define local resources (i.e., financial and human)
 - » Track, measure, and celebrate community successes
3. Support training on transitional elements (i.e., economic development, change management, etc.).
4. Implement shared client relationship management tool.
5. Commitment to wrap around services.
6. Implement communication and change management plan.

4.3.2 FOCUSED EFFORTS ON THE MITIGATION OF IMPACTS

Description: The closure of Vaagen Fibre will have broad and deep socio-economic impacts, including direct, indirect, induced, and tertiary impacts. These impacts encompass financial, economic, and employment effects directly associated with the company, as well as those within its sphere of influence, such as job creation and maintenance in the supply chain. There will also be shifts in aggregate and local spending on various goods and services due to changes in workers and payroll. Additionally, socio-economic impacts are expected across multiple dimensions, including the local business community, real estate availability, health and wellness, community organizations and their programs, the demographic makeup of the region, education and educational services, and other socio-economic aspects of community well-being.

The mitigation priority has been categorized further into three (3) separate focal points, considering specific actions for impacted workers, impacted businesses, and the social resilience of the region.

1. Impacted Worker

A central piece of any transition effort is a focus on displaced workers; supporting them to transition to new jobs and careers. Central to the effort is typically the appointment of case managers to work one-on-one with affected workers, tailoring solutions based on individual skills and needs including, but not limited to, job search support, training, and income stabilization. Partnerships with all three levels of government can often leverage sufficient resources to measurably support the effort.

Proposed Tactics:

1. Create workforce task force consisting of representation from BC Government, local governments, employment service providers, and employers.
2. Map out employment opportunities throughout the Region:
 - » Reattachment to labour
 - Employment counselling
 - Retooling
 - » Self-Employment
 - » Retirement planning
3. Develop programs and services needed.

2. Impacted Business

Often, the unique needs of existing businesses affected by the closure of a key business are overlooked. In a region focused on attracting new opportunities, the existing businesses are often forgotten, despite their importance to ensuring the region remains healthy and attractive to both local and external entrepreneurs. It is crucial to incorporate specific Business Retention and Expansion (BRE) efforts into the plan to address this issue.

Proposed Tactics:

1. Provide a concierge program for all impacted businesses to get them the support they need.
2. Establish a business triage program (one-on-one support).
3. Create a “transitioning your business” seminar series:
 - » Refinancing debt
 - » Diversifying incomes
 - » Cashflow Management
4. Create a peer-to-peer support program for businesses.

3. Social Resiliency

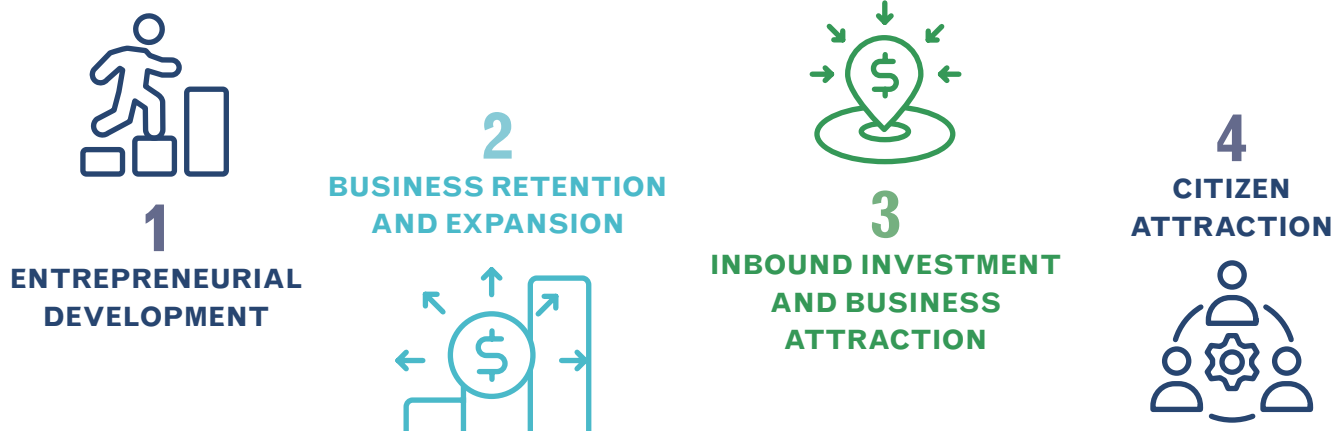
A notable concern associated with closure and a significant deterrent to transition success arises pursuant to adverse impacts on social wellbeing. Many of these impacts can be quite visible and dramatic (i.e. closure or reduced operating hours of recreational facilities because of losses in municipal tax revenues and/or user fees) others are less tangible (i.e. increases in mental health issues as a consequence of displacement). Arguably many of these challenges have broader impacts on regional economic viability by unduly eroding quality of life. As such it is important for the region to follow through on the creation and pursuit of a plan of support to enhance resilience.

Proposed Tactics:

1. Organize a social services provider task force.
2. Develop social program response plan and programs
 - » Map out the availability of social service offerings.
 - » Identify gaps, issues, and concerns in respect to service offerings with current programs and their evolution beyond the mill closure.
 - » Prioritize service recovery and mitigation strategies.

4.3.3 CAPTURING OPPORTUNITIES AS THEY EMERGE

Description: Given the unique site location characteristics of the Village of Midway and the Boundary Region, including its competitive and comparative advantages, there are various development possibilities. These opportunities stem from advancements in technology, changes in workforce culture, revised business models, and other dynamic shifts. Some potential areas for development already have sectoral roots present within the region, such as education, agriculture, tourism, and services for seniors, which may have been overlooked. While the private sector primarily holds the responsibility for opportunity development, the region plays a role in promoting, supporting, facilitating, and influencing the process positively. To effectively diversify the local economy, the region must employ a multi-pronged approach, which considers opportunities through the following lenses:



1. Entrepreneurial Development

Includes an emphasis on supporting those who want to explore the world of entrepreneurship no matter their passion, interest, or previous entrepreneurial experiences. Includes specialized experiential learning opportunities to stimulate new ways of thinking and support such activities as interactive workshops, networking and social events, educational and inspirational programs, and start-up competitions all focused on helping develop, grow, and test business ideas or processes.

Proposed Tactics:

1. Explore local peer-to-peer investing and financing.
2. Regional-wide entrepreneurship workshops:
 - » Transitioning from employment to self-employment
 - » Sustainable business modelling
 - » Business planning
 - » Side gigs are big gigs
 - » Transition workers, women and youth
3. Offer group-based entrepreneurship supports.
4. Enhance youth entrepreneurship via seminars in schools
5. Create a concierge of available programming.

2. Business Retention and Expansion (BRE)

BRE efforts build from an understanding of context, needs, and gaps in existing services as they pertain to business survival, sustainability, and growth. They build from a recognition that while in some cases there may be commonality of certain needs, in other instances, there is not a one size fits all. This is confirmed by considerations like the varying importance of selected firm level influencers.

Proposed Tactics:

1. Establish various business support programming (one-on-one support):
 - » For profit businesses
 - » Social enterprises
2. Create a peer-to-peer mentorship program.
3. Conduct annual business walks.
4. Host a business seminar series for existing businesses.
5. Facilitate procurement for local businesses.
6. Create a succession readiness program (i.e., support, promotion, matching, etc.).
7. Celebrate local businesses.

3. Investment Attraction

Investment attraction requires a systematic approach to analyzing and articulating a location's strengths, evaluating, finding, and attracting investors, and monitoring progress against quantitative goals. It also demands the creativity and imagination to assemble an operation, communicate a compelling promotional message, adapt to market dynamics, manage within limited budgets, engage support among multiple constituencies, and deliver a development outcome.

Proposed Tactics:

1. Establish an inbound promotional office:
 - » In-market representation and support.
 - » Boundary wide inbound investment profile promotional efforts (e.g., SEO, increase online content, direct targeting, etc.).
 - » Create regional partnership citizen/investment promotional materials.
 - » Create sector profiles for investment and promotional purposes.
2. Develop an employment land and building inventory.
3. Prepare shovel-ready business plans.
4. Establish an investment opportunity cooperative.
5. Support tourism development and promotions.

4. Citizen Attraction

Citizen or resident attraction is most commonly discussed in terms of the attraction, retention, and development of “talent”. Talent is largely characterized as a skilled workforce. Of course, seeking and retaining a talented workforce is important, but citizen attraction encompasses more than an individual's skill set and their potential contributions to a business. Citizen attraction and retention consider the entire spectrum of the qualitative and quantitative contributions that people can make to a community.

Proposed Tactics:

1. Work collaboratively to promote the region as a place for sound investment by newcomers
2. Ensure newcomers are integrated into the local business community
3. Promote ongoing business support for the retention of newcomers (investors/entrepreneurs)
4. Ensure Appropriate Housing Inventory in the region



5.0 Implementation

5.1 Getting Organized – Structure

5.1.1 BOUNDARY DIVERSIFICATION TEAM

The recommended governance and organizational structure of the Village of Midway and Boundary Region diversification efforts in moving to implementation, is one in which the existing Boundary Advisory Committee evolves and creates a subcommittee that allows members to move from an advisory role to an operating and organizing committee, through a Collective Impact Model. For the purposes of this plan, this subcommittee will be called the Boundary Diversification Team (BDT). This team is responsible for collectively identifying and prioritizing opportunities and challenges that need to be addressed. Ensuring opportunities and challenges align with strategic priorities is critical as is support for the creation, recruitment, and activities of individual Action Teams who will carry out identified tactics. It is important that these Action Teams make their own decisions around how best to address the various opportunities and challenges identified by the organizing committee. The general structure of Collective Impact is presented below in Figure 3.

“

We believe that there is no other way society will achieve large-scale progress against the urgent and complex problems of our time unless a collective impact approach becomes the accepted way of doing business.

- John Kania & Mark Kramer

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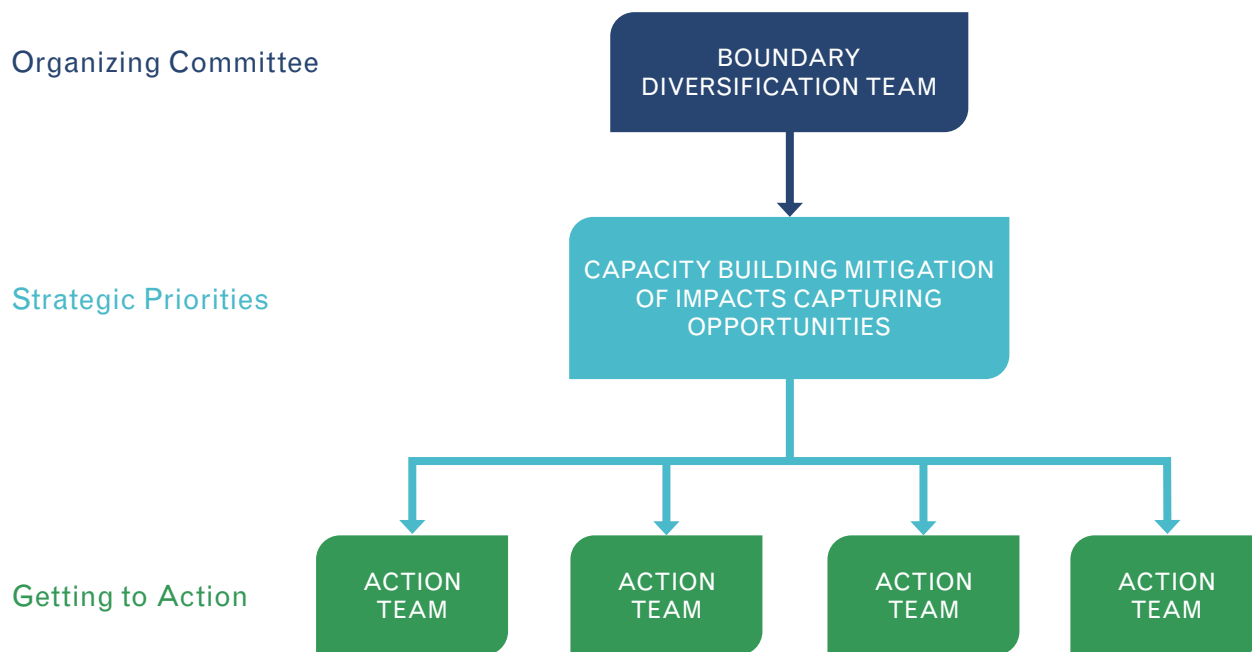
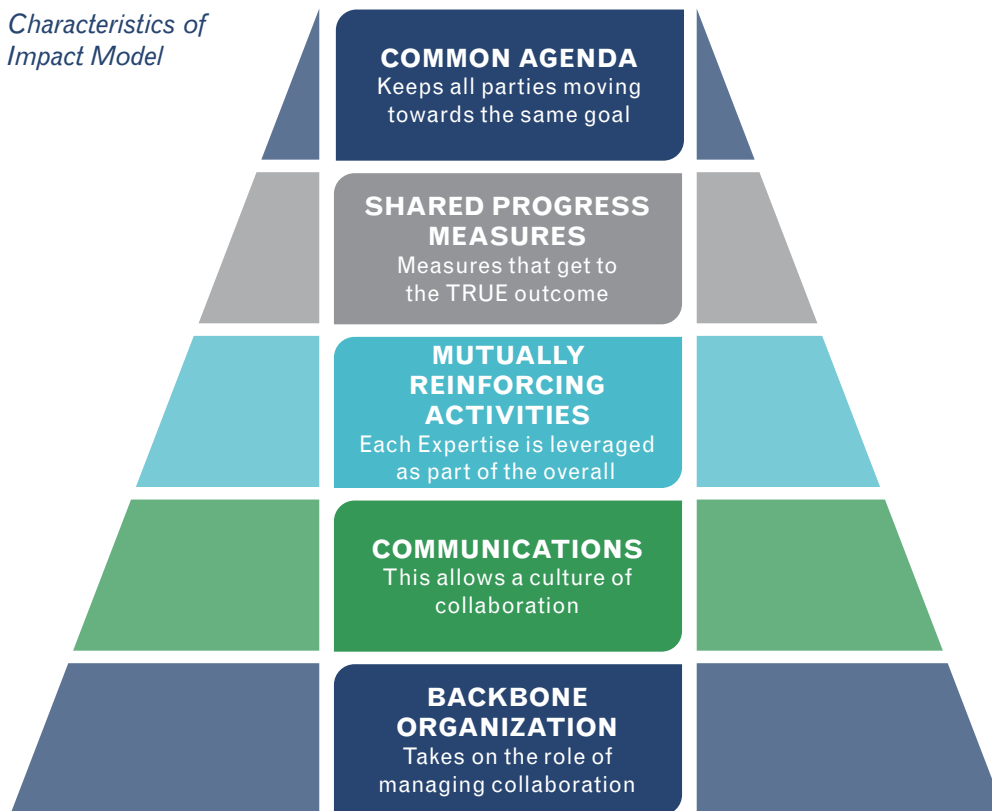


Figure 3: General Collective Impact Model Structure

While each Collective Impact Model process is unique based on the challenge it is trying to solve, the scale of the community and level of participation, and available resources, each successful effort shares the following five (5) organizing characteristics that define the process, outlined in Figure 4 below.

- 1. Common Agenda:** There is a shared vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed upon actions.
- 2. Shared Measurement System:** There is an agreement on the ways success will be measured and reported with a short list of key indicators across all participating organizations.
- 3. Mutually Reinforcing Activities:** There is typically the engagement of a diverse set of stakeholders, across sectors, coordinating a set of differentiated activities through a mutually reinforcing plan of action.
- 4. Continuous Communication:** Frequent communications over a long period of time among key players within and across organizations is the norm, to build trust and inform ongoing learning and adaptation of strategy.
- 5. Backbone Organization:** There is ongoing support provided by an independent staff dedicated to the initiative.

Figure 4: The Characteristics of the Collective Impact Model



5.1.2 BACKBONE ORGANIZATION

For those who are considering how to undertake or support a collective impact initiative, one fundamental truth about backbone effectiveness is that its leader can make or break the organization's success. Applying a Collective Impact Model requires the commitment of a secure and competent "backbone organization". The backbone organization is critical to implementation success. The six (6) essential functions proposed for the backbone agency include the following:

1. Facilitating the creation of an overall strategic direction.
2. Facilitating dialogue between partners.
3. Managing data collection and analysis.
4. Handling communications.
5. Coordinating community outreach.
6. Assist with mobilizing funding.

Given the critical importance of this role, it is being advised that the region explore funding for a partially paid position to act as a coordinator within the backbone organization.

5.1.3 HOW DOES THE COMMITTEE GET TO ACTION TEAMS?

The key principle behind getting from strategic priorities to implementation of action items is that members must self-identify the action they feel will address prioritized challenges and opportunities in the community. It is one thing to add an action in a calendar, it is quite another to find champions that will take the lead and inspire others to rally behind an initiative. Therefore, what is required is a structure that promotes and allows for this to occur. The process is presented in Figure 5.

As is evident within the diagram to the right, this process allows Boundary Diversification Team members to identify and take ownership of implementation while providing action teams with the required autonomy and freedom to assemble and recruit members and design action plans that will best provide the desired outcomes.



Figure 5: Process for completing actions within Collective Impact Model



5.2 Guiding Principles of Diversification

The success of any transition effort is never assured regardless of how well structured, how well planned, or how well operationalized the effort may be. That said, within the research there are several guiding principles applied to the process of transition that have served to enhance the probability of success regardless of circumstance or location. These guiding principles represent the broader philosophy (beliefs and values) that should guide the transition approach throughout, regardless of circumstances and irrespective of changes in those circumstances, strategies, prospects, or actions. Guiding principles are essential to defining a culture where everyone understands what's important in the process of transition. As outlined in various discussions to-date the following guiding principles are key:

1. **Start early:** The most successful communities began the process of diversification before there were any economic effects from closure. They recognized that the community was vulnerable and initiated the process of change. While closure is already underway in one form or other it is essential for the region to move quickly.
2. **Plan properly and appropriately:** The region needs to “know where it wants to go” and determine how it might best get there. Transition planning is not a typical economic development planning effort. It is multidisciplinary and multidimensional. It is about results, while other efforts are often about process.
3. **Be realistic about plans and expectations:** Being objective is difficult. Diversification needs to be premised on an objective assessment of realistic opportunities and very real challenges.

4. **Expect some decline and other changes:** Part of being realistic is recognizing that there will be changes brought on by closure. Acceptance of change is important. High wage primary industry jobs cannot be replaced easily or quickly, and local businesses, services, and programs cannot all be sustained at previous levels. Some expectation of necessary adjustments needs to be anticipated.
5. **Take ownership:** At the end of the day the region needs to accept the responsibility for making things happen. This is not to say the region shouldn't seek out external sources of support or assistance where available. Rather the key is not to "bet the bank" on others coming to the rescue.
6. **Do not look for a panacea:** It is important to pursue a multi-target strategy for development. The probability of a single company that would move in and solve all problems is far-fetched and a serious, costly distraction. As well, moving from a heavy reliance on one business or one sector to dependence on another single business or sector is not a desirable long-term solution.
7. **Be inclusive and engaged:** Diversification is a community and regional endeavor requiring the committed actions of a broad spectrum of local residents and enterprises. Develop partnerships, networks, and effective coordination strategies. A broad and connected network of public, private, and non-profit entities is essential to transition.
8. **Enhance MSME Ecosystem:** Individual programs and services are impactful, but private sector development relies heavily on a region's healthy Micro Medium Small Enterprise (MSME) Ecosystem. The Boundary Region must focus on ensuring this ecosystem is robust. Efforts should be made to strengthen the business ecosystem by partnering, inviting, coordinating, or implementing specific interventions targeted at the eight key elements illustrated in Figure 6. Analyzing current circumstances, identifying policy responses, prioritizing actions, and designing appropriate services and programs are crucial steps. This can range from organizing workshops, to promoting entrepreneurship, to establishing a Community Futures Business Development Center in the Region.

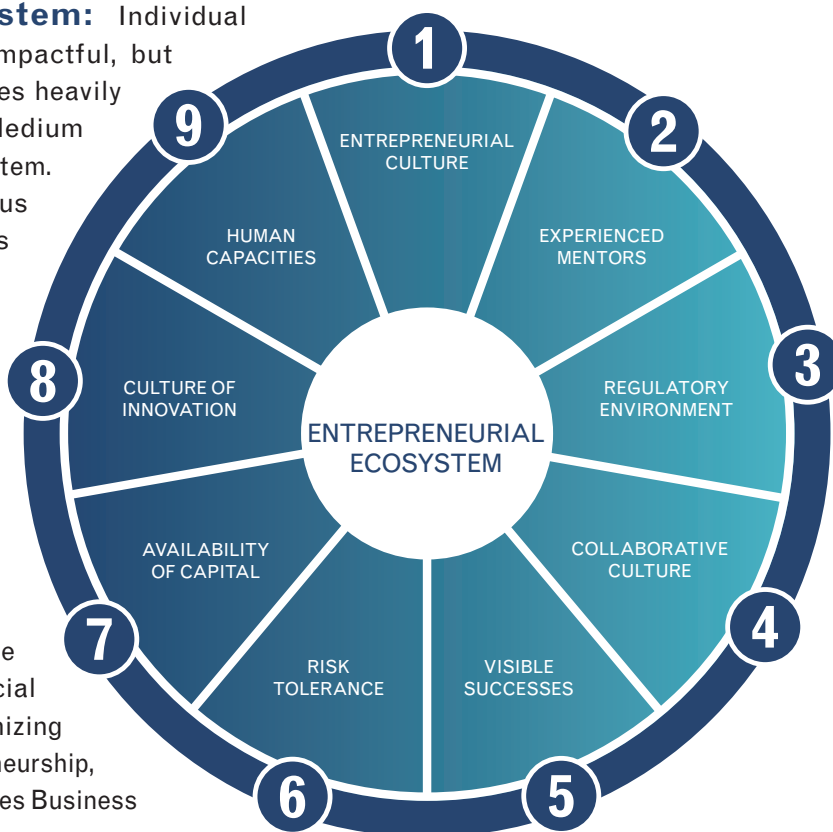


Figure 6: The nine (9) elements of the MSME ecosystem



5.3 Leading through Change

5.3.1 CHANGE MANAGEMENT

While a community having a plan on how to diversify the local economy is critical, it does not guarantee implementation. This is especially so for a community that is in transition and wants to diversify. While the focus is on capturing opportunities it needs to be respected that there is often a gap between wanting the outcomes of diversification but not wanting change to occur either in what the community represents or in their behaviour. A change management plan needs to be put in place early to ensure there is movement forward as plans become goals, objectives, and actions. Planning is just one part of the exercise; implementation is the essential other.

Diversification is fundamentally about change. A change management process is essential to ensure that community leaders, municipal officials, staff, and the community itself accept and embrace the transition process. That process of change management proposed encompasses the following seven (7) essential steps:

Step 1: Establish a Sense of Urgency

Change does not occur without the sense of a need to change. The Village of Midway and the Boundary Region has varying degrees of urgency. In order to create an appropriate sense of urgency, transition leaders need to motivate stakeholders and citizens to become part of something significant, something different, something desirable, and reasonable. This process can be accomplished by educating and communicating with stakeholders on the broad array of socio-economic reasons and forces that are driving the need for change, informing individual citizens and stakeholders that planning for successful change has taken place or is underway, and confirming how that success is defined.

Step 2: Form a Powerful Guiding Coalition

It is critical to the success of the diversification effort that the Village of Midway and the Boundary Region builds a strong and powerful coalition of leaders, stakeholders, and other interested and affected individuals and enterprises. It is important that this group or transition team include leaders and key stakeholders sufficient to provide enough power (by position, connections, expertise, and/or financial clout) to lead the effort and leverage resources, energy, and commitments. To be effective, the team needs to work as a team.

Step 3: Reinforce the Vision of Change

Change is a function of the ability to reinforce and foster a broader community awareness of the municipality's vision of itself in the future. This vision helps clarify the direction in which the municipality needs to move. Greater awareness of the vision sparks motivation, helps ensure all projects and changes are aligned, provides a filter to evaluate how the municipality is doing, and offers a rationale for the changes the community must weather together.

Step 4: Empower Others to Act on the Vision

1. The empowerment process the Village of Midway and the Boundary Region should adhere to is threefold:
2. Remove as many objections as possible that stand in the way of change (i.e., politics, rules and regulations, policy hurdles, lack of adequate resources or skills, lack of broad-based commitment or buy-in, etc.).
3. Redesign processes and structures to support the change initiative.
4. Encourage stakeholders and members of the transition team to take risks and become innovators. Transition leaders need to recognize that the community may buy in and get motivated but without top level support, the required resources, adequate tools, and encouragement for thinking outside the box, the effort to change will not succeed.

Step 5: Plan For and Create Short-Term Wins

Diversification requires an extended period (often 7-10 years), which makes it critical that transition leaders implement strategies to ensure momentum is maintained. Planning and ensuring that the diversification produces short-term wins helps maintain the sense of urgency. Short-term successes need to be visible and celebrated.

Step 6: Consolidate Improvements and Maintain Momentum

Transition accomplishments and gains need to be consolidated to ensure the individuals remain committed and motivated and there is a clear sense of winning the battle.

Step 7: Institutionalize the Diversification Effort

It is important to ensure that strategies exist to institutionalize the diversification effort and create a new local economic development paradigm to make the change sustainable. This can be done by:

1. Articulating the connection between the new strategies, actions, activities, and diversification success.
2. Developing the means to ensure there is a process of ongoing leadership development and succession.



5.3.2 LESSONS LEARNED

While the seven steps are logical there is often a lot of learning for a community along the journey. With this in mind, the team who worked with the Village of Midway and the Boundary Region to develop the diversification plan has considerable experience with transitioning resource communities in British Columbia, Western Canada, and Internationally. Some of the key learnings have been:

1. Economic transition is change at a large scale and is a process that occurs incrementally over time rather than being something that occurs as part of a singular event, or series of activities.
2. Critical mistakes in the creation of effective change management can be devastating, slowing momentum, and negating any previously hard-won gains.
3. Relationships and collaboration are essential to moving forward with the transition and it is critically important to maintain a shared understanding of the path forward, particularly as the individuals change.
4. Transitioning communities through change is not a linear process and it needs to be respected that due to the complexity and the significant length of time required for economic transition (7-10 years), leaders' energy levels and community acceptance will ebb and flow.
5. Each community cohort or segment will move through the milestones of change at a different pace and will require different supports.



6.0 Conclusion

As with any plan of this nature, the success will rely heavily on the capacities, capabilities, and commitment of those responsible for implementation. We have strived to offer a rational, relevant, and realistic set of suggestions and recommendations. The main goal of the diversification plan is to establish a framework for the Village of Midway and the Boundary Region to strategically implement tactics for the region's prosperity. It is understood that the strategic priorities and tactics outlined will challenge the region and its resources. Therefore, it is crucial to form partnerships based on shared agendas and purposes.

These partnerships should extend beyond traditional government services, with the private sector playing a key role in economic development efforts. It is important to recognize that diversification is an ongoing process, not a one-time event. The economy is constantly evolving, and the plan and its tactics should be regularly reviewed and updated to adapt to changing economic opportunities. This iterative approach will ensure that the region remains responsive to the dynamic economic environment.

Economic diversification is not a final, identifiable state at a fixed point in time. It is an ongoing process that represents the consequence of decisions made over time and continues to evolve going forward. This is achieved most readily when communities are free to respond to their specific circumstances in a manner that is premised on their own unique realities and priorities. The approach to transition needs to be strategic and strong local leadership is critical. Moreover, it needs to be realistic, considering the capacities of the location in which efforts are focused, and holistic, taking care not only to emphasize economic renewal but also to facilitate positive social change and adjustment. At its best, transition is transparent and inclusive, driven and guided by local stakeholders with a long-term focus and commitment.

Boundary Diversification Plan

Stronger Together

Village of Midway and the Boundary Region
February 2024



Prepared by:



In collaboration with:





Our Diversification Plan

Stronger Together

Today, it is essential for communities and regions to seize the opportunity to shape their own destiny, especially in the realm of diversification efforts. The Village of Midway and the Boundary Region, through proactive steps and assuming leadership roles, empower our communities and citizens to take control of our future. Embracing the mantra of “Stronger Together,” businesses, leaders, and citizens have actively participated in tailoring diversification efforts to meet the specific needs and characteristics of our communities. This approach promotes sustainable and inclusive growth, while also bolstering resilience against economic downturns. The plan is grounded in contemporary best practices and reflects the strong local participation and guidance of Boundary-wide community members. It celebrates the successes already accomplished within the Region and focuses on a realistic path forward. By leveraging existing strengths into new economic power, the region is positioned to take full advantage of opportunities created by dynamic markets and competitive forces. We are open for business, valuing and supporting existing enterprises while welcoming new ventures to strengthen our local economy and provide opportunities for all residents and businesses.

Our Diversification Outcomes/Vision

Appreciating the region’s desired outcomes of the economic diversification efforts is a critical first step in the larger task of creating positive economic growth and development within the Village of Midway and the Boundary region.



Our Guiding Principles

The region's citizens and leaders were very clear that achieving the five (5) outcomes cannot be accomplished at any cost. The following guiding principles will support effective decision-making as the region acts:



Environmental Sustainability

The region has prioritized sustainable development practices and requires economic initiatives to adhere to environmental regulations and minimize negative impacts on the ecosystem.



Social Equity

Communities emphasized the importance of ensuring that economic development benefits all members of society, considering impacts on fair wages, equal opportunities, and inclusive growth.



Cultural Preservation

Preserving local cultural heritage and identity was emphasized, including protecting cultural sites, traditions, and local industries.



Quality of Life

Community characteristics that contribute to overall quality of life must be consistently considered with new development, including factors such as access to healthcare, education, recreational facilities, and a clean environment.





Succeeding through – Ensure we have the Capacity to Succeed

While it is crucial for regions looking to diversify their local economies to take action and actively pursue success, it is essential to prioritize establishing the diversification effort in a way that ensures there are local capacities not only to implement the plan but also to adapt to the dynamic conditions the region will face in the future. To achieve this, the Boundary Region and the Village of Midway propose positioning themselves effectively by laying strong foundations that will support the long-term transition process. This initial effort must be swift, within the first six months, and will involve activities such as capacity-building, communication, and forming partnerships and alliances that will begin early and continue consistently.

Proposed Tactics:

1. Adopt the Diversification Plan - Stronger Together (Across the entire Region)
2. Establish an organizing group to lead the efforts - Boundary Diversification Team
 - Sustainably fund a Backbone Organization
 - Define local resources (i.e., financial and human)
 - Track, measure, and celebrate community successes
3. Support training on transitional elements (i.e., economic development, change management, etc.).
4. Implement shared client relationship management tool.
5. Commitment to wrap around services.
6. Implement communication and change management plan.





Succeeding through Focusing Efforts on the Mitigation

The Boundary Region invests in its own. As with all small rural communities changes in economic structures and opportunities are dynamic. With this in mind, the Village of Midway and Boundary Divarication Plan pays attention to those impacted and honors the socio-economic ripples that occur throughout the region.

Impacted Worker

1. Create workforce task force consisting of representation from BC Government, local governments, employment service providers, and employers.
2. Map out employment opportunities throughout the Region:
 - a. Reattachment to labour
 - i. Employment counselling
 - ii. Retooling
 - b. Self-Employment
 - c. Retirement planning
3. Develop programs and services needed.

Impacted Business

1. Provide a concierge program for all impacted businesses to get them the support they need.
2. Establish a business triage program (one-on-one support).
3. Create a "transitioning your business" seminar series:
 - Refinancing Debt
 - Diversifying Incomes
 - Cashflow Management
4. Create a peer-to-peer support program for businesses.



Social Resiliency

1. Organize a social services provider task force.
2. Develop social program response plan and programs
 - Map out the availability of social service offerings.
 - Identify gaps, issues, and concerns in respect to service offerings with current programs and their evolution beyond the mill closure.
 - Prioritize service recovery and mitigation strategies.





Succeeding through Capturing Opportunities as they Emerge

Given the unique site location characteristics of the Village of Midway and the Boundary Region, including its competitive and comparative advantages, there are various development possibilities. These opportunities stem from advancements in technology, changes in workforce culture, revised business models, and other dynamic shifts. Some potential areas for development already have sectoral roots present within the region, such as education, agriculture, tourism, and services for seniors, which may have been overlooked. While the private sector primarily holds the responsibility for opportunity development, the region plays a role in promoting, supporting, facilitating, and influencing the process positively. To effectively diversify the local economy, the region must employ a multi-pronged approach, which considers opportunities through the following lenses:

Entrepreneurial Development

1. Explore local peer-to-peer investing and financing.
2. Regional-wide entrepreneurship workshops.
3. Offer continual group-based entrepreneurship support.
4. Enhance youth entrepreneurship via seminars in schools.
5. Create a concierge of available programming.

Business Retention and Expansion

1. Establish various business support programming (one-on-one support).
2. Create a peer-to-peer mentorship program.
3. Conduct annual business walks.
4. Host a business seminar series for existing businesses.
5. Facilitate procurement for local businesses.
6. Create a succession readiness program (i.e., support, promotion, matching, etc.).
7. Celebrate local business.

Inbound Investment and Business Attraction

1. Build capacity to promote regionally (capacities and promotional tools):
 - In-market representation and support.
 - Boundary wide inbound investment profile promotional efforts (e.g., SEO, increase online content, direct targeting, etc.).
 - Create regional partnership citizen/ investment promotional materials.
 - Create sector profiles for investment and promotional purposes.
2. Develop an employment land and building inventory.
3. Prepare shovel-ready business plans.
4. Establish an investment opportunity cooperative.
5. Support tourism area development and promotions.



Citizen attraction

1. Work collaboratively to promote the region for citizen attraction.
2. Ensure newcomers are integrated into the local business community.
3. Promote ongoing business support for the retention of newcomers (investors/entrepreneurs).
4. Ensure region has an appropriate housing inventory.



Final Thoughts

The diversification plan aims to provide a rational, relevant, and realistic set of tactics to establish a framework for the Village of Midway and Boundary Region for the region's prosperity. It is crucial for all members of the community to understand that it is their collective responsibility to drive the region forward. Partnerships will be formed based on shared agendas and purposes, extending beyond traditional government services to involve the private sector in economic development efforts. It is essential to acknowledge that diversification is an ongoing process, requiring regular review and updates to adapt to changing economic opportunities. This iterative approach will ensure the region remains responsive to the dynamic economic environment.





Prepared by: Lochaven Consulting
Lead by: The Village of Midway
Supported by: British Columbia Government –
Ministry of Jobs, Economic Recovery Project
Manager: Community Futures – Boundary
Special Advisory: Boundary Advisory Committee

For more information about the plan or investment
opportunities in the Boundary Region:
Community Futures Boundary
1647 Central Avenue Grand Forks, BC V0H 1H0
info@boundarycf.com
Phone: (250) 442-2722 | Toll-Free: 1 (877) 267-9399

Stronger Together



Diversification Desired Outcomes / Vision

- 1

More stable jobs in the Boundary Region
- 2

Existing businesses are stable and expanding
- 3

New companies in the region
- 4

Opportunities for youth
- 5

Attracting more families

Our Guiding Principles

The region's citizens and leaders were very clear that achieving the five (5) outcomes above cannot be accomplished at any cost. The following guiding principles will support effective decision-making as the region acts.



Environmental Sustainability:

The region has prioritized sustainable development practices and requires economic initiatives to adhere to environmental regulations and minimize negative impacts on the ecosystem.



Social Equity:

Communities emphasized the importance of ensuring that economic development benefits all members of society, considering impacts on fair wages, equal opportunities, and inclusive growth.



Cultural Preservation:

Preserving local cultural heritage and identity was emphasized, including protecting cultural sites, traditions, and local industries.



Quality of Life:

Community characteristics that contribute to overall quality of life must be consistently considered with new development, including factors such as access to healthcare, education, recreational facilities, and a clean environment.

Strategic Priorities

The Capacity to Succeed

1. Diversification Plan – Stronger Together
2. Boundary Diversification Team
3. Training on transitional elements
4. Client relationship management tool
5. Wrap around services
6. Change management plan



Mitigation of Impacts

Impacted Worker

- Create workforce task force
- Map out employment opportunities
- Develop programs and services



Social Resiliency

- Social services provider task force
- Social program response plan

Impacted Business

- Concierge program to support businesses
- Establish a business triage program
- Seminar series: Transitioning Your Business
- Peer-to-peer support program

Capturing Opportunities



Entrepreneurial Development

- Peer-to-peer investing and financing
- Entrepreneurship workshops
- Group-based entrepreneurship support
- Youth entrepreneurship
- Concierge of available programming



Business Retention and Expansion

- Business support program
- Mentorship program
- Annual business walks
- Business seminar series
- Procurement for local businesses
- Succession readiness program
- Celebrate local businesses



Inbound Investment and Business Attraction

- Establish an IPO to promote regionally
- Develop employment land and building inventory
- Shovel-ready business plans
- Investment opportunity cooperative
- Support tourism development



Citizen Attraction

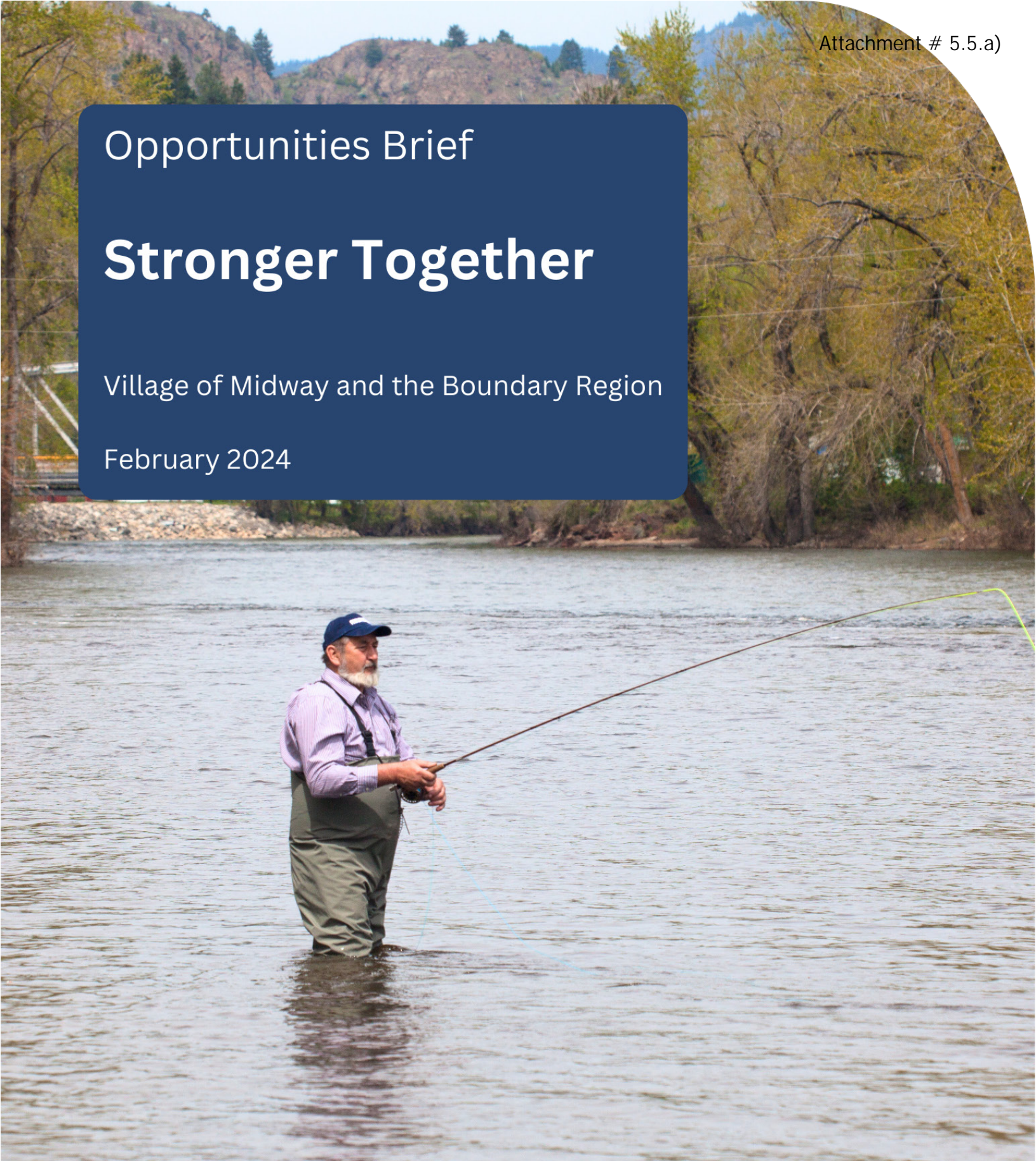
- Promote the region
- Integrate newcomers
- Retention of newcomers
- Ensure housing inventory

Opportunities Brief

Stronger Together

Village of Midway and the Boundary Region

February 2024



Prepared by:



In collaboration with:



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1.0 Introduction

The journey of regional diversification is dynamic to say the least. It requires a collective effort from stakeholders, organizations, businesses, and citizens alike to build an environment that can foster a healthy and vibrant community. A piece of this puzzle is identifying and seizing opportunities as they emerge. In that respect, this brief is a companion piece to the “Boundary Diversification Plan – Stronger Together” and aims to identify the most promising opportunities, specific to Midway, that have surfaced during the project’s duration (October 2023 – February 2024).

The exploration of these opportunities has been grounded in comprehensive engagement with citizens, stakeholders, community leaders, and experts across the Boundary Region. This collaborative effort has provided invaluable insights, allowing for an understanding of the most promising avenues to advance the region.

It is important to note that while significant effort has been made to unearth opportunities, not all high potential opportunities will have presented or revealed themselves during the short duration of this project. Therefore, it is important for regional partners to focus efforts on creating an environment in which opportunities will emerge and grow organically.

1.1 Purpose of this Brief

The purpose of this opportunity brief is to serve as information for the Village of Midway, representing an overview of the highest potential opportunities identified during the Boundary Diversification Plan process (September 2023 – February 2024). By highlighting these opportunities, the brief aims to facilitate further exploration and informed decision-making, while acting as a catalyst for action.

2.0 Community Best Fit

For a community to pursue economic opportunities it takes more than a viable market, opportunity, and willing investor. It also requires community leaders to identify and take into consideration the residents of a community providing the opportunity with a proverbial ‘social license’. Today more than ever community leaders need to consider what are the ‘Best Fit’ investments for the community.

For this reason, project evaluation criteria were introduced into the project to help residents and stakeholders assess the potential of new projects. The following five (5) criteria, expressed by the community, are important considerations in the development of economic opportunities:

1. Creation of Jobs/Employment

- Youth employment opportunities
- Sustainable employment
- Liveable wages
- Diversity of jobs (technical, professional, skilled, entry level)
- Jobs that will require staff being residents of the Boundary
- Jobs that provide employees with benefits.

2. Less Reliance on Personal/Residential Taxes

- Quantity of tax revenue
- Diversity of taxes – businesses, light industrial, retail, etc.
- Less reliance on taxes from each individual business

3. Social and Lifestyle Benefits

- “Corporate Citizen” – be prepared to be involved in the community
- NOT detrimental to lifestyle quality of life
- Build local “social” environment
- Does not change our lifestyle – negatively
- “Small Town” atmosphere
- Social enterprises

4. Environment

- Compatible with other local/regional businesses (e.g., agriculture)
- NOT polluting – air, water, noise, light
- Green business

5. Value Added and Diversity

- Variety of business (i.e., commercial, retail, and light industrial)
- Complementary business that adds to the existing business community (e.g., clustering)
- Greatest value in shortest period
- Build on our key sectors (e.g., agriculture)
- Diversity of employers

3.0 Identifying Opportunities

During the closure of Vaagen Fibre, it has been difficult to fully appreciate that there are some very realistic business and economic opportunities worthy of serious consideration for development within the Village of Midway and the Boundary Region. We understand very well the viability of a business, and the opportunities that follow, will ultimately be measured by their long-term survival, and their abilities to achieve sustainable profits over time. This cannot be guaranteed, as it depends on multiple global, national, and provincial factors, as well as the skills and capacities of individual entrepreneurs and investors. That said we believe that what follows demands serious and immediate attention. This identification of opportunities was based on significant engagement with the Boundary Region including:

- Three (3) pop-up booths - engaging over 130 citizens.
- Six (6) economic development planning sessions - engaging 39 community leaders.
- Two (2) implementation discussion sessions - engaging 20 community leaders.
- Interviews - engaging 48 business owners and organizational leaders.
- Online survey - 169 resident responses and 52 business responses.

Throughout the comprehensive engagement process, thorough research, and utilization of the consulting team's extensive expertise in private sector development spanning British Columbia, Western Canada, as well as nationally and internationally, a multitude of opportunities and ideas were put forward and compiled. Out of this compilation, we have outlined opportunities in the following three (3) specific categories:

1. **Sector Development Opportunities** - The sectors which are natural for further exploration for the region to assist in their diversification efforts.
2. **Business Opportunities** - Actual business opportunities that were brought forward during the exploration stage.
3. **Programming Opportunities** - a basket of tactics and actions that would assist the region in setting the stage and making critical early-phase tactics and actions.

As can be expected, the list of opportunities had varying levels of viability, momentum, potential, and presence of a local champion. For this reason, they were filtered through a list of criteria to identify the highest potential opportunities that could be utilized within.

3.1 Opportunities Criteria

For opportunities to be included in this brief, they have met the following criteria that ensures the opportunity must have:

1. Current or potential local champions
2. Potential to provide socio-economic benefits locally
3. Potential to grow and expand locally
4. Momentum towards implementation



4.0 Boundary Region Opportunities

The following list provides brief descriptions of opportunities that have been identified as the most viable and having the highest potential in the region.

4.1 Sector Development

Sector development opportunities refer to sectors or sub-sectors that show potential for growth, innovation, or improvement. These opportunities may arise due to technological advancements, changes in consumer behavior, regulatory changes, or emerging market trends. Identifying and capitalizing on sector development opportunities can lead to increased competitiveness, market leadership within that industry, and benefits to the entire region.

Hemp Industry

Hemp is a promising opportunity in the Boundary Area. With the recent growth and success of Christina Lake Cannabis and their purchase of BZAM Cannabis facilities in Midway, the growth and expansion of the sector may be a viable opportunity for the growth of a supply chain or hemp agglomeration.

Value Added Forestry

Vaagen Fibre's largest product was 2x4 boards which put them in high competition for supply of specific types of logs and timber, particularly in the region. Speaking to individuals in the region with their finger on the pulse of the forestry sector, there does seem to be opportunity for the processing of off-cuts products including CLT (cross laminated timber), cedar, white wood, and porcupine.

Sports and Recreational Tourism

There are multiple opportunities in the region to enhance and build upon Sports and Recreational Tourism. A prime example is Christina Lake and its thriving Pickleball community. They have operated a successful Pickleball tournament for three years and it has generated significant economic activity for the area, with plans to further expand this tournament to maximize its community benefit. Additionally, there has been a surge of sports and recreational based businesses that utilize the Kettle River and the Kettle Valley Rail Trail. Through discussions it was revealed that some of these businesses are over-subscribed and require support to manage their growth and demand.

Boundary Proud Branded – Food Production

With the region having deep and significant agricultural roots, it affords the opportunity to explore a food production facility with a value chain that is fully integrated into the community. The business could source local raw materials and then prepare meals and desserts from local recipes and, in return, act as a sales agent for exporting these products throughout British Columbia and Southern Alberta.

Aging Citizens Care Businesses

As baby boomers continue to age, there is a growing and lucrative business opportunity in providing services to seniors. A medical professional, ideally a qualified nurse interested in entrepreneurship and seeking opportunities in a small town, may find success in establishing an elderly care business. This venture involves providing essential care and support to the elderly, addressing a continuous and essential need within communities.

In fact, there are many different types of businesses that can take advantage of this growing market. What is presented below represent a few:

- **Medical Claims Assistance Professional** – Many seniors have significant issues with understanding and completing government and insurance forms and as a result, overpay bills. Medical claims assistants examine and compare their clients' medical records with medical bills to ensure their clients are charged correctly. These professionals sometimes work as advocates to overturn decisions denying clients' claims. Health care providers also hire medical claims assistants to check if they have billed for all the services they provided.
- **Senior Care Consultant** – These are nurses, social workers, gerontologists, and other professionals with the credentials and experience in elder care and aging matters. They provide seniors, their adult children, or caregivers with information and recommendations for long-term healthcare and living arrangements that best suit their clients' needs, finances, and preferences. They help ensure their clients will have an on-going, optimum quality of life.
- **Nutrition Consultant** – One of the realities of an aging population is the increased development of medical and physical conditions, such as diabetes, heart disease, and other serious health concerns that require them to follow specific diets. Nutritional consultants educate their clients about the food and meal-planning regimens they need to follow while coordinating their efforts with the clients' caregivers and their health care professionals' recommendations.
- **In-Home Care (Non-Medical) Services** - With the existence of in-home (non-medical) services who assist clients with cleaning, shopping, running errands, and transportation, many retirees are opting to stay and live independently in their homes or apartments. In-home care specialists work with social services, family members, or guardians to develop individualized programs to best manage and monitor their clients' daily needs.
- **Senior's Care – Aging in Place** – While the population is aging and there are medical issues that accompany aging, today people are remaining independent and living longer. To stay in their homes, seniors need various modifications to their living spaces to cope with diminished mobility, hearing, and eyesight. For those skilled in construction this opens opportunities for the installation of in-home aids.

Childcare Businesses

Childcare businesses provide essential services for the care and development of children in a safe and nurturing environment. These businesses encompass a range of services, including daycare centers, preschools, and after-school programs. They offer structured activities, educational opportunities, and supervision to children, typically ranging from infants to pre-teens. There is opportunity for an increased presence of these businesses particularly in Greenwood, Midway, and Rock Creek.

4.2 Business Opportunities

Business opportunities are specific chances for entrepreneurs or existing businesses to create value, generate revenue, or solve problems within a market or industry. These opportunities can come in various forms, such as launching a new product or service, entering a new market, improving operational efficiency, or fulfilling unmet needs of consumers. Identifying and seizing business opportunities requires market research, strategic planning, and often involves taking calculated risks to achieve desired outcomes.

Midway Hotel

Carissa Boynton, an energetic and committed new owner of the Midway Hotel is engaged in the process of revitalizing the historic building and promoting it as an asset for the community. She is open to partnership opportunities across the region to enhance the building and provide a space for home-based entrepreneurs and makers to sell their wares.

Boundary Food Hub

The Boundary Food Hub is an initiative led by Boundary Community Ventures. The vision for the food hub is to be a suite of facilities and services to support the commercialization of local food processing across the Boundary. In doing this, they aim to make local food products accessible to larger markets and in doing so, create jobs, support local farmers, and support local food sovereignty. They have plans to create/utilize five different facilities which are in different stages of development:

1. Cut and wrap abattoir facility in Rock Creek
 - a. Land has been acquired
 - b. Funding has been received for economic development and food recovery
2. Commercial kitchen in Greenwood, rentable for small business
 - a. In talks with City of Greenwood
3. Grand Forks facility in partnership with Kettle Valley Food Coop
 - a. Feasibility and planning stage
4. Stone ground flour mill at Riverside
 - a. Feasibility and planning stage
5. Pop-up café concept
 - a. Exploration stage

Vaagen Fibre Site

The Vaagen Fibre mill presents an opportunity as a serviced commercial/industrial land base with highway access and other assets. Previous ownership may be interested in entering conversations about a new business venture should it be supported by the community and represent a viable opportunity.

Kettle Valley Food Coop

The KVFC is an online and physical marketplace in Grand Forks where local producers sell their products to local citizens. Businesses can sign up to sell their products through this marketplace and citizens can register to become a coop member. While currently a small organization with limited capacity, a new generation of leadership has taken over at the board level. They have big plans to make the Food Coop into something that supports the Boundary's food independence for years to come. As a sales avenue for small and micro businesses, they provide a valuable service in the region.

Health Hub in Midway

A Health Hub in Midway that will provide a physical space for a multi-disciplinary healthcare practice facility is at the idea and discussion stage. This may serve to increase the accessibility to healthcare services, provide senior healthcare services, and provide jobs in Midway.

Regional Community Forest

The success of the West Boundary Community Forest has inspired conversation around the Boundary about creating a regional community forest that includes more partners from across the region. This may increase community ownership, expand expertise and resources, and include the region in the success of the initiative, all while providing the opportunity to achieve its desired outcomes.

Greenwood Real Estate

Greenwood has an exciting new real estate development in the works by Treehaven Communities. They plan on creating energy efficient town homes and are currently marketing them to remote workers with taglines such as “imagine you have the ability to work from home and redesign a new life for your family, wherever you want”. They are currently attempting to recruit buyers external to the region on the premise of affordability and living next to nature. Not only is this a citizen attraction effort for Greenwood and the region, it also may provide the evidence required for similar ventures across the region.

4.3 Program Opportunities

Program opportunities in this context refer to initiatives or projects that non-profit organizations can offer to fulfill their missions while simultaneously serving a need in their communities. These programs typically focus on providing specific services, supports, or resources to address a variety of needs. Programming opportunities encompass a wide range of areas including business support, education, health, social services, environmental conservation, community development, arts and culture, and advocacy.

Set-up the Collective Impact Model (CIM) Delivery

The CIM discussed with the Boundary Advisory Committee presents a significant opportunity for the Boundary region. This model emphasizes collaboration among diverse stakeholders to address complex social issues effectively. Setting up the CIM delivery entails defining roles and responsibilities, establishing communication channels, facilitating collaboration, and monitoring progress towards shared goals. It aims to harness the collective efforts of various actors, such as government agencies, non-profit organizations, businesses, and community members, to achieve meaningful and sustainable social change. This model, if set-up and resourced effectively, can provide the Boundary region with the capacities necessary to create impactful change in the region.

Targeted Business Support Program

In the Boundary Region, there are numerous entrepreneurs and business owners that take pride in their community and its success. Over the past several years, COVID and the closure of Vaagen Fibre have created a difficult environment in which to run a successful business. This has left many business owners with lingering issues that can be difficult to overcome without professional assistance or funding. Providing a targeted business support program to these individuals presents a large opportunity for the Boundary Region. An effective business support program can foster the growth and retention of existing businesses, enhancing their contribution to the larger ecosystem.

Provide Enhanced Supports for Transitioning Workers

This opportunity involves implementing tailored programs and resources to assist individuals as they navigate career changes or transitions within the workforce. These initiatives may include career counseling, skills assessments, job training, and placement services to help workers identify new opportunities and successfully transition into different roles or industries. While many of these services are offered in the region, there needs to be further resources and capacities concentrated on Greenwood, Midway, and Rock Creek to truly mitigate the impacts of the mill closure.

5.0 Closing Thoughts

The Village of Midway and the Boundary Region stand at the threshold of possibility, poised to embark on a journey of transformative regional advancement. Through meticulous analysis and collective insight, we have unveiled opportunities spanning sectors, businesses, and programming initiatives, each offering the potential for prosperity, innovation, and sustainability.





August 1, 2024

Dear Mayor and Council, Chair and Board, Chief Administrative Officers, Fire Chiefs and Fire Protection Managers,

Re: Fire Safety Act

I am pleased to share that on August 1, 2024, the Fire Safety Act (FSA) was brought into force, replacing the Fire Services Act.

The FSA, and the associated regulations, will be essential to protecting people and communities through regular fire safety inspections and effective enforcement that will help prevent fire-related tragedies, preserve human life, and reduce property and economic loss due to fires.

The FSA addresses significant advancements in fire protection technology and a deeper understanding of fire behavior since 1979. It was developed and implemented in response to recommendations from BC Coroner's reports and stakeholder feedback to enhance fire safety standards and enforcement.

This legislation is also being implemented after close collaboration with Union of British Columbia Municipalities (UBCM), the Fire Chiefs' Association of BC, regional districts and other key fire service partners. My sincere gratitude to all those who collaborated with the Office of the Fire Commissioner (OFC) to get us to this point.

It is important to note that the FSA meets the B.C. government's commitment to achieve a single standard of fire safety in the province and will:

- enable local authorities to designate personnel to carry out fire inspections and fire investigations and enable local fire services to perform tactical evacuations.
- establish an administrative penalty enforcement model to address non-compliance issues in a more direct, timely and effective manner.
- implement a risk-based approach for fire safety compliance monitoring in municipalities.

During fall 2024 and winter 2025, the OFC will work closely with all partners to ensure a measured implementation of the FSA requirements. In the meantime, please visit [here](#) to review the Q&A on the FSA and other reference documents.

If you have any questions to add to the Q&A, or any other inquiries, please contact the OFC at: OFC@gov.bc.ca or your fire service advisor. Contact information for fire service advisors can be located [here](#).

Respectfully,

Brian Godlonton
Fire Commissioner
Office of the Fire Commissioner

MEMORANDUM TO COUNCIL – STAFF REPORT



REPORT TO: Mayor and Council **DATE PRESENTED:** August 19, 2024
REPORT FROM: CO, Brooke McCourt **MEETING TYPE:** Regular
SUBJECT: 645 North Government Avenue, Greenwood, BC (TUP 2024-02)

Recommendation:

That Council approve the following resolution:

THAT Council issue a Temporary Use Permit (TUP) for the use of a recreational vehicle (RV) as a temporary dwelling at 645 N. Government Avenue in Greenwood, BC for a term of up to one (1) year, commencing from the date of issuance.

1. Rationale:

The purpose of this report is to seek Council's approval to issue a Temporary Use Permit (TUP) to allow property owners to use a recreational vehicle (RV) as a temporary dwelling at 645 North Government Avenue in Greenwood, BC for a term of up to one (1) year.

2. Acronyms:

CoG	City of Greenwood
BC	Province of British Columbia
RDKB	Regional District Kootenay Boundary

3. Background:

The property is zoned Residential 1 – Single and Two Family. The use of a recreational trailer is not permitted in any of the residential zones in Greenwood's Zoning Bylaw No. 683, 1997.

Section 318 of the Zoning Bylaw allows Council to consider Temporary Use Permit (TUP) applications on a case-by-case basis in all zones in the City of Greenwood.

Division 8 – Sections 492-497 of the *Local Government Act* (LGA) addresses TUP terms and regulations. A TUP allows a non-conforming use to be carried out on property for a short period of time. TUPs may be issued for a term of up to three (3) years and can only be renewed once for an additional term of up to three (3) years.

Section 493 of the LGA includes the following regulations:

- (2) A temporary use permit may do one or more of the following:

- (a) allow a use not permitted by a zoning bylaw;
- (b) specify conditions under which the temporary use may be carried on;
- (c) allow and regulate the construction of buildings or structures in respect of the use for which the permit is issued.

Public Notice

A Public Hearing is not required prior to issuance of a TUP. The LGA's statutory public notice requirement is to publish at least one notice in a local newspaper at least three (3) days and not more than fourteen (14) days prior to Council's decision. A notice was published in the July 31, 2024 edition of the local newspaper.

City of Greenwood's Development Procedures Bylaw No. 676, 1996 requires notification to adjacent property owners of the subject property. Notices were sent to adjacent property owners on July 8, 2024. A notice was published on Greenwood's social media platforms on July 8, 2024.

Building Permit Application

The property owners submitted a building permit application to the RDKB on June 18, 2024, included as Attachment 3 of this report. The proposed residence will be 640 square feet in floor area (20' x 32', one storeys). Additional information is not available from the RDKB as they are dealing with a back-log of building permit applications. The approximate wait time for a building permit is currently 3 months.

Municipal Utilities and Maintenance

The property owners have begun the process of connecting to municipal water and sewer services. Once connected, they will be responsible for the payment of applicable municipal water and sewer utilities in accordance with Bylaw No. 1011, 2023 – Utility Billing and Payment Schedule Bylaw.

The property must be maintained in compliance with the City of Greenwood Bylaw No. 1013, 2024 – Good Neighbour Bylaw.

Site Plan

The proposed site plan complies with the following regulations of Greenwood's Zoning Bylaw:

- minimum setback requirements;
- maximum lot coverage limit; and
- maximum height limits.

Temporary Use Permit Application Evaluation

When evaluating a TUP application, the following considerations must be made:

- Will the proposed use have a negative impact on adjacent properties?

If occupation of the trailer as a dwelling is temporary, negative impacts to adjacent properties will not be significant.

- Will the proposed use create a significant increase and/or demand for City services?

The use will not create a significant increase and/or demand for City services. Occupancy of an Trailer will result in a similar demand for municipal water/sewer services as a dwelling

- Will the proposed use require significant or permanent alteration of the property?

The proposed use does not require significant or permanent alteration of the property and will not result in negative impacts to the surrounding environment if the Trailer is connected properly to water and sewer services

- Is the proposed use anticipated to be permanent or semi-permanent (i.e. longer than six years)?

The proposed use is temporary only.

- Is the proposal significantly inconsistent with the policies the OCP and other municipal bylaws?

The OCP includes only single and two family dwellings as acceptable dwellings in residential areas. The Zoning Bylaw does not permit residential occupancy of recreational vehicles in any zone.

4. **Alternatives:**

N/A

5. **Staff Review:**

Prepared By:

CO, Brooke McCourt

Reviewed By:

CAO, Dean Trumbley

CAO Recommendation:

That the recommendation of the staff be approved.

Dean Trumbley, CAO

List of Attachments:

1. Temporary Use Permit Application
2. RDKB Mapping Excerpt – Location Map and Zoning
3. Application for Building Permit
4. Draft Temporary Use Permit TUP-2024-01 (available prior to meeting)



THE CORPORATION OF THE CITY OF GREENWOOD
TEMPORARY USE PERMIT APPLICATION

PO Box 129
202 S. Government Avenue
Greenwood, BC V0H 1J0
Phone: 250-445-6644 Fax: 250-445-6441
Email: frontdesk.greenwoodcity@shaw.ca

APPLICANT'S INFORMATION:

Application Date:

JUNE 24 2024

Applicant:

CHERYL TAYLOR

Mailing Address:

GENERAL DELIVERY
Greenwood B.C. V0H-1S0

Telephone Number(s):

250 254 0422

Registered Property Owner:

Cheryl Taylor

Mailing Address:

GENERAL DELIVERY

Telephone Number(s):

Applicant's Status:

☒ Individual ☐ Municipality ☐ Company (attach Cert. of Incorporation)

☐ Other, specify:

Current Zoning:

R1

SUBJECT PROPERTY AND DEVELOPMENT INFORMATION:

Proposed Term of Use:

1 YEAR

(ie: years / months / days)

Start Date:

JUNE 24/24

End Date:

JUNE 24/25

Civic Address (street):

GOVERNMENT AVE NORTH

Legal Description:

(lot / block / plan)

LOT 1 - BLOCK 56

PLAN KAP-70 DL711

Property Identification #s:

(PIDs)

SDYL D

PID-012536555

THE CORPORATION OF THE CITY OF GREENWOOD
TEMPORARY USE PERMIT APPLICATION

Provide a description of the existing use / development of the property:

PARCEL IS BARE
WILL ~~BE~~ BE INSTOLLING
32 X 20 small house
GETTING SERVICES HOCKED
UP BY CITY

Provide a description of the proposed temporary use of the land and buildings:

WILL BE LIVING IN TRAVEL
TRAVEL TEMPORARILY while
WAITING FOR BUILDING PERMIT

Describe all potential impacts on adjacent landowners, the environment and local area:

BUILDING NOISES AND DUST.

Describe the steps that will be taken to restore the land or buildings to their original state after completion of the temporary use:

MAIN RESIDENCE
TRAVEL TRAILER NO LONGER
LIVED IN

Please attach additional information, as required.

**THE CORPORATION OF THE CITY OF GREENWOOD
TEMPORARY USE PERMIT APPLICATION**

APPLICATION CHECKLIST:

- ☒ All sections of this application form have been completed
- ☐ Appendix A – Site Plan
- ☒ State of Title Certificate (not more than 30 days old)
- ☐ Copies of all covenants registered against the Title
- ☒ All owners listed on the Title have signed the application
- ☒ Application fee

By signing this application form, the signee confirms that the information disclosed on this form is accurate and complete. The signee warrants and represents that they have sufficient power, authority and capacity to sign on behalf of their company / corporation / community group

CHERYL TAYLOR
Applicant's Name (please print)

Date: JUNE 24/24

Cheryl Taylor
Signature

CHERYL TAYLOR
Registered Owner's Name (please print)

Date: JUNE 24/24

Cheryl Taylor
Signature

This information is collected pursuant to Part 14 of the Local Government Act. This information may form part of the public record and may be included in a meeting agenda that is posted online when this matter is before the Council for the City of Greenwood.

APPENDIX A

Temporary Use Permit Application

THE CORPORATION OF THE CITY OF GREENWOOD TEMPORARY USE PERMIT APPLICATION

SITE PLAN

The Site Plan is a sketch describing the activities and improvements to the property. This sketch does not need to be to scale as it is meant to give a general overview of the developments.

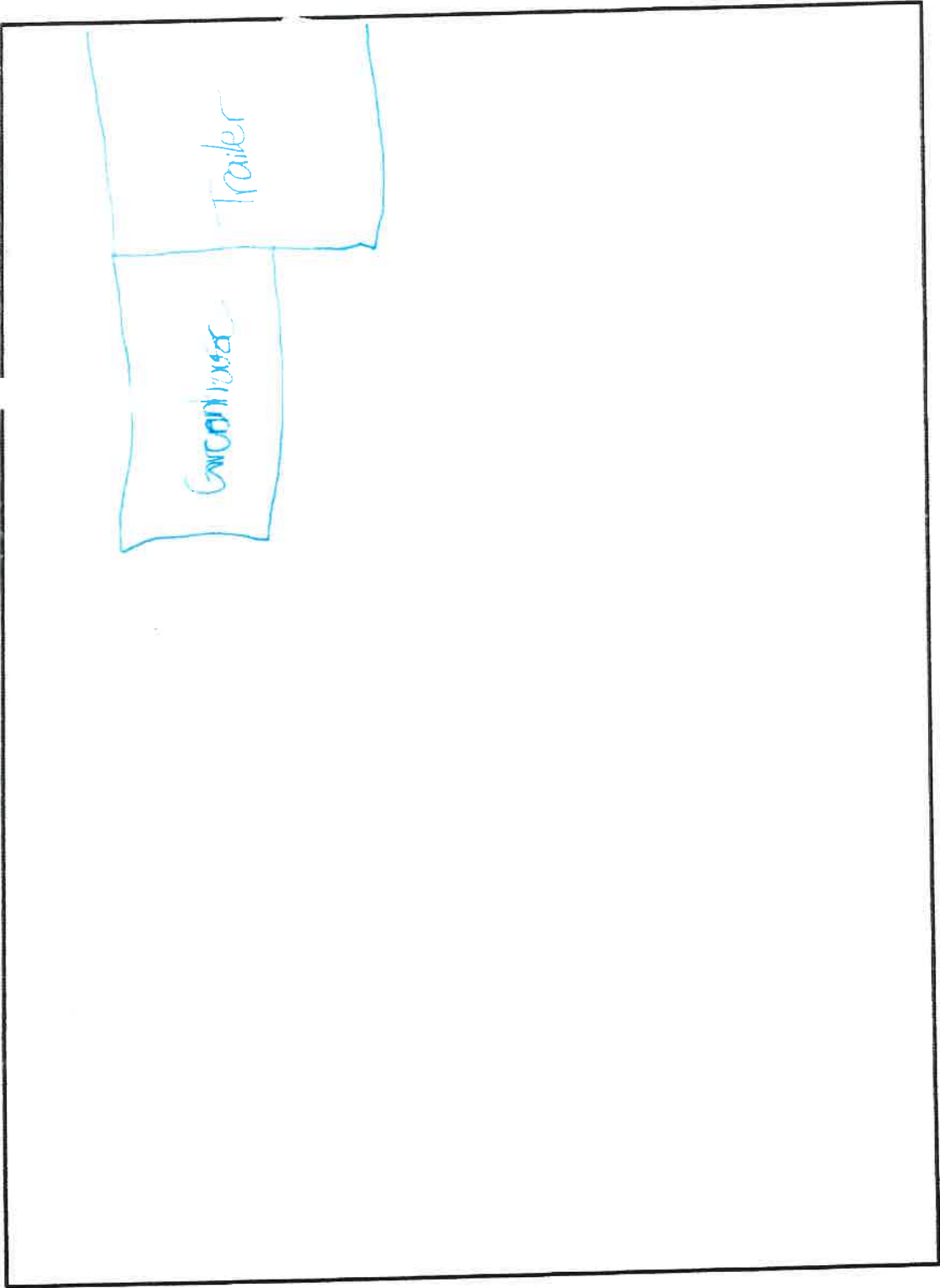
Indicate by means of a sketch on the following page, the location of all the existing and planned activities and improvements.

Please include the following information:

- north arrow
- property (parcel) boundaries
- anticipated construction layout (design / dimensions)
- all adjacent municipal roads (including highways and lanes)
- position of existing building, including civic (street) addresses
- position of proposed buildings, including setbacks
- position of proposed improvements, including setbacks
- proposed landscaping, fencing, berming
- location of proposed signage, including sign dimensions and setbacks from property boundaries
- location of existing and proposed parking areas, including the total number of available parking spaces

APPENDIX A
Temporary Use Permit Application

SITE PLAN



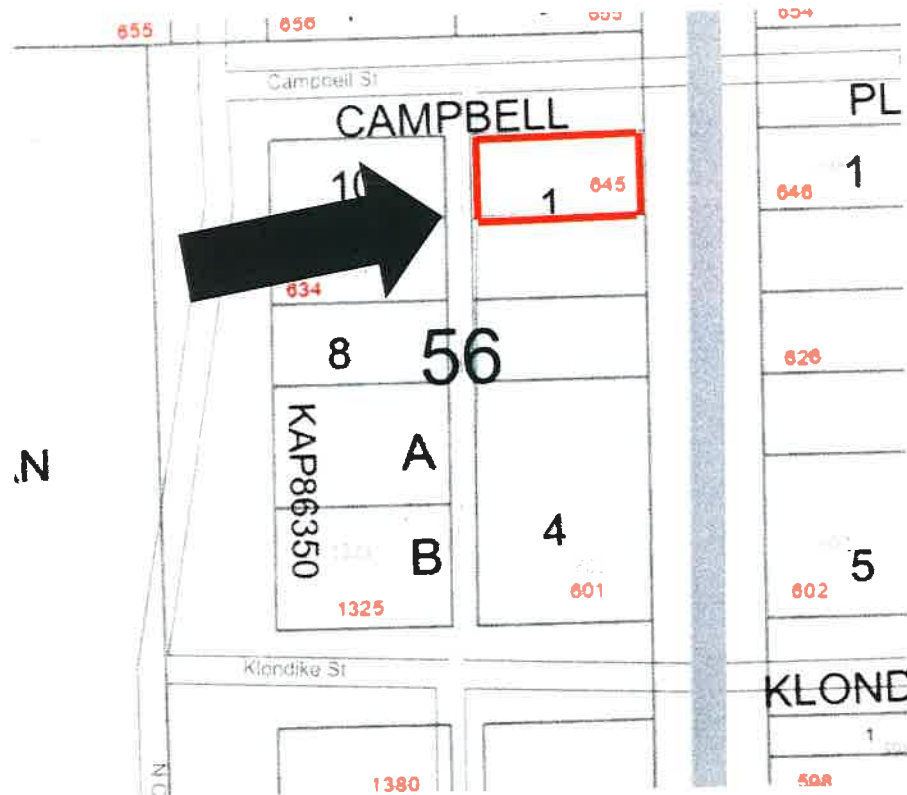
Campbell

Please attach additional information as required.

GOVERNMENT

CORPORATION OF THE CITY OF GREENWOOD
TEMPORARY USE PERMIT APPLICATION 2024-02 (TUP-2024-02)
PROPERTY LOCATION MAP

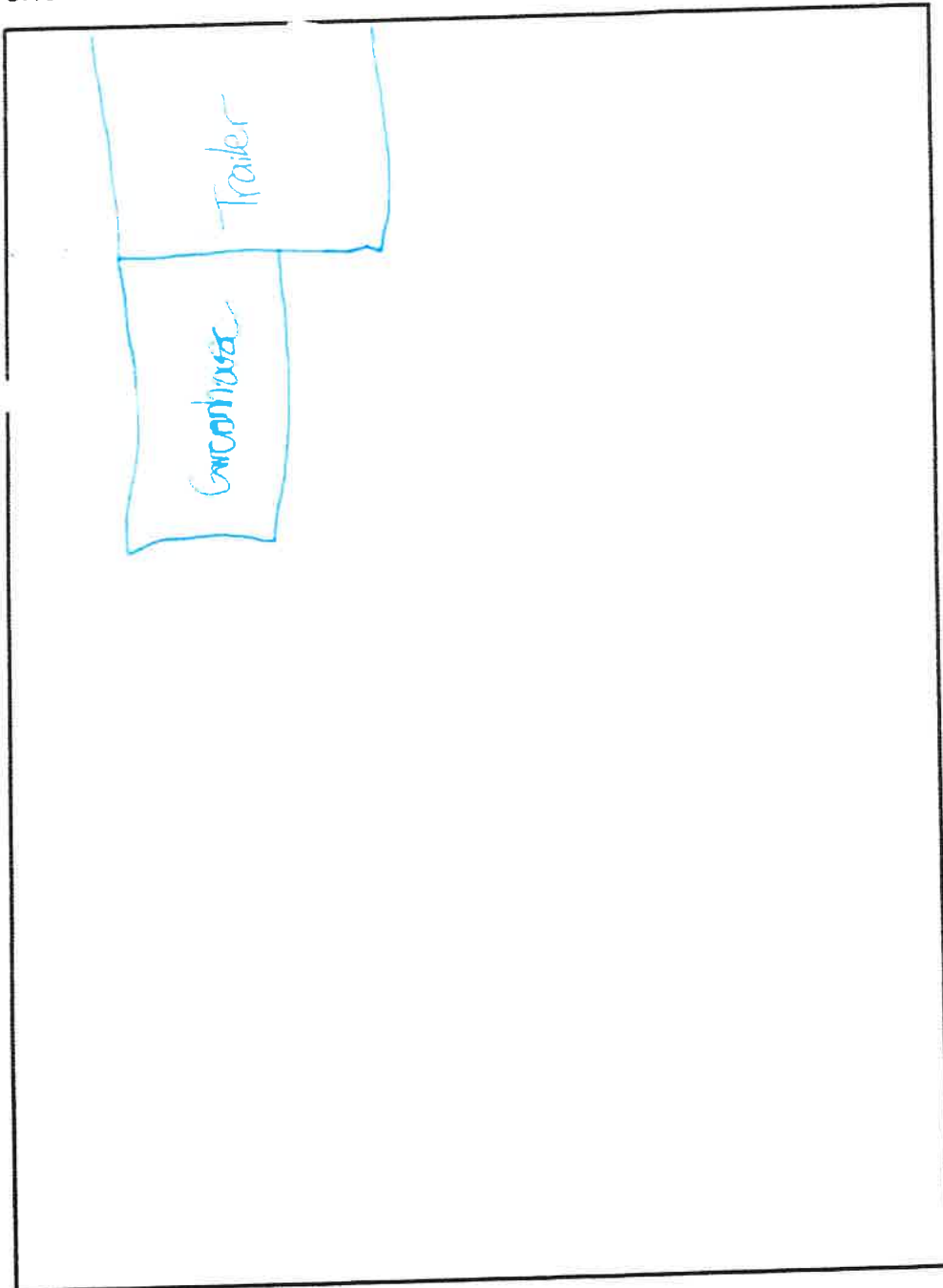
Owner / Applicant: Cheryl Taylor
Location: 645 North Government Avenue, Greenwood, BC
Legal Desc: Lot 1, Block 56, Plan KAP70, District Lot 711, SDYD
PID: 012-536-555
Development: Temporary Accommodation in a Recreational Vehicle (RV)
TUP Term: Twelve Months (terminating August 13, 2025)



CORPORATION OF THE CITY OF GREENWOOD
TEMPORARY USE PERMIT APPLICATION 2024-02 (TUP-2024-02)
SITE PLAN (TUP APPLICATION FORM)

Owner / Applicant: Cheryl Taylor
Location: 645 North Government Avenue, Greenwood, BC
Legal Desc: Lot 1, Block 56, Plan KAP70, District Lot 711, SDYD
PID: 012-536-555
Development: Temporary Accommodation in a Recreational Vehicle (RV)
TUP Term: Twelve Months (terminating August 13, 2025)

SITE PLAN



Please attach additional information as required.

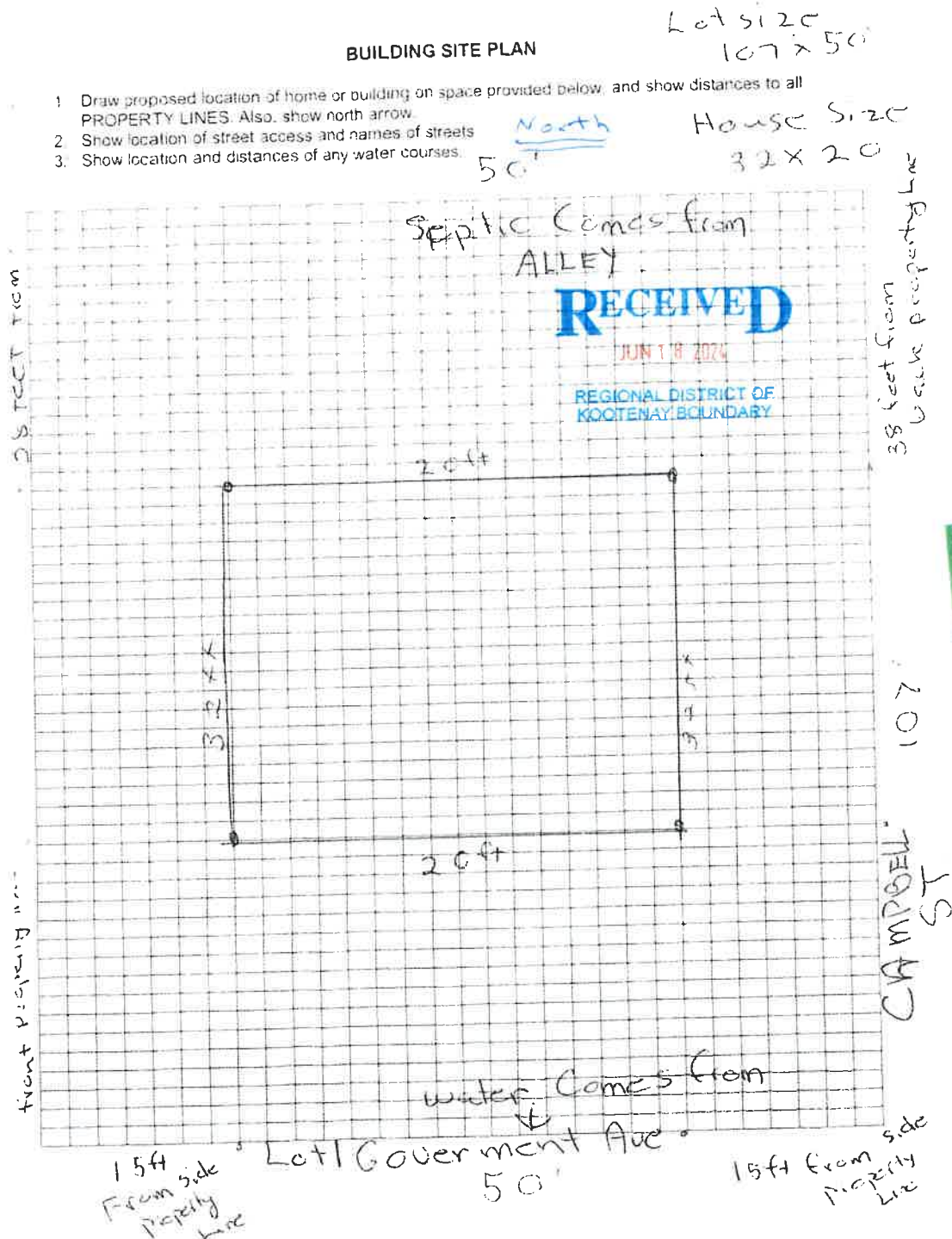
GOVERNMENT

CORPORATION OF THE CITY OF GREENWOOD
TEMPORARY USE PERMIT APPLICATION 2024-02 (TUP-2024-02)
SITE PLAN (BUILDING PERMIT APPLICATION)

Owner / Applicant: Cheryl Taylor
Location: 645 North Government Avenue, Greenwood, BC
Legal Desc: Lot 1, Block 56, Plan KAP70, District Lot 711, SDYD
PID: 012-536-555
Development: Temporary Accommodation in a Recreational Vehicle (RV)
TUP Term: Twelve Months (terminating August 13, 2025)

BUILDING SITE PLAN

1. Draw proposed location of home or building on space provided below, and show distances to all PROPERTY LINES. Also, show north arrow.
2. Show location of street access and names of streets.
3. Show location and distances of any water courses.



CITY OF GREENWOOD

APPLICATION FOR BUILDING PERMIT

Boundary Office – Building Official
Regional District of Kootenay Boundary, 2140 Central Avenue, Box 1965, Grand Forks, B.C. V0H 1H0
Telephone: (250) 442-2708/Fax: (250) 442-2688

DATE: June 18 / 24

RECEIVED
JUN 18 2024

This form must be submitted for all new construction, alterations, additions, repairs, demolition, or moving a mobile home or building.

To be completed by applicant:

The undersigned hereby applies for a Building Permit under all applicable bylaws, according to the following specifications and accompanying plans: (Please note reminders on back page)

- Name of Owner Cheryl Taylor Mailing Address General Delivery Greenwood
Street Address of Project Lot 1 Government Ave
Legal Description: Lot 1 Block 56 Plan KAP 70 D.L. 711 50-10
- Name of Contractor Cheryl Taylor Mailing Address Creston Phone Number 250 977 1616
Graham Sinclair
- Name of Architect/Designer HV Design & Interiors Mailing Address Creston Phone Number 250 977 1616
- Year Built _____ Purpose of Building Home If dwelling, for how many families _____
- Type of Building: New Building ☒ Mobile Home ☐ Addition ☐ Repair ☐ Demolition ☐ Renovation ☐
Moving a Building ☐ Accessory Building ☐ Home Occupation or Home-Based Business Use ☐
Permit Renewal ☐
- Provide Details of Project Small House
- Dimensions of Building: Main floor area 640 sq. ft. Front 20 Depth 32
- No. of storeys 1 Height from average grade to highest point of building 10' highest
- Estimated cost \$ 30,000 (total cost of material and labour, exclusive of land).

In consideration of the granting of this permit, the undersigned: (a) releases the City of Greenwood and those acting on behalf of the City of Greenwood from all claims and expenses which the undersigned may have or incur as a result of the issue of this permit or the enforcement or non-enforcement of the City of Greenwood Bylaws or of the British Columbia Building Code; (b) indemnifies the City of Greenwood from all such claims and expenses which may be made by any other person; and (c) acknowledges that the City of Greenwood owes no duty of care to the undersigned or anyone else in respect of these matters. (d) The personal information you provide on the RDKB document is being collected in accordance with the Freedom of Information Privacy Act and will be used only for the purpose of processing RDKB business. This document may become public information. If you have any questions about the collection of your personal information, please contact Theresa Lenardon, Manager of Corporate Administration/Corporate Officer and Freedom of Information Protection of Privacy Officer at 250-368-9148 or foi@rdkb.com. I/We have read the above agreement, release and indemnity and understand it.

Signature of owner or authorized representative: Cheryl Taylor

Address: General Delivery Greenwood V0H 1H0 Phone No. 250 254-0422
Lot 1 Government

Fax No. _____ Cell No. 250 254 0422 Email asianorchidmoon

Coordinating Registered Professional

@ hot mail . com

Print Name: _____ Signature: _____

BUILDING SITE PLAN

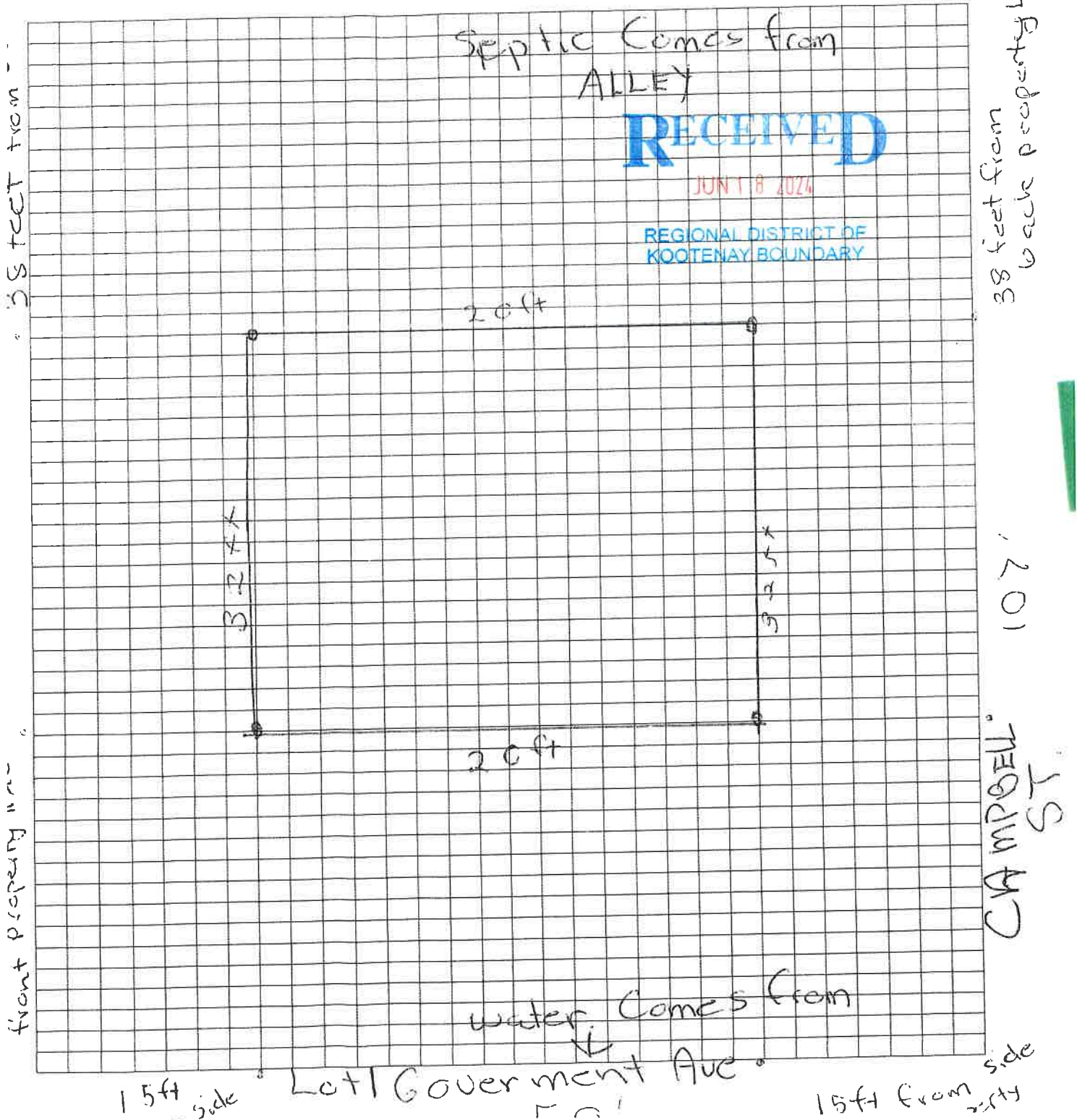
Lot size
107' x 50'

1. Draw proposed location of home or building on space provided below, and show distances to all PROPERTY LINES. Also, show north arrow.
2. Show location of street access and names of streets.
3. Show location and distances of any water courses.

North

House Size
32' x 20'

50'





CITY OF GREENWOOD

PO Box 129
Greenwood, BC V0H 1J0

Phone: (250) 445-6644 Fax: (250) 445-6441 Email: frontdesk.greenwoodcity@shaw.ca Website: www.greenwoodcity.com

TEMPORARY USE PERMIT NO. 2024-02 (TUP-2024-02)

1. This Temporary Use Permit is issued to:

Name: Cheryl Taylor
(the "Owner")
Mailing Address: General Delivery
Greenwood, BC V0H 1J0

2. This Temporary Use Permit applies to:

Address: 645 North Government Avenue
Greenwood, BC V0H 1J0

3. This Temporary Use Permit applies to that real property including land, improvements and other developments thereon located in the City of Greenwood, with the legal description and civic address as follows:

Lot 1, Block 56, Plan KAP70, District Lot 711, SDYD
Parcel Identifier: 012-536-555
645 South Government Avenue
(the "Lands")

4. This Temporary Use Permit is issued subject to compliance with all statutes, bylaws, orders or agreements, except as specifically varied by this permit.
5. This Temporary Use Permit does not relieve an owner or occupier from obtaining any other approvals or from meeting any other applicable regulations.
6. This Temporary Use Permit authorizes the following uses on the Lands:

Use of a recreational vehicle (RV) as a temporary dwelling.

7. The term of this Temporary Use Permit is one (1) year, commencing from the date of issuance.
8. The Lands shall be developed strictly in accordance with the terms, provisions and conditions of this Temporary Use Permit. The Owner(s), as a condition of issuance of this Temporary Use Permit, agree to comply with the following requirements and conditions:
- No additional recreational vehicles (RVs) or similar camping vehicles are permitted on the Lands for use as a dwelling;
 - No physical structures or additions are permitted to be constructed or attached to the RV;
 - The RV must remain licensed and road-worthy (i.e. with wheels and/or hitch present on the unit);


- The placement of the RV on the property must meet the minimum setback requirements of the Zoning Bylaw;
 - Connection to municipal water and sewer services must be approved by the City, in accordance with Sewer Regulations Bylaw No. 911, 2016, Water Regulations Bylaw No. 912, 2016, Utilities Billing and Payment Schedule Bylaw No. 1011, 2023, and the *Public Health Act*;
 - The Owner must provide power (electricity) to the RV in a safe manner inspected by a registered electrician;
 - Propane tanks must be certified – the use of expired propane tanks is prohibited;
 - The RV must have functional life safety equipment including but not limited to a fire extinguisher, smoke and carbon monoxide detectors;
 - The RV must not be used for commercial purposes, home occupations (home-based business), rental accommodation (both short and long-term), or for use as a dwelling by any individual or group that is not the Owner of the property; and
 - The RV must meet the regulations and provisions of the *Safety Standards Act*.
9. The activities associated with the temporary use must cease following the expiration of the Temporary Use Permit.
10. Development of the Lands must be in accordance with Good Neighbor Bylaw No. 1013, 2024 and Waste Disposal Bylaw No. 985, 2021;
11. If the activity permitted by this Temporary Use Permit is anticipated to continue beyond the term of this permit, the Owner must apply for renewal at least two (2) months prior to the expiration of this permit.
12. This Temporary Use Permit is not a Building Permit.
13. This Temporary Use Permit is not a Development Permit.
14. This Temporary Use Permit is non-transferable and is valid only in the Owner's name in which the permit was issued and to the Lands for which the permit was issued.

Authorizing resolution passed by Mayor and Council of the City of Greenwood on the _____ day of _____, 2024.

Issuance date: _____

Authorizing Signature: _____

Dean Trumbley, CAO
City of Greenwood

	POLICY TITLE: City of Greenwood Procurement Policy	POLICY NO: 2024-10
	AUTHORITY: Council for the Corporation of the City of Greenwood	CLASSIFICATION: Administration
	EFFECTIVE DATE: August 19, 2024	MOTION:
	SUPERSEDES:	

1. Purpose

The City of Greenwood (the “City”), in the performance of its duties and responsibilities, must engage in the Procurement of Goods and Services (including Construction). The purpose of this Policy is to ensure understanding and adherence to the principles, procedures, roles and responsibilities for the City’s procurement activities.

The principles and procedures in this Policy outline the authorization and competition requirements for the procurement of Goods and Services, including but not limited to, Capital Consulting and Construction Services. The City is committed to creating and maintaining a high level of confidence in its procurement of goods and services by ensuring integrity, transparency, accountability, efficiency and consistency in its procurement activities.

All employees of the City are expected to adhere to *Procurement Policy* while maintaining a high standard of honest and open communication to ensure that all suppliers are given fair and equal access to do business with the City of Greenwood.

2. Scope and Authority to Implement

The City of Greenwood is a municipal public sector entity that through this Policy is acting within its authority under the *Community Charter* and *Local Government Act*. This Policy is in alignment with, and adheres to the following applicable legislation and agreements:

- Canadian Free Trade Agreement (CFTA).
- Comprehensive Economic and Trade Agreement (CETA).
- Freedom of Information and Protection of Privacy Act (FOIPPA).
- New West Partnership Trade Agreement (NWPTA).

The Corporate Officer (CO) and Chief Administrative Officer (CAO) are authorized by City Council to implement this Policy. This Policy applies to all employees involved in the procurement of goods and services for use by the City.

3. Policy

3.1 General Principles

The City is committed to consistent ethical management in all its procurement and contracting activities and will abide by all applicable legislation under the following principles:

a) Open and Fair Competition

The City will acquire goods and services through a fair, open, transparent and competitive process that balances the interests of the taxpayer with the fair and equitable treatment of suppliers. Competitive processes followed will be in accordance with legislative and trade agreement requirements.

The City promotes Bidding Opportunities on the City website and/or social media, at a minimum, to encourage competition, to give all businesses equal opportunity to compete for larger contracts, and to achieve best value. The City utilizes internal policy processes with audit capabilities to facilitate the bidding process. The City may also post Bidding Opportunities to external third-party sites, at the City’s discretion or where required by trade agreements.

The City does not discriminate or exercise preferential treatment and will ensure that procurement processes are objective and that all Bid Respondents are treated in the same manner and given equal consideration. The City will strive to ensure that Suppliers have fair and equal access to information. Any information made available to a potential Supplier that may influence a response to a Procurement process will be made available to all interested Suppliers.

b) Bidder/Respondent Complaints

Complaints (including disputes) by a bidder/respondent or any other member of the public regarding a procurement process, or the results of a procurement process conducted by the City shall, in the first instance, be directed to the Chief Administrative Officer (CAO).

The complaint must be submitted in writing to the Chief Administrative Officer (CAO) within ten (10) days after the day on which the Complainant first knew, or reasonably should have known, of the issue to which the complaint relates. The written request must identify the summary of the complaint. If the complaint is received after the ten (10) daytime period, the complaint may or may not be addressed, at the City's sole discretion.

If the complaint is received within the ten (10) daytime period, the City shall review the complaint and consult with the Complainant within twenty (20) days following receipt of the complaint. The City's decision at the conclusion of the consultation process will be final, with respect to any further actions required by the City under this procedure. All consultations between the parties shall be without prejudice to the rights of the parties in any further proceedings.

c) Supplier Dispute Resolution

Competitive bidding documents used in procurement processes under Public Competition shall state that when appropriate, disputes between the Supplier and the City will be decided by mediation or arbitration, should the parties agree to that method. Contracts shall propose that arbitration is conducted pursuant to the *Commercial Arbitration Act (British Columbia)*.

d) Best Value Considerations

The City encourages the consideration of overall cost in the procurement of goods and services, including, but not limited to acquisition cost, operating costs, life cycle costing, salvage value, availability, serviceability and delivery. The City will consider and evaluate the relevance of price and non-price factors before starting a competitive process. This may include:

- i. Accessibility and inclusion
- ii. Delivery, deliverables, and performance commitments
- iii. Economic sustainability
- iv. Encouragement of diverse suppliers
- v. Environmental sustainability
- vi. Public Policy benefits as elements in the proposal and evaluation process
- vii. Risk management, including safety practices and history
- viii. Social sustainability
- ix. Supplier experience, performance history and demonstrated ability to successfully perform, including service and support capacity
- x. Quality of the goods and / or services
- xi. Total cost of Ownership, which may consider factors such as:
 - Administration and contract management costs
 - Costs of delay or performance failures
 - Cost of additional features, enhancements and upgrade limitations associated with proprietary or patent rights or constraints
 - Disposal and remediation costs.
 - Extensions, change orders, total cost change and cost escalation
 - Legal or technical costs

- Licensing costs
- Lifecycle costing
- Purchase or contract total cost
- Regular and ongoing maintenance
- Shipping and packaging
- Transition and training costs
- Warranty, parts and / or repair

e) Sustainability Considerations

The City's procurement activities will be conducted with consideration of economic, environmental and social sustainability where appropriate. City should consider the inclusion of these evaluation criteria which reflect these factors where applicable. These factors shall be balanced with considerations such as cost and quality and may include:

- i. Prioritizing goods and services that represent a non-carbon alternative, are carbon neutral or that minimize greenhouse gas emissions contributing to reducing the carbon footprint of the City.
- ii. Prioritizing goods and services that consider climate adaptation and resilience.
- iii. Prioritizing reusable, recycled, or zero waste products, when possible.
- iv. Purchasing recyclable, durable, and long-lasting products.
- v. Purchasing products with increased energy and resource efficiency wherever possible, such as equipment that complies with energy efficiency guidelines and recommendations.
- vi. Purchasing products, including cleaning supplies and chemicals, that minimize exposure of building occupants and maintenance personnel to potentially hazardous chemical, biological and particle contaminants which may adversely impact air quality, health, building finishes and systems, and the environment.
- vii. Stating a preference for minimal and recyclable packaging.

f) Supplier Diversity

The City will procure goods and services and promote and participate in viable procurement opportunities with qualified Diverse Supplier groups. The City should consider the role of Diverse suppliers when conducting procurement activities.

g) Relationship to Suppliers and Conflict of Interest with Suppliers

Conflicts of interest may occur when a City employee or Council member has a direct or indirect relationship with a supplier or potential supplier through financial, family related, or other beneficial interest. In accordance with the City's general principles on ethical conduct, the *Personal and Confidential Information Policy 2024-05* and *Responsible Conduct Guiding Principles Policy 2024-02* the following shall apply to all procurement processes:

- i. City employees shall exercise caution when there is a real, perceived, or potential conflict of interest with a supplier or potential supplier;
- ii. City employees involved in a procurement process, either directly or indirectly, must notify the Chief Administrative Officer (CAO) of any real, perceived, or potential conflict of interest;
- iii. If a City employee or council member has a real, perceived or potential conflict of interest:
 - Measures shall be taken to ensure that the employee or council member with the conflict does not have any influence whatsoever over the procurement process and/or contract decision; and
 - Suppliers to which a City employee or council member has a conflict of

interest will only be selected to provide goods or services if they are selected based on a transparent evaluation from a competitive procurement process, as per **Appendix B**.

h) Suppliers Acting in Good Faith

The City may choose to exclude or refuse doing business with Suppliers who do not possess the legal and financial capacities or commercial and technical abilities to undertake the relevant procurement. The City may disqualify Suppliers who have demonstrated poor past performance through significant or persistent deficiencies in performance of any substantive requirement or obligation under a prior contract or contracts, or who have made false or misleading declarations.

The City may choose to exclude or refuse doing business with Suppliers who have entered litigation with the City. The City may reject Suppliers based on professional misconduct or acts or omissions that adversely reflect on the commercial integrity of the Supplier or final judgments in respect of serious crimes or other serious offences.

i) Open Communication and Debriefing

The City will provide Respondents with feedback on bids and proposals including those that are unsuccessful upon request. Open procurement award results will be posted to the City website.

j) Confidential Information

Release of information is subject to FOIPPA legislation. City employees will not release any information made available as an employee that is not otherwise available to the public on request. Any information made available to a potential supplier which may influence other suppliers' responses must be made available to all potential suppliers.

Information about budget and cost estimates, pricing or costing of competing suppliers, names of suppliers prior to award and any other information which may create an unfair advantage will remain confidential and will not be released by City employees to the public or a potential supplier. All information provided by a potential supplier during the procurement process shall remain confidential pending bid analysis and award.

k) Gifts and Gratuities

City employees will not place themselves in a position of obligation or appearance of obligation by soliciting or accepting gifts, discounts, hospitality or tips from suppliers or potential suppliers.

3.2 Procurement Process Requirements

a) Authority to Spend

Procurement initiations, processes and award values must be within the Approved Budget and are to be requested by staff consistent with:

- i. **Appendix A1** – Standard Delegated Authority
- ii. **Appendix A2** – Non-Standard Delegated Authority

b) Cost Value

Procurement values should be based on maximum cost estimates, considering the entire potential value of the contract including all future years, options, and extensions.

City employees should base the value of the procurement on reasonable estimates and procurements should not be split or separated into parts with the intention of avoiding process requirements.

c) Methodology

Reasonable and adequate procedures ensure fairness for a level of competition, commensurate with the type of procurement considering price, requirements, available competition, risk and complexity of terms and conditions. The cost and time associated ideally should be proportionate to the benefit gained. The processes and methods of Procurement Services are based on the dollar value, context, nature, and risks associated with using a competitive process.

d) Specifications or Scope of Work

Requirements or processes that are developed for use in a procurement process should:

- i. Be clear and defined when subjects allow, to enable prospective bidders an informed basis on which to submit their bids.
- ii. Be sufficiently broad to allow for creative solutions by respondents when applicable.
- iii. Be realistic and consider long term right sizing for the intended use.
- iv. Include sufficient details on evaluation criteria, weightings and evaluators to be used in procurements to optimize 'best value' outcomes.
- v. Consider all other elements of this policy

Note: Contract terms and conditions will be determined by the Chief Administrative Officer (CAO) in consultation with the Corporate Officer (CO).

e) Contract Management and Monitoring

The City's Corporate Officer (CO) must be identified for all ongoing contracts and agreements. The City's CO should ensure that the Contracted Provider meets the requirements of the contract and that performance issues are documented and addressed in a timely manner. The CO is responsible to ensure that any remuneration invoiced meets the contract stated amounts. The Chief Administrative Officer (CAO) is to be notified of any performance or invoicing issues of note.

f) Bonding

Type and level of bonding is assessed as part of the procurement process or contract. The Chief Administrative Officer (CAO) shall make the final determination on bonding.

Guidance to be provided by the most recent Municipal Insurance Agency of British Columbia (MIABC) Minimum Insurance Requirements for Contracts and / or external legal counsel. Bonding equivalent may be accepted as a Legal Bond, Cash, Certified Cheque or Irrevocable Letter of Credit, as determined by the Chief Administrative Officer (CAO).

g) Insurance

Liability, indemnity and insurance terms in contracts should be considered carefully based on the value, nature and risk of the goods/services being procured. All contractors working on City property must have valid insurance with the City of Greenwood (or other relevant parties) as additional insured and cross liability coverage on file with the City. Advice on insurance can be obtained from MIABC or the City's Insurance provider.

h) Occupational Safety Consideration

City employees must ensure that all directions and instructions given to suppliers are compliant with the requirements of the *Workers Compensation Act* and *Occupational Health & Safety Regulations*. It is advisable that City staff obtain documentation attesting that the supplier's WorkSafe BC account is in "active and in good standing" status.

i) Business Documentation

Suppliers may be required to provide various forms of business documentation and/ or certifications as part of the procurement or contractual process. These requirements and timeline for provision will typically be listed in bidding documents.

j) Procurement Process Types

The following procurement types are collectively referred to as RFx's.

- i. Expression of Interest (EOI)
- ii. Invitation to Tender (ITT)
- iii. Notice of Intent (NOI)
- iv. Pre-Qualifications
- v. Request for Quote (RFQ - Low Bid)
- vi. Request for Quote (REQ - High Score - Best Value)
- vii. Request for Proposal (RFP)
- viii. Request for Information (RFI)
- ix. Request for Suppliers Qualifications (RFSQ)

k) Construction Project Delivery Methods

- i. Construction Manager at Risk (CMAR)
- ii. Design Bid Build (DBB)
- iii. Design Build
- iv. Integrated Project Delivery (IPD)
- v. Progressive Design Build (PDB)

l) Posting of Opportunities

For public sector procurement processes for RFX's, the bidding opportunity should be open for responses for durations as follows:

- i. Under \$25,000 – minimum 7 days
- ii. Between \$25,001 and \$75,000 – 10 to 25 days (depending on complexity)
- iii. Over \$75,000 for goods – minimum 25 days as required by CETA
- iv. Over \$200,000 for construction – minimum 25 days as required by CETA

“Days” are considered to be calendar.

- Under \$75,000 bidding opportunity duration is determined by this policy.
- Above \$75,000 bidding opportunity duration is determined by Trade Treaties

m) Posting of Awards

- For open competition processes, at a minimum, the opportunity must be advertised on www.greenwoodcity.com
- For additional exposure, opportunities may also be posted to <https://www.civicinfo.bc.ca/bids> or other websites deemed relevant to the subject.
- Advertising in local newspapers or websites is at the discretion of the Chief Administrative Officer (CAO).

3.3 Delegated Purchasing Authority

All goods and services are to be acquired in accordance with this policy and shall be within Council approved budget unless authorized on an exception basis by the CAO.

Designated Employees undertaking purchasing activities must have formal authorization to do so from the City exempt staff member they report to. Employees may delegate their authorities to an individual that is temporarily performing their role in an acting capacity.

a) Standard Procurements and Invoice Approvals

Appendix A1 identifies the authority approval thresholds that also apply for staff approvals for Purchase Requisitions, Purchase Orders, Contract Amendments, and Invoice Authorizations.

b) Purchase Card Authority

The considerations, application and management of Purchase Cards shall be completed under the authority of the Chief Administrative Officer (CAO).

i. Alcohol Purchases

Designated employee(s) have authorization to purchase alcohol directly from Brewers Distributor Ltd. (BDL) and / or licensed liquor or wine stores. These purchases are specifically for City organized special occasion liquor permits. Payment will be processed through a controlled automatic debit from the City account managed by Finance or designated employee's Purchase Card.

c) Direct Purchase Authority

Appendix A1 identifies that any City employee may authorize a Direct Purchase up to a value of \$500 (inclusive of applicable taxes, surcharges and freight). Unless the benefit is derived from Purchase Order issuance, these purchases will be paid via Direct Pay method or the Purchase Card.

d) Non-Standard Procurements and Direct Awards

In some circumstances and subject to appropriate approvals, the requirement for an open competition may be waived.

Direct Awards approved by the Chief Administrative Officer (CAO) must document the rationale on a Direct Award Form informed by the below:

- i. **Appendix A2** – Non-Standard Delegated Authority Approval Limits
- ii. **Appendix C** – Exemptions

Direct Awards valued above \$75,000 that are not Construction related must be covered by an allowable exception, exemption, or non-application clause in a governing trade agreement and the applicability of the clause must be formally established.

Employees are encouraged to review **Appendix C** of this policy in advance, then contact the Chief Administrative Officer (CAO) to examine and approve the application of any allowable exceptions prior to initiating the Direct Award approval process.

The CAO or their Designated Employee has the authority to waive the Procurement Policy where public safety, property and/or infrastructure are at risk. The financial plan is to then be updated as soon as possible to include the expenditure.

e) Notice of Intent

Direct Award procurements valued at \$75,000 or more will require a Notice of Intent (NOI) to be posted electronically on the City's website for a period of fourteen (14) calendar days. The Notice of Intent is not required if the procurement is for an emergency, is trade treaty exempt, or allowable via a compliant Buying Group procurement.

f) Buying Groups

Broader Public Sector organizations like the City of Greenwood can sometimes access and participate in trade treaty compliant Buying Groups. This can provide advantages in reducing procurement process costs, lever preferred pricing or access professionally vetted expertise. A 'Buying Group' is generally understood as a group of two or more members that combines the purchasing requirements and activities of the members of the group into one joint procurement process.

The City of Greenwood participates in Buying Groups whose members are municipalities, public sector entities or registered non-profits. City of Greenwood participation in some or all these groups is posted annually to the City's website.

3.4 Bid Solicitation Process

The Chief Administrative Officer (CAO) or Designated Employee will decide which procurement bid type is appropriate for each request. Corporate Officer (CO) will manage the formal solicitation process through to award and contract execution where applicable.

Standard City template bid documents for the process types as described in *Section 3.2 j)* will be used for solicitations. These documents have been developed to mitigate risk exposure and navigate competitive bidding law requirements. The procurement process provides consistency and will cause consideration and / or contemplation for the following:

- i. Conflict of Interest Declaration
- ii. Contract Term and Extensions
- iii. Cost Considerations
- iv. Deliverables
- v. Evaluation Criteria
- vi. Insurance and Bond Requirements
- vii. Market Conditions
- viii. Material Disclosure
- ix. Prime Contractor Assignment
- x. Supplier Availability
- xi. Terms and Conditions

Refer to the most recent MIABC matrix for Insurance, Bonding and Risk considerations, available through the Procurement.

3.5 Pre-Qualification Process

a) Pre-Qualifications as listed on City website

For establishing a pre-qualified list of Contractors and Trades to create an active call list for City departments to use if, as and when required. Pre-Qualification assists in establishing eligibility for small civil projects and hired services. Procurement Services will accept Pre-qualification registration forms throughout the year.

The Corporate Officer (CO) will maintain a list of information including rates, equipment, experience and other required documents.

b) Capital Consulting Services

For establishing a pre-qualified list of Professional Consultants to create an active call list for City departments to use if, as and when required. Consultants can apply and be added to the shortlist in January of each year, provided the submission meets all the requirements and scores appropriately relative to other submissions.

The City reserves the right to alter the shortlist should any change of ownership, significant staff changes, unacceptable level of service, lack of subsequent submissions, as determined by the City through performance evaluations, or for any other reason which might alter a consultant's qualifications. Consultants on the shortlist will be selected for specific assignments through one of three ways.

- i. Direct Award based primarily on suitability, capacity and timelines.
- ii. Request for Quote inviting usually two to three shortlisted consultants.
- iii. Request for Proposal inviting three or more consultants.

The selection process will depend on the scope, complexity, and estimated value of the assignment. Top ranked respondents may be short-listed to participate in a potential direct award and / or invitational second stage competitive process for the procurement of the deliverables.

3.6 Bid Evaluation Process

The evaluation team will consist of *the Chief Administrative Officer, Corporate Officer, PW Foreman or Fire Chief (if applicable) and (1) one Council member (as appointed annually, in January of each year, at a Regular Meeting)*. Procurement Services will be the main point of contact between the City and the bidders and will manage the process including safeguarding confidential bids, confirming bid compliance, ensuring evaluation was performed with due diligence and in a timely manner, identifying potential gaps that need to be rectified, confirming accuracy of score, conducting consensus scoring sessions and providing bidder debrief upon bidder request.

3.7 Award and Contracting Process

a) Annual Contract Terms & Extensions

Contract terms will vary in length dependent of the service requirements and capital outlay required of the Contractor. The Chief Administrative Officer (CAO), in consultation with the Corporate Officer (CO) shall determine the appropriate contract term and maximum number of extension options. The contract period will vary in length depending on factors, including the service requirements, seasonality, complexity, market conditions and cost of switching suppliers.

If the contract carries provisions for an extension the City may extend the contract or supplier agreement. The decision may be based on the supplier's performance, acceptability of new pricing, the need to revise terms and conditions, or any other factors that the City may consider relevant.

City Contract terms shall not exceed the term identified in the bid process and shall not exceed ten (10) years in total without advisement to Council. Advisement will occur before proceeding with the competitive bidding process and come from the Chief Administrative Officer (CAO).

b) On-Going Professional Services

Where professional services are to be retained on a long-term ongoing basis, a review will be undertaken every seven (7) to ten (10) years. These services will be considered and evaluated if

appropriate to be bid on in an open procurement bid process. Other specialized professionals may be engaged for specialized services approved by **Appendix A1**. Some of the services include, but are not limited to:

- i. Auditing Services
- ii. Banking Services
- iii. Employee Benefit Plan
- iv. Insurance Services
- v. Engineering Services

3.8 Asset Investment Recovery

All excess, surplus, obsolete or other salvageable goods or equipment shall only be disposed of through the Chief Administrative Officer (CAO). Working with the Corporate Officer (CO), surplus will be disposed of in accordance with the City's *Disposal of Surplus Assets Policy 2024-11* by one of the following methods:

- i. Re-use by the City
- ii. Trade-ins: where the surplus equipment is included in a competitive process for the procurement of new equipment, as part of a trade-in arrangement
- iii. Public auction, e.g.: BC Auction, City website, other websites or auctioneers
- iv. Sale to other municipalities, governments or agencies
- v. Scrap metal dealer
- vi. Donate to non-profit organizations
- vii. Landfill disposal for items deemed of no value / waste

3.9 Record Keeping

The City shall maintain records of its procurement processes, to support:

- i. Audits of procurement practices;
- ii. Any required release of information under FOIPPA; and
- iii. Debriefs to participants of bidding process as required under CFTA and CETA.

3.10 Roles & Responsibilities

The Chief Administrative Officer (CAO) or their Delegated Authority is responsible for the administration and interpretation of this City Policy.

a) Chief Administrative Officer

- i. Delegate authority to develop and implement applicable procedures with Corporate Officer;
- ii. Observe the overall delegated authority limits with respect to procurement;
- iii. Review and authorize Direct Award requests; and
- iv. Execute formal contracts.

b) Corporate Officer

- i. Approve the City's procurement procedures;
- ii. Support procurement and contracting activities throughout the organization to ensure they follow this policy and applicable procedures; and
- iii. Ensure the procurement procedures are reviewed by Chief Administrative Officer (CAO) as required;
- iv. Assist Direct Award requests; and
- v. Execute formal contracts.

c) Public Works Foreman & Fire Chief

- i. Ensure departmental procurement and contract activities are carried out under this

- policy and applicable procedures;
- ii. Ensure budget funds are available within the department for procurement requests;
- iii. Request Council's approval for all expenditures not included in a budget unless an emergency situation exists;
- iv. Ensure employees within their department who are involved in purchase activities are adequately trained to carry out the processes in accordance with this policy and procedures;
- v. Consider potential risks associated with procurement activities and consult with Procurement Services; and
- vi. Ensure that Contractor performance meets contract deliverables.

d) All Employees

- i. Adhere to and act in accordance with this policy and relevant procedures;
- ii. Ensure funding is available and approved in the budget;
- iii. Secure appropriate approval prior to committing to any expenditure; and
- iv. Consult and work with Corporate Officer (CO) with providing specifications, terms of reference or deliverables to develop bid documents or purchase orders.

Appendix A1 – Standard Procurement

The delegated authorities are authorized to:

- a. Approve the initiation of a Procurement if the estimated Procurement Value does not exceed the specified approval limit.
- b. Approve the award of a Contract if the Procurement Value does not exceed the specified approval limit; and
- c. Approve amendments to existing Contracts if the increase in the value of the Contract does not exceed the specified approval limit except if the amendment results in a cumulative increase in the value of the Contract exceeding 15% of the original Contract value in which case the amendment must be approved by the Division Director and the Manager, Procurement Services.

Procurement and Invoice Approvals	
Delegated Authority	Approval Limit
Corporate Officer (CO)	\$ 5,000
Financial Officer (FO)	Unlimited
Chief Administrative Officer (CAO)	Unlimited

Delegated Employees may be granted Procurement and Invoice Approvals differing from the above in certain circumstances when authorized by the Chief Administrative Officer (CAO).

Appendix A2 – Non-Standard Procurement

Non-standard Procurements include:

- a. A “Non-Competitive Procurement”, where the deliverables are acquired directly from a particular Supplier without conducting a Competitive Process when an Invitational Competition or an Open Competition would normally be required including consideration of unsolicited proposals; or
- b. A “Limited Competition”, where Bids are solicited from a limited number of Suppliers when an Open Competition would normally be required.
- c. Circumstances consistent with definitions provided in **Appendix C - Exemptions**

Non - Standard Procurement dollar thresholds and all potential scenarios are further governed by procurement regulations from the below acts, charter and three (3) applicable trade agreements:

1. Canadian Free Trade Agreement (CFTA).
2. Comprehensive Economic and Trade Agreement (CETA).
3. The New West Partnership Trade Agreement (NWPTA).
4. The Community Charter.
5. The Local Government Act.

Direct Award Approvals	
Delegated Authority	Approval Limit
Corporate Officer (CO)	\$ 5,000
Financial Officer (CFO)	Unlimited
Chief Administrative Officer (CAO)	Unlimited

Appendix B – Open Competition Thresholds

Quote - informal process used in soliciting price and delivery quotations that meet minimum quality specifications for a stated quantity of specific goods and / or services.

Invited Competitive - formal process used in soliciting price and delivery quotations from a limited list or number of Pre-Qualified or selected Suppliers.

Open Competitive Process - Bid solicitation that is open to any and all interested bidders and is posted at a minimum to the City of Greenwood website.

Quotations for Construction - formal process used in soliciting price and delivery quotations from a limited list or number of Pre-Qualified or selected Suppliers.

Value	Process	Commitment Method
<i>Goods and Services</i>		
Less than \$ 5,000	<ul style="list-style-type: none">• Quote or Proposal• Minimum one required	<ul style="list-style-type: none">• Direct Payment• Purchase Card• Purchase Order (Optional)
\$5,000 to \$ 25,000	<ul style="list-style-type: none">• Quote or Proposal• Minimum two to three required	<ul style="list-style-type: none">• Purchase Order• Contract (Optional)
\$25,000 to \$75,000	<ul style="list-style-type: none">• Invited Competitive	<ul style="list-style-type: none">• Purchase Order• Contract (Recommended)
Greater than \$75,000	<ul style="list-style-type: none">• Open Competitive	<ul style="list-style-type: none">• Purchase Order• Contract (Mandatory)
<i>Construction Projects</i>		
Less than \$200,000	<ul style="list-style-type: none">• Quotation for Construction• Direct Invitations	<ul style="list-style-type: none">• Purchase Order• Contract (Recommended)
Greater than \$200,000	<ul style="list-style-type: none">• Open Competitive Process	<ul style="list-style-type: none">• Purchase Order• Contract (Mandatory)

Appendix C – Exemptions

The following Procurements may be exempted from the competitive process from a City Procurement Policy perspective:

- Any form of assistance, such as grants, loans, equity infusions, guarantees, and fiscal incentives.
- Approved Direct Award Authorization / Sole Source Requests
- For a work of art or when a contract is awarded to a winner of a design contest
- For additional deliveries by the original supplier of goods or services that were not included in the initial procurement, if a change of supplier for such additional goods or services:
 - cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, software, services, or installations procured under the initial procurement; and
 - would cause significant inconvenience or substantial duplication of costs for the procuring entity.
- Goods and services purchased for representational or promotional purposes
- Goods intended for resale to the public
- Goods purchased on a commodity market
- Health and Social Services
- Land acquisitions, appraisals or real estate transactions and fees
- Purchases from a public body or not-for-profit organization
- Professional services provided by lawyers and notaries
- Purchases made under exceptionally advantageous conditions that only arise in the very short term in the case of unusual disposals such as those arising from auction, liquidation, receivership, or bankruptcy, but not for routine purchases from regular suppliers
- Refunds (*such as property tax refunds, building permit refunds and refunds for cancelled services, programs or events*)
- Regulated tariffed services (*i.e. natural gas, utilities, electricity, non-wireless telecommunications services*)
- Sponsorships related to cooperative advertising or promotions by public bodies
- Supplier has a specialized skill or knowledge which others do not have
- Time is of the essence and the supplier has knowledge or skills which are needed quickly in such an emergency.
- When a Notice of Intent to Direct Award is posted electronically and is not challenged on reasonable grounds
- When the acquisition is of a confidential or privileged nature and disclosure through an open Competitive Procurement process could reasonably be expected to compromise government confidentiality, cause economic disruption or be contrary to the public interest
- Whichever exemption, exception, or non-application clause listed in applicable trade agreements such as NWPTA, CETA and CFTA applies.



CITY OF GREENWOOD

PO Box 129
Greenwood, BC V0H 1J0

Phone: (250) 445-6644 Fax: (250) 445-6441 Email: frontdesk@greenwoodcity.ca Website: www.greenwoodcity.com

PRE-QUALIFICATION REGISTRATION

2024 _____ Services

Invitation:

The City of Greenwood ("City") invites submissions from _____ Companies with a minimum of _____ years of related experience to be included on a pre-qualified consultant list for _____ services.

Contractors responding to the pre-qualification request must consent to the City verifying the information provided on their submission. Contractor's not able to comply fully with the minimum WorkSafeBC Clearance Letter, Business License, Commercial General Liability Insurance and Vehicle Insurance requirements will NOT qualify for registration. **Copies of insurance certificates must be submitted with the Pre-Qualification Forms.** The contractor must carry public liability insurance in the amount of:

- **\$2,000,000.00**

Including the following named as Additionally Insured:

- **City of Greenwood**

The City reserves the right, at its sole discretion, to pre-qualify a limited number or to pre-qualify none of the contractors applying. Pricing as submitted is binding and will be evaluated by City staff. Should rates change it is the responsibility of the Contractor to re-submit for consideration.

Pre-Qualification Procedure:

1. Contractor must have a minimum of _____ years' experience as a _____ Contractor
2. Contractor must have a minimum of _____ certified _____ on staff
3. Submit documentation to the City of Greenwood
4. The City will create a contractor call out list based the following considerations
 - Rates
 - Work Experience / References
 - Availability & Equipment

Once hired, Contractor to supply all labour, equipment and machinery necessary to complete all works. All work shall be completed as agreed upon with the City designate. To ensure City of Greenwood performance standards are met, the Contractor may be subject to a performance evaluation. If a situation develops where performance is not acceptable, a review on performance may warrant a suspension or termination. Contractor warrants it shall comply with all laws, rules and regulations applicable to the location of the Work, in particular, but without limitation, those concerning safety and WorkSafeBC.

Fuel Consumption Data

For Contracted Services over \$25,000.00 / year, the Climate Action Charter requires the City to track contracted emissions derived from fossil fuel consumption used to operate vehicles, equipment and machinery. Therefore, the City may require Contractors to provide the quantity of fuel used to operate vehicles, equipment and machinery as part of the delivery of the services described.

Contact:

City of Greenwood – Corporate Officer

Corporate@greenwoodcity.ca



CITY OF GREENWOOD

PO Box 129
Greenwood, BC V0H 1J0

Phone: (250) 445-6644 Fax: (250) 445-6441 Email: frontdesk@greenwoodcity.ca Website: www.greenwoodcity.com

DIRECT AWARD/ SOLE SOURCE REQUEST FORM

On occasion the competitive process may be waived, and a direct award may be approved by the Chief Administrative Officer.

Check appropriate box identifying purchase circumstance

- ☐ Analysis of specifications and physical requirements determines that the product or services is manufactured or available through only 1 firm and distributed through a single dealer, supplier, or service provider.
- ☐ Only **one** qualified supplier/service provider (*sole source*) possesses unique and singular capability to meet the solicitation requirements, such as technical specifications, proprietorship, or ability to deliver at a particular time frame.
- ☐ Several qualified suppliers/service providers possess the availability and capability to meet the solicitation requirements; however, only **one** supplier/service provider (*single source*) is selected for an award of an agreement through negotiation for the reasons provided herein and is less than \$75,000.00 in total.


Requested by:	
Estimated total purchase value:	\$
Vendor/consultant name:	
Description of goods/service:	
Requisition #	
Approved budget and GL #	

Reason / Justification for Direct Award Request:

CAO Approval:

Signature: _____

Date: _____

	POLICY TITLE: City of Greenwood – Disposal of Surplus Assets Policy	POLICY NO: 2024-11
	AUTHORITY: Council for the Corporation of the City of Greenwood	CLASSIFICATION: Municipal Assets
	EFFECTIVE DATE: August 19, 2024	MOTION:
	SUPERSEDES:	

1. Purpose

To identify the proper procedures for disposing of assets declared as surplus. Assets may be deemed surplus and eligible for disposal if they are:

- a) obsolete
- b) replaced
- c) worn out
- d) too costly to maintain; or
- e) no longer used.

2. Scope

That the City of Greenwood surplus assets are to be disposed of in as a sustainable manner as possible, with consideration being given to least impact to the environment and best opportunity to maximize revenue.

This Policy applies to all assets (excluding land) owned by the City of Greenwood.

3. Accountabilities

- 3.1** Council, and through delegated authority, the Chief Administrative Officer (CAO) and Directors, are authorized to dispose of City Surplus Assets through the implementation of this Policy; for communicating its contents to the City staff; and for ensuring that this Policy's principles are understood and applied. The Council of the City of Greenwood or the CAO, may direct staff to act in a manner different than this Policy if circumstances warrant.
- 3.2** Managers and supervisory staff are responsible for ensuring that the Disposal of Surplus Assets Policy is clearly understood and complied within their departments.
- 3.3** All staff are responsible for ensuring this Policy is adhered to.

4. Policy

- 4.1** The City will dispose of all surplus assets in a manner which minimizes the environmental impact and maximizes the financial return to the City and fully complies with any environmental and safety issues. The needs of the greater community should also be considered, especially where the surplus asset has little market value.
- 4.2** The disposal of all surplus assets must be approved by the City of Greenwood Council prior to disposal.
- 4.3** Senior Managers are encouraged to give notification of surplus equipment to all Senior Managers prior to disposal, to ensure that the equipment is not required by another department.

- 4.4** Surplus assets with little or no market value (including recycling market value) are to be destroyed/disposed of in a safe and environmentally acceptable manner.
- 4.5** For usable items with an estimated individual value of less than \$1,000, the Chief Administrative Officer (CAO) may approve that the surplus asset be disposed of by providing it to an interested school or non-profit corporation, association, or entity at no cost thereto, or by way of sale to another municipality or through an auction. Any unwanted items or unclaimed items may be disposed of at the discretion of the Chief Administrative Officer. Optional disposal methods include:
- Third party auctions
 - Online auctions or resale web sites
 - Recycling (for revenue if available)
 - Sale to another municipality, organization or individual where it is deemed fair market value is being received.
- 4.6** For usable items with an estimated individual value in excess of \$1,000, the Chief Administrative Officer (CAO), in consultation with Council, will determine the method of disposal that will maximize the revenue potential and consider the sustainable impacts. Items are disposed of “as is and where is” with no further liability on the part of the City and purchasers must be made aware of these conditions. The Chief Administrative Officer (CAO) may determine that it is more cost effective to offer the item as trade-in towards the purchase of new or similar equipment and not go through the bid process.
- Optional disposal methods include:
- Third party auctions
 - Online auctions or resale web sites
 - Recycling (for revenue if available)
 - Sale to another municipality, organization or individual where it is deemed fair market value is being received (for municipalities the City may consider lower than fair market value where support for other local governments is in order)
 - Dismantling for partial sale
 - Other methods that may be determined by the Senior Manager or Department Director that reflect the revenue and sustainability intent of this Policy.
- 4.7** For clarity, disposal of surplus assets to employees, or relations thereof, must be made at the fair market value of the asset, through an open bidding system.
- 4.8** All funds from the sale of surplus assets are to be accounted for as revenue for the City of Greenwood and must not be used for the benefit of any employee or employee group. Revenues received will be assigned to the appropriate reserve fund as defined by the Chief Administrative Officer (CAO). In cases of garage sales, Council or the Chief Administrative Officer may approve that funds be assigned to a charity.

5. Disposition Process

- 5.1** Any item that is determined by the Chief Administrative Officer (CAO) or Council to have a resale value shall adhere to the following order of disposal:

1. If a prior need is identified, the Asset will be offered for sale at fair market value to a local not for profit organization within the Municipality.
2. Offered for sale to the general public in one of the following manners, as determined by the Corporate Officer:
 - a) A public auction lasting a minimum of two (2) weeks
 - b) A public sale that is:
 - i. Advertised a minimum of two (2) weeks prior to the sale through a variety of means including the local newspaper, electronic means, posted public notice, or other format as per section 94 of the *Community Charter, Public Notice*;
 - ii. Has a minimum bid price to be determined prior to the sale;
 - iii. Is determined through bids received in sealed envelopes and date stamped on receipt of tender.

5.2 Sale of a Fixed Asset to a Municipal employee is permitted provided that the employee has participated in the public auction or public sale process.

5.3 If the minimum bid price is not received for an Asset offered for sale to the general public at a public auction or sale, the item shall be disposed of at the discretion of the Chief Administrative Officer as follows:

1. Sold to the highest bid received, or
2. Donated to a local not for profit organization, or
3. Disposed of in a waste disposal system or recycling system.

5.4 Prior to the selling or disposal of any computer equipment, the hard disk must be erased.

5.5 A list of all items disposed of, including serial number, make and model if applicable, must be forwarded to the Financial Clerk in order to remove the item from the Municipality's tangible capital asset schedule.

5.6 An annual report to Council must be provided listing all disposals, the method of disposal and the value (if any) obtained.

6. Exclusions

6.1 The Council and/or the Chief Administrative Officer have the authority to approve an alternate disposal process from those identified in this Policy especially as it may relate to unique opportunities or emergency situations. Other Senior Managers may provide advice to Council or the CAO as to alternate means of disposal.

6.2 Land is excluded from this Policy.

7. Prohibitions

The Following Activities are Prohibited:

- Disposal of assets at no cost to Council or employees of the City of Greenwood where the asset has a reasonable market value; and
- Disposal of assets at no cost to businesses or individuals where the asset has a reasonable market value.



THE CORPORATION OF THE CITY OF GREENWOOD
LICENCE TO USE AND OCCUPY APPLICATION

PO Box 129
202 S. Government Avenue
Greenwood BC V0H 1J0
Phone 250-445-6644 Fax 250-445-6441
Email frontdesk.greenwoodcity@shaw.ca

APPLICANT'S INFORMATION:

Application Date:

July 25/24

Applicant's Name /
Company Name:

Greenwood Car Show
Jessica McLean / Greenwood Rec Assoc.

Mailing Address:

478 Dundee St (707) Greenwood
B.C. V0H1J0

Primary Contact Person:

Jessica McLean

Telephone:

250-300-8931

Email Address:

Greenwood.Rec.Association@gmail.com

Applicant's Status:

- ☐ Individual ☐ Municipality ☐ Company (attach Cert. of Incorporation)
☐ Other, specify _____

Charitable Registration #:
(if not for profit)

INTENDED USE OF LAND, BUILDING AND/OR IMPROVEMENTS

Proposed Term of Use:
(ie: years / months / days)

Aug 16/24 (day use) 2:30pm - 9pm

Start Date:

Aug 16/24

End Date:

Aug 16/24

Civic Address (street):

Legal Description:
(lot / block / plan)

ball field concession

Property Identification #s:
(PIDs)

Commonly known as:
(facility name)

THE CORPORATION OF THE CITY OF GREENWOOD
LICENCE TO USE AND OCCUPY APPLICATION

Provide a detailed description of planned activities and/or anticipated construction:

Selling hot dogs / fries

If changes to the property are proposed, please provide specific details about the changes, including the equipment and materials that will be used:

Unknown.

Describe all potential effects on adjacent landowners, the environment or the local area:

none.

Please attach additional information, as required.

By signing this application form, the signee confirms that the information disclosed on this form is accurate and complete. The signee warrants and represents that they have sufficient power, authority and capacity to sign on behalf of their company / corporation / community group.

Jessica McLean

Name (please print)



Signature

Date: July 25/24

THE CORPORATION OF THE CITY OF GREENWOOD LICENCE TO USE AND OCCUPY APPLICATION

PROCESS

A Licence to Use and Occupy Agreement is a legal agreement authorizing non-exclusive occupancy of municipally owned lands, buildings and/or improvements for a specific period of time under specific terms and conditions that the City of Greenwood determines to be appropriate.

Your application will be reviewed by the Council of the City of Greenwood in consultation with administration. The review process is expected to take between 2-6 weeks and may take longer depending on the type of application.

Compliance is required with all applicable municipal, provincial and federal laws and regulations and may include obtaining additional permits and authorizations such as: building permits, Work Safe BC and Participants Insurance, Ministry of Transportation and Infrastructure permits (signs or highway use) and Interior Health Authority permits.

IF YOUR APPLICATION IS APPROVED

Once the application is evaluated and approved, the City of Greenwood will inform the applicant of other requirements, including:

Requirements that WILL be requested upon approval of the application:

- Rental fee
- Proof of liability insurance listing the Corporation of the City of Greenwood as additional insured
- Proof of additional permits and authorizations

Requirements that MAY be requested upon approval of the application:

- Damage deposit / security fee
- A detailed site plan

Licence to Use and Occupy Terms and Conditions

Other terms and conditions may apply. These terms and conditions will be included in the Licence to Use and Occupy Agreement. These terms and conditions may include:

- Temporary Use Permit Application, including payment of the associated fee
- Permissive Tax Exemption Application
- Payment of municipal property taxes (for-profit businesses)
- Payment of municipal water and sewer utilities
- Payment of other utilities (ie: electricity, gas)

APPENDIX A
Licence of Use and Occupy Application

THE CORPORATION OF THE CITY OF GREENWOOD
LICENCE TO USE AND OCCUPY APPLICATION

SITE PLAN

The Site Plan is a sketch describing the activities and improvements to the property. This sketch does not need to be to scale as it is meant to give a general overview of the developments.

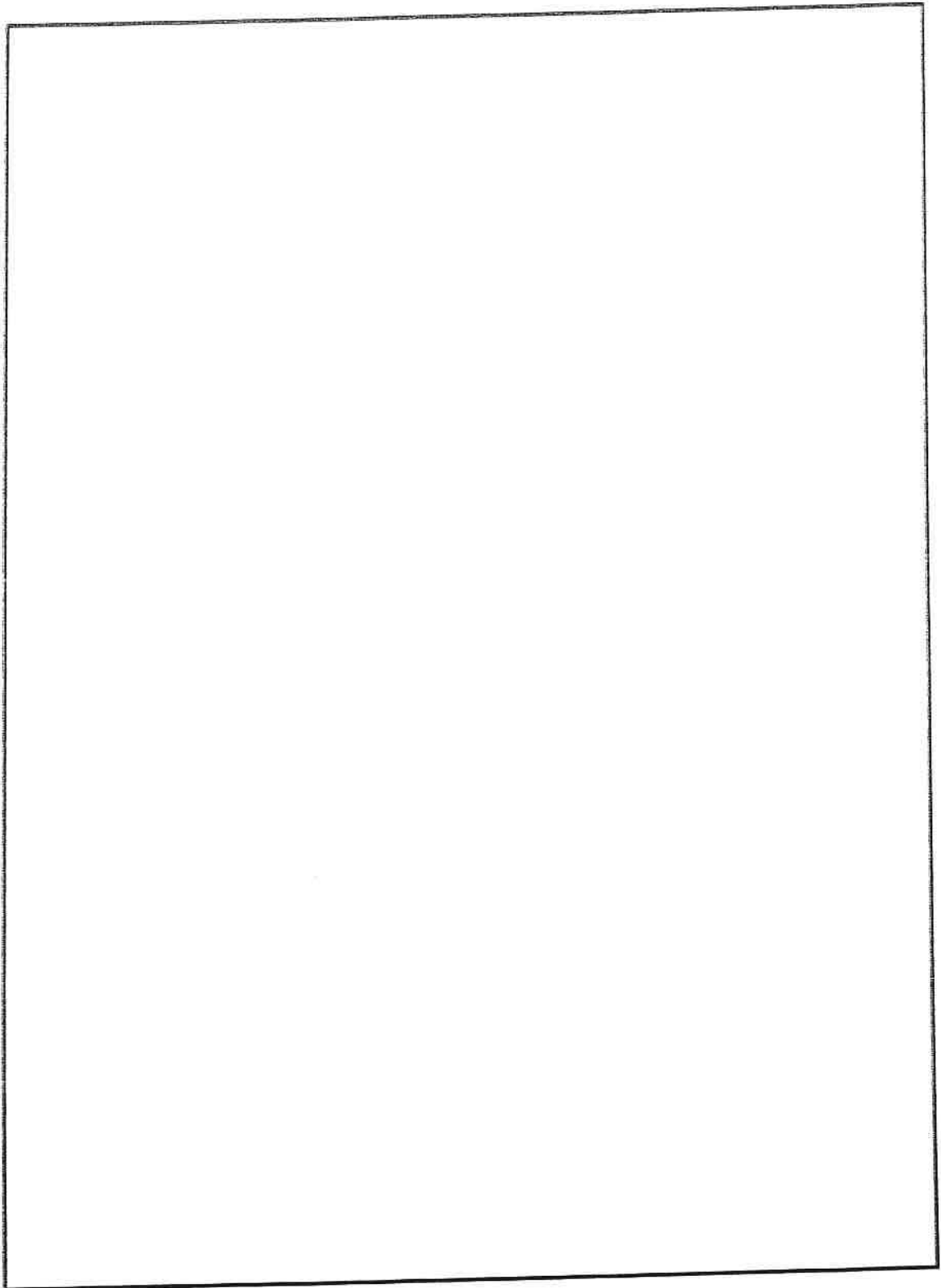
Indicate by means of a sketch on the following page, the location of all the existing and planned activities and improvements.

Please include the following information:

- north arrow
- property (parcel) boundaries
- anticipated construction layout (design / dimensions)
- all adjacent municipal roads (including highways and lanes)
- position of existing building, including civic (street) addresses
- position of proposed buildings, including setbacks
- position of proposed improvements, including setbacks
- proposed landscaping, fencing, berming
- location of proposed signage, including sign dimensions and setbacks from property boundaries
- location of existing and proposed parking areas, including the total number of available parking spaces

APPENDIX A
Licence of Use and Occupy Application

SITE PLAN



Please attach additional information as required.



THE CORPORATION OF THE CITY OF GREENWOOD
LICENCE TO USE AND OCCUPY APPLICATION

PO Box 129
202 S. Government Avenue
Greenwood BC V0H 1J0
Phone 250-445-6644 Fax 250-445-6441
Email frontdesk.greenwoodcity@shaw.ca

APPLICANT'S INFORMATION

Application Date: _____

Applicant's Name /
Company Name: _____

Mailing Address: _____

Primary Contact Person: _____

Telephone: _____

Email Address: _____

Applicant's Status: _____

☒ Individual ☐ Municipality ☐ Company (attach Cert. of Incorporation)
☐ Other, specify _____

Charitable Registration #: _____
(if not for profit)

INTENDED USE OF LAND, BUILDING AND/OR IMPROVEMENTS

Proposed Term of Use: _____
(ie: years / months / days)

Start Date: _____

End Date: _____

Civic Address (street): _____

Legal Description: _____
(lot / block / plan)

Property Identification #s: _____
(PIDs)

Commonly known as: _____
(facility name)

THE CORPORATION OF THE CITY OF GREENWOOD
LICENCE TO USE AND OCCUPY APPLICATION

Provide a detailed description of planned activities and/or anticipated construction:

- Face painting
- Pumpkin patch - pumpkins for sale
- * taking photos.
- possibly other produce for sale (TBD)
- We will be open to the public 10 - 3.
- Set up would start at 8am. Cleanup done by 4pm.

If changes to the property are proposed, please provide specific details about the changes, including the equipment and materials that will be used:

N/A

Describe all potential effects on adjacent landowners, the environment or the local area:

N/A

Please attach additional information, as required.

By signing this application form, the signee confirms that the information disclosed on this form is accurate and complete. The signee warrants and represents that they have sufficient power, authority and capacity to sign on behalf of their company / corporation / community group

Christine Ferguson
Name (please print)


Signature

Date: August 5/24

THE CORPORATION OF THE CITY OF GREENWOOD LICENCE TO USE AND OCCUPY APPLICATION

PROCESS

A Licence to Use and Occupy Agreement is a legal agreement authorizing non-exclusive occupancy of municipally owned lands, buildings and/or improvements for a specific period of time under specific terms and conditions that the City of Greenwood determines to be appropriate.

Your application will be reviewed by the Council of the City of Greenwood in consultation with administration. The review process is expected to take between 2-6 weeks and may take longer depending on the type of application.

Compliance is required with all applicable municipal, provincial and federal laws and regulations, and may include obtaining additional permits and authorizations such as building permits, Work Safe BC and Participants Insurance, Ministry of Transportation and Infrastructure permits (signs or highway use) and Interior Health Authority permits.

IF YOUR APPLICATION IS APPROVED

Once the application is evaluated and approved, the City of Greenwood will inform the applicant of other requirements, including:

Requirements that WILL be requested upon approval of the application:

- Rental fee
- Proof of liability insurance listing the Corporation of the City of Greenwood as additional insured
- Proof of additional permits and authorizations

Requirements that MAY be requested upon approval of the application:

- Damage deposit / security fee
- A detailed site plan

Licence to Use and Occupy Terms and Conditions

Other terms and conditions may apply. These terms and conditions will be included in the Licence to Use and Occupy Agreement. These terms and conditions may include:

- Temporary Use Permit Application, including payment of the associated fee
- Permissive Tax Exemption Application
- Payment of municipal property taxes (for-profit businesses)
- Payment of municipal water and sewer utilities
- Payment of other utilities (ie. electricity, gas)

APPENDIX A
Licence of Use and Occupy Application

THE CORPORATION OF THE CITY OF GREENWOOD
LICENCE TO USE AND OCCUPY APPLICATION

SITE PLAN

The Site Plan is a sketch describing the activities and improvements to the property. This sketch does not need to be to scale as it is meant to give a general overview of the developments.

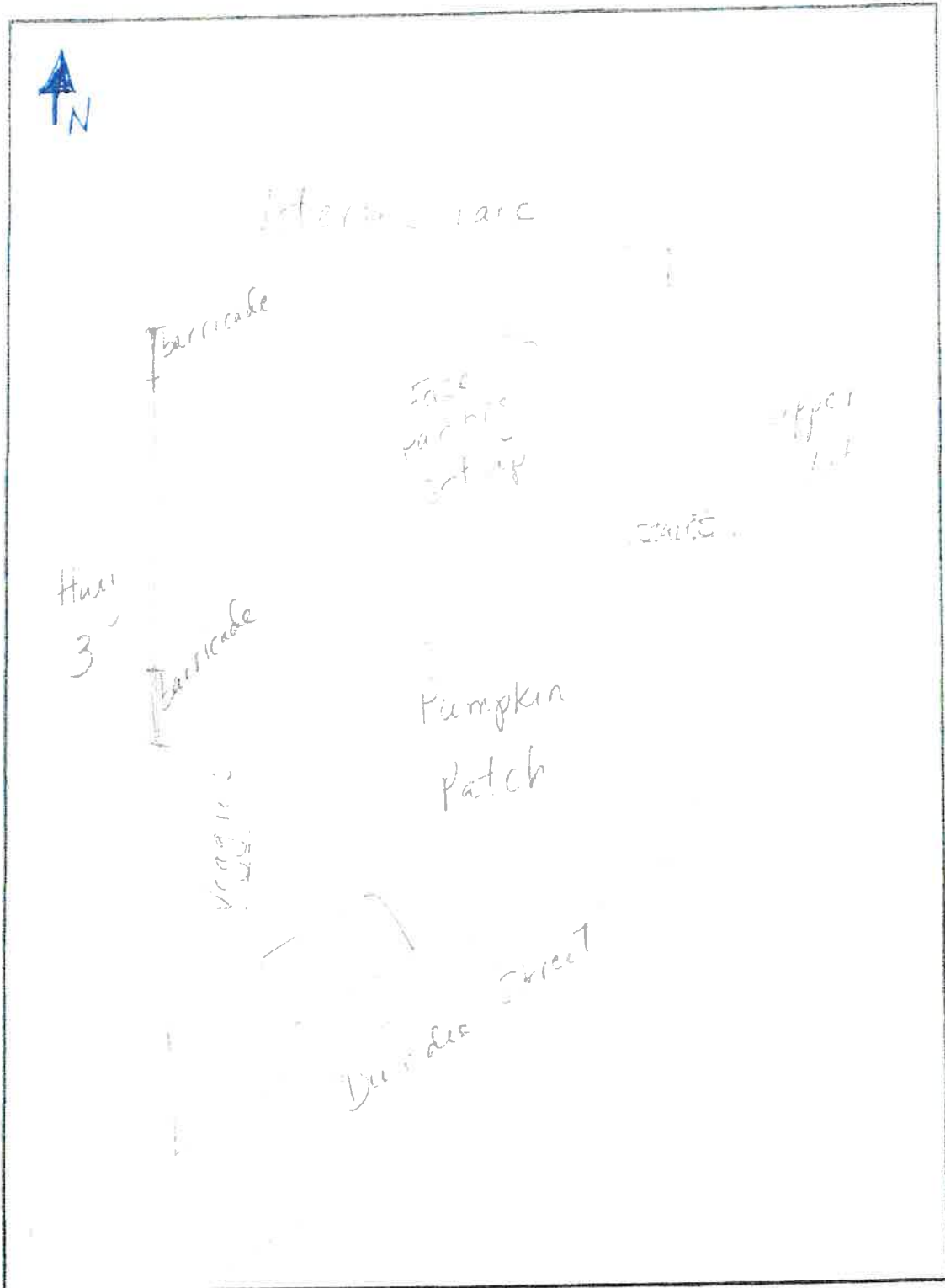
Indicate by means of a sketch on the following page, the location of all the existing and planned activities and improvements.

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- north arrow
- property (parcel) boundaries
- anticipated construction layout (design / dimensions)
- all adjacent municipal roads (including highways and lanes)
- position of existing building, including civic (street) addresses
- position of proposed buildings, including setbacks
- position of proposed improvements, including setbacks
- proposed landscaping, fencing, berming
- location of proposed signage, including sign dimensions and setbacks from property boundaries
- location of existing and proposed parking areas, including the total number of available parking spaces

APPENDIX A
Licence of Use and Occupy Application

SITE PLAN



Please attach additional information as required

Plan to barricade entrances - foot traffic only.
Could we please borrow barricades?



VANDERSTAR ENGINEERING LTD.

16026 Greenhow Crt, Lake Country, B.C., CANADA V4V 2E6
Tel: +1 250 317-0516 email: jack@vanderstar.com

City of Greenwood
202 S. Government Avenue,
PO Box 129,
Greenwood, BC. V0H 1J0

July 30, 2024

Attention: Dean Trumbley, Chief Administrative Officer

Re: Request by Fortis Energy Inc. to Co-Site Equipment at Greenwood City Hall

Dear Mayor and Council,

On behalf of FortisBC Energy Inc. we wish to request to co-site communications equipment at Greenwood City Hall and on top of the "Spire" as part of establishing a province wide gas meter monitoring network. As it turns out the "Spire" location is ideally situated and has the necessary elevation to cover the gas meters within the community of Greenwood. The requirement involves co-siting a base station operating on a licensed 900 MHz frequency, the integration of an antenna on the top of the "Spire", the running of transmission lines for the Tx/Rx antenna and for a small GPS antenna. Technical specifications for the Comscope DB589Y are attached.

In summary FortisBC Energy Inc. will require the following:

1. Be permitted to mount the base station antenna on top of the "Spire" to meld into the current "look".
2. Placement of a small GPS antenna to the exterior of the building.
3. Deployment of the base station equipment upstairs in an out of the way location.
4. Access to power (ideally through a separate breaker). The power consumption will be less than 100 watts.
5. Access to the equipment.

This site would become part of FortisBC Energy Inc.'s province wide gas meter monitoring network. In exchange for providing these co-siting facilities, FortisBC would be prepared to enter into a long-term lease of \$400/month as per the attached agreement.

Please contact the undersigned with any questions/clarifications.

Sincerely,
Vanderstar Engineering Ltd.

Jack Van der Star, B.A.Sc., M.A.Sc., P.Eng.



City of Greenwood City Hall Showing Spire



Attachment 1, Lease Agreement

LICENSE AGREEMENT

THIS AGREEMENT is made effective October 1, 2024

BETWEEN:

CITY OF GREENWOOD, of 202 S. Government Avenue, Greenwood, BC, Canada, V0H 1J0
(“Licensor”)

AND: FORTISBC ENERGY INC., of 16705 Fraser Highway, Surrey, BC V4N 0E8
(“Licensee”)

WHEREAS:

- A. Licensor is the owner and operator of telecommunication facilities, including an equipment shelter building (the “**Building**”) and communications tower(s) (collectively and individually referred to as a “**Tower**”) (the Building and Tower collectively referred to as the “**Licensor Facilities**” and described in Schedule A) located on a portion of the lands legally described as:

Spire on Top of the Greenwood City Hall Building, located at
202 S. Government Avenue, Greenwood, BC, Canada, V0H 1J0

(the “**Lands**”)

- B. The Licensee wishes to place telecommunications facilities and equipment on and/or in the Licensor Facilities and has requested, and Licensor has agreed to grant, a non-exclusive License for the purposes and on the terms contained within this Agreement.

In consideration of the terms and the mutual covenants and agreements contained in this Agreement, the parties agree as follows:

1. GRANT OF LICENSE

- 1.1 *Grant of License.* The Licensor grants a non-exclusive license to the Licensee and its employees, agents, contractors, invitees and representatives:

- (a) to construct, mount, install, operate, maintain, replace and remove its telecommunications facilities and equipment, including antenna mounts, transmitting and receiving antennas on the Licensor Facilities, as more particularly described in the schedules to this Agreement (the “**Licensee’s Equipment**”);
- (b) to access and enter upon the Lands for constructing, mounting, installing, operating, maintaining, replacing and removing the Licensee’s Equipment.

- 1.2 *No Interest in Land or Exclusivity.* The Licensee acknowledges the rights granted to the Licensee hereunder do not constitute any title or interest in land and do not entitle the Licensee to exclusive possession of any portion of the Lands.
- 1.3 *Ownership of Equipment.* The Licensee's Equipment shall, at all times, remain the property of the Licensee and shall not be considered a fixture despite any rule of law or equity to the contrary.
- 1.4 *Licensor Warranty.* The Licensor warrants and represents to the Licensee that the Licensor has the right to grant the license and to provide access to the Lands in accordance with the terms of this Agreement.

2. TERM

- 2.1 *Initial Term.* The initial term of this Agreement is 5 years beginning on September 1, 2024 (the "**Commencement Date**") to and including August 31, 2029 (the "**Initial Term**").
- 2.2 *Renewal.* The Licensee shall have an option to renew this Agreement on the same terms and conditions (with the fees payable adjusted in accordance with Schedule B) for four (four) further terms of five years each (each, a "**Renewal Term**"). This option to renew shall be exercised by the Licensee by providing notice of intention to renew to Licensor no less than six (6) months prior to the expiry of the Initial Term or the then current Renewal Term, as the case may be.

3. FEES

- 3.1 *License Fees.* The Licensee will pay to Licensor a license fee (the "**License Fee**") for each year of this Agreement, plus applicable taxes thereon, in the amounts and in the manner set out in Schedule B.

4. LICENSEE'S ADDITIONAL COVENANTS

- 4.1 *Approved Purpose.* The Licensee shall use the Lands and the Licensor Facilities only for the purposes set out in Section 1 (*Grant of License*) unless otherwise agreed by Licensor in writing.
- 4.2 *Maintenance and Repair.* The Licensee shall keep the Licensee's Equipment in a good state of repair and, to the extent applicable to the purpose set out in Section 1 (*Grant of License*), will maintain the Lands and the Licensee's Equipment in a neat and tidy condition.
- 4.3 *Compliance.* The Licensee shall, at all times, comply with all applicable laws, regulations, bylaws, permits, approvals, standards, codes of practice and guidelines now or hereafter existing and any requirements imposed by Licensor acting reasonably, including security alarm notification procedures, and Building entry and sign-in procedures for each site visit.

5. INTERFERENCE

- 5.1 *Interference by Licensee.* The Licensee acknowledges Licensor operates radio communications facilities and equipment on the Lands. If the Licensee or the Licensee's Equipment causes interference problems with any existing equipment on the Lands, upon becoming aware of any such interference problems or on receiving notice from Licensor of the existence of such

problems, the Licensee shall take reasonable steps to resolve the interference and correct the problem and if the interference problem is not resolved within fourteen (14) days, the Licensee will suspend its operation, or such portion thereof, as may be sufficient to eliminate such interference or degradation until the problem is corrected.

- 5.2 *Interference with Licensee's Equipment.* Licensor shall not license additional third parties to operate radio communications equipment on the Licensor Facilities in a manner that will create interference problems for the Licensee's Equipment where such interference cannot be reasonably accommodated.

6. **LIMITATION OF LIABILITY**

- 6.1 *Limitation of Liability.* Neither the Licensee nor Licensor shall be liable to the other party for any indirect, special, incidental, consequential or punitive damages of any kind, including delays, loss of revenue, loss of use, loss of data or loss of production, even if advised of the possibility of such damage, provided, however, the foregoing limitation of liability shall not apply to indirect, special, incidental, consequential or punitive damages arising from injury or death to a person or persons.

7. **EARLY TERMINATION**

- 7.1 *Termination by Licensor.* Licensor may terminate this License:

- (a) immediately on written notice to the Licensee if the Licensee breaches any term of this Agreement, which has not been remedied by the Licensee within fifteen (15) days from the delivery of written notice of the breach from Licensor; provided however if the default cannot be remedied with due diligence within that period and provided the Licensee is making all commercially reasonable efforts to remedy the default, then the Licensee shall have an additional thirty (30) day remediation period;
- (b) by providing at least 180 days prior written notice to the Licensee:
 - (i) if there is a material change in any applicable law or regulation or in the Land's designated use or zoning which renders the Licensor Facilities non-compliant with such designated use or zoning requirements, law or regulation; or
 - (ii) to facilitate the Licensor's redevelopment of the Lands or the carrying out of improvements to the Licensor Facilities that would result in the Licensor Facilities no longer being reasonably fit for use by the Licensee for the purposes set out in this Agreement.
- (c) by providing at least 90 days prior written notice to the Licensee if the Licensor Facilities are destroyed or damaged by any cause so that they are no longer reasonably fit for use by the Licensee for the purposes set out in this Agreement.

- 7.2 *Termination by the Licensee.* The Licensee may terminate this License upon sixty (60) days prior written notice to the Licensor.

- 7.3 *Licensee Fee on Early Termination.* If this Agreement is terminated pursuant to Section 7.1 or 7.2, the Licensor will refund any prepaid Licensee Fee on a pro rata basis.

8. MISCELLANEOUS

- 8.1 *Costs and Expenses.* Except as otherwise set out in this Agreement, each party will be responsible for the payment of its own costs related to performing its obligations under this Agreement.
- 8.2 *Confidentiality.* Both parties shall ensure that non-public information owned by the other party and disclosed to a party in any manner in the course of the negotiation of this Agreement and/or contained within this Agreement shall remain confidential and not be disclosed to any third party excepting its solicitors, advisors or agents or others for the purposes of interpreting or carrying out obligations under this Agreement or assessing the value of this Agreement, unless and to the extent required by law.
- 8.3 *No Waiver.* Failure or delay by either party to enforce the terms of this Agreement will not be construed as a waiver of any other or future default or defaults hereunder, whether of a like or a different character. To be binding, any waiver of any provisions of this Agreement must be clearly expressed in writing and be signed by the waiving party.
- 8.4 *Enurement.* This Agreement shall enure to the benefit of and be binding upon the parties and their respective successors and permitted assigns.
- 8.5 *Further Assurances.* Each party will, on reasonable demand by the other party, execute and deliver, or cause to be executed and delivered, all such further documents and instruments and do all such further acts and things as the other party may reasonably require to evidence, carry out and give full effect to this Agreement.
- 8.6 *Amendments to be in Writing.* Except as set out in this Agreement, no amendment or variation of this Agreement will be effective or binding upon the parties unless such amendment or variation is set out in writing and duly executed by the parties.
- 8.7 *Severability.* If any provision of this Agreement is declared invalid or unenforceable by a competent authority, such provision shall be deemed severed and shall not affect the validity or enforceability of the remaining provisions of this Agreement, unless such invalidity or unenforceability renders the operation of this Agreement impossible.
- 8.8 *Survival.* Upon expiry or earlier termination of this Agreement for any reason, all claims, causes of action or other outstanding obligations remaining or unfulfilled as of the date of expiry or termination shall survive such expiry or termination.
- 8.9 *Governing Law.* The Agreement shall be governed by and construed in accordance with the laws of British Columbia and the federal laws of Canada applicable in British Columbia and the parties shall attorn to the jurisdiction of the courts of British Columbia.
- 8.10 *Notices.* Any notice will be given by email or registered letter addressed as follows:

To Licensee:

FORTISBC ENERGY INC.
Attention: Joel Lindsay
Program Director, AMI
16705 Fraser Highway, Surrey, BC
V4N 0E8
Email: Joel.Lindsay@fortisbc.com

To the Licensor:

CITY OF GREWOOD
Attention: Dean Trumbley,
Chief Administrative Officer
202 S. Government Avenue, BC,
V0H 1J0
Email: cao@greenwoodcity.ca

Any registered letter will be deemed to have been delivered four (4) business days after it is mailed. Any email will be deemed to have been delivered on the date transmitted if transmitted before 4 p.m. PST on a business day, otherwise on the next business day.

- 8.11 *Entire Agreement.* This Agreement, including and schedules attached, contains the whole agreement between the parties in respect of the subject matter hereof and there are no terms, conditions or collateral agreements express, implied or statutory other than as expressly set forth in this Agreement and this Agreement supersedes all of the terms of any written or oral agreement or understanding between the parties.
- 8.12 *Electronic Execution and Counterparts.* This Agreement may be executed by the parties and transmitted electronically and in counterparts and, if so executed and transmitted, the Agreement will be for all purposes as effective as if the parties had delivered an executed original agreement. All counterparts will be construed together and will constitute one agreement.

IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the day and year first above written.

FORTISBC ENERGY INC., by its
authorized signatory:

CITY OF GREWOOD, by its authorized signatory:

Name: Joel Lindsay
Title: Program Director, AMI

Name: Dean Trumbley
Title: Chief Administrative Officer,

SCHEDULE A
DESCRIPTION OF LICENSOR FACILITIES

**City Hall for the City of Greenwood Located at
202 S. Government Avenue, Greenwood, BC, V0H 1J0**

**SCHEDULE B
COMMERCIAL TERMS**

PART I – FEES AND CHARGES

1. **Definition of “Contract Year”.** For the purpose of this Schedule, “**Contract Year**” means each twelve month period commencing October 1, and ending September 30, the following year, provided that the first Contract Year commences on the Commencement Date and ends on September 30, 2025.

OPTION 1 – ANNUAL PAYMENT

2. **License Fees.**

- (a) *License Fees:* The Licensee shall pay to Licensor annually, in advance, commencing on the Commencement Date and thereafter, on the first day of each Contract Year, the following License Fees:

Contract Year	Annual License Fee
1 (pro-rated)	\$4,800
2	\$(license fee, annual amount)
3	\$(license fee, annual amount)
4	\$(license fee, annual amount)
Renewal Term(s)	See sub-section (b) below

- (b) *Renewal Term.* For each Renewal Term(s), the Annual License Fee will be equal to the Annual License Fee payable for the last Contract Year of the Initial Term or the preceding Renewal Term, as the case may be, increased by a percentage amount to account for inflation.
- (c) *Inclusive of Utilities.* The License Fee is inclusive of electricity supply and all rates and charges for electricity supplied, delivered, provided to or made available to the Licensee’s Equipment assuming the power draw of the equipment does not exceed 100 watts.

OPTION 2 – MONTHLY PAYMENTS

2. **License Fees.**

- (a) *License Fees:* The Licensee shall pay to Licensor monthly, in advance, commencing on the Commencement Date and thereafter, on the first day of each month, the following License Fees:

Contract Year	Monthly License Fee
Initial Term	\$400
Renewal Term(s)	See sub-section (b) below

provided that if the Commencement Date is a day other than the first day of a calendar month or the Initial Term (or Renewal Term, as applicable) ends on a day other than the last day of a calendar month, the monthly License Fee payable for such month(s) will be adjusted on a pro-rata basis.

- (b) *Renewal Term.* For each Renewal Term(s), the Monthly License Fee will be equal to the Monthly License Fee payable during the last month of the Initial Term, or the preceding Renewal Term, as the case may be, increased by a percentage amount to account for inflation.
- (c) *Inclusive of Utilities.* The License Fee is inclusive of electricity supply and all rates and charges for electricity supplied, delivered, provided to or made available to the Licensee's Equipment assuming the power draw does not exceed 100 watts.

PART II – LICENSEE'S EQUIPMENT

1. Equipment of Licensee

- (1)WPA-700102-BCF-0-850 antenna
- (1)M420 Basestation complete with wall mount cabinet
- (1)Modification fo the "Spire" to integrate the Commscope DB589Y Omni Tx/Rx antenna



Attachment 2, Technical Specifications for the Commscope DB589Y Omni Antenna

DB589-Y



1-port omni antenna, 890–960 MHz, 360° HPBW, fixed electrical tilt, fits on 38–51 mm (1-1/2 to 2 in) OD pipe

- Light weight, low profile omnidirectional antenna ideal for low to moderate gain applications
- Integral dual purpose mount allows top or side mounting

General Specifications

Antenna Type	Omnidirectional
Band	Single band
Color	Horizon Blue
Grounding Type	RF connector inner conductor and body grounded to reflector and mounting bracket
Performance Note	Outdoor usage
Radome Material	Fiberglass, UV resistant
Radiator Material	Brass
RF Connector Interface	N female
RF Connector Location	Bottom
RF Connector Quantity, low band	1
RF Connector Quantity, total	1

Dimensions

Length	2476 mm ± 97.48 in
Net Weight, without mounting kit	5.2 kg ± 11.464 lb
Outer Diameter	38.1 mm ± 1.5 in

Electrical Specifications

Impedance	50 ohm
Operating Frequency Band	890 – 960 MHz
Polarization	Vertical

Electrical Specifications

Frequency Band, MHz	890–960
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Page 1 of 1

DB589-Y

Gain, dBi	11.1
Beamwidth, Horizontal, degrees	360
Beamwidth, Vertical, degrees	9
Beam Tilt, degrees	0
VSWR Return loss, dB	<1.4
PIM, 5th Order, 2 x 20 W, dBc	-153
Input Power per Port, maximum, watts	400

Mechanical Specifications

Wind Loading @ Velocity, maximum	176.1 N/m ² @ 100 mph (39.6 lbf/ft ² @ 100 mph)
Wind Speed, maximum	201 km/h 124.896 mph

Packaging and Weights

Included	4-bolts
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Regulatory Compliance/Certifications

Agency	Classification
CHINA-RCHS	Below maximum concentration value
ISO 9001:2015	Designed, manufactured and/or distributed under this quality management system
PEACH-SVHC	Compliant as per SVHC revision on www.commscope.com/ProductCompliance
RCHS	Compliant



* Footnotes

Performance Note	Severe environmental conditions may degrade optimum performance
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Page 2 of 2

MEMORANDUM TO COUNCIL – STAFF REPORT



REPORT TO: Mayor and Council
DATE PRESENTED: August 19, 2024
REPORT FROM: CO, McCourt
MEETING TYPE: Regular
SUBJECT: Meeting Management Software – eScribe

Recommendation:

That Council approve the following resolution:

THAT Council approve the Corporate Officer to execute the agreement for Council meeting management software with eScribe.

1. Rationale:

To provide Mayor and Council a full background report about the Meeting Management System that eScribe has to offer, giving lost breakdowns and corresponding information for Mayor and Council to make a fully informed and confident resolution.

2. Acronyms:

CoG	City of Greenwood
BC	Province of British Columbia
RDKB	Regional District Kootenay Boundary

3. Background:

Meeting management software streamlines internal processes for creating, managing and distributing agendas to Council the public and staff for all Council and Committee meetings, as well as providing a platform that is accessible to everyone. Currently, producing agendas is very time consuming and a manual process. It requires hardcopy of all reports to be printed repeatedly and flow through of information to many sources must be done manually increasing the opportunity for mistakes. Significant efficiencies will be realized with the implementation of agenda software.

Administration is recommending eScribe, for the following reasons:

1. A single sign on option is available that allows users to access the product, using their windows login credentials. This eliminates an additional sign on requirement for users and IT does not have to manage an entire product with username and passwords.

2. The ability to manage the City's boards and committees in one area including: tracking vacancies, applications, package creation of applicants for Council's selection and there is a dedicated area for each committee's agendas and minutes.
3. The ability to create Council and Committee reports in Microsoft Word and modify report templates internally as necessary. It includes version control, multi-user editing and audit log. Multiple report templates are available, where other comparative products offer 2 templates and any edits are done by the software developer as they are software templates not Microsoft Word templates.
4. The software populates the agenda and minutes without the need to copy/paste or retype. The transition of information from Council/Committee reports to agenda to minutes to follow-up is seamless. Other products require copy/paste or retyping which adds opportunities for error.
5. There are current members of Administration that are familiar with the product. Users can add notes/ comments to their agenda for reference during meetings.
6. The public will have a new experience with the agendas being available as a pdf version with bookmarks to the reports/items and will have the option to view in html or pdf. Currently users receive a link in their Email that opens a window with the pdf file for the whole agenda package, requiring the user to go back and forth with multiple screens in use.
7. The eScribe product is used by over 300 Canadian Municipalities including 60 in BC. It has been in the market longer than lower priced comparison product indicating sustainability.

8. Implications:

a. Budget:

Annual Service and Support Fee: \$6,000.00

One time Implementation Fee: \$1,500.00

b. Organizational Impact:

Various Time saved from not manually developing agenda and minutes.

c. Policy:

N/A

d. Bylaws:

N/A

9. Communication Strategy:

August 1, 2024, CAO Trumbley and CO, McCourt attended a virtual meeting with James Coulen, from eScribe to speak on cost analysis, get more information on the product as well as what level of service would be provided for the City of Greenwood.

10. Staff Review:

Prepared By:

CO, McCourt

Reviewed By:

CAO, Trumbley

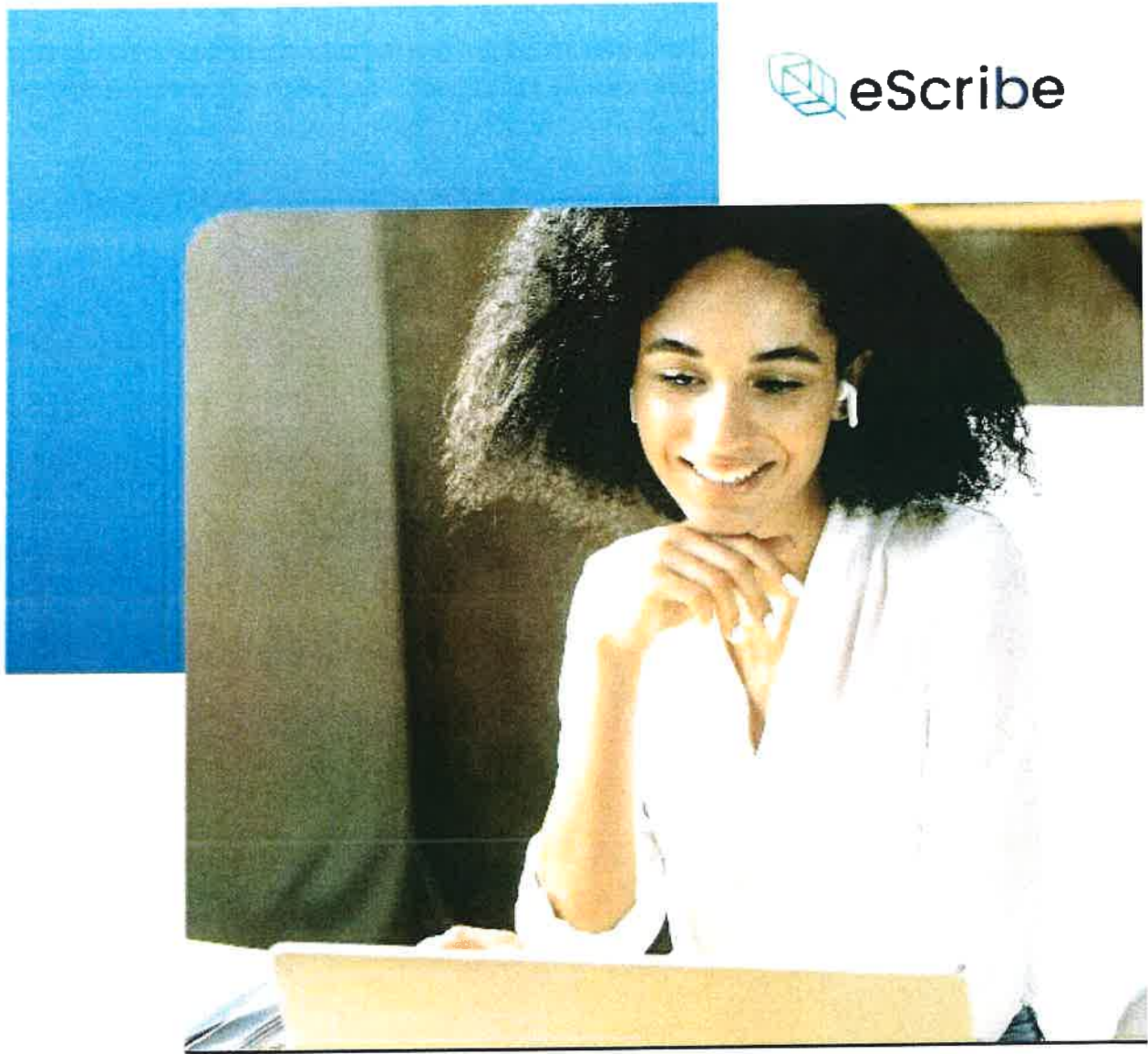
CAO Recommendation:

That the recommendation of the staff be approved.

Dean Trumbley, CAO

List of Attachments:

1. City of Greenwood Meeting Management System Proposal.



City of Greenwood Meeting Management System Proposal

James Coulen

jcoulen@eScribemeetings.com

416-890-9808

Date: August 1, 2024

Valid Until: October 1, 2024



Situational Analysis

City of Greenwood is looking to help improve efficiencies around their meeting processes, both internally and for public transparency.

Project Goals

Based on our discussions to date, it is understood that City of Greenwood is seeking a way to improve meeting management to achieve the following project goals:

- Digitally create and manage public meetings for staff, elected officials and public
- Efficiently create and distribute paperless agendas to meeting attendees

High Level Timeline

The eScribe implementation plan is formulated with consultation between the Customer Project Team and the eScribe Implementation Consultant upon the finalization of the agreement. Below is a sample implementation schedule and may change depending on the modules selected and Customer's timelines.

Stage	Description	Target Date
PHASE 1		
1	Project Kick off – Agreement signed	Week 1
2	Pre-Configuration – Meeting, user and process information	Week 2
3	Configure eScribe settings for Customer	Weeks 3&4
4	User Adoption – Train and transition users to eScribe	Weeks 5-9
5	Live Meeting – First fully live meeting conducted using eScribe	Week 10
PHASE 2		
6	eScribe assists Customer with roll out plan for other areas of the organization	Week 11+
7	Roll Out Complete – transitioned to Account Management	

Our Recommendation

eScribe is a highly modular and scalable solution. You can mix and match features (modules) to build your own custom meeting management solution or save money and reduce onboarding times by taking advantage of one of our pre-configured meeting management bundles designed to solve common pain points.

Here is our recommended bundle to get you up and running quickly.

Essentials Bundle

Modules included in the Essentials bundle:

- **Meeting Manager** – Streamlines and automates meeting preparation and post meeting activities, and conducting meetings
- **Participant Portal** – Secure access for board and elected official
- **Internet Publishing Plus** – Easily engage stakeholders through their existing website, without programming and fully supports evolving digital inclusion requirements



Optional Add-Ons:

- **Report Manager** – Revolves around the preparation and approval of reports and items for submission to meetings
- **Webcasting Plus** – An end-to-end storage and streaming solution with an integrated encoder
- **Video Manager & YouTube Streaming** – Leverage YouTube's no-cost video storage and global content distribution with minimal configuration
- **Vote Manager & Request to Speak** – Rules-based electronic voting
- **Board Manager Lite or Plus** – Easily manage your boards and member details online
- **Closed Captioning** – Make your videos even more accessible
- **Public Comments** – Receive and publish comments from citizens
- **Delegation Request Management (DRM)** – Manage citizen requests to speak during public meetings

For more information on each of the recommended module(s) features and details, please refer to Appendix A.

Onboarding

While a few vendors have solutions with features to address some of the pain points associated with meetings, features on their own don't necessarily drive benefits. While features are an important consideration at eScribe, we've learned that the ultimate success of a meeting management solution implementation is driven more by end user buy in to the improved way of doing things. That is why more projects fail from lack of user adoption than virtually any other reason.

While training end users on proper system use is an important component, there are additional critical factors to consider. To ensure a successful implementation we assign a dedicated team and follow a repeatable framework that has been developed over hundreds of successful implementations spanning customers both large and small.

NOTE: The eScribe system does have minimum requirements to ensure it can run properly with a positive experience, please refer to appendix C of this proposal.

Your eScribe Team

Customer experience is very important to us. We understand it can be daunting to migrate to new software. That is why you will have access to a dedicated team of experienced eScribe professionals supporting you every step of the way, reducing the impact on your internal staff and IT department and ensuring a successful roll-out, including:

- ✓ *Corporate Project Sponsor*
- ✓ *Project Management*
- ✓ *Training & Process Workshops*
- ✓ *Technical Systems Analyst*
- ✓ *Realtime Technical Support*
- ✓ *Account Management*

Project Management

eScribe is a flexible cloud-based platform that can be personalized with the look and feel of an organization while still aligning with "best-practices" and automated processes to assist users before, during and after meetings.

Your Project Lead will guide you through the process of setting up your project for success and long-term satisfaction through the whole organization. Throughout a series of project meetings

you will be led through a tried and true process to take your organization from configuration, training, initial go live, and subsequent roll out to the rest of the organization.

Configuration

Your Project Lead will work with you to communicate with staff and coordinate the gathering of user, meeting and process information and configuring eScribe for first use, including:

- Project Planning and ongoing Coordination
- User and Permissions Configuration
- Meeting Types Configuration
- Agenda & Minute Templates & Workflow Configuration
- Report & Legislative Templates & Workflow Configuration
- Webcasting Configuration
- Internet Publishing Configuration
- Scheduling End User Training
 - Meeting Administrators
 - Site Administrators
 - Staff Contributors
 - Meeting Participants
- Maintaining project documentation and resolving open items

Training & Process Workshops

Training

eScribe is built to be user-friendly and with just a few training sessions, users will be quickly on their way to run their first live meeting independently and with confidence.

eScribe Academy

eScribe Administrators will be given a login to begin their training. Courses are assigned based on the tools their organization uses. Learning is self-paced with each session lasting approximately 2.5 hours, with the whole program taking approximately 8-10 hours. Each session includes quizzes to ensure viewers are understanding the content that they must pass in order to progress.

Each eScribe Administrator should have their own unique license for the system as they will receive an eScribe Certificate with their name after training is completed. Certificates can be downloaded and added to their resume and LinkedIn profile! Administrators will be eScribe Certified!

Train the Trainer

This method ensures there are always competent in-house power users available to help your team out with the new processes until the new skills become a habit. The other benefit to in-house power users who train other users is that they understand the organizational culture and needs, allowing them to share information and new knowledge in a way that will resonate with their staff.

Workshop Sessions

In addition to end user training, you will participate in optional one on one workshop sessions following your training session. Workshops are usually scheduled in 30-60 minutes increments, with the majority of Customers taking advantage of 4-5 hours of workshop time throughout the onboarding process.

These workshop sessions will focus on any specific processes that require further discussion, as well as any questions that have risen from practice following the training session.

These sessions are designed to compliment the training sessions to ensure that each Customer can use their eScribe system to it's fullest potential. It is recommended that to make best use of these workshop sessions, they are scheduled once users have had a chance to practice after training in order to have a basic understanding of the flow of information throughout the eScribe system.

Dedicated Go Live Support

In order to ensure that your first meeting gets off to a strong start, your eScribe Project Lead and Trainer will support you through agenda prep, conducting and recording your first live eScribe meeting to ensure administrative users are comfortable with all aspects of the meeting lifecycle.

Online Resources and User Forums

Educational Webinars

The eScribe Training team also leads educational webinars on topics as requested and voted on by customers offering how-to instructions and time saving tips to help users get the most from eScribe. There is no additional cost for these webinars. Sign up for one or as many as you like.

Customer Community Portal (CCP)

To further empower our customers, the CCP can be used to submit and track support tickets. There is also a Feature Request forum within it to share product ideas directly with the eScribe product management team and vote on ideas from other organizations. A General Discussion forum is also used for collaborating on meeting “best-practices” with other eScribe customers.

Some key features of CCP include:

- **Knowledge Base** – A library of user reference, and help articles
- **FAQ section** – “How-to” guides and technical trouble shooting assistance
- **Customer forum** – Chat with other eScribe customers and learn from each other
- **Feature requests** – Submit ideas to eScribe and vote/comment on proposed features from other users
- **Announcements** – Including product release notes, promotions, company updates

Realtime Technical Support

We are very proud of our solution, but even prouder of our post sale relationship with our customers.

Our support team is just a few clicks or call away and prides itself on their responsiveness and knowledge of both eScribe and the meeting processes we support.

eScribe customers can access our support in three ways:

- Customer Community Portal
- support@escribemeetings.com
- 1-855-299-0023

Standard support hours are from Monday to Friday, 8:30am to 8pm EST with extended phone support available until 11pm EST (Webcasting phone support is provided 24/7) excluding statutory holidays. Emergency and extended support are available by request. Key features of Technical Support include:

- Online access to eScribe's trouble ticketing portal to log and update service requests, communicate directly with support personnel and access eScribe's online technical repository
- Live answering and monitoring of customer tickets during regular support hours.
- Unlimited technical assistance by telephone or electronic mail for designated individuals
- Provide any updates to eScribe software and its documentation automatically at no additional charge.

Account Management

As your implementation of eScribe comes to an end, Customers will be transitioned to the Account Management team. Your Account Manager is your champion and single point of contact throughout your relationship with eScribe. Through proactively scheduled Account Management calls throughout the year you will always feel kept up to speed with any pertinent information and always have a friendly voice checking in to see how everything is going, and if there is anything that eScribe can do to further support you.

Optional Services

In addition to our core services, Customers may require additional services to assist with implementation and user adoption, which are available for additional fee.

One-on-One Training

For larger end user groups or in cases where the Customer would like to incorporate customized business process training into the curriculum, we offer one-on-one training sessions with a dedicated trainer. One-on-one training can be delivered remotely, or on site as required.

Legacy Data Migration

In many cases eScribe's robust platform can import legacy meeting information from internal or competitive systems to provide users with a seamless experience. We would be happy to

provide a custom statement of work and quotation based on a review of available data and structure.

Document/Records Management Integration

At eScribe we realize that your public meetings are part of an overall content management strategy across your organization (ECM). That's why eScribe provides off the shelf "connectors" to many of the industry's leading ECM systems, including, Laserfiche, FileHold)

Why eScribe?

With over a decade of experience in meeting management, spanning hundreds of person years, eScribe has become the go-to-choice for public sector boards, committees and councils looking to go digital. A Microsoft partner since day one, eScribe also partners with other best-of-breed technology companies to offer Customers trusted and reliable end-to-end solutions.



Key Differentiators

- **Customer Experience:** eScribe prides itself on the customer experience and support
- **Modular and Scalable:** End-to-end solution that you can add to over time to support the entire meeting lifecycle
- **Efficiency:** Process automation and workflow support before, during and after meetings
- **Digital Inclusion:** Industry leading WCAG 2.0 AA compliance reduces risk and user workload
- **Transparency:** Improved citizen communication and real-time access to meeting information through your organizations existing website with no programming
- **Security:** Built on the Microsoft Azure cloud, offering advanced security access and data protection services and guarantees.
- **Best of Breed Partnerships:** Relationships with complimentary industry leaders extending eScribe functionality before, during and after the meeting.
- **100% Public Meeting Focus:** At eScribe managing public meetings is all we do; That's why 100% of our resources and R&D budgets are dedicated to helping our Customers improve the efficiency and transparency of their public meetings

The Microsoft Azure Cloud Platform

Microsoft leads the industry in establishing clear security and privacy requirements and then consistently meeting these requirements.

Azure meets a broad set of international and industry-specific compliance standards, such as General Data Protection Regulation (GDPR), ISO 27001, HIPAA, FedRAMP, SOC 1 and SOC 2, as well as country-specific standards, including Australia IRAP, UK G-Cloud, and Singapore MTCS.



Rigorous third-party audits, such as those done by the British Standards Institute, verify Azure's adherence to the strict security controls these standards mandate.

Strengthen Your Security Posture with Azure

Organizations like yours continue to face challenges that increase your risk of significant financial loss, damage to reputation, and stakeholder satisfaction. Azure protects assets while reducing security costs and complexity. Built-in security controls and intelligence help you easily identify and respond to threats and security gaps, allowing your organization to rapidly improve your security posture.



Learn more about Azure security [here](#).

Own and Control Your Data

Our time-tested approach to privacy and data protection is grounded in our commitment to organizations' ownership of and control over the collection, use, and distribution of their information. We strive to be transparent in our privacy practices, offer you meaningful privacy choices, and responsibly manage the data we store and process. One measure of our commitment to the privacy of Customer data is our adoption of the world's first code of practice for cloud privacy, ISO/IEC 27018.

Learn more about privacy [here](#).

Pricing

eScribe is pleased to offer, the following annual subscription fees and one-time setup fees to meet the requirements as outlined. eScribe leverages a detailed onboarding approach developed over hundreds of successful customer implementations, allowing us to provide a fixed price, including: activation of the solution on the cloud, customer specific configuration of meeting types, content templates, and initial workflow configuration, administrator, contributor, and participant training, in addition to one on one workshop sessions and go live support for key initial meetings.

Essentials Bundle:

eScribe Annual Service and Support Fees				
Module	License Type	License Fee	Quantity	Cost
eScribe Essentials Bundle	Annual	\$ 6,000	1	\$ 6,000
eScribe Meeting Manager		INCL		
eScribe Participant Access		INCL		
eScribe Internet Publishing		INCL		
Forms Authentication		INCL		
Total - Annual Software and Support Fees				\$ 6,000
Implementation Fees		Service Fee	Quantity	Cost
eScribe Essentials Setup/Training	One time	\$ 1,500	1	\$ 1,500
2 x eScribe Academy Licenses		INCL		
2 Meeting Types		INCL		
Total - One-time Implementation Fees				\$ 1,500

Pricing Notes:

- All fees are in \$CDN (exclusive of taxes), based on a three (3) year term and are valid for sixty (60) days from the date of this response.
- Implementation fees are for remote support. Onsite personnel can be arranged. Additional travel and living expenses would apply in addition to the Implementation Fees.
- Year 1 Subscription and Implementation Services Fees are invoiced upon commencement of the project.
- Subsequent year(s) Subscription Fees will be due on the anniversary date and will increase from the previous years Subscription Fees by five percent (5%).
- Payment Terms are Net 30 from date of invoice.
- Fees do not include the migration of any existing meeting content. Should you wish to migrate legacy data, eScribe would be happy to provide a separate statement of work and costs based on specific requirements.
- ADFS or Azure-AD single sign on capability can be provided – additional costs apply.
- eScribe Meetings Standard app for iOS is included in the bundle price (unlimited users). Meetings Professional for iPad and Windows 10 are available for download at the following annual rates (per user)
 - \$100 (1 – 10 users)
 - \$75 (11 – 50 users)
 - \$50 (51 – 100 users)
 - \$35 (100+ users)

Contact

We look forward to the potential of working on this important project with you. Should you have any questions about this proposal, please do not hesitate to reach out.

James Coulen

Senior Account Executive

416-890-9808

jcoulen@escribemeetings.com

<https://escribemeetings.com>

Appendix A – Module Details

Module Description



Meeting Manager

*Agendas, minutes,
and more*

Meeting Manager facilitates the building of agendas, minutes, action lists, and provides a platform for adding additional eScribe functionality.

Streamline and automate meeting preparation and post meeting activities. Conduct meetings; take roll call and manage member conflicts, record motions and actions. And with the addition of eScribe Meetings for the iPad or Windows 10, your board can go totally paperless.

Key Features

- Create & manage unlimited meeting templates and user groups
- Robust end-to-end pre- and post-meeting management, and user-configurable workflow support
- Fast Conduct Meeting mode to keep up with the flow of meetings
- Live meeting support, including roll call, quorum and conflict management, electronic recording of votes and minute capture
- Integrated action log for post-meeting follow-up and staff direction
- Comprehensive Report Center for meeting and attendee statistics



Participant Portal

Secure access for board and elected officials

Security-trimmed access for meeting participants to browse upcoming meeting agendas, access all related reports and supporting information, record personal comments, follow-up notes and tasks, access online resources, and search previous meetings.

Supports web browsers and eScribe mobile apps for iOS and Windows 10.

Key Features

- Join any meeting, from anywhere, with any device
- View upcoming agendas and support materials in advance
- Download meeting materials and work offline
- Secure access to confidential meetings



Internet Publishing Plus

Engage with your stakeholders and drive greater transparency

Internet Publishing Plus has a fully responsive WCAG 2.0 design that allows organizations to easily engage stakeholders through their existing website, without programming and fully supports evolving digital inclusion requirements.

Easily search through historical and upcoming meetings, access agenda details, open and download attachments with a click.

Key Features

- Supports HTML and/or PDF publishing to website with links to individual supporting attachments
- Supports one-click publishing of meeting agendas and minute packages
- Flexible layout options including list and calendar views
- Can be added on top of Webcasting Plus or YouTube Integration module for automatic indexing and publishing of video/audio linked files for increased transparency



Public Comments

*Receive and publish
comments from
citizens*

An add-on to the Internet Publishing Plus module, Public Comments allows organizations to receive and publish comments from citizens before, during and/or after meetings.

Key Features

- Meeting administrators can track and post citizen comments by agenda item
- Configurable rules by meeting type
- Optional review and approval
- Comments can be retained as part of the public record or alternatively deleted after the meeting
- Fully integrated with the meetings agenda, minutes and video through your existing website



Delegation Request Management (DRM)

*Manage citizen
requests to speak
during public
meetings*

An add-on to the Internet Publishing Plus module, Delegation Request Management (DRM) allows organizations to efficiently manage citizens to speak during meetings through an online form on their existing website.

Key Features

- Manage delegations' deadlines by individual meeting type
- Automated delegation request and approval
- Customizable web form fields



Report Manager

*Manage templates,
automated
approvals and
submission of
reports and items*

Providing administrators and staff comprehensive management of all pre-meeting and post-meeting workflow activities, Report Manager revolves around the preparation and approval of reports and items for submission to meetings. Easily manage submission deadlines and notifications to staff, reducing last minute changes to the agenda.

Leveraging the power of Microsoft Word, administrators can easily standardize and maintain unlimited templates for bills, resolutions, and reports, ensuring compliance across the organization.

Key Features

- Collaboration support, including version control, simultaneous multi-user document editing
- Manage permissions for public & private/in-camera items
- Flexible, user-configurable approval workflows, such as late item and exception management, ad-hoc and delegate approvers
- Automatic extraction of content to populate agenda items details, motions, and minutes
- Comprehensive audit reports and workflow approval histories, including electronic signature options
- Draft agenda allows staff documents to automatically be added into the selected agenda when created



Webcasting Plus

*Unlimited live and
archival web
streaming and
content distribution*

An end-to-end storage and streaming solution with an integrated encoder, Webcasting Plus provides everything you need to capture video from cameras located onsite.

With the addition of Internet Publishing Plus, audio and video content are automatically indexed with the meeting's agenda and minutes for publishing to the web, for both live and archived viewing by stakeholders.

Fully automated Closed Captioning service is available as an option. Cameras and installation sold separately.

Key Features

- Unlimited storage & streaming of meeting audio or video content
- Automatically detects device used to view the video stream, and loads a suitable video player
- Allows for smart (hyper) tags of video to the meeting's agenda items and minutes
- Allows users to view entire meeting or jump to specific agenda item sections with a single tap
- Access to reporting & metrics of viewership
- Video feed can be provided by any video capture source, even from a cable company
- Optional closed captioning service



Vote Manager & Request to Speak

*Rules-based
electronic voting*

Vote Manager allows meeting participants to electronically vote on resolutions in real-time directly through their Participant Portal, iPad or Windows 10 tablet. Leveraging the enhanced Request to Speak add-on helps manage member debates in real-time during meetings.

Vote Manager also provides an enhanced graphical interface for clear display of vote results to participants and public, both in chamber and through the web, with the addition of Internet Publishing Plus.

Key Features

- Supports multiple vote types: simple majority, majority present, weighted, two-thirds (present/members), $\frac{3}{4}$ majority, unanimous, tie breaker, multiple choice, and secret ballot
- Fully integrated with roll call, check in/out, pecuniary interest, voting areas
- Easily manage member debates with Request to Speak
- Graphical public display with configurable voting results

Add-On or Standalone Module Description



**Board Manager –
available in Lite or
Plus**

***Easily manage
boards, members,
vacancies and
appointments online***

Available as a stand-alone solution or integrated with eScribe's comprehensive meeting management suite, Board Manager lets municipalities, school districts and all public sector entities easily manage and publish their boards' and members' details – in addition to managing vacancies, applications and appointments – through an intuitive, responsive interface.

Key Features

- Easily track, manage and publish board and member data
- Review, search and action items through a fully-responsive interface
- Configurable email alerts and notifications sent automatically
- Fully-responsive publishing screens integrate seamlessly with your existing website
- Associates boards with eScribe to fully manage meeting agendas, minutes and attendees

Upgrade to Board Manager Plus

In addition to all the features of Board Manager Lite, upgrading to Board Manager Plus takes it a step further and allows administrators to manage the vacancy process. Create, post, receive and manage applications for vacancies all through your existing website.

Key Features

- Post vacancies online with just a few mouse clicks, and present them through pages on your existing website
- Review, search and action submitted applications for vacancies
- Customize applicant statuses to match your organization's process
- Easily export selected applicant information to include in meetings as part of the decision-making process

Appendix B – Mobile Applications



Meetings for Tablets

*Secure Access to
Meetings On-the-
Go (for meeting
participants)*

With digital content exploding, tablets and smartphones have evolved the way we live and work. eScribe Meetings is a real-time application for elected officials and meeting participants who actively participate in meetings. Users can securely access and sync with any authorized eScribe meeting portals to:

- Browse upcoming meeting agendas, download content for viewing offline
- Access related reports and supporting information easily
- Annotate comprehensively, with private and group comments support
- Use integrated e-voting and request-to-speak management for members (**If Vote Manager & Request to Speak module is enabled*)
- Search online resources library for non-meeting specific information; and more
- eScribe Meetings is available globally for Apple iPad's running iOS 11 or higher, through the Apple App Store, as well as for Windows 10 through the Microsoft Store
- Available in Standard or Pro



eScribe
Approval
Manager
for Smartphones

Never miss a deadline again, with Approval Manager for iOS and Android Smartphones. Now managers and report authors can easily access their Report Manager approval requests anywhere, anytime. With a few simple taps, users can review and prioritize awaiting approvals, open reports and supporting documents, and approve or reject with comments.

eScribe Meetings is available globally for Apple iPad's running iOS 9.0 or higher, through the Apple App Store, as well as for Android 4.4 or later through Google Play Store.

App Features

- Approval Management — Secure access to your workflow approval tasks from Report Manager
- Secure Access — No separate usernames and passwords are required
- Document Viewer — Built-in online viewer supports all major file formats, including Microsoft Office and PDF

Appendix C – IT Environment Checklist

In effort to facilitate an eScribe roll out to staff and meeting participants that thoughtful and proactive to ensure that all eScribe users will be working with equipment that is suitable to support their use of the system.

In a world of remote working and meeting participation, there has been a significant increase in the number of variables that need to be considered when running a remote or hybrid meeting.

The following is intended to be used as a check list for considerations to review prior to launching eScribe or as a troubleshooting guide in the event where issues have arisen in it's use.

NOTE: for the purposes of this document, the following terms are defined below:

- *A hybrid meeting* – where some participants join the meeting remotely, while others are in the meeting room
- *A remote meeting* – where all participants join the meeting remotely
- *eScribe Meetings Pro* – Pro applications are provided on a per licenses basis for both iPad and Windows 10 devices

Internet Connection

1. Webcasting services requires the following required dedicated bandwidth
 - a. minimum level of available bandwidth- 3 Mbps upload speed
 - b. ideal recommendation of available bandwidth - 5 Mbps upload speed
2. Investigate what bandwidth requirements are required from the chosen video conference tools being used.
3. Conduct evaluation of the internet connection available at each participant's location to ensure ample bandwidth is available to support a real time connection with the meeting.
4. Roll out standard procedures for reducing consumption of internet bandwidth at the time of the meeting, especially for those working from home. This would include procedures like reduce other people in the home on video conference meeting or using streaming services.

5. In effort to ensure optimal quality for the webcasting feed, implementing Quality of Service (QOS) rules within your network you can ensure that the feed from the encoder and the eScribe website is prioritized within your available network bandwidth is STRONGLY recommended.
6. For an outline of internet bandwidth is required for eScribe users, please see chart in appendix A.

Hardware Requirements

1. It is strongly recommended that participants who are attending a hybrid (or remote meeting remotely have dual monitors (one to participate in the meeting via video conference, and the other to use eScribe).
 - a. If the participant is using an iPad, or other device that doesn't support a dual monitor, it is recommended that a secondary device be provided.
2. The meeting administrator functions will likely need to be divided into multiple administrators in effort to not overburden a single computer or administrator given the increased responsibilities to support a video conference.
 - a. One administrator can conduct the meeting (take minutes, request to speak, open & close votes), while the other administrator can login to the video conference and manage the public display screens.
3. Meeting participants are required to have a quality peripheral headset and microphone.
4. See below for an outline of recommended device specifications.

Application	OS Supported	Minimum Dedicated Bandwidth	Minimum		Recommended	
			CPU	RAM	CPU	RAM
eSCRIBE	Win 10 Pro version 14393.0 or higher Architecture: x86 x64 ARM required	10 Mbits/s	i3 gen7, or comparable	4 GB	i5 - Latest 2 generations	8 GB
eSCRIBE + Video Conferencing (ex: Zoom, Teams, Webex)	Win 10 Pro version 14393.0 or higher Architecture: x86 x64 ARM required	15 Mbits/s	i5 gen7, or comparable	8GB	i7 - Latest 2 generations	16 GB
eSCRIBE Meetings Pro for Windows 10	Win 10 Pro version 14393.0 or higher Architecture: x86 x64 ARM required	10 Mbits/s	Dual Core	4 GB	Dual Core	4 GB
eSCRIBE Meetings Pro for Windows 10 + Video Conferencing (ex: Zoom, Teams, Webex)	Win 10 Pro version 14393.0 or higher Architecture: x86 x64 ARM required	15 Mbits/s	i5 gen7, or comparable	8 GB	i5 - Latest 2 generations	16 GB
eSCRIBE Meetings Pro for the iPad	iOS 12 to iOS 14	10 Mbits/s	n/a	n/a	n/a	n/a
Approval Manager app - iOS	iOS 12 to iOS 14	n/a	n/a	n/a	n/a	n/a
Approval Manager app - Android	Android 4.4 - Android 10	n/a	n/a	n/a	n/a	n/a

Browsers

1. Ensure that users are running the latest 2 version to any one of the following browsers:
 - a. Google Chrome

- b. Microsoft Edge
 - c. Apple Safari
 - d. FireFox
2. Browser Configurations:
- a. JavaScript must be enabled
 - b. Cookies must be enabled
 - c. Local storage must be enabled
 - d. TLS v1.2 or above
 - e. eScribe must be setup as a trusted site
 - f. eScribe site URL must be white listed in any pop-up blockers & ad blockers
 - g. Enable the setting to “Automatic logon with current user name and password”
 - h. For more details on the recommended browser settings please see [this article](#) in eScribe’s Customer Community Portal
3. [Microsoft Upload Center](#) – enable setting in Upload Center cache to “Delete files from the Office Document Cache when they are closed”

Other Applications

- 1. What other applications will be running on the device at the time of the meeting? It is recommended where possible that applications that are not in use are shut down to avoid resource conflicts.
 - a. Example of this would be a VPN connection.
- 2. Ensure that there are no computer or network scans being done at one time (ex: virus scans, monitoring tools).
- 3. Windows 10 or greater is required.
- 4. Microsoft Office of 2010 or greater is required.

MEMORANDUM TO COUNCIL – STAFF REPORT



REPORT TO: Mayor and Council **DATE PRESENTED:** August 19, 2024
REPORT FROM: CO McCourt **MEETING TYPE:** Regular
SUBJECT: City of Greenwood Municipal Pool Update

Recommendation:

That Council direct Administration to proceed looking into what the cost associated would be to get the proper repairs done for pool, work with CFO on 2025 budgeting to make sure it is allocated and look into grant funding available that could be applied through the City of Greenwood to recuperate funds.

1. Rationale:

The City of Greenwood Municipal Pool has now been open for just over a month, with some downfalls with the chlorination and pumps the Pool has had some hiccups but has seen a very successful first month and is looking forward to August, finishing the 2024 summer season strong.

2. Background:

The Municipal Pool opened June 30th, 2024 and has seen a total of 482 patrons come out and utilize the amenities.

Since opening the Pool has hosted a total of 4 events ranging from Wacky Wednesday to Disney Day, the Pool has another 4 events scheduled for the month of August. The events have gone over very well with the community, one event the facility saw a total of 50 patrons in the pool during one of the Glow Swims. As well as confirmed bookings for birthday parties, staff parties, etc.

With recent chlorination issues, leaving the pool with low levels, the City of Greenwood administration contacted a pool company who specializes in leak detection from Kelowna, BC to come out and take a look. On July 24th, 2024 the Company came to Greenwood and was able to do some leak detection and Dye tests, the Company concluded that the City Pool has 4 major cracks that are affecting the chlorine and water levels of the pool daily. The Company was not able to detect where the chlorination was specifically going as the pipes for the facility are all located underground in between concrete.

The company was able to conclude that the Pool was in desperate need of repairs to the system and structure but ultimately is able to keep going until the end of the 2024 season. The company advised the City that they would need to get into the areas with the piping as that is most likely where the loss is coming from, as well as figure out the procedure on how to deal with the major cracking of the structure of the pool.

The Pool Supervisor, Rayne Colin has also identified issues arising from both the drains located in the Women's and Men's washrooms, the drains are currently not adequately doing their job of draining the water in the washrooms which is now leading the staff at the Pool to manual take a squeegee and force the water to the drains, the water can include fecal matter to cleaning products that they are using to clean. The staff currently do not use any proper PPE, as in Rubber boots, etc. to deal with this issue. The Pool Supervisor advised City administration that the issues are likely caused by sinking/cracked concrete and the water then sitting and pooling in certain areas, not able to travel to the proper drainage source.

3. Implications:

a. Budget:

N/A

b. Organizational Impact:

N/A

c. Policy:

N/A

d. Bylaws:

N/A

4. Communication Strategy:

Working with the Pool Supervisor, Rayne Colin for scheduling, events, order supplies, etc.

5. Staff Review:

Prepared By:

CO, McCourt

Reviewed By:

CAO, Trumbley

CAO Recommendation:

That the recommendation of the staff be approved.

Dean Trumbley, CAO

List of Attachments:

- a) Leak Detection Report – Poolman Pool Service.
- b) Pool Report – aquatic Supervisor, Rayne Colin.
- c) Pictures from the inside of washroom facility.



POOLMAN
POOL SERVICE

LEAK DETECTION REPORT

202 s Government Ave Greenwood
08/01/24

3260 Mathews Road,
Kelowna, BC, V1W4C4
250-864-9250
poolmanron@shaw.ca

ABOUT THIS REPORT

Your pool leak detection report includes 4 sections. In the first section you will see Job Information that is pertinent to the problem that was reported to us. In the next section, the results of a comprehensive inspection of your pool are shown in a "Quick- View" table that isolates the problem(s) to specific parts of the pool. The third section reports on a more extensive examination of these areas and any Problems Located. A final section indicates whether the water loss was stopped, and gives recommendations for further actions or repairs to resolve the problems.

JOB INFORMATION			
Job Contact	Brooke McCourt	Pool Type	Concrete Pool
Phone		Reported Problem	Major Loss > 1" / Day
Email	corporate@greenwoodcity.ca	Problem Notes	Old community pool
Zip			
Referred By			
Hours on Job		Weather	

Main Pool Picture



Equipment Picture





POOLMAN
POOL SERVICE

LEAK DETECTION REPORT

202 s Government Ave Greenwood
08/01/24

3260 Mathews Road,
Kelowna, BC, V1W4C4
250-864-9250
poolmanron@shaw.ca

PROBLEM ISOLATION

Utilizing specialized tests and equipment we strive to efficiently identify problem areas or eliminate parts of the pool as leak free. You will see the results of this inspection in the "Quick View" table below. Isolatable parts of the pool are identified in the first column of the table. If the area was directly inspected the Detail column will indicate the type of inspection done or a reason that it was logically EXCLUDED. Areas identified as having a **PROBLEM** will be addressed in the next section of the report. Those identified as **OK** have been observed to be to be leak free at the time of our test.

LEAK INSPECTION QUICK VIEW™

Component	Inspected	Detail	Result
Equipment	Yes	Visually checked	PROBLEM
Skimmers	Yes	Dye test Visual	PROBLEM
Returns	Yes	Hydrophone Dye test from pool	OK
Lights	No	No light	EXCLUDED
Tile Line	Yes	Dye test Visual	PROBLEM
Main Drains	Yes	Dye test during dive	OK
Shell	Yes	Dive Dye test from surface Visual from surface	PROBLEM
Return Plumbing	Yes	Pressure Tested-see details below	PROBLEM
Suction Plumbing	No	Problem found elsewhere	EXCLUDED
Other Plumbing	No	Non-existent	EXCLUDED

RETURN PLUMBING PRESSURE TEST DETAILS

Section	Pressure Test Results	Conclusion
Pump 1	Tried to get pressure/No rise in pressure	FAIL
Pump 2	Tried to pressurize /No rise in pressure	FAIL



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LEAK LOCATION

This section includes more specifics and detail on the problems that were found. If possible, a patch has been applied to stop the water loss. Depending on the problem, this may be a sufficient resolution. In other instances, more extensive repair may be required/ suggested.

EQUIPMENT

**Problem Description:**

Fitting Leak

Patched: No

Notes:

Leaks from both suction and pressure sides of the pump
2. Leaks on sand filters.

Other (1) SKIMMER



Problem Description: Crack in bowl
1 of the cracks I the trough

Patched: No

Notes:

TILE LINE**Problem Description:**

The cracking observed in this image goes the entire length and all sides of the pool. Rebar has been exposed due to the cracking and there are wood dowels embedded in the concrete. There is major cracking in

Patched: No**Notes:****SHELL****Problem Description:**

Small crack|Large crack|Other

Deep

Major cracking along the walls in multiple areas. The pool has hinged between the slide and the middle return on the other side.

Patched: No**Notes:**

See recommendations



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CONCLUSIONS & RECOMMENDATIONS

See attached recommendations.

Water Loss Stopped: No



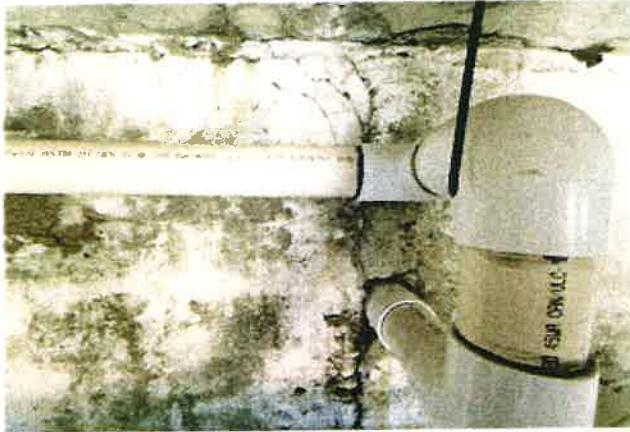
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ADDITIONAL OBSERVATIONS



Water coming though cracks in equipment rooms.



Coping debonded and major cracks in skimmer trough.



Another veiw of the debonding coping

Brooke McCourt

From: POOLMAN <poolmanron@shaw.ca>
Sent: August 1, 2024 3:39 PM
To: Corporate
Subject: RE: City of Greenwood - Municipal Outdoor Pool
Attachments: 202 s Government Ave Greenwood.pdf

Hi Brooke,

I have attached the report and my recommendations below as it didn't fit in the original report.

The pool has major issues that need addressing.

The shell:

With how much water is being lost, it is likely an engineer and/or a Geotech will have to see how much that has affected the soil and its compaction and if soil stabilization is necessary.

The cracking in the trough goes around the entire pool and is a major leak that has caused irreparable damage to the rebar. Now that it is rusted, it will continue to rust and cause more cracking on the concrete walls. As well, the wooden dowel embedded in the concrete has rotted, I was unable to determine if it is leaking through those, but they will cause weak points on the wall where further cracks will form.

The pool has hinged in the middle and has multiple cracks on the walls and floor, showing signs of movement with the paint cracking.

I was unable to determine a problem in the suction lines, due to the construction, but both pressure lines have major leaks. There are a few spots with potential cracks and 1 found. As well as a section of piping that could be poly.

I have 2 different recommendations for remediation.

First option: To try and save what is there.

Sandblast shell and poly urethane inject the cracks. Remove as much rust from rebar as possible and seal.
(possibly extend the life of the pool)

Remove enough decking around the pool to replumb the return and suction lines. This is because of age and mix match plumbing as well as having to remove it anyway to pour a new coping to bond to the pool wall. This is the best bet for the longevity of the pool.

This however does not guarantee the shell doesn't continue to crack and leak. In fact with the issues and age of the pool, the **shell will very likely continue to deteriorate.**

Second option.

Demo deck and shell.

Build new forms for the walls and floor.

Run new pipe to all systems.

Pour new shell.

Pour new deck and coping.

Unfortunately a new pool.

Notes for City Council

Sales June 3rd - July 2nd

Lessons:

- Preschool: \$33.33
- Level 1 - 4: \$47.62

Total: \$80.95

Passes:

- Youth: \$129.52
- Family: \$571.44

Total: \$700.96

Drop in:

- Child: \$12.00
- Youth: \$4.00
- Adult: \$5.00

Total: \$21.00

Snacks:

Total: \$76.64

Sales total for the month: \$881.50

Sales July 3rd - Aug 2nd

Lessons:

- Preschool: \$799.92
- Level 1 - 4: \$1809.56
- Level 5 - 10: \$890.46

Total: \$3499.94

Passes:

- Child: \$192.00
- Adult: \$192.00
- Senior: \$388.56
- Aquafit: \$285.72
- Family: \$571.44

Total: \$1629.72

Drop in:

- Child: \$12.00
- Adult: \$420.00
- Senior: \$124.00
- Aquafit: \$52.50
- Family: \$288.00

Total: \$1236.50

Snacks:

Total: \$559.14

Goggles:

Total: \$80.92

Sales total for the month: \$7160.74

Patrons Per Week

June 30th - July 7th: 104

July 8th - July 14th: 118

July 15th - July 21st: 120 (This week we had the Glow Swim, which brought out 50 patrons)

July 22nd - July 29th: 80

July 30th - Aug 2nd: 60 so far

Lessons:

Each class has 2-6 kids registered per week, and families are traveling in from Christina Lake all the way to Oliver and Osoyoos area.

We've run 4 weeks of lesson sets so far this summer, which equals out to 16 days of lessons in total. We had to cancel at least one class a week due to weather or chlorine issues, but have slowly been getting better as the weeks have gone on. We have 2 more lesson sets before the end of the summer.

Other Important Notes

Admittedly at the start of the season it was very rough and unorganized, there was very little drive from the current Head Guard and the previous Pool Supervisor to get this place ready for the year. I had to pick up and tackle a lot of stuff by myself because there was no initiative being shown from anyone else. After the previous Supervisor stepped down and I took over, there has been a night and day difference in the organization of the pool itself, the training of the staff, and the planning of special events. (HUGE thank you to Brooke and Jocelyn!!)

After I took over as Supervisor and was slowly getting a better understanding of what had been allowed to happen here over the years, I was shocked. There had been NO Safe Work Procedures written up for staff to follow, barely any PPE available, expired cleaning chemicals that staff were being told to use, and the list could go on. It broke my heart to see such an amazing facility being neglected and I knew things had to change NOW.

With the help of my city ladies, we've been able to get some new equipment for lessons and public use, as well as new office supplies to organize all of our important paperwork and lesson prep. I have been working tirelessly to create Safe Work Procedures and Daily Procedures so staff here always have clear and SAFE instructions to follow, and I've also taken the time to schedule a training shift that all staff MUST attend before they are allowed to work again. I've gotten rid of the old expired cleaners laying around and got new, safer cleaners to use.

As far as equipment goes, lots of the stuff is on its very last legs here. Like stated above, we had gotten some new equipment for lessons and public use, (Kickboards and some sinking rings) but we will definitely need more once next season hits. We will also need to order new Aquafit weights as there has been no proper care for them as well as no proper storage. (We ordered proper storage for them this year!) A new first aid bed would be amazing, as the one we currently have is a 40 year old hospital bed. A new table to replace the ugly, broken one we currently have, (where our cash register sits) as well as a new hose and hose wrap up area so we can keep it off the deck.

I do have big plans for the future of this facility. I have already started asking the staff that I want to hire back what their plans are for next season as I'm hoping to have a full staff roster by late April so we can start scheduling events come May. Weekly special events and bi-weekly staff training sessions. I would like the pool to be up and running by June 20th or 21st and I would also like to make sure we can book in both elementary schools for their last day of school swim.

I truly love this pool and it holds a very special place in not only my heart, but a lot of people in this community. Lots of us learned how to swim in this pool and have the most amazing memories, and I know that the pool can continue to be a great asset to this community and continue its legacy. We've had amazing feedback so far on our special events and just on the vibe of the pool itself this year compared to last, and I truly hope to continue on this path to success!

Women's Washroom – Municipal Pool



change room drain – does not drain proper, cracked concrete is creating high spots for poor drainage.

Build up of water being trapped is causing erosion issues around the toilet and perimeter of stall.



Men's Washroom – Municipal Pool

Change room drain – does not drain proper cracked concrete is creating high spots for poor drainage. Mens changeroom is prone to build up of water pooling near the entrance into the wshroom stall and in the stall itself.

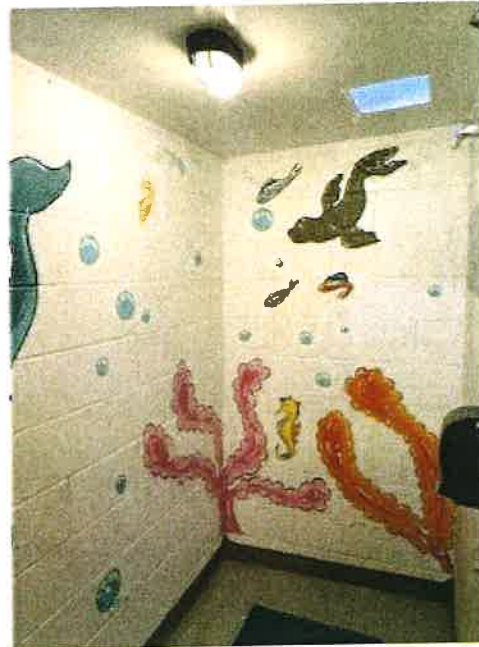


Near the toilet is a huge spot for build up, the water pools daily to about ½ inch to an inch, and has caused major deterioration to the floorboards which are peeling and molding.

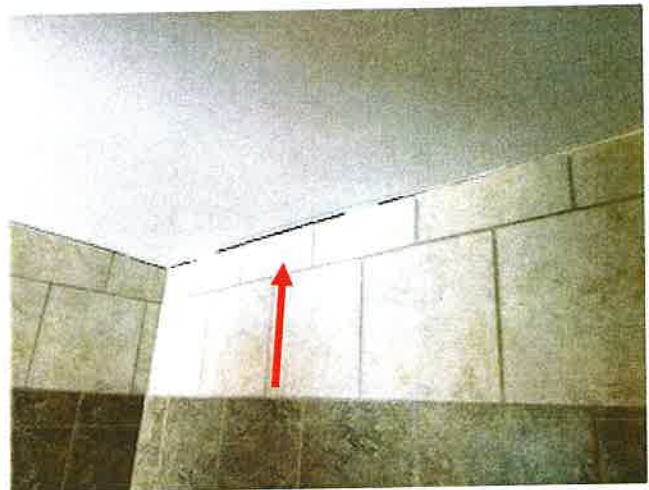


Men's Washroom – Municipal Pool

More photos of the floorboards from the Men's washroom stall, as well as shower area painting mural is starting to deteriorate.



Pictures taken from inside of Men's changeroom of walls starting to sink and separate from roof.



MEMORANDUM TO COUNCIL – STAFF REPORT



REPORT TO: Mayor and Council
REPORT FROM: CO, McCourt
SUBJECT: City of Greenwood – Boom Lift

DATE PRESENTED: August 19, 2024
MEETING TYPE: Regular

Recommendation:

That Council approve the following resolution:

THAT Council approve the City of Greenwood administration to get a mechanical inspection done and if no issues come up purchase the 2001 Genie Model Z 45/25 gas propane boom lift from Reliable Equipment Rentals LTD. for \$12,500.00.

1. Rationale:

It has been brought to the City of Greenwood's attention that the Greenwood Community centre Building needs repairs down to its corbels, etc. The work needed to be completed is something that requires a boom lift that can be utilized on uneven ground.

The City of Greenwood has in the past used the School District's lift to access the banners and snowflakes being put up on downtown main street, unfortunately the City has obtained information that the School District is selling the machine and we will no longer be able to use it.

2. Acronyms:

CoG	City of Greenwood
BC	Province of British Columbia
RDKB	Regional District Kootenay Boundary

3. Background:

The City of Greenwood administration has met with a local resident who works in the field of making pieces like the corbels needing to be replaced on the Community Centre's exterior. The gentleman unfortunately will not be able to do any of the work with a proper boom lift that he can access the outside of the building.

The city administration has worked with the local resident as he also has ties within the film industry down on the lower mainland and has contacts for potential rentals and or sales or the boom lifts.

The City was able to obtain 4 different quotes on machines that would be suited to do the community centre work as well as utilize the lift for general take down and put up decorations. The 4 quotes range from \$12,500 to \$51,415.00 which is very broad.

After reviewing the quotes, administration feels the Genie for sale from Reliable Equipment Rentals is the best option for the City, as it is listed at a reasonable price, is NDT certified for 5 years and 4 wheel drive.

The City is proposing that we send down our mechanic to do an inspection on the machine, if all is well and nothing to note came out from the inspection, to have the city pursue the purchasing of this machine.

4. Implications:

a. Budget:

\$12,500.00

b. Organizational Impact:

N/A

c. Policy:

N/A

d. Bylaws:

N/A

5. Alternatives:

to rent the proper unit to do the repairs/work needed for the Community centre the monthly cost to rent is approximately \$3000.00 - \$4000.00, plus \$1,500.00 for delivery and an additional \$1,500.00 for drop-off. Totally approximately \$6,000.00 - \$7,000.00.

6. Communication Strategy:

Working with surrounding communities like Village of Midway, City of Grand forks, RDKB for potential rentals, if they ever need the use of the machine to offset costs.

Promote rentals from the machine that could cover the yearly inspection fees, tickets for users, etc. associated from the City of purchasing the Boom lift.

7. Staff Review:

Prepared By:

CO McCourt

Reviewed By:

CAO Trumbley

CAO Recommendation:

That the recommendation of the staff be approved.

Dean Trumbley, CAO

List of Attachments:

1. Quote from Reliable Equipment Rentals LTD.
2. Second Quote
3. United Rentals Quote
4. Zuma Quote

Fw: purchase

From: Allen Fischer (efxrigging@hotmail.com)

To: carolp1953@yahoo.com

Date: Friday, August 2, 2024 at 01:49 PM PDT

From: John Boisvert <johnb@reliableequipment.ca>

Sent: August 1, 2024 7:17 AM

To: efxrigging@hotmail.com <efxrigging@hotmail.com>

Subject: purchase

Further to your inquiry, we have the following boom for sale,

* yes

- Genie Model Z 45/25 gas propane,
- Year 2001 NDT CERTIFIED,

Used = 12500.00,

All taxes extra,

Thank-you

John Boisvert

Sales Manager

RELIABLE
Equipment Rentals Ltd.

johnb@reliableequipment.ca

Tel: 604-276-8688

Fax: 604-278-3258

Cel: 604-230-3222

\$3-4K / MONTH

\$1.5K DELIVERY

\$1.5K DROP-OFF

\$6-7K TO RENT

Fw: [EXTERNAL]Re: Used 45' Rough Terrain Boom Lift

From: Allen Fischer (efxrigging@hotmail.com)

To: carolp1953@yahoo.com

Date: Friday, August 2, 2024 at 01:45 PM PDT

From: Patrick Moran <pmoran@ur.com>

Sent: August 1, 2024 9:08 AM

To: Allen Fischer <efxrigging@hotmail.com>

Cc: Diana Lorette <dlorette@ur.com>

Subject: Re: [EXTERNAL]Re: Used 45' Rough Terrain Boom Lift

Hi Allen!

Thank you for the info! We will have a formal quote over to you today.

Patrick Moran

250-631-9577

United Rentals

On Aug 1, 2024, at 8:49 AM, Allen Fischer <efxrigging@hotmail.com> wrote:

Thank for your prompt response,

Quote is for,

City of Greenwood, BC
202 South Government Ave.
PO Box 129
Greenwood, BC V0H 1J0
250 445-6644

Thanks,

Allen

From: Patrick Moran <pmoran@ur.com>

Sent: July 31, 2024 10:51 AM

To: efxrigging@hotmail.com <efxrigging@hotmail.com>

Subject: Used 45' Rough Terrain Boom Lift

Hi Alan,

I found a great unit that is currently located in Revelstoke.
It is unit number 10286655 and is a 2014 JLG 450AJ with 1607 Hours.
It is currently on our July Sales list at a reduced price of \$39,000.

If you can let me know what entity to write the quote to I will forward over a formal quote.

Thank you!

Patrick Moran
United Rentals
250-631-9577

Quality used equipment for sale

2013 JLG 450AJ - PRICE \$42,900 (CAD)

Description: BOOM 40-50' ARTICULATING

Make/Model: JLG 450AJ

Year: 2013

Serial #: 0300170661

Meter: 2598.03

Equipment #: 10156389

Location: 478 - SURREY, BC

UNITED RENTALS OF CANADA (Store 478)

19594 96 AVE

SURREY, BC V4N 3R5

Mon-Fri: 7:00AM-5:00PM Sat: CLOSED Sun: CLOSED

Sales Contact:

Darren Mcewen

604-679-6255

dmcewen@ur.com



United Rentals of Canada
UnitedRentals.com | 800.UR.RENTS

Equipment Financing Quote

Flexible financing powered by Meridian OneCap.

Equipment Description:

2013 JLG 450AJ
BOOM 40-50' ARTICULATING

Equipment Number:

10156389

Equipment Sales Price:

\$42,900 CAD

Sales Contact: Darren Mcewen 604-679-6255

With the United Rentals Customer Finance program facilitated through Meridian OneCap, you get the financing you want under a brand you trust. The program offers a variety of financing structures and terms, plus knowledgeable financing specialists to help guide you through the application process.

Own this equipment for a low monthly finance payment*

Term Length / Months	Monthly Payment**
12	\$3,737
24	\$1,910
36	\$1,320
48	\$1,027
60	\$851

Notes

- First & last payment or advance payment may be due at signing
- Available terms may vary based on the age of the equipment
- Must be approved by credit to participate in the financing program

*United Rentals Customer Finance - facilitated by Meridian OneCap

**Plus any applicable sales/use tax



Fw: Z45 sales quote

Yahoo/Inbox

Allen Fischer

From:efxriggering@hotmail.com

To:Carol Phillips (Fischer)

Wed, Jul 31 at 8:41 AM

From: Darren Mcewen <dmcewen@ur.com>

Sent: July 31, 2024 8:25 AM

To:efxriggering@hotmail.com <efxriggering@hotmail.com>

Subject: Z45 sales quote

Morning Al,

Looks like I don't have any z34 units available for sale at this time. I did find this z45. The sell price on the quote is not correct. This unit is on a special sales list for \$37,500. This unit is on rent right now so if you are interested in seeing this unit let me know and I can work on getting it swapped out.

Darren Mcewen

Territory Rep

Langley/Maple Ridge/Pitt Meadow

Cell 604.679.6255

Office

604.534.5374

Email dcewen@ur.com



Zuma Lift Service Inc.
43915 Industrial Way, UNIT 1
Chilliwack BC V2R 3A4
Canada

Invoicing and Shipping Address:

City of Greenwood
202 South Government Avenue P.O. Box 129
Greenwood BC
Canada

Shipping Address:

City of Greenwood
202 South Government Avenue P.O. Box 129
Greenwood BC
Canada

Pro-Forma Invoice # SC9989

Quotation Date:

07/30/2024

Expiration:

08/16/2024

Salesperson:

Keenan Grant

Description	Quantity	Unit Price	Taxes	Amount
2012 Genie Z45/25J Boom Lift SN: Z452512A-45148	1.000 Units	44,500.00	S	\$ 44,500.00
1,815 hours - Diesel - 4x4 - Foam Filled Tires - Fresh Annual Inspection & NDT Included w/ Purchase - Fresh Service				
Freight	1.000 Units	1,500.00	GST 5%	\$ 1,500.00

Freight includes delivery to Greenwood, BC. (Truck with ramps included for off-loading)

Subtotal	\$ 46,000.00
GST 5%	\$ 2300.00
PST 7%	\$ 3115.00
Total	\$ 51,415.00

Includes a Fresh Annual Inspection. Unloading fees are the responsibility of the buyer. All major components are guaranteed to be in working order upon delivery. Warranty is valid for 48 hours and begins on the date of delivery indicated on the bill of lading. No other warranty or guarantee is expressed or implied. Any damage or malfunction resulting from low temperatures is not covered under warranty or arrival guarantee. Warranty is void if the buyer attempts to repair any malfunction or issue without prior approval from the seller. The customer must be onsite at the time of unloading to receive the product(s) and sign the Bill of Lading. Should there be any damage to the product(s) during transport, it is the receiver's responsibility to take photos and note it on the Bill of Lading. The warranty is void if this unit is damaged while unloading or receives damage at any time after the buyer takes possession. Cosmetic defects, minor hydraulic weeps, tires, and batteries are excluded from this warranty. Payment in full is required prior to the shipment of the product(s). No refunds or exchanges. Please note Sales Tax is charged on the delivery location indicated under the Shipping Address. The buyer is responsible for self assessing any sales tax if required. All Tax Exemption Forms, if applicable, are required in advance of payment and shipment of goods

Due on receipt can get deleted as it says above payment is required before shipping

Due on receipt



MEMORANDUM TO COUNCIL – STAFF REPORT



REPORT TO: Mayor and Council
REPORT FROM: CO McCourt
SUBJECT: City Hall Office - Renovation

DATE PRESENTED: August 19, 2024
MEETING TYPE: Regular

Recommendation:

That Council approve the following resolution:

THAT Council approve Jerry Nutenbaumer's quote for the City of Greenwood City Hall office renovations as per the quote submitted to the City on August 14th, 2024 and get administration to coordinate with scheduling Mr. Nutenbaumer in for the work.

1. Rationale:

CAO, Dean Trumbley initiated a review on getting proper workstations installed for the City Hall office employees. The City has reached out to Jerry Nutenbaumer to initiate a quote to see what the cost associated would be to install new workstations for the back desks of the City Hall office.

2. Acronyms:

CoG	City of Greenwood
BC	Province of British Columbia
RDKB	Regional District Kootenay Boundary

3. Background:

The City Hall office has many areas in the office that are not functionable or space that's obsolete for the City staff to utilize. Not only does the staff have minimal room, but the City Hall office is also nearing non-compliance due to not having proper locking workstations and locations for documents such as FOIPPA, etc.

The proposal would allow the City to work with a local general contractor (Mr. Nutenbaumer) to facilitate the build of privacy screens for the Corporate Officer office and the Financial Officer office, as well as getting more safe-locking cabinets for documents and privacy for the management level roles in the City. The renovation would also accommodate the City getting a

proper sitting/waiting area for the residents. As well as getting all the Maps in the Municipal Office framed and looking in proper order.

The cost associated to this project would also allow the City to facilitate getting proper historic photos of Greenwood to be framed and put up on display and work on getting the City's Logo on display on both privacy panels of the desks.

This remodel would allow the office to flow smoothly with the residents to the staff and most importantly keep the City within compliance regarding FIOPPA documents.

4. Implications:

a. Budget:

\$ 8,500.00

b. Organizational Impact:

Working with the General Contractor, etc.

c. Policy:

N/A

d. Bylaws:

N/A

5. Alternatives:

N/A

6. Communication Strategy:

Working with the General Contractor, CAO, etc.

7. Staff Review:

Prepared By:

CO, McCourt

Reviewed By:

CAO, Trumbley

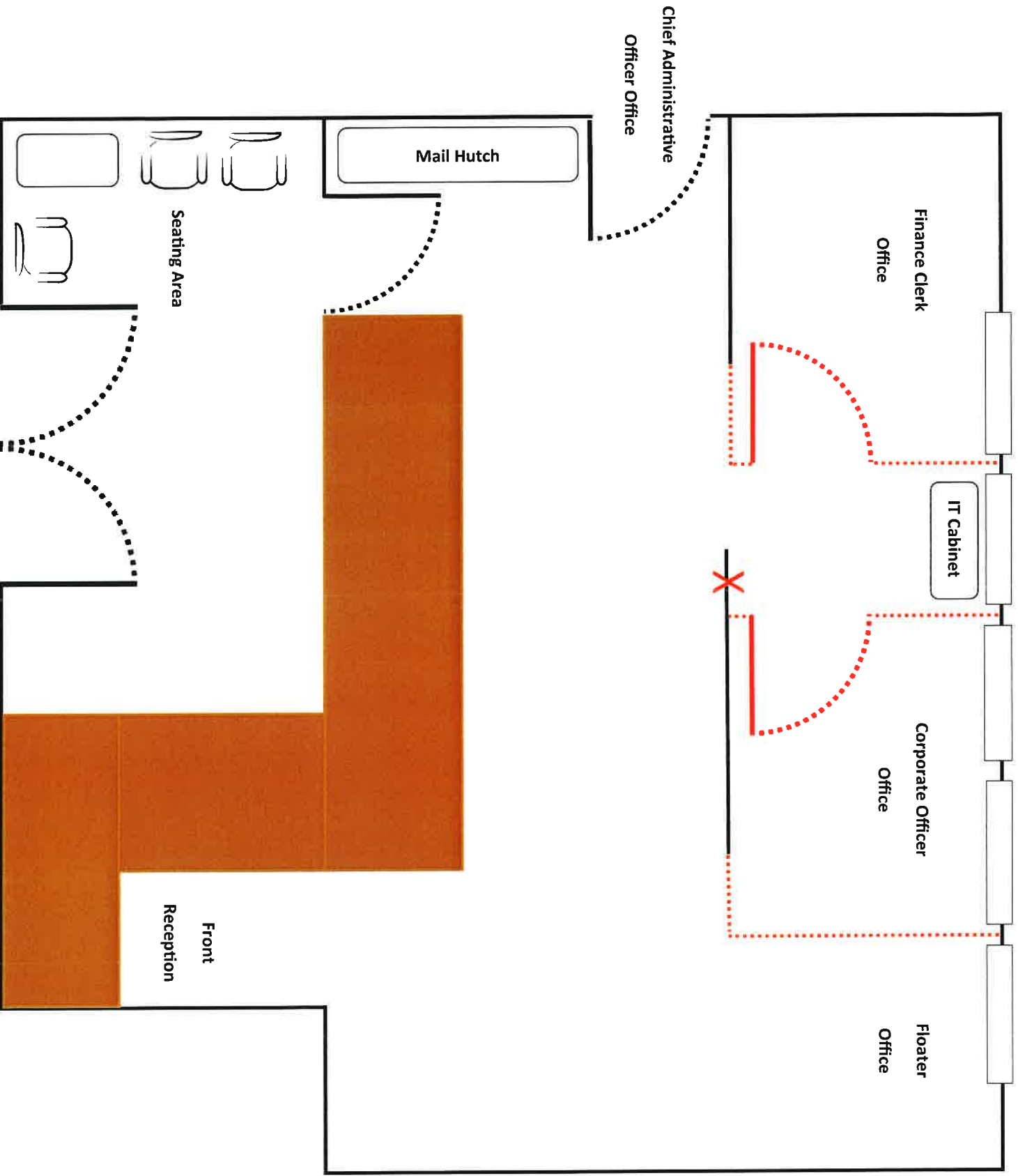
CAO Recommendation:

That the recommendation of the staff be approved.

Dean Trumbley, CAO

List of Attachments:

1. Office Renovation Schematic
2. Quote from Mr. Nutenbaumer.





Front View Concept

QUOTE CITY HALL OFFICE REND

- INSTALL 1 BUILD 3 DOOR'S
- BUILD & DO ALL MILL WORK. FRAMING FOR 2 OFFICE ROOMS & OFFICE AREA PERFOR
- INSTALL MUDD & TAPE ALL DRY WALL
- PRIME & PAINT ALL NEW DRYWALL AREAS
- BUILD & DO ALL MILL WORK TO RESEMBLE EXISTING WOOD WORK AND FINISHING OF THE ORIGINAL OFFICE AREA.

WORK TO BE DONE FOR \$35.00 PER HR

ROUGH QUOTE FOR ALL SUPPLIES AND WORK TO BE DONE & FINISHED BY

\$ 6500.00

JERRY NOTENBOMER

RECEIVED
AUG 13 2024

BY: _____



CORPORATION OF THE CITY OF GREENWOOD
COUNCIL PROCEDURES BYLAW NO. 1018, 2024
A BYLAW TO REGULATE THE MEETINGS OF COUNCIL AND COMMITTEES IN THE CITY OF GREENWOOD

WHEREAS pursuant to the *Community Charter*, Council must, by bylaw, establish general procedures to be followed by Council and committees in conducting their business;

NOW THEREFORE the Council of the Corporation of the City of Greenwood, in open meeting assembled, enacts as follows:

1. Title

This bylaw may be cited as the City of Greenwood “Council Procedures Bylaw No. 1018, 2024”.

2. Definitions

- 2.1 In this bylaw, unless the context otherwise requires:
- 2.2 “Act” means the *Community Charter*;
- 2.3 “Chairperson” means the individual presiding at a meeting of a Statutory, Standing or Select committee or Commission of Council;
- 2.4 “Corporate Administrator” means the individual appointed by Council as the Chief Administrative Officer or Corporate Officer for the City of Greenwood, or their lawful deputy;
- 2.5 “City” means the Corporation of the City of Greenwood;
- 2.6 “Code of Conduct” means the standards applicable to members of Council of the City of Greenwood, as set out in the Responsible Conduct Guiding Principles Policy, as may be amended or replaced from time to time;
- 2.7 “Committee” means a select or standing committee, or any committee composed of Council members and other individuals appointed by Council and acting in that capacity;
- 2.8 “Council” means the Council of the Corporation of the City of Greenwood;
- 2.9 “Member” means the Mayor or a Councillor;
- 2.10 “Municipal Hall” means the location at which the city has its usual business address and offices;
- 2.11 “Public Notice Posting Place” means the notice board at the City of Greenwood municipal office and/or the City website found online at <https://www.greenwoodcity.com/>;

3. Interpretation

- 3.1 Unless otherwise defined in this bylaw, words used herein shall have the meanings defined in the *Community Charter* or the *Local Government Act*, as applicable.

4. Inaugural Meeting

- 4.1 Following a general local election, the first Council meeting must be held on the first Monday in November in the year of the election.
- 4.2 If a quorum of Council members elected at the general election has not taken office by the date of the meeting referred to in subsection (4.1), the first Council meeting must be called by the Corporate Administrator and held as soon as reasonably possible after a quorum has taken office.

5. Time and Location

- 5.1 All Council meetings must take place at the City Council Chambers except when Council resolves to hold meetings elsewhere.
- 5.2 Regular Council meetings must:
 - a) Be held on the second and fourth Monday of each month, and
 - b) Begin at 7:00 p.m.
 - c) Adjourn at 9:00 p.m. on the day scheduled for the meeting unless Council resolves to proceed beyond that time, and
 - d) When such meeting falls on a statutory holiday, the meeting shall be held on the next day the City Office is open following which is not a statutory holiday.

6. Notice of Regular Council Meetings

- 6.1 In accordance with section 127 of the *Community Charter*, the Council must prepare annually on or before December 31st, a schedule of the dates, times and places of regular Council meetings and must make the schedule available to the public by posting it at the Public Notice Posting Place.
- 6.2 In accordance with section 127 of the *Community Charter*, the Council must give notice annually on or before December 31st, of the availability of the schedule of regular Council meetings in accordance with section 94 of the *Community Charter*.
- 6.3 Where revisions are necessary to the annual schedule of regular Council meetings, the Corporate Administrator must, as soon as possible, post as notice at the Public Notice Posting Place which indicates any revisions to the date, time and place or cancellation of a regular Council meeting.

7. Notice of Special Council Meetings

- 7.1 Except where notice of a special meeting is waived by unanimous vote of all Council members under section 127 (4) of the *Community Charter*, a notice of the date, hour, and place of a special Council meeting must be given at least 24 hours before the time of meeting, by
 - a) Posting a copy of the notice on the municipal website, and

b) Posting a copy of the notice at the Public Notice Posting Place.

- 7.2 The notice under subsection (7.1) must describe in general terms the purpose of the meeting and be signed by the Mayor or the Corporate Administrator.

8. Designation of Member to Act in place of Mayor

- 8.1 Annually in December, Council must, from amongst its members, designate Councillors to serve on a rotating basis as the member responsible for acting in the place of the Mayor when the Mayor is absent or otherwise unable to act or when the office of the mayor is vacant.
- 8.2 Each Councillor designated under section 8.1 must fulfill the responsibilities of the Mayor in his or her absence.
- 8.3 If both the Mayor and the member designated under section 8.1 are absent from the Council meeting, the Council members present must choose a Councillor to preside at the Council meeting.
- 8.4 The member designated under section 8.1 or chosen under section 8.3 has the same powers and duties as the Mayor in relation to the applicable matter.

9. Public Attendance at Meetings

- 9.1 Except where the provisions of Section 90 of the *Community Charter* apply, all meetings must be open to the public.
- 9.2 Where Council wishes to close a meeting to the public, it may do so by adoption of a resolution in accordance with Section 92 of the *Community Charter*.
- 9.3 This section applies to meetings of bodies referred to in Section 93 of the *Community Charter*, including without limitation, Committees, the Board of Variance, the court of revision, and the advisory planning commission.

10. Minutes of Meetings

- 10.1 Minutes of Council and Committee meetings must be kept in accordance with Section 97 of the *Community Charter*.
- 10.2 Minutes of Proceedings of Council must be open for public inspection at the Municipal Hall during its regular office hours.
- 10.3 Sub-section 10.2 does not apply to minutes of a Council meeting or that part of a Council meeting that was closed to the public under Section 90 of the *Community Charter*.

11. Mayor to Open Meetings

- 11.1 If a quorum is present, the Mayor must call the meeting to order. If a quorum is present but the Mayor is not present within fifteen minutes after the time at which the meeting is scheduled to begin, the acting Mayor must take the chair and call the meeting to order. If a quorum is present but neither the Mayor nor the acting Mayor are present within fifteen minutes after the time at

which the meeting is scheduled to begin, the Corporate Administrator or delegate must call the meeting to order and by resolution the Council must appoint a Councilor to act as chair for that meeting until the Mayor or acting Mayor arrives. The chair of a meeting has the powers and duties of the Mayor in respect of that meeting.

12. Quorum

- 12.1 A quorum of the Council is three (3) Members present and, of a Committee, is a majority of the members present and entitled to vote.

13. Adjournment if no Quorum

- 13.1 If there is no quorum of Members at the location for a meeting within 15 minutes after the scheduled time for a Council meeting, the Corporate Officer must:
- a) Record the names of the Members present and those absent; and
 - b) Adjourn the meeting until the next scheduled meeting.

14. Agenda

- 14.1 Prior to each Council meeting, the Corporate Administrator must prepare an agenda setting out all the items for consideration at that meeting.
- 14.2 The deadline for submission by the public/ Council to the Corporate Administrator of items for inclusion on the Council meeting Agenda is 12:00 noon on the Wednesday prior to the meeting.
- 14.3 The Corporate Administrator must make the Agenda available to the members of Council and the public on the Friday afternoon prior to the meeting.
- 14.4 Council must not consider any matter not listed on the agenda unless a new matter for consideration is properly introduced as a late item before the adoption of the agenda.

15. Order of Business at Regular Meetings

- 15.1 Unless the Council otherwise resolves, business must be dealt with at every regular meeting in the following order:
- 1) Call to Order,
 - 2) Introduction of late items,
 - 3) Adoption of Agenda,
 - 4) Delegations/ presentations,
 - 5) Question period (If Mayor and Council have questions for Delegation),
 - 6) Adoption of the minutes of the previous meetings,
 - 7) Business arising from the minutes as adopted and In-Camera declassified resolutions brought forward for ratification and information,
 - 8) New and unfinished business,
 - 9) Correspondence
 - 10) Staff reports,
 - 11) Mayor and Councilor's reports,
 - 12) Committee Reports (Council Members Reports from Committee Meetings),
 - 13) Bylaws/ planning,

- 14) Budget/accounts,
- 15) Correspondence for information
- 16) Correspondence for information – held two weeks only,
- 17) Question period,
- 18) In-Camera (if needed),
- 19) Adjournment.

16. Late Items

- 16.1 An item of business not included on the agenda must not be considered at a Council meeting unless introduction of the late item is approved by Council at the time allocated on the Agenda for such matters or at any other time as introduced and approved by a majority of Council.
- 16.2 If Council makes a resolution under Section 16.1, information pertaining to late items must be distributed to the members.

17. Petitions and Delegations

- 17.1 Any person wishing to present a petition to a regular meeting shall inform the Corporate Officer or delegate of the subject of the petition, no later than 12:00 noon on the Wednesday preceding the date on which the next meeting is to take place.
- 17.2 Any delegation wishing to appear at a regular meeting shall inform the Corporate Officer or delegate of the subject of the delegation and the name and address of the speaker for the delegation, on the prescribed form attached to City of Greenwood Delegation Policy 2024-09, no later than noon on the Wednesday prior to the date on which the next meeting is to take place.
- 17.3 Council may limit the number of delegations per meeting to two.

18. Time Allowed for Petitions and Delegations

- 18.1 Unless the Council otherwise resolves, the maximum time for presentation of a petition or a delegation before Council is ten (10) minutes. This section does not apply to public hearings conducted by the Council under the Local Government Act.

19. Question Period

- 19.1 Immediately prior to the adjournment of every regular meeting of Council, questions, but not statements, relating to matters dealt with at that meeting may be directed to Council by members of the public then present. All such questions shall be directed to the Mayor and will where possible and appropriate be answered by the Mayor or a member designated by the Mayor.
- 19.2 The Mayor may refer any question or enquiry to the Chief Administrative Officer to look into at a future time.
- 19.3 A maximum period of 15 minutes shall be provided for considering questions from members of the public, however that maximum may be extended to 30 minutes with the unanimous consent of all Council members present.

20. Voting

20.1 The following procedures apply to voting at Council meetings:

- a) When debate on a matter is closed, the presiding member must put the matter to a vote of Council members;
- b) When the Council is ready to vote, the presiding member must put the matter to a vote by stating: "Those in favor raise your hands." And then "Those opposed raise your hands";
- c) Each Council member has one vote on any question;
- d) Each Council member present at the time of a vote must vote on the matter;
- e) When the presiding member is putting the matter to a vote under paragraphs (a) and (b) a member must not
 - I. Cross or leave the room,
 - II. Make a noise or other disturbance, or
 - III. Interrupt the voting procedure under paragraph (b) unless the interrupting member is raising a point of order;
- f) After the presiding member puts the question to a vote under paragraph (b), a member must not speak to the question or make a motion concerning it;
- g) If a Council member does not indicate how he or she votes, the member is deemed to have voted in the affirmative;
- h) If the votes of the members present at a Council meeting at the time of the vote are equal for and against a motion, the motion is defeated;

21. Conduct and Debate

- 21.1 When any Member wishes to speak in debate, he or she shall wait until no other Member is speaking and shall raise their hand and address the chair.
- 21.2 Except as otherwise resolved by the Council, a Member may:
- a) Speak only to a matter being debated by the Council;
 - b) Speak only twice to a matter, but a Member may speak more than twice to a matter to:
 - I. Explain a material part of their speech which may have been misunderstood; or
 - II. Ask a question;
 - c) speak for no more than five minutes at a time, except that Council may resolve by a simple

majority vote to permit a Member to speak longer;

- d) not speak to a matter already dealt with by the Council;
 - e) not speak when called to order by the Mayor;
 - f) not speak to a motion unless a motion has been moved and seconded;
 - g) speak in a regular meeting of Council after the Member has raised their hand and the Mayor has recognized the Member.
- 21.3 If two or more Members raise their hands at the same time, the Mayor may designate the order in which each is to speak.
- 21.4 If the Mayor wishes to speak in a regular meeting of Council, the Mayor may do so.
- 21.5 If a Member has raised their hand at the same time the Mayor begins to speak, the Mayor may speak first.
- 21.6 A Member shall address the Mayor as “Your Worship”, or “Mayor_____” and a Member shall address a Member by that Member’s surname preceded by “Councillor”.

22. Resolutions and Bylaws

- 22.1 A Council shall deal with resolutions, the reading of bylaws, and the adoption of bylaws on a motion put by a member and seconded by another Member.

23. Proposing Bylaws

- 23.1 Unless the Council otherwise resolves, the Council shall not consider a proposed bylaw unless:
- a) The Corporate Officer has given a copy of it to each Member, and
 - b) It is on the agenda for the meeting.

24. Reading and Adoption

- 24.1 The presiding member of a Council meeting may
- a) Have the Corporate Officer/Chief Administrative Officer read a synopsis of each proposed bylaw or group of proposed bylaws, and then;
 - b) Request a motion that the proposed bylaw or group of bylaws be read;
- 24.2 The reading of the bylaw may be given by stating its title and object.
- 24.3 A proposed bylaw may be debated and amended at any time during the first three readings unless prohibited by the *Community Charter*.
- 24.4 In accordance with *Community Charter*, Council may give up to three readings to a proposed bylaw at the same Council meeting.

- 24.5 Despite the *Community Charter*, and in accordance with section 890(9) of the Local Government Act Council may adopt a proposed official community plan or zoning bylaw at the same meeting at which the plan or bylaw passed third reading.

25. Bylaws Must be Signed

- 25.1 After a bylaw is adopted and signed by the Corporate Officer and the presiding member of the Council meeting at which it was adopted, the Corporate Administrator must have it placed in the City's records for safekeeping.

26. Procedures Apply

- 26.1 The provisions of this bylaw governing meetings of Council apply, with the necessary changes, to all Committees meetings.

27. Appointment of Chair

- 27.1 Every Committee shall have a chair, appointed by the Mayor, to preside over its meetings, to the extent necessary, a Committee may by resolution create its own rules of procedure, but the provisions of this Bylaw prevail over any such rule of procedure to the extent of any conflict.

28. Participation in Committees

- 28.1 A Member may attend any Committee meeting and may participate in any debate at the Committee meeting.
- 28.2 Only a person appointed to a Committee may move or second motions or vote at a Committee meeting.

29. Meetings of Committees

A Committee shall meet when:

- a) its chairperson so directs;
- b) the Mayor so directs;
- c) directed to meet by resolutions of the Council; or
- d) a majority of the members of a Committee resolve.

And Notice of such meeting shall be given in accordance with Section 30.

30. Report to Council

- 30.1 A Committee may report to the Council as a delegation at any regular meeting of Council.
- 30.2 A Committee shall report to the Council when directed by resolution of the Council.
- 30.3 If a Committee wishes to present a written report to the Council, its chairperson shall deliver the report to the Clerk on or before noon on the Wednesday before the next regular meeting and the Clerk shall deliver the report to the Members in typewritten form at least 48 hours before the date of the regular meeting.

31. Notice of Committee Meetings

- 31.1 At least 24 hours before a meeting of a Committee, the Corporate Administrator must give public notice of the time, place and date of the meeting by way of a notice posted on the Public Notice Posting Place.
- 31.2 At least 24 hours before a regular meeting of a Committee, the Corporate Administrator must give further public notice of the meeting by:
- a) posting a copy of the agenda on the Public Notice Posting Place; and
 - b) Leaving copies of the agenda at the reception counter at Municipal Hall for the purpose of making them available to members of the public.

32. Electronic Meetings

- 32.1 Members of Council or Council Committee may participate electronically in Council meetings, in accordance with Section 128(2) of the *Community Charter*, if the member is unable to attend because of illness, injury or is with leave of the Council, and provided that the Corporate Administrator is able to secure the electronic equipment to facilitate the meeting.
- 32.2 The member presiding the meeting must not participate electronically.
- 32.3 No more than two members of Council or a Council Committee at one time may participate at a meeting by means of electronic or other communication facilities.

33. Conflict of Interest

33.1 Disclosure of Conflict

- 1) In accordance with Section 100 of the *Community Charter*, if a Council member or Council Committee member attending a council meeting or council committee meeting or any meetings of any other body referred to in Section of the *Community Charter*, considers that he or she is not entitled to participate in the discussion of a matter, or to vote on a question in respect of a matter, because the member has

- a) A direct or indirect pecuniary interest in the matter, or
- b) Another interest in the matter that constitutes a conflict of interest,

The member must declare this and state in general terms the reason why the member considers this to be the case.

- 2) After making a declaration under subsection (1), the Council member must not

- a) Remain or attend at any part of the meeting, during which the matter is under consideration,
- b) Participate in any discussion of the matter at such a meeting,
- c) Vote on a question in respect of the matter at such a meeting, or
- d) Attempt in any way, whether before, during or after such a meeting, to influence the voting on any question in respect of matter.

34. Improper Conduct

- 34.1 No member or person attending the meeting may interrupt a member who is speaking, except that a Councillor may raise a point of order.
- 34.2 No member or person attending the meeting may cause a disturbance, disrupt or in any manner delay the conduct of business at a meeting.
- 34.3 No member or person permitted or invited to speak on any matter coming before the Council or a committee may use rude or offensive language or, by tone or manner of speaking, express a point of view or opinion or make an allegation which, directly or indirectly, reflects upon the public conduct or private character of any person.
- 34.4 All cell phones must be turned off or on vibrate and there will be no answering of cellphones while in Council Chambers during a meeting.

35. Removal of Those Behaving Improperly

- 35.1 The Mayor or other person presiding may expel from a meeting of Council any person he or she considers guilty of improper conduct.
- 35.2 If a person resists or disobeys an order of the Mayor or other person presiding to leave a meeting of Council, that person may be removed by the Corporate Administrator, or, if necessary, by a peace officer at the direction of the Mayor or other person presiding.
- 35.3 In addition to its application to Council meetings, the ability of the person presiding to expel persons he or she considers guilty of improper conduct also applies to primary, select or standing committees of Council.

36. General

- 36.1 If any section, subsection, clause or other provision of this bylaw is held to be invalid by a decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this bylaw.
- 36.2 This bylaw may not be amended or repealed and submitted unless Council first gives notice in accordance with Section 94 of the *Community Charter*.

37. Repeal

Bylaw No. 997, 2022, cited as “(City of Greenwood Council Procedures Bylaw)” is repealed.

38. Effective Date

This Bylaw shall come into full force and effect (upon adoption / specific date).

Read a First Time this	19	day of	August , 2024.
Read a Second Time this	19	day of	August , 2024.
Read a Third Time this	19	day of	August , 2024.
Adopted by Council this	23	day of	September, 2024.

Mayor

Certified a true copy of Bylaw No. 1018, 2024
On the 23 day of September, 2024.

Corporate Officer

CORPORATION OF THE CITY OF GREENWOOD
OBSOLETE OR REDUNDANT BYLAWS, REPEAL BYLAW NO. 1020, 2024
A BYLAW TO REPEAL OBSOLETE OR REDUNDANT BYLAWS

WHEREAS Section 137 (b) of the *Community Charter* states the included power to amend or repeal must be exercised by bylaw and is subject to the same approval and other requirements, if any, as the power to adopt a new bylaw under that authority.

NOW THEREFORE the Council of the Corporation of the City of Greenwood, in open meeting assembled, enacts as follows:

1. Citation

This Bylaw may be cited as the **“Obsolete or Redundant Bylaws, Repeal Bylaw No. 1020, 2024”**.

2. Repeal

- 2.1 THAT Bylaw No. 1003 cited, for all purposes, as the “Backyard Hens Bylaw No. 1003, 2023” and any amendments thereto, be hereby repealed.
- 2.2 THAT Bylaw No. 1004 cited, for all purposes, as the “Backyard Beekeeping Bylaw No. 1004, 2023” and any amendments thereto, be hereby repealed.

3. Effective Date

This Bylaw shall come into full force and effect upon adoption.

Read a First Time this	19	day of	August , 2024.
Read a Second Time this	19	day of	August , 2024.
Read a Third Time this	19	day of	August , 2024.
Adopted by Council this	23	day of	September, 2024.

Mayor

Certified a true copy of Bylaw No. 1020, 2024
On the 23 day of September, 2024.

Corporate Officer

08/27/24

(date)

City Clerk,
City of Greenwood,
P.O. Box 129,
GREENWOOD, B. C.,
V0H 1J0.

Dear Sir/Madam:

Re: Request to appear as a delegation before City Council

I (we) wish to appear before City Council as a delegation at the regular Council meeting to be held on AUGUST 19th, 2024
(date of meeting)

The subject to be dealt with by the delegation is: CITY OF GREENWOOD
COMMUNITY WILDFIRE RESILIENCY PLAN (CWRP)

The proposal intended to be made to Council is: INFORMATION ONLY

The name(s) of the person(s) who will address Council is(are): CARLENE PIRES, RDKB
FIRESMART COORDINATOR & MONICA NEDEPOND - B.A. BLACKWELL ASSOC.

The contact persons for the delegation is:

Name: CARLENE PIRES

Mailing address: 202-843 ROSSLAND AVE. TRAIL, BC

Phone: 250.231.1277

Yours sincerely,



(signature)