



AGENDA

Regular Meeting of the Council of the Village of Chase held in the Council Chamber at the Village Office at 826 Okanagan Avenue on Tuesday, February 11, 2020 at 4:00 p.m.

1. CALL TO ORDER

2. ADOPTION OF AGENDA

Resolution:

“THAT the February 11, 2020 Village of Chase Regular Council meeting agenda be adopted as presented.”

3. ADOPTION OF MINUTES

3.1 Regular Meeting held January 28, 2020

Pages 1-5

Resolution:

“THAT the minutes of the January 28, 2020 Regular Meeting of Council be adopted as presented.”

4. PUBLIC HEARINGS

None

5. PUBLIC INPUT ON CURRENT AGENDA ITEMS

This opportunity is for members of the gallery to provide input on items on this Agenda

6. DELEGATIONS

6.1 Child Care Advisory Committee

Terri Mindel will present the Child Care Planning Action/Strategic Plan

6.2 Chase Tourism Strategy

Pages 6-51

Randy Sunderman, Peak Solutions Consulting Inc, will present the draft Economic Development and Tourism Strategy for the Village of Chase

7. REPORTS

a) Mayor and Council Reports

b) Staff Reports

Pages 52-54

8. UNFINISHED BUSINESS

8.1 Firefighter's Remuneration

Pages 55-56

This bylaw has received first three readings. Council may now consider adopting the bylaw.

Recommendation:

“THAT Village of Chase Volunteer Fire Department Establishment and Regulation Amendment Bylaw No 885-2020 be adopted.”

- 8.2 SILGA Call for Resolutions for 2020 Convention Pages 57-63
Memorandum from the CAO

Recommendation:

“THAT the six resolutions accompanying this report to Council’s meeting of February 11, 2020 be forwarded to the 2020 SILGA Convention for consideration by delegates.”

- 8.3 Renewal of Development Permit DP2018-1 Pages 64-71
Memorandum from the Corporate Officer

Recommendation:

“THAT Council approve a one-year extension to Development Permit DP2018-1.”

- 8.4 Strategic Planning 2020-2022 Pages 72-98
Memorandum from the CAO

Recommendation:

“THAT Council provide direction to Administration regarding the selection of a consultant for the development of a 3 year strategic plan.”

9. NEW BUSINESS

- 9.1 Shuswap Regional Trails Roundtable Working Group Page 99
Memorandum from the CAO

Recommendation:

“THAT the June 19, 2020 Shuswap Regional Trails Working Group meeting take place in Chase at the Community Hall which will allow for those in attendance to walk the new Rocky Road Trail on Scatchard Mountain and participate in the Grand Opening of the new trail; AND,

THAT the Village of Chase purchase lunch for the approximately 40 participants of the working group at a cost of approximately \$300.”

- 9.2 Active Transportation Infrastructure Grant Program Pages 100-112
Memorandum from the Corporate Officer

Recommendation:

“THAT Council approves the submission of a grant application to the B.C. Active Transportation Infrastructure Grants Program to fund 70% of the implementation of pedestrian safety improvements at the intersection of Thompson Avenue/Chase Street and the Village to fund 30% of the project up to a maximum of \$50,000, AND,

THAT the Village of Chase will provide overall grant management for the project.”

- 9.3 Shuswap Trail Alliance – Scatchard Trail Planning Project Pages 113-117
Letter from Jen Bellhouse, Associate Director, Shuswap Trail Alliance, requesting partnership funding for planning the next phase of trails on Scatchard Mountain.

Council direction is requested

10. NOTICE OF MOTION

11. RELEASE OF IN CAMERA ITEMS

12. IN CAMERA

13. ADJOURNMENT

Resolution:

“THAT the February 11, 2020 Village of Chase Regular Council meeting be adjourned.”



Minutes of the Regular Meeting of the Council of the Village of Chase
held in the Council Chamber of the Village Office at 826 Okanagan Avenue
on Tuesday, January 28, 2020 at 4:00 p.m.

PRESENT: Mayor Rod Crowe
Councillor Alison (Ali) Lauzon
Councillor Steve Scott
Councillor Fred Torbohm

Regrets: Councillor Ali Maki

In Attendance: Joni Heinrich, Chief Administrative Officer
Sean O'Flaherty, Corporate Officer
Joanne Molnar, Chief Financial
Clinton Wright, Manager of Public Works Officer

Regrets: Brian Lauzon, Fire Chief

Public Gallery: 3

1. CALL TO ORDER

Mayor Crowe called the meeting to order at 4:00 p.m.

2. ADOPTION OF AGENDA

Moved by Councillor Scott

Seconded by Councillor Lauzon

"THAT the January 28, 2020 Village of Chase Regular Council agenda be adopted as presented."

CARRIED

#2020/01/28_001

3. ADOPTION OF MINUTES

3.1 Regular Meeting held January 14, 2020

Moved by Councillor Lauzon

Seconded by Councillor Scott

"THAT the minutes of the Regular meeting of Council on January 14, 2020 be adopted as presented."

CARRIED

#2020/01/28_002

3.2 Public Hearing held January 14, 2020

Moved by Councillor Scott

Seconded by Councillor Lauzon

"THAT the minutes of the Public Hearing held on January 14, 2020 be adopted as presented."

CARRIED

#2020/01/28_003

4. PUBLIC HEARING

None

5. PUBLIC INPUT ON CURRENT AGENDA ITEMS

None

6. DELEGATIONS

None

7. **REPORTS**

a) Mayor and Council Reports

Mayor Crowe

- January 16 – Attended a TNRD legal seminar in Kamloops
- January 16 - Attended a TNRD Regular Board meeting
- January 16 - Attended a joint TNRD and School District #73 meeting at TRU
- January 22 – Attended a TNRD Closed meeting

Councillor Lauzon

- January 15 – Attended a Chase Country Christmas wrap-up meeting
- January 20 – Attended a Youth Action Committee meeting
- January 22 - Attended a Lakes Division Emergency Management meeting
- January 23 – Attended a Childcare Advisory Committee meeting
- Met with Administration, business owners, and citizens as required

Councillor Scott

- January 14 – Attended a Citizens on Patrol meeting
- January 20 – Attended an Adams River Salmon Society meeting

Councillor Torbohm

- January 16 – Attended a TNRD legal seminar in Kamloops
- January 22 - Attended the Annual General Meeting of the Chase Chamber of Commerce
- Met with Administration, business owners, and citizens as required

Moved by Councillor Scott

Seconded by Councillor Lauzon

“THAT the reports from Council members be received for information.”

CARRIED

#2020/01/28_004

8. **UNFINISHED BUSINESS**

8.1 2020 Grant in Aid Application Intake

Moved by Councillor Torbohm

Seconded by Mayor Crowe

“THAT Council deliberate over the three Grant in Aid applications received.”

CARRIED

#2020/01/28_005

Moved by Mayor Crowe

Seconded by Councillor Scott

“THAT the Grant in Aid application received from Creekside Seniors, be referred to Administration to prepare a report back to Council on this facility’s ownership, leases and sub-leases, and respective responsibilities between the two levels of government.”

CARRIED

#2020/01/28_006

Moved by Councillor Lauzon

Seconded by Councillor Scott

"THAT the Grant in Aid application received from Bev Iglesias of The Helping Hand be referred to Administration to request more information from the applicant regarding finances, status of the organization and prepare a report back to Council."

CARRIED

#2020/01/28_007

Moved by Councillor Torbohm

Seconded by Mayor Crowe

"THAT the Skmana Ski and Snowshoe Club be awarded a \$1000 Grant in Aid for 2020 to be expended on upgrades to their warming hut."

CARRIED

#2020/01/28_008

8.2 SILGA Call for Resolutions 2020 Convention

Moved by Councillor Lauzon

Seconded by Mayor Crowe

"THAT Administration be directed to prepare and forward all the recommended topics listed in the report from the CAO as resolutions to the 2020 SILGA Convention."

CARRIED

#2020/01/28_009

9. **NEW BUSINESS**

9.1 Community Emergency Preparedness Fund – Evacuation Route Planning

Moved by Mayor Crowe

Seconded by Councillor Lauzon

"THAT Council approves the submission of a grant application to the Community Emergency Preparedness Fund for the Evacuation Route Planning Program for a maximum of \$25,000; AND,

THAT the Village of Chase is willing to provide overall grant management for the project."

CARRIED

#2020/01/28_010

9.2 Firefighter's Remuneration

< Councillor Lauzon left the meeting at 4:30 p.m. >

Moved by Councillor Torbohm

Seconded by Councillor Scott

"THAT Village of Chase Volunteer Fire Department Establishment and Regulation Amendment Bylaw No 885-2020 be read a first time."

CARRIED

#2020/01/28_011

Moved by Councillor Scott

Seconded by Mayor Crowe

"THAT Village of Chase Volunteer Fire Department Establishment and Regulation Amendment Bylaw No 885-2020 be read a second time."

CARRIED

#2020/01/28_012

Moved by Mayor Crowe

Seconded by Councillor Scott

"THAT Village of Chase Volunteer Fire Department Establishment and Regulation Amendment Bylaw No 885-2020 be read a third time."

CARRIED

#2020/01/28_013

< Councillor Lauzon returned to the meeting at 4:32 p.m. >

9.3 Parkside Annual Appreciation Lunch

Moved by Councillor Scott

Seconded by Mayor Crowe

"THAT Council's invitation to Parkside's February 13, 2020 Appreciation Lunch between 11:00 a.m. and 12:30 p.m. be received as information and anyone wishing to attend will inform Administration for RSVP."

CARRIED
#2020/01/28_014

9.4 CivicInfo BC Membership Renewal 2020

Moved by Councillor Scott

Seconded by Councillor Torbohm

"THAT the letter from Alberto De Feo, President CivicInfo BC Society regarding the services provided be received as information."

CARRIED
#2020/01/28_015

9.5 Notice of Intent – Medical Cannabis Facility at 5741 Louis Road

Moved by Mayor Crowe

Seconded by Councillor Scott

"THAT the Notice of Intent from Soma Cannabis Inc. advising the Village of Chase of their application to Health Canada to become a Licensed micro-cultivator at 5741 Louis Road be received for information."

CARRIED
#2020/01/28_016

9.6 Request for Funding – Youth Action Committee

Moved by Councillor Lauzon

Seconded by Mayor Crowe

"THAT the Youth Action Committee be funded in the amount of \$2000 for 2020, and further consideration for funding will form part of the 2020 budget deliberations."

CARRIED
#2020/01/28_017

10. **NOTICE OF MOTION**

None

11. **RELEASE OF IN CAMERA ITEMS**

None

12. **IN CAMERA**

Moved by Mayor Crowe

Seconded by Councillor Scott

"THAT Council recess to an In Camera meeting pursuant to Section 90 (1) of the Community Charter, paragraph (g), litigation or potential litigation affecting the municipality."

13. ADJOURNMENT

Moved by Councillor Scott

Seconded by Mayor Crowe

"THAT the January 28, 2020 Village of Chase Regular Council meeting be adjourned."

CARRIED

#2020/01/28_018

The meeting concluded at 4:42 p.m.

Rod Crowe, Mayor

Sean O'Flaherty, Corporate Officer

DRAFT Economic and Tourism Strategy

Village of Chase



January 28, 2020

Prepared for:

Village of Chase
826 Okanagan Road
Chase, British Columbia, V0E 1M0

Prepared by:

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Vancouver, BC

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EXECUTIVE SUMMARY - PLAN SUMMARY AND PRIORITIES

The Background to the Strategy

This report has been prepared to identify mid to long-term tourism and economic development direction and actions that reflect Chase's vision for future growth and diversification in its tourism sector and broader economy.

The Approach In Preparing the Strategy

The project comprised of three phases: research and analysis, stakeholder engagement and plan development. A situation analysis was completed and forms Appendix A of this report.

CHASE TOURISM VALUE PROPOSITION

The Chase Tourism Strategy vision statement:

"Chase and District is nestled on the shores of Little Shuswap Lake, enjoys a rich recreation and shared culture experience, fosters a collaborative approach, and continues to attract visitors from the region and travelers from afar."

GOALS

The following goals are intended to guide the tourism strategy for the Village of Chase over the next five years and include:

1) Increase the number of guests spending the day in Chase and District

2) Expand the number of guests returning regularly to Chase

3) Grow the number of visitor-oriented businesses and activities

4) Increase the profile of Chase and District with travel markets

5) Foster a unique community character that resonates with guests

6) Establish services and amenities that guests need and are looking for

7) Expand the tax base/revenue within the Village

STRATEGY AT A GLANCE

As illustrated in Figure ES-1, the Strategy is organized into three themes including: business development (green); community infrastructure (blue); and event expansion and market development (red).

Figure ES-1: Economic Development Transition Strategy Themes



DETAIL STRATEGIES

Existing Activities

There are several activities already being implemented by the Village and provide context and support for the proposed initiatives. Among these are:

- 1) Leverage the Chase Active Transportation Plan;
- 2) Continue Implementation of Shuswap Trail Strategy;
- 3) Continue to Partner in the Shuswap Strategy;
- 4) Update the Chase Official Community Plan;
- 5) Work with Ministry of Transportation and Infrastructure (MOTI) on Highway Access; and,
- 6) Support the Developments Current in Development in Chase

Business Development

- **Work with Store Owners to Occupy Empty Building Spaces**

There are several store fronts downtown and a vacant school in the community that creates an opportunity for new activity.

- **Attract Entrepreneurs Interested in Visitor-based Activities and Rentals**

There have been several business ventures identified that could directly connect to visitors coming to Chase and District looking for recreation and tourism activities.

- **Attract New Store Front Businesses**

There are several businesses that locals have identified as potentially attracting more people into town. Such businesses that have been mentioned include a brew pub, distillery, waterfront restaurant and boutique store offering local products or crafts.

- **Attract New Accommodation**

According to Destination BC one third of all tourism expenditures are for accommodation and food services (DBC 2019a). Communities that are underserved by overnight accommodation are missing out on benefits associated with visitor spending.

Community Infrastructure

- **Establish New/Larger Community Campground**

RV Parks are a proven tool to draw visitors into the community and spend more time in the area. Demand continues to grow for Camping and RV sites in the Shuswap, while supply has failed to keep pace.

- **Establish Information Kiosks and Historical Site Recognition**

An Electric Vehicle (EV) charger is located at the Chamber office in Chase. People stopping to charge there EVs typically charge for 30 minutes or so and are located centrally in town. This gives the Village an opportunity to promote activities to them while they wait.

- **Willson Park Redevelopment Planning**

The Park is seen as being underutilized and the site has the potential to provide amenities for residents and visitors with several items being mentioned including pickleball courts, outdoor exercise equipment, and a foot bridge.

- **Explore Temporary Surface for Curling Rink**

It is felt that if a suitable floor like a wood floor that is in place in Port Moody then the activities and season for the Curling Rink could be expanded.

Event Expansion and Market Development

- **Event Support and Development**

The goal of this initiative is to ensure that events remain well resourced and that a new event be considered to support the attraction of visitors to Chase in an off-peak part of the season.

- **Promote Chase as Base for Activities in the Area**

Chase is a logical staging area for visitors wishing to access the North Shuswap, Turtle Valley and other local destinations.

- **Target Bus Tours to Visit Chase**

Tour buses supplement the visitor market in Chase, but the volumes are believed to be small and there are no overnight stays occurring due to the lack of suitable fixed-roof accommodation. However, work can be undertaken to attract more tour bus stops in Chase.

- **Promote Indigenous Cultural Tourism Opportunities**

The local indigenous communities have recently developed the Secwepemc Lake Tourism Initiative. There are also activities being planned and discussed with the area indigenous community. Chase can achieve greater tourism outcomes by supporting the effort already underway within the local Indigenous communities.

1 INTRODUCTION

1.1 The Background to the Strategy

This report has been prepared to identify mid to long-term tourism and economic development direction and actions that reflect Chase's vision for future growth and diversification in its tourism sector and broader economy. The Village does not have a formal economic development department. Instead staff and council at the Village support economic development through planning, infrastructure development and maintenance, and community service agreements.

In addition, the Village has on-going working relationships with Shuswap Tourism (ST), Shuswap Trail Alliance (STA), and the Secwepemc Lake indigenous communities of Little Shuswap, Adams Lake, and Neskonlith. This Strategy builds on those services by targeting initiatives aimed at tourism business development, tourism infrastructure, and events and marketing activities.

1.2 The Approach In Preparing the Strategy

The project comprised of three phases: research and analysis, stakeholder engagement and plan development. A situation analysis was completed in October and forms Appendix A of this report. The engagement program included key informant interviews, in-person meetings and a survey of tourism related businesses (survey findings are in Appendix B). In the final phase, two planning workshops were held with elected officials, Village staff, and select community leaders to frame up plan content, and provide clear direction for the final report deliverables.

1.3 Report Organization

The remainder of the report is organized into the following sections:

- Section 2 is the overview of the current situation;
- Section 3 summarizes the strategy process; and
- Section 4 provides the detail on the various strategic initiatives.

This is followed by references which includes the situational analysis, survey results and project references.

2 OVERVIEW OF CURRENT SITUATION

2.1 Strengths, Challenges and Opportunities

Strengths, Challenges and Opportunities (SCO) analysis is a tool that helps communities identify areas of productive tourism activity and potential wealth creation. SCO is meant to address strategically relevant issues of comparative advantage or disadvantage, which become targets for sustaining or enhancing (in the case of strengths), mitigating and converting (in the case of challenges), or developing and diversifying (in the case of opportunities).



The strengths of Chase are in four broad areas: proximity to the Shuswap and Kamloops, location along Highway 1, and some quality attractions locally and interest from development community to undertake further investment. Challenges can be grouped into three general areas including: limited space to expand, small number of attractions in the Village, and competition from Shuswap area communities. However, moving forward the community does have a number of quality opportunities that it can pursue that will better position Chase as a tourism destination and complement the surrounding activities.

2.2 Supporting Regional Destination Marketing Organizations

2.2.1 Kamloops Tourism

Kamloops Tourism is responsible for destination marketing for the Kamloops tourism industry and the City of Kamloops. The City and its tourism businesses promotes the branding “*Boldly Unscripted*”. The goal is targeted at making Kamloops more attractive, affordable and accessible for outdoor enthusiasts and families. The City of Kamloops hosted 1.85 million visitors who spent approximately \$282 million in 2018. The direct economic impact of the industry was 4,155 jobs. (Tourism Kamloops. 2019)

Chase and District is connected to Kamloops tourism activity through various shared outdoor assets and proximity to tourism amenities, such as accommodation. Chase could serve both Kamloops-bound visitors and Kamloops residents with accommodation and outdoor recreation experiences.

2.2.2 Tourism Shuswap

Tourism Shuswap is a community-based destination management and marketing organization. The geographic boundaries serviced by Tourism Shuswap include Chase, Enderby, Armstrong, Salmon Arm, Sicamous, and Columbia Shuswap Areas C, D, E, and F. Tourism Shuswap is focused on promoting the long-term development and marketing of the Shuswap region to increase visitation for recreational, leisure and business purposes.

Tourism Shuswap already works collaboratively with Chase in promoting and marketing the area. (Tourism Shuswap. 2019)

2.2.3 Thompson Okanagan Tourism Association

The Thompson Okanagan Tourism Association (TOTA) is the regional tourism marketing organization for the Thompson Okanagan region. The TOTA area ranges from Christina Lake and the Shuswap to the east, Cache Creek and Princeton to the west, Mount Robson in the north, and Osoyoos in the south. TOTA provides destination development, marketing, industry and experience development, and research services to the tourism sector in the Thompson Okanagan.

Chase, through Tourism Shuswap, can connect on general and targeted marketing efforts. As well, the Village can utilize specific skills of TOTA’s diverse staff skills. (TOTA. 2019)

3 PRESENTING THE STRATEGY

3.1 CHASE TOURISM VALUE PROPOSITION

What will tourism look like in Chase in 15 years?

The vision is an aspirational description of what an organization would like to achieve or accomplish in the future. It is intended to serve as a clear guide for choosing future courses of action. In discussion with workshop participants, the vision for the economic development activity was updated to:

...

"Chase and District is nestled on the shores of Little Shuswap Lake, enjoys a rich recreation and shared culture experience, fosters a collaborative approach, and continues to attract visitors from the region and travelers from afar."

3.2 GOALS

The following goals are intended to guide the tourism strategy for the Village of Chase over the next five years. They are based on a review of other tourism activities underway in the area, discussions with individuals involved in tourism locally, and the Chase Tourism Strategy Steering Committee, and include:

1) Increase the number of guests spending the day in Chase and District

2) Expand the number of guests returning regularly to Chase

3) Grow the number of visitor-oriented businesses and activities

4) Increase the profile of Chase and District with travel markets

5) Foster a unique community character that resonates with guests

6) Establish services and amenities that guests need and are looking for

7) Expand the tax base/revenue within the Village

3.3 SETTING PRIORITIES

In considering the importance of specific initiatives, it is important to understand the Village's time commitment, support that may be available for the project, and overall return to the community from each initiative. This helps guide the strategic priorities that the Village will adopt. These are summarized in Table 1 below and provide a high-level overview of the resourcing and benefits.

Table 1: Resource Allocation and Benefit Matrix

Village Time commitment	Minor	Moderate	Major
Cash/Volunteer costs	\$ Low	\$\$ Moderate	\$\$\$ High
Return to community	↑ Low	↑↑ Moderate	↑↑↑ High

Initiatives listed under Existing Activities (Section 4.1) represent those that are already underway and being worked on by council and staff at the Village office. They are included in the tourism and economic development strategy as a reminder of their importance and linkage to specific tourism activities.

3.4 STRATEGY AT A GLANCE

As illustrated in Figure 1, the Strategy is organized into three themes including: business development (green); community infrastructure (blue); and event expansion and market development (red).

Figure 1: Economic Development Transition Strategy Themes



4 DETAIL STRATEGIES

4.1 Existing Activities

The following activities are already being implemented by the Village and provide context and support for the initiatives that follow.

1. Leverage the Chase Active Transportation Plan	
Objectives	<ul style="list-style-type: none"> • Leverage the Active Transportation Plan in support of tourism infrastructure
Rationale	<ul style="list-style-type: none"> • The Active Transportation Plan, while targeted at residents and businesses, can also serve visitors and make it easier to move within the area once they are here.
Action	<ul style="list-style-type: none"> • Formalize relationship with Shuswap Regional Trails Roundtable • Support a Wayfinding Program • Undertake Wilson Park bridge repair/rebuild
2. Continue Implementation of Shuswap Trail Strategy	
Objectives	<ul style="list-style-type: none"> • Continue to develop quality and connected trail network that benefits Chase • Foster collaborative economic development through trail building
Rationale	<ul style="list-style-type: none"> • The Shuswap Trails Alliance is regularly cited as a “best practice” community trails program that has successfully bridged multiple interests in creating a future path for trail-based recreation and access. There are also exceptional tourism experiences that will grow in the future as the trails become more popular.
Action	<ul style="list-style-type: none"> • Broaden the Scatchard Road trail to connect with Chase Creek Falls • Connect to broader Shuswap Alliance Trail network • Support GIS/Mapping work
3. Continue to Partner in the Shuswap Strategy	
Objectives	<ul style="list-style-type: none"> • Four season tourism destination • Maintain Destination Management Organization (DMO) capacity and effectiveness
Rationale	<ul style="list-style-type: none"> • Shuswap Tourism provides DMO services to Chase, mainly in the way of marketing, promotion and communications. Increasingly, it is engaging in destination and product development efforts in support of TOTA and Destination BC (DBC). The Village can maintain linkages to higher level plans and the tourism development efforts of partners by implementing strategies identified in the 2015 Tourism Strategy where its benefits Chase.
Action	<ul style="list-style-type: none"> • Continue to participate in intra-regional dialogue and a focus on shared objectives and strategies as an ongoing commitment to regional cooperation. • Continue to work with the Chamber and related organizations to emphasize the need for more consistent hours of business year-round. • Work together on regional transportation infrastructure issues where they align with the Active Transportation Plan. • Identify ways of leveraging existing iconic attractions and unique characteristics of the region.
4. Update the Chase Official Community Plan	
Objectives	<ul style="list-style-type: none"> • Ensure the updated Chase Official Community Plan (OCP) supports the Tourism

	development
Rationale	<ul style="list-style-type: none"> The Village of Chase OCP dates from 2002 and is now out of date. A process has begun to update the OCP and reflect the current situation in Chase and the existing regulatory environment. The OCP can be instrumental in helping to shape the development of visitor activities in the community and support many of the initiatives laid out in the Tourism Strategy. For example, in the 2002 OCP the discussion of Development Permit Areas specifically focused on the area to the west of Cummings Avenue, north of the CPR mainline, south of the Little Shuswap Lake and east of the Lakeshore Drive residential area as having importance for future tourism promotion and development in Chase (Urban Systems. 2002).
Action	<ul style="list-style-type: none"> Position the OCP to support specific initiatives in the tourism strategy and connect with other economic development opportunities. Investigate how communities like Revelstoke and Golden support tourism through their OCPs.
5. Work with Ministry of Transportation and Infrastructure (MOTI) on Highway Access	
Objective	<ul style="list-style-type: none"> Ensure the Highway 1 upgrades support the Tourism development
Rationale	<ul style="list-style-type: none"> There are two Highway 1 projects MOTI will be undertaking at Chase in the future including: <ol style="list-style-type: none"> Chase Creek Road to Chase West which includes: <ol style="list-style-type: none"> Four-laning of Highway 1 on the western end of the Village of Chase. Concrete median barrier Access improvements including frontage roads and highway intersection upgrades Provide safe access to the western portion of the Village of Chase with a new interchange Chase West to Jade Mountain involves four-laning a 3.1 km-section of highway east of Chase including a new interchange at Brooke Drive and access improvements at Matthey's Road and Shuswap Avenue East. (BC MOTI. 2019) The Highway 1 work will have significant impacts on the Village's tourism economy so it is important the Village works with MOTI to ensure convenient and sustained highway access to Chase from both directions. Other communication priorities include safe connectivity to neighbourhoods on the south side of the highway.
Action	<ul style="list-style-type: none"> Outline the economic development potential that the highway upgrade and access development will have for Chase's economy (i.e., tourism, resident development, and light industrial). Ensure MOTI understands the adverse impact of poor access to the community and past impacts to the Village (house removed). Work with MOTI to connect the highway access to key nodes inside Chase.
6. Support the Developments Current in Development in Chase	
Objective	<ul style="list-style-type: none"> Incorporate tourism development goals into new development opportunities where possible.
Rationale	<ul style="list-style-type: none"> The Village of Chase has several developments that are currently moving through the planning process. While some may not move ahead, those that do will make a meaningful change to the number of residents, visitors, and tax base. The most advanced projects include:

	<ul style="list-style-type: none"> • Whitfield – Phase 1, 2, and 3 (235 Aylmer) is a 26, 22, and 32 lot strata subdivisions spaced over the next few years • Tamco Ventures (617 Shuswap) is a 30-unit apartment building that has an approved Development Permit • Ojavee-Fisher (220 Shepherd) is a 17-unit building strata that is currently on hold • Seniors village (116 MacPherson) is a 36-unit building strata that has received zoning approval • There are also three other potential large residential development projects that could come online in the future. Collectively, new development will boost population, supporting retail services and a balanced and affordable housing supply.
Action	<ul style="list-style-type: none"> • Monitor new development with a tourism lens (i.e., is there housing that retail service workers will be able to afford? Will these new developments attract new residents? Will they attract new visitors?)

4.2 Business Development

4.2.1 Work with Store Owners to Occupy Empty Building Spaces

Objectives:

- Help to beautify downtown store fronts
- Attract residents into the downtown core

Rationale:

There are several store fronts downtown and a vacant school in the community that creates an opportunity for new activity. These unoccupied buildings do not attract traffic to the downtown and detract from the look and feel of the community. From a tourism perspective, vacant buildings can create an uninviting image for visitors. The opportunity is to use these spaces for community groups or utilize as pop-up locations for local entrepreneurs.

Actions:

- Link to discussion of business owners to determine their future plans and desire to participate in alternative leasing approaches.
- Approach School District (SD) 73 to discuss plans for the vacant school site and options for use by the community.
- Explore with business owners what type of vacancy (frictional, cyclic, or structural) issues they may be experiencing.
- Explore an incubator model that would be suitable for Chase and its business owners. Small communities like [Clinton, Ontario](#) and [Huron East](#) have innovative and successful approaches to attracting new retailers to their downtowns.
- Investigate programming models that are in place and suitable for small towns. The [Rural Ontario Institute](#) has developed a guide book that can suggest key steps.
- Explore programming and support that could be leveraged from Community Futures Development Corporation of Thompson Country (CFDC TC).
- Reach out to Indigenous communities to see if there are artisans or crafters working in their artisan tourism initiative that might be interested in downtown occupancy.
- Investigate non-commercial short-term use of spaces. This could be a community theatre group or other community enterprise that needs additional space for a specific period.

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Local building owners SD 73, CFDC TC Local entrepreneurs	3, 5 & 6		\$	↑↑					

4.2.2 Attract Entrepreneurs Interested in Visitor-based Activities and Rentals

Objectives:

- Create a greater diversity of visitor products and services in Chase
- Support activities that get visitors to stay longer in Chase

Rationale:

There have been several business ventures identified that could directly connect to visitors coming to Chase and District looking for recreation and tourism activities. For example, the Sunshine Golf Course and Treetop flyers attract a significant number of visitors each year who come and then spend additional time in the Village of Chase. It is believed that if this could expand it would support an increase in length of stay and the number of overnight visits. This in turn would create more traffic for the local service and accommodation sector.

To date, several business activities have been identified as fitting with the character of the Village, including kayaking, canoeing, paddle boarding and golf cart rentals. Indigenous canoe trips either in the area or from Kamloops to Chase and short-hop bus trips providing services to area wineries, dropping off and picking up mountain bikers or hikers, viewing spawning beds, and other area activities requiring transportation are also possible.

Actions:

- Revisit businesses and individuals who have attempted or explored new tourism ventures in Chase in the past.
- Explore with existing businesses activities that they may see expanding into and discuss potential support required.
- Explore with the Chase and District Chamber of Commerce (CDCC) a business opportunity that may be a good fit as a social enterprise project.
- Broker access to CFDC TC assistance for small businesses. They have a full-time business coach with a background in tourism and business analyst and are supported by a host of business development tools to help business start-up and support success. Chase is within their service area.
- Approach Thompson Rivers University's (TRU) Adventure Tourism Department to see if there is potential interest in establishing a startup business in Chase. TRU has many adventure tourism students who have branched out and started their own businesses.
- Given the limited resources in the Village, search out a retired entrepreneur or business manager who may be interested in supporting this activity.

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
CFDC TC/TRU CDCC Business Volunteer(s)	1, 2,3 & 6		\$	↑↑					

4.2.3 Attract New Store Front Businesses

Objectives:

- Create a greater diversity of business catering to residents and visitors downtown
- Fill empty store fronts and create more of a business vibe in the Village
- Attract residents and visitors into the downtown

Rationale:

There are several businesses that locals have identified as potentially attracting more people into town. Such businesses that have been mentioned include a brew pub, distillery, waterfront restaurant and boutique store offering local products or crafts. Many smaller communities in BC are experiencing a growth in brew pubs. In addition, the region also can point to the success of numerous niche businesses that attract visitors to the community. By attracting new businesses, particularly in the downtown core, there will be an opportunity for existing businesses to grow their activities and revenue as visitor spending spills over to other businesses.

Actions:

- Work with business owners to determine their future plans and interest in selling or attracting new businesses.
- See if CFDC TC can assist in identifying business leads that would be interested in locating to Chase.
- Connect to Invest BC to leverage the provincial governments investment attraction resources.
- Reach out directly to business owners in neighbouring communities like Kamloops and Salmon Arm to see if there are leads on entrepreneurs that would be interested in locating in Chase. An initial target group would be the region's brew pub owners and operators.

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Local store owners CFDC TC Invest BC	3, 5 & 6		\$\$	↑↑↑			●	●	●

4.2.4 Attract New Accommodation

Objectives:

- Diversify and expand accommodation options for visitors
- Utilize water front properties for development
- Increased number of overnight stays in Chase
- Increased visitor spending

Rationale:

According to Destination BC one third of all tourism expenditures are for accommodation and food services (DBC 2019a). Communities that are underserved by overnight accommodation are therefore missing out on benefits associated with visitor spending. It is not just accommodation expenditures that are involved because visitors who stay overnight are more likely to spend on food and beverage services, retail and tour activities as well. Generally speaking, destinations that have clusters of accommodation will also develop other service clusters, and vice versa. Accommodation is therefore a prime target in tourism development.

Actions:

- Support the existing proposed developments in Chase.
- Identify parcels suitable for accommodation and encourage landowners to consider development.
- Consider incentives and inducements to landowners to undertake pre-development planning.
- Provide support to proposed projects to ensure municipal and infrastructure services do not unduly impede development.
- Consider an accommodation special development area land use designation to encourage investor interest.
- Promote more B+B's in Chase.
- Consider commissioning a prefeasibility study that outlines the local potential for high-end or iconic accommodation.
- Examine distinctive accommodation styles that blend in with the environment, for example tree houses, glamping tents, glass-roof pods.
- Include accommodation as an investment attraction target, including to immigrant entrepreneurs.

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Shuswap Tourism Property owners	1, 2, 6 & 7	⦿	\$	↑↑↑	⦿	⦿	⦿	⦿	⦿

4.3 Community Infrastructure

4.3.1 Establish New/Larger Community Campground

Objectives:

- Generate more visitations in the Village of Chase
- Create additional accommodation choices for visitors to Chase
- Expand local revenue sources for the Village

Rationale:

The Village owns the Chase Lions RV Park located on the South Thompson River. The RV Park is operated by the Chase Lions and generates revenue for projects and activities around the community. RV Parks are a proven tool to draw visitors into the community and spend more time in the area. Demand continues to grow for Camping and RV sites in the Shuswap, while supply has failed to keep pace. There is an opportunity to explore adding more camping and RV sites in the community. In addition, there may be interest from neighbouring Adams Lake Band in participating in identifying and co-managing a new site within the community.

Actions:

- Work with the Adams Lake Band to determine interest in developing a new campground site.
- Explore options to secure land for the new site (e.g. there may an opportunity for a land trade with MOTI as they re-align the highway)
- Potentially enter into discussions with private land owners.
- Undertake a feasibility study plan to confirm the design and viability of the new camp site.

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
ALIB MOTI	1, 2, 6 & 7	○	\$\$\$	↑↑↑	●	●	●	●	●

4.3.2 Establish Information Kiosks and Historical Site Recognition

Objectives:

- Generate more visitation to the Village of Chase

Rationale:

An Electric Vehicle (EV) charger is located at the Chamber office in Chase. People stopping to charge there EVs typically charge for 30 minutes or so and are located centrally in town. This gives the Village an opportunity to promote activities to them while they wait. In addition, the Adams Lake Indian Band (ALIB) has expressed an interest in having a kiosk that could be used

to promote indigenous crafts and activities. There are other sites around town that could be used to promote the culture and history of the Village.

Actions:

- Work with ALIB on developing a joint kiosk at the Chamber location.
- Identify and develop appropriate historical signage at key locations/properties within the Village to support the walking tour guide.
- Revisit the memorial murals project to see if more can be done using local artists.
- Re-establish benches through the community to give visitors and residents places to rest when out walking or biking.

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Chamber ALIB	1, 4 & 6		\$\$	↑					

4.3.3 Willson Park Redevelopment Plan

Objectives:

- Support residents and visitors use of Chase parks
- Create venue for new recreation opportunities

Rationale:

Willson Park is centrally located within Chase and within walking distance of the EV charging station at the Chamber office. The Park is seen as being underutilized and the site has the potential to provide amenities for residents and visitors with several items being mentioned for upgrades or inclusion in the park. Specifically, these might include pickleball courts, washroom facilities, outdoor exercise equipment, and formal parking area. In addition, the Active Transportation Plan has identified development of a paved asphalt path through the Park with lighting along the path and a new foot bridge. Currently the Village is exploring funding options for the desired upgrades to the Park.

Actions:

- Undertake a Willson Park Redeveloping Plan to identify new amenities.

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Village	5 & 6		\$	↑					

4.3.4 Explore Temporary Surface for Curling Rink

Objectives:

- Support additional resident and visitor usage of the Curling Rink facility
- Expand the seasons that the Curling Rink can be used for events and activities

Rationale:

The Chase Curling Rink has a sand base and cannot be used in the offseason when the ice is out. This results in the Curling Rink sitting unused for approximately half the year. It is felt that if a suitable floor like a wood floor that is in place in Port Moody then the activities and season for the Curling Rink could be expanded. Specifically, other indoor sporting activities outside the curling season such as pickleball, badminton, and floor hockey could be entertained. In addition, other community activities such as flea markets and weddings could also be held in the space.

Actions:

- Undertake a curling rink surface feasibility study.

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Village	6		\$	↑					

4.4 Event Expansion and Market Development

4.4.1 Event Support and Development

Objectives:

- Develop a new event that will attract visitors to the community in the off-peak season
- Support existing events to continue to build community character

Rationale:

There are several successful community festivals and events hosted in Chase. Many of these are targeted at residents but some draw visitors. The Chase and District Festival Society (CDFS) works on delivering Canada Day Celebrations, Music on the Lake, and Interior Savings Cornstock. The Chase Country Christmas Parade Committee (CCCPC) hosts a winter parade and a private venture has delivered two theme music events in the community this past year as well. The Secwepemc Lake Tourism Initiative (SLTI) has a events coordinator in place and is developing new indigenous events in the Chase and District area.

The goal of this initiative is to ensure that events remain well resourced and that a new event be considered to support the attraction of visitors to Chase in an off-peak part of the season.

Actions:

- Conduct a review with the festival societies, the Chamber, and private event venues to see if there is additional support that should be in place to make sure these events remain sustainable.
- Engage with participants in the Secwepemc Lake Tourism Initiative to see if there are events that could be developed.
- Explore the commitment among the business community to develop a new event.
- Seek partnerships with local organizations like the Adams River Salmon Society (ARSS), the Shuswap Trails Alliance and the Skmana Cross-Country Ski and Snowshoe Club (SCCSSC) that could utilize and leverage.

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Chamber, SLTI, CDFS, CCCPS, ARSS, STA, & SCCSSC	1,2,4,& 5		\$	↑	●	●	●	●	●

4.4.2 Promote Chase as Base for Activities in the Area

Objectives:

- Develop Chase as a staging area for regional outdoor recreation

- Increased overnight stays and day visits

Rationale:

Chase is a logical staging area for visitors wishing to access the North Shuswap, Turtle Valley and other local destinations. Major attractions like Tsútswecw (Roderick Haig Brown) Provincial Park and communities like Scotch Creek, Celista and Anglemont on the north side of Shuswap Lake regularly draw thousands of visitors for outdoor recreation and events. In addition to lake and river activities, snowmobiling and ATVing is popular in Crowfoot Mountain area. The Shuswap Trails Alliance considers Chase a logical staging area for trail users and the community positions itself as a service centre for visitors venturing further into the region.

Actions:

- Seek partnerships with local organizations like the ARSS, the STA and the SCCSSC that could utilize and leverage local services.
- Work with local attractions to promote Chase as staging area.
- Develop signage at the Highway 1 rest stop promoting area attractions and destinations (link to Wayfinding initiative already underway).
- Ensure the Visitor Centre (VC) has maps, brochures and information on all area destinations and attractions. The VC can also be positioned as the go-to resource for area information and guidance on visitor activities and linked to the Shuswap Tourism website and promotional activities.
- Ensure connection to Shuswap Trail Alliance on-line trail mapping system that highlight local and regional trails.

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Chamber, ARSS, STA, & SCCSSC	1,2, & 4	🕒	\$	↑	🕒	🕒	🕒	🕒	🕒

4.4.3 Target Bus Tours to Visit Chase

Objectives:

- Increased bus tour traffic and visitor volumes.

Rationale:

Tour buses supplement the visitor market in Chase, but the volumes are believed to be small and there are no overnight stays occurring due to the lack of suitable fixed-roof accommodation.

Due to demographic change, the bus tour market is expected to increase in the future. Modern motor coaches are one of the most convenient, reliable, affordable and safe ways to travel. North

America now has close to a billion bus/coach passengers annually. Continued growth is expected, including day tours that would not require overnight accommodation.

Actions:

- Provide public amenities, such as washrooms, that cater to tour coaches.
- Provide a suitable motor coach parking and turnaround.
- In partnership with Shuswap Tourism:
 - research the local tour coach market, including tour operators, volumes and estimated spending
 - create a network of interested operators who would lobby for more frequent or longer stays in the area
- Encourage local attractions to consider planning for catering to tour coaches, which are in the range of 55±. The following criteria are important:
 - map of the attraction showing access to major roadways, cities and other tour regions, destinations or attractions
 - operation hours and program schedules for at least the next 12 months
 - escort notes/guide for accurate tour narration of the attraction
 - information on handicapped-accessible facilities
 - reserved or block seating at events to allow the tour group to be together
 - designated group entrance to expedite tour movements
 - multi-tiered pricing with net, tour operator rates to entice the tour operator
 - complimentary or special considerations for the escort, driver or group
 - definitive reservation/deposit/refund policy for tour group admissions
 - multilingual brochures

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
ST, CDCC	1, 2, & 4		\$\$	↑					

4.4.4 Promote Indigenous Cultural Tourism Opportunities

Objectives:

- Increase collaboration on regional tourism initiatives.
- Support the growth and diversification of indigenous tourism product in the surrounding area.

Rationale:

The local indigenous communities have recently developed the Secwepemc Lake Tourism Initiative. This Initiative has four strategic components that will be implemented over the next few years including: working with artisans to become successful; fostering entrepreneurial development; establishing an events coordinator to foster and expand new indigenous event activities; and, elders and youth efforts to update story boards around the territory, including establishing the location marker/coyote rocks. One of the location marker/coyote rocks potentially schedule to be hosted in the Village of Chase.

In addition, the Village of Chase is active in liaison activities with area Indigenous communities. Further, there has been discussions with partnering on specific events around Indigenous Days in 2021. Dialogue has included reviving the canoe paddle between Chase and Little Shuswap and supporting the recently launched Indigenous fashion night. Finally, with limited tourism resources, Chase can achieve greater tourism outcomes by supporting the effort already underway within the local Indigenous communities.

Actions:

- **Support development of a sentinel marker in the Village of Chase.**
- **Work with Adams Lake and Little Shuswap Lake communities and the Shuswap Trail Alliance in potentially developing a connector trail along the north side of Little Shuswap Lake.**
- **Support development of specific Indigenous events (potentially around Indigenous Days in 2021 or other events such as the Indigenous fashion night).**
- **Support the development of specific entrepreneurial Indigenous tourism product in the area, like the creation of a canoe paddling business or other specific ventures.**
- **Continue to foster communications and discuss collaborative opportunities with local Secwepemc communities as they arise.**

• Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
ALIB, NIB, LSLIB	1,4, & 5		\$\$	↑↑					

5 REFERENCES

5.1 Acronyms

ALIB	Adams Lake Indian Band
ARSS	Adams River Salmon Society
CCCPC	Chase Country Christmas Parade Committee
CDCC	Chase and District Chamber of Commerce
CFDC TC	Community Futures Development Corporation of Thompson Country
CFDS	Chase and District Festival Society
DBC	Destination BC
DMF	Destination Management Fund
DMO	Destination Management Organization
EV	Electric Vehicle
LSLIB	Little Shuswap Lake Indian Band
MOTI	Ministry of Transportation and Infrastructure
MRDT	Municipal and Regional District Tax
NIB	Neskonlith Indian Band
OCP	Official Community Plan
SCCSC	Skmaná Cross-Country Ski and Snowshoe Club
SCO	Strengths, Challenges, and Opportunities
SD	School District
SLTI	Secwepemc Lake Tourism Initiative
ST	Shuswap Tourism
STA	Shuswap Trail Alliance
TOTA	Thompson Okanagan Tourism Association
TRU	Thompson Rivers University
VC	Visitor Centre

APPENDIX A – SITUATION ANALYSIS

A-1 Global Tourism Trends

- **Changing demographics.** While the large Baby-Boom cohort (born between the mid 1940s to mid 1960s) continue to take the most trips, the Millennials (born between the early 1980s to early 1990s) are driving demand for short getaways, weekend trips and add-on leisure trips to business travel. It is the Millennials that are redefining the concept of adventure travel, how visitors connect with locals, and the role of technology in travel.
- **Solo travel.** The conventional view of family and couple dominated leisure travel is still valid, but it is slowly evolving to include a new class of solo traveller, who are comfortable striking out on their own. They represent a range of age cohorts so their needs can be diverse, from social activities for younger singles to up-market accommodation and services for the longer-stay elders' market. In either case, the demand for singles travel is set to grow.
- **Local experiences.** Tourists today are increasingly seeking an engaging, participatory and authentic experience rooted in the destination's sense of place. They would prefer to avoid insulated activities that take place within a visitor bubble. From culture and cuisine to outdoor adventure, the more connected to the visitor is to a local community the more opportunities there are to be immersed in traditional activities and local culture.
- **Personalization.** Programmatic marketing that targets consumers as they browse social media and websites is an example of personalization. It is also an emerging phenomena in destination development as travellers seek out destinations that closely match their personal preferences for services like accommodation and recreational activities. The more closely an experience can be customized to a traveller's desires and expectations, the more likely they are to be a return customer but also a net promoter for the destination.
- **Bleisure travel.** The combination of business and leisure travel (bleisure travel) has been recognized for decades, especially in resort communities that meld convention with leisure activity markets. For destinations with an existing business travel component, there will be increasing opportunities to extend and diversify stays for leisure purposes.
- **Culinary tourism.** The growth in culinary tourism has been exceptional in the last decade. The demand for excellent cuisine with better nutrition is being driven by an overall heightened interest the food we eat, how it is produced and where it comes from. This represents an opportunity to express a destination's food profile, terroir and creativity in using the land to deliver exceptional and unique culinary experiences.
- **Adventure tourism** is undergoing similar growth as its definition shifts to be less about activity associated with risk and more towards learning, fulfilment and being in a natural environment. Developing an experience that combines activity, nature and culture while delivering on challenge, achievement and transformation, authenticity and novelty, and wellness is what is increasingly being sought by the market. In particular, interest in "microadventures" – small and affordable getaways – is seeing marked growth.
- **Winter tourism** is becoming a new peak season according to Intrepid – and it is now about much more than simply the traditional winter resort tourism. Rather, it is about

experiencing winter festivals and elements of ordinary life in the winter season within the context of innovative packages and distinctive hotel and resort offerings.

- **Technology.** From concierge robots and artificial intelligence to recognition technology and the Internet of Things, the seeming endless advances in technology are transforming travel at all points in the consumer engagement cycle. Travel disrupters such as Airbnb and Uber are changing the travel landscape and are creating more choice for accommodation, transportation and experience components of a trip. Similarly, new advances in Artificial Intelligence have implications for many areas of tourism from gaming to augmented reality experiences. The latter can allow tourists to “visit” destinations and sites considered too fragile for physical tours.
- **Responsible tourism** – as iconic destinations face visitor management issues and issues of sustainability rise to the fore, the concept of responsible tourism has become front and centre of global discussions on growth. Destinations that can combine intriguing experiences within serene landscapes and pleasant bustling urbanscapes have a growing distinctive advantage.

A-2 Tourism Performance in the Region

The Thompson Okanagan received 3.7 million overnight person-visits in 2014 and generated \$1.4 billion in related spending. As seen in Table 2, in 2014, the majority of overnight travellers to the Thompson Okanagan were BC residents (51%), followed by Canadians from the rest of Canada (33%), US travellers (4%) and other international travellers at 13%. In terms of spending, the proportions are somewhat different with BC residents spending less on average than other Canadians, US and international travellers.

Table 2 Thompson Okanagan Visitor Volumes and Spending, 2013-2014

	Total			% Change (2013-2014)			Share of Total		
	Over/N visitors (000s)	Spending (\$000s)	Nights (000s)	Over/N visitors	Spending	Nights	Over/N visitors	Spending	Nights
All travellers	3,721	\$1,405,721	13,430	-1%	-2%	-3%	100%	100%	100%
BC Residents	2,271	\$615,428	6,824	-4%	-9%	-2%	61%	44%	51%
Other Canadian Residents	903	\$546,025	4,451	5%	5%	-5%	24%	39%	33%
US residents	171	\$53,939	474	-12%	-33%	-9%	5%	4%	4%
Other residents	376	\$190,329	1,683	15%	15%	3%	10%	14%	13%

Source: DBC (2017).

Half of all visitors to the Thompson Okanagan stay with friends and family (Table 3). US Residents and Other International are slightly more likely to pay for accommodation than

Canadian travellers, but when they do, they prefer hotel and motel properties. Camping is considerably more popular among BC residents and Other Canadians than international visitors.

Table 3 Thompson Okanagan Region Visitors Accommodation Preferences, 2014

Primary Accommodation	BC Residents	Other Canadians	US Residents	Other International
Friends and Family	50%	37%	39%	44%
Hotel	14%	17%	20%	28%
Motel	3%	5%	8%	8%
Other Commercial Fixed Roof	6%	8%	1%	10%
Camping/ RV Parks	18%	21%	8%	8%

Source: DBC (2017).

Note: The sum will not equal 100% as not all non-paid accommodation is included in the table.

Activities undertaken by visitors while they are in the Thompson Okanagan region in 2014 are shown in

Table 4. BC residents and other Canadians tend to participate primarily in outdoor activities, while US residents and Other International visitors prefer a mix of cultural and outdoor activities. International visitors, including those from the US, have a strong preference for national, provincial or nature parks.

Table 4 Thompson Okanagan Region Visitors Activity Preferences, 2014

	BC Residents	Other Canadians	US Residents	Other International
1	Beach	Beach	National/ Provincial or Nature Park	National/ Provincial or Nature Park
2	Hiking or backpacking	Boating	Historic site	Wildlife viewing or bird watching
3	Camping	Hiking or backpacking	Wildlife viewing or bird watching	Historic Site
4	Boating	National/ Provincial or Nature Park	Museum of Art Gallery	Museum or Art Gallery
5	National/ Provincial or Nature Park	Parking	Hiking or Backpacking	Hiking or Backpacking

Source: DBC (2017).

Due to changes in the hotel tax, room revenues in BC are no longer tracked for accommodation properties, except for those participating in the Community and Municipal and Regional District Tax. As seen in Table 5, the change in revenue between 2016 and 2018 predominately down, with all the largest Thompson Okanagan communities (i.e., Kamloops, Kelowna, Vernon and Penticton) all showing declines.

Table 5 Room Revenues in \$000, 2016-2018

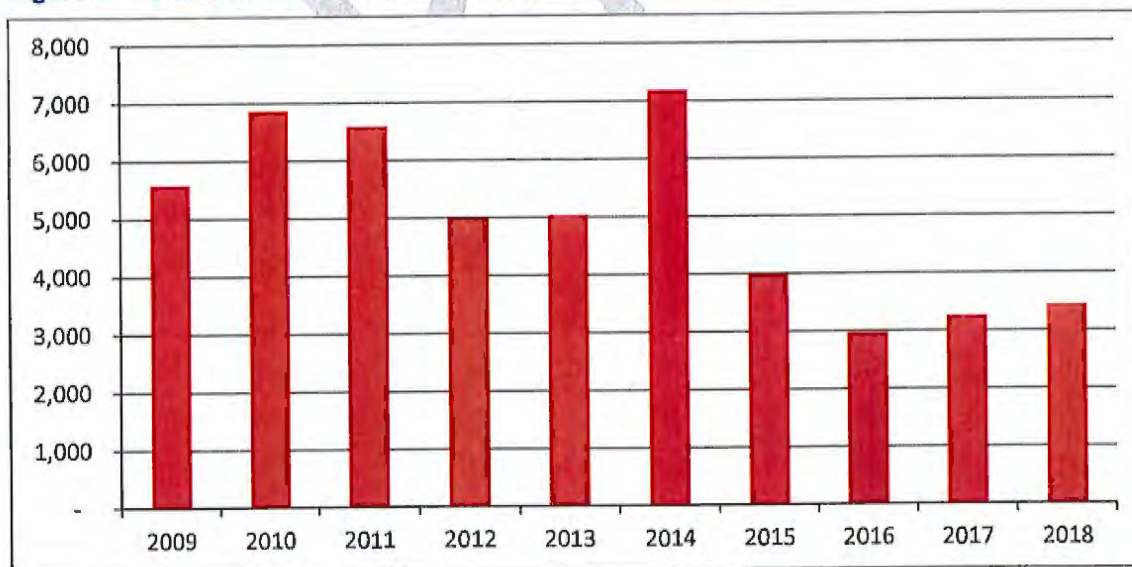
Thompson Okanagan	2016	2017	2018	% Δ 2016-18
Kamloops	56,043	57,972	52,495	-6.3%
Kelowna	97,830	98,103	88,012	-10.0%
Osoyoos	21,781	21,452	19,063	-12.5%
Penticton	29,700	29,439	28,573	-3.8%
Salmon Arm		3,255**	9,026**	n/a
Sun Peaks Mountain Resort Area	7,158**	6,782**	4,900**	n/a
Valemount	8,384	9,549	8,669	3.4%
Vernon	35,081	35,476	30,322	-13.6%
Thompson Nicola	7,630	8,570	8,192	7.4%

Source: BC Stats (2018).

A-3 Chase Tourism Performance

Visitor Centre (VC) attendance in Chase between 2009 and 2018 is shown in Figure 2. In 2014, over 7,000 visitors were hosted versus 5,500 in 2009. The average attendance for the ten-year period ending in 2018 was 4,985.

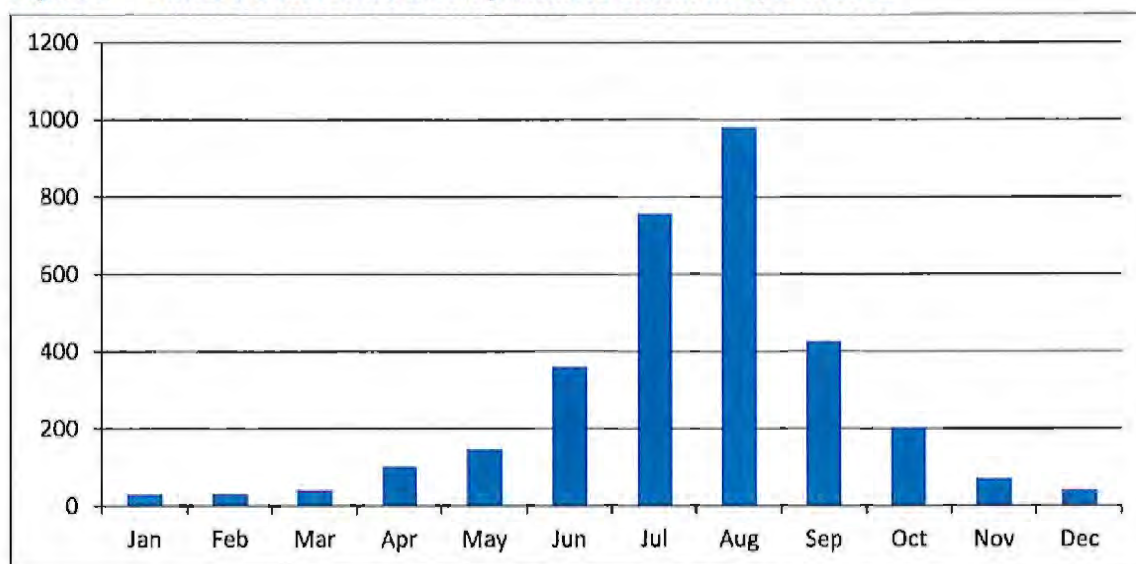
Figure 2 Chase Visitor Centre Annual Attendance, 2009-2018



Source: Destination British Columbia (2019)

As with most regions of the province, Chase's attendance is highest in the summer when the majority of touring travellers visit the region (Figure 3).

Figure 3 Chase Visitor Centre Monthly Share of Attendance, 2005-2014



Source: Destination British Columbia (2019)

Traffic volumes for permanent highway count stations near Chase are shown in Table 6. All are on the Trans Canada Highway, the first at Willow Road west of Chase, the other two at Anglemont Road. Over the seven-year period ending in 2016, traffic grew 6.1% at Willow Road and 9.5% at Anglemont Road. The drop in traffic east and robust growth west of Anglemont Road on Highway 1 may be a reflection traffic behaviour in communities on the west shore of Shuswap Lake.

Table 6 Annual Average Daily Traffic for Count Stations Near Chase

	Count Station		
	Route 1, 0.2 km west of Willow Road, west of Chase	Route 1, 0.6 km west of Anglemont Road, Squilax	Route 1, 1.1 km east of Anglemont Road, Squilax
2016	8,301	8,824	6,782
2013	7,342	8,379	7,431
2010	7,825	8,058	7,594
2010-2016 Change	6.1%	9.5%	-10.7%

Source: MOTI (2019)

Provincial park attendance in the Chase area has been mixed over the last decade, as seen in Table 7. Three-year average attendance between 2008 and 2016 for four parks shows little change at the two major draws, Shuswap Lake and Roderick Haig-Brown. However, growth was robust at the two smaller parks, up 36% at Niskonlith and 12% at Adams Lake.

Table 7 Attendance in Chase Area Provincial Parks

	Park	Niskonlith	Roderick Haig-Brown	Shuswap Lake	Adams Lake
3 year Average 13/14 – 15/16		23929	69695	184072	23339
3 year Average 08/09 – 10/11		17563	69482	188832	20857
% Change		36%	0%	-3%	12%

Source: BC Parks (2017)

Looking closer at the business structure in the community we see that the Village of Chase has a small number of tourism establishments generating local employment. As seen in Table 8, the Village of Chase has 78 establishments that have employees. Among these businesses 68 or 87% have fewer than 29 employees. In the Food services and Accommodation sector there are seven establishments all of which employ less than 30 employees.

Table 8 Village of Chase Establishment Counts with Employees, December 2018

	1 to 4	5 to 9	10 to 19	20 to 29	30+	Total
711 Performing arts, spectator sports & related ind.	0	0	0	0	0	0
713 Amusement, gambling and recreation ind.	0	1	0	0	0	1
721 Accommodation services	1	1	0	0	0	2
722 Food services and drinking places	2	1	0	1	0	4
Total Establishments	38	22	5	3	10	78

Source: BC Stats (2019)

As illustrated in Table 9, the total labour force in Chase consists of 1,010. The tourism component will be spread across a range of labour force categories including retail, real estate and rental and leasing including most employment within Arts, entertainment and recreation and accommodation and food services.

Table 9 Village of Chase Labour Force, 2016

	Male	Female	Total
11 Agriculture, forestry, fishing and hunting	45	15	60
21 Mining, quarrying, and oil and gas extraction	10	10	20
22 Utilities	0	0	0
23 Construction	125	10	135
31-33 Manufacturing	70	10	80
41 Wholesale trade	10	10	20
44-45 Retail trade	45	80	125
48-49 Transportation and warehousing	50	0	50
51 Information and cultural industries	10	0	10
52 Finance and insurance	10	20	30
53 Real estate and rental and leasing	10	30	40
54 Professional, scientific and technical services	0	40	40
55 Management of companies and enterprises	0	0	0
56 Admin. & support, waste mgt. & remediation services	25	30	55
61 Educational services	0	15	15
62 Health care and social assistance	15	125	140
71 Arts, entertainment and recreation	15	10	25
72 Accommodation and food services	10	35	45
721 Accommodation services	10	20	30
722 Food services and drinking places	0	15	15
81 Other services (except public administration)	35	10	45
91 Public administration	35	40	75
Total	520	490	1010

Source: Statistics Canada (2018)

A-4 Chase as a Visitor Destination

Tourism is quickly becoming a significant economic contributor in Chase. Potential for growth is enormous given the area's proximity to the Shuswap Lakes and the increase in tourism traffic. With over 1,600 kilometres of navigable shoreline on the South Thompson River and Shuswap Lakes, residents and visitors to the area are provided with some of the best fresh water recreational areas in BC. The lakes offer opportunities for boating, water skiing, fishing and swimming.

The lakes are host to numerous provincial parks considered to be among the best in the province. The Shuswap Lakes offer more houseboats than anywhere else in the world. The Adams River is home to the annual salmon-spawning spectacle. The major run occurs every four years and attracts up to 250,000 people from around the world during the month of October. The Adams River is also the scene of spectacular river rafting in the area. The river has a reputation for great whitewater and scenery. It offers a good introduction to whitewater for individuals, families and at the same time challenging enough for the experienced rafter.

The Squilax Pow Wow attracts tourists annually in the third week of July. The weeklong celebration includes all three local First Nations bands and is an opportunity to showcase and celebrate their culture. The addition of a challenging 4,900 yard, nine-hole executive golf course on Little Shuswap Lake complements an array of sporting facilities. Ball diamonds, a curling club, a skating rink, a recreation centre, and many hiking and mountain biking trails all are within the community boundaries and all provide competitive sporting facilities.

In the winter, the region has excellent conditions for ice fishing, snowmobiling and cross-country skiing. The Skmana Lake ski trails offer 15 kilometres of groomed trails from December to March and the Crow Foot Mountain snowmobile club offers tours and maps of the best areas in the region to snowmobile. The community is also only an hour away from the destination ski resorts of Silver Star, located outside of Vernon, and Sun Peaks, located outside of Kamloops. (Village of Chase 2019)

A-5 Planning Context

A-5.1 Village of Chase

The Village's Official Community Plan was developed in 2002 and has since been subject to several amendments (Village of Chase 2002). Tourism is addressed in several sections.

- A Special Development Area for tourism, recreation and seasonal residential is specified as a land use designation. Supporting policies include:
 - "It is a policy of Council to encourage recreation and tourism related uses in the Special Development Area. "
 - "It is a policy of Council to recognize the importance of this site for future tourism promotion and development in Chase. "
- A Guiding Principle emphasizes the waterfront features of the community and specifically directs tourism market to promote this.
- Another Guiding Principle states that:
"Tourism is seen as an important avenue to economic prosperity. Tourism will be encouraged through support for local events and through overall community enhancement and promotion. Development of potential tourist attractions will be given special consideration."
- Tourism is also noted as being important in supporting the community's quality of life, its commercial businesses and economic development framework.

A-5.2 Shuswap North Okanagan Destination Development Strategy

The Shuswap-North Okanagan Destination Development Strategy (2019) was developed to enhance the competitiveness of the area's tourism destinations over the next 10 years. While the work has been completed as part of a province-wide planning initiative led by Destination British Columbia, it has also been designed to review and build on the Thompson Okanagan 10-year regional tourism strategy: *Embracing Our Potential (2012-2022)*.

- **Vision** – visitors experience a sense of welcome and rejuvenation year-round with a destination that is known for its distinctive pastoral landscapes, its diversity of water-based recreational activities and trail-based adventure, and its range of authentic and well-connected communities with a strong sense of place, and rich cultural heritage of First Nations and the more recent traditions and stories of pioneers and settlers.

- **Key Elements**
 - Trail-based adventure, winter and water-based recreation
 - Living landscapes
 - First Nations
 - Cultural heritage
- **Asset and Resource Base**
 - Continue to develop and manage integrated sustainable trail systems across the planning area as an integral part of local life, culture and economy.
 - Continue to develop and manage opportunities for water-based recreation that are safe and sustainable
 - Strengthen the concept of environmental and cultural stewardship of the 'tourism resource base' within the wider community, and continue to promote collaboration on related management and development.
- **Connectivity**
 - Work with local governments and the private sector to establish a regular shuttle service between communities and the airports.
 - Work with the Ministry of Transportation and Infrastructure to improve the safety and ease of the travel experience by road to the Shuswap-North Okanagan and within the region.
 - Work with BC Transit and other relevant regional partners to identify innovative solutions to establishing a regional transit system for the whole area that is consistent and regular throughout the day to move visitors around the region.
 - Continue to work with community and regional partners to support the implementation of active transportation systems region-wide, including the further development of 'parallel pathways'.
 - Work with the Province and the telecommunications sector to advocate for and achieve enhanced technological connectivity throughout the region.
- **Industry Readiness**
 - Develop a series of programs and tools that will improve the industry's understanding of visitor needs and expectations and will enhance overall capacity to deliver quality experiences.
 - Develop a coordinated approach to assessing and addressing the specific business retention and expansion needs of the tourism sector
 - Enhancing processes to measure the value of tourism and establishing a deeper understanding of its economic significance.
 - Strengthening the appeal of tourism as a career through working towards a 'living wage' for tourism sector employees by 2027.
- **The Visitor Experience**
 - Implement strategic approaches to developing niche sectors and integrated experiences that strengthen the positioning of the Shuswap-North Okanagan and increase its appeal year-round for its target markets.
 - Build on existing work to identify story lines for the development and enhancement of theme-based experiences and corridor itineraries.
 - Assess the level of need for new accommodation facilities across a mix of price-points.

- Continue to develop and utilize new approaches to connecting with the visitor in a way that will enrich their stay and encourage appropriate behaviour.
- Continue to develop a strong sense of place that contributes to the appeal of the destination and the vitality of the experience.

A-5.3 Shuswap Tourism Development Plan

In 2015, Shuswap Tourism prepared a Tourism Plan Update (2015) on behalf of the tourism stakeholders in the Shuswap region through the Community Tourism Foundations program of Destination British Columbia.

- **Vision** - The Shuswap is a four-season destination where the development of tourism is based on a shared commitment to quality, sustainability, regional collaboration and integrated planning. Its authentic visitor experiences are shaped by its well-managed access to pristine lakes and backcountry, its creative and Aboriginal culture, and its notable sport opportunities.
- **Destination Development Priorities**
 - Develop an annual stakeholders' communications strategy.
 - Continue to use the Shuswap Tourism website as a key communications channel.
 - Maintain a comprehensive tourism inventory.
 - Continue to focus on promoting the value and significance of tourism within the region.
- **Tourism Research Priorities**
 - Conduct the market segmentation pilot project with TOTA.
 - Continue to work with the accommodation sector to report on a range of metrics required in calculating the value of regional tourism.
- **Community and Transportation Infrastructure Priorities**
 - Work together to coordinate the lobbying effort on transportation infrastructure issues.
 - Support the implementation of OCPs as they relate to the improvement of community infrastructure that will positively impact tourism.
 - Identify and address opportunities to develop a broader range of accommodation opportunities.
- **Sustainability Priorities**
 - Support the ongoing collaboration and initiatives arising from Shuswap Lake Integrated Planning Process.
 - Continue to work collectively to promote low-impact water-based activities and responsible boating practices.
 - Support the initiation of a study of motorized boating on the Shuswap Lake system.
 - Encourage local governments to endorse the *Draft Recreation Management Plan: Shuswap, Little Shuswap, Mara and Adams Lakes*.
 - Create greater visitor awareness of the fragility of ecosystems.
 - Advocate for the development of an eco-sensitive strategy to reduce greenhouse gas emissions through increased active transport options.
 - Support the Shuswap Trails Alliance in its ongoing work related to the Shuswap Recreation Access and Trails Strategy.

- Support local and regional initiatives related to food security.
- Enhance tourism industry's understanding of the inter-linkages associated with a commitment to 'Green and Sustainable.'
- **Labour Market Priorities**
 - Establish a dialogue with go2hr, TOTA, Okanagan College, Thompson Rivers University and Community Futures, to explore ways of addressing the issues.
 - Promote the use of progressive human resource practices.
 - Reintroduce the Shuswap Visitor Friendly Program or an equivalent ambassadorial program.
- **Cultural Tourism**
 - Work collaboratively toward developing a longer-term vision for cultural tourism within the Shuswap region.
 - Identify ways of leveraging existing iconic attractions and unique characteristics of the region.
 - Work with First Nations partners to explore opportunities to strengthen Aboriginal visitor experiences.
 - Use the Shuswap Tourism web-based events calendar as the key repository for all regional events.
 - Work with event organizers and local governments to establish an event tracking framework program.
- **Trail-based Experiences and Sport Tourism**
 - Build on existing strengths through the development of complementary services – e.g. a Shuswap Bike Share program.
 - Continue to explore the potential for sport tourism and outdoor recreational events to offset the region's pronounced seasonality.
 - Continue to work collaboratively to identify and attract appropriate sport tourism events.
- **Funding and Organizational Model**
 - Continue to explore innovative approaches to region-wide collaborative destination management and/or marketing.
 - Continue to move forward with the implementation of the Municipal and Regional District Tax(MRDT) as a regional project.
- **Marketing**
 - Continue to promote and strengthen the existing destination brand.
 - Work with TOTA and Destination BC to target the US market.
 - Target Alberta and BC with existing tactics and partner in TOTA's Showcase initiatives.
 - Refresh the Shuswap Tourism website and continue to build it, particularly in relation to shoulder and off-season activities and promotions.
 - Continue to strategically integrate social media into the marketing program
 - Produce and circulate a "Today in the Shuswap" factsheet.
 - Host workshops in the use of social media and related training.
 - Revise and update the marketing plan as and when new funding and new market intelligence becomes available.
 - Continue to focus on research and the use of EQ.

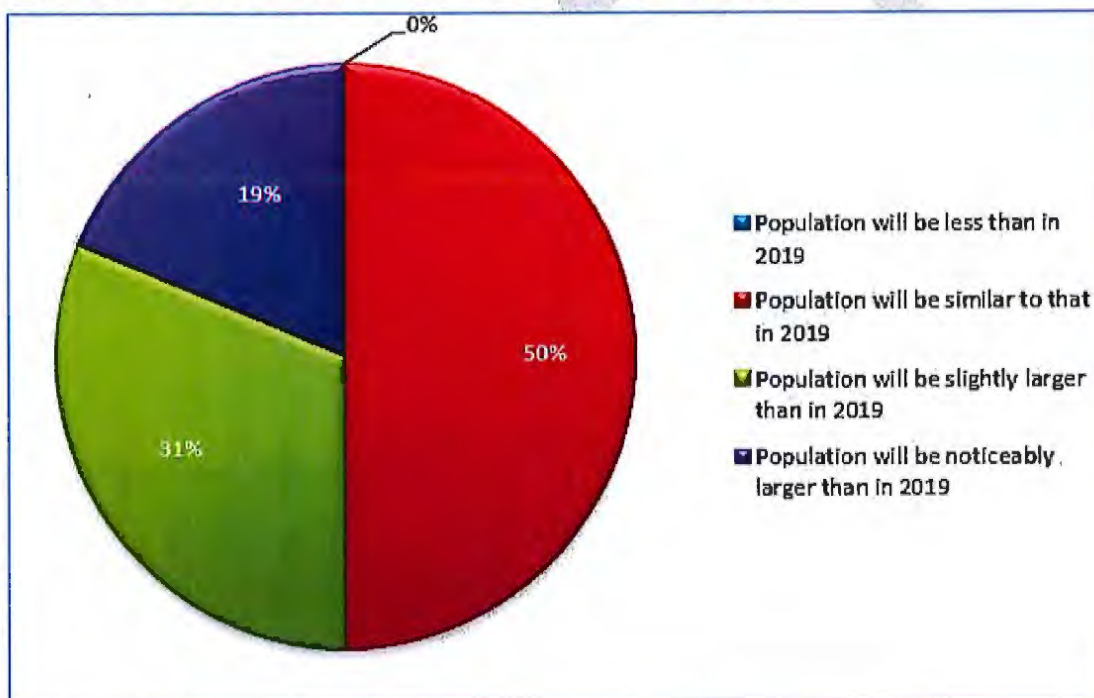
APPENDIX B – SURVEY RESULTS

A survey of tourism-oriented businesses from Chase where asked to complete a short survey outlining tourism issues and opportunities. In total, 24 tourism linked businesses were invited to take the survey with 16 businesses completed all or part of the survey. The following outlines their responses to specific questions.

1) The population of the Village of Chase is approximately 2,380. Looking forward five years to 2024, what is your view of the most likely population at that time?

Figure 4 highlights the responses of business operators view of future population growth in 2024 with 50% of respondents indicating population will remain similar as it is in 2019.

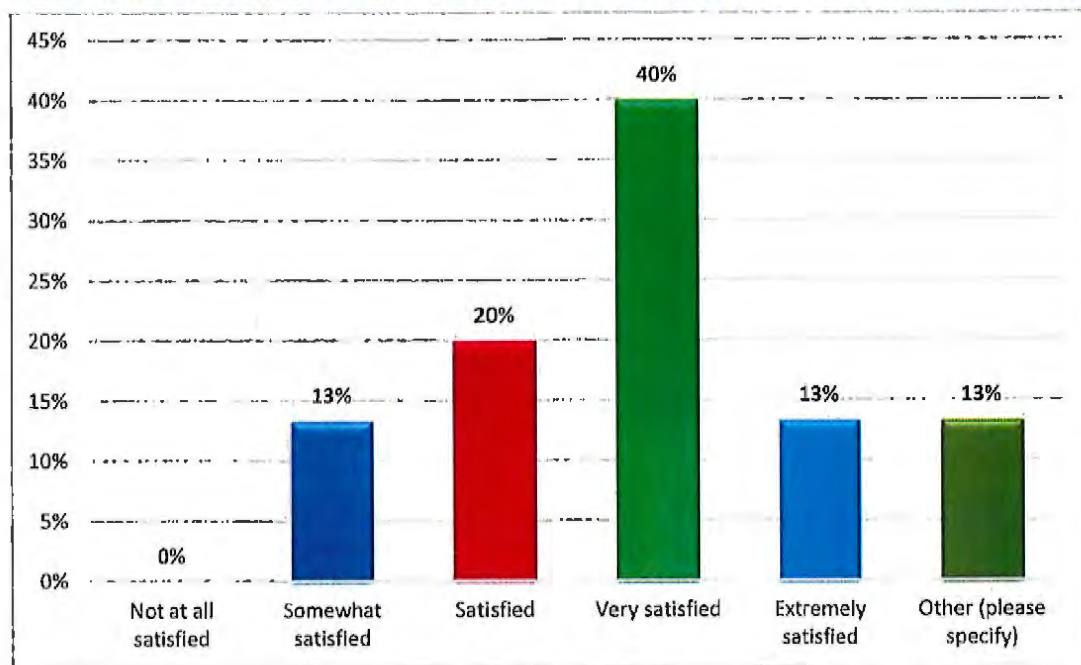
Figure 4: Chase Businesses View on Future Population Change



2.) How satisfied are you with the Village of Chase as a place to live?

Figure 5 highlights Chase business operator's satisfaction with the Village of Chase as a place to live. A total of 15 responses were received with 40% being Very Satisfied.

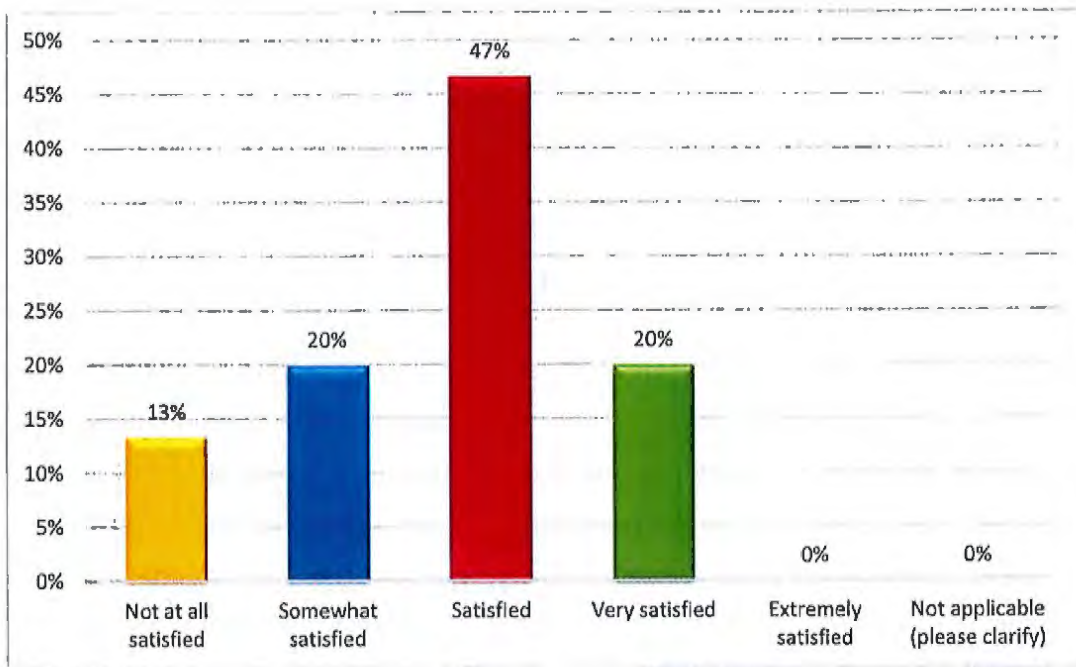
Figure 5: Chase Businesses Satisfaction with the Village of Chase as a Place to Live, 2019



3.) How satisfied are you with the Village of Chase as a place to do business?

Figure 6 highlights how the business operators of Chase view the area as a place to do business, with 15 responding and 47% being Satisfied.

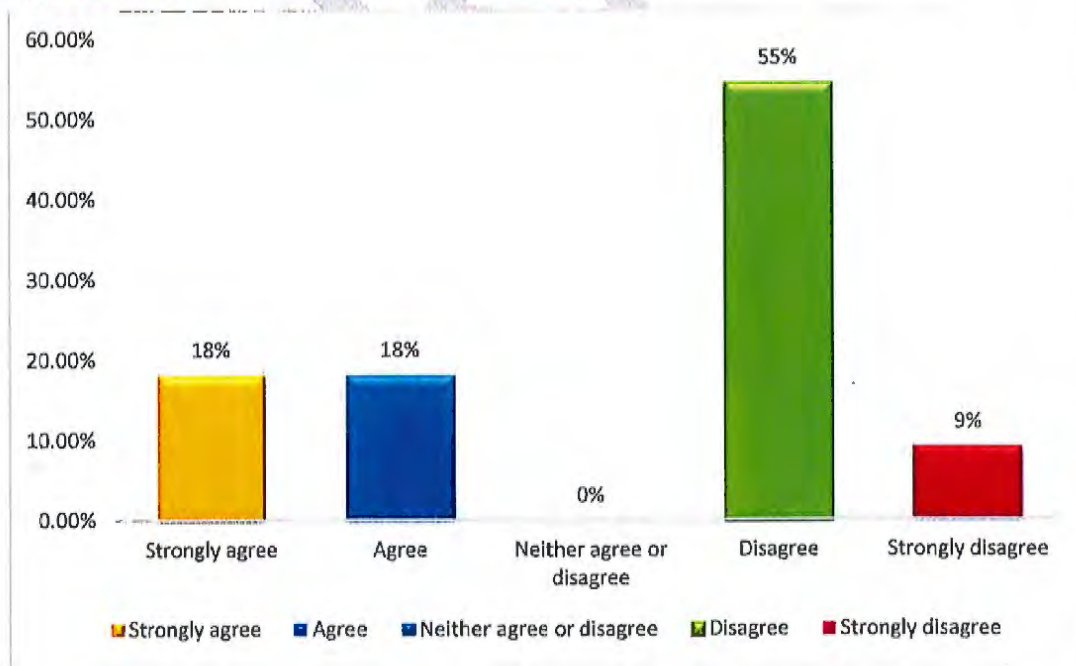
Figure 6: Chase Businesses Satisfaction with Chase as a Place to Do Business, 2019.



4). Over the next five years, I feel the Village of Chase's tourism economy will grow.

Figure 7 displays the degree to which Chase business operators agree that Chase's tourism economy will grow, with 11 responding and 55% disagreeing with the statement that the Chase tourism economy will grow over the next five years.

Figure 7: The Chase Tourism Economy Will Grow



5). Which tourism development priorities do you feel are important for the Village of Chase?

Figure 8 displays which development priorities that Chase business operators believe are the most important. A total of 11 completed the survey with the majority selecting revitalizing the downtown (4.4) and establishing new tourism related businesses (4.36).

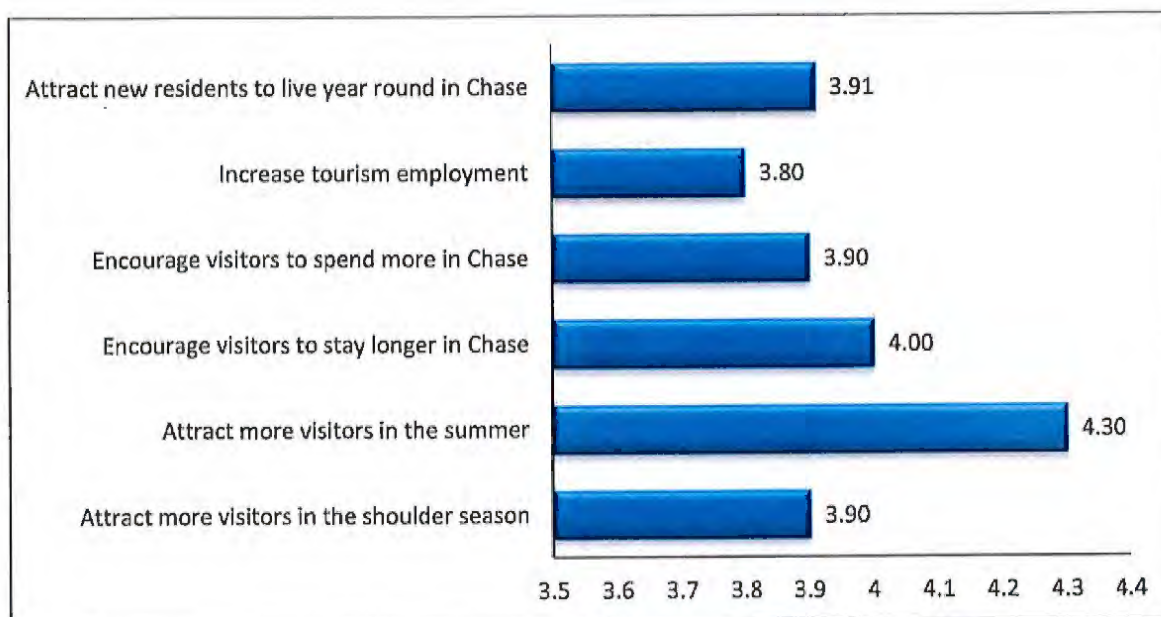
Figure 8 Tourism Development Weighted Average Priorities for Chase Tourism Businesses



6.) Please rank the importance of the following tourism goals for Chase.

Figure 9 ranks the most important tourism goals for Chase business operators. A total of 11 completed this question, with 'attracting more visitors in the summer (4.30) selected as the most important.

Figure 9: Most Important Tourism Goals for Chase.



7) What tourism project or activity do you feel will best lead to an increase in local tourism activity?

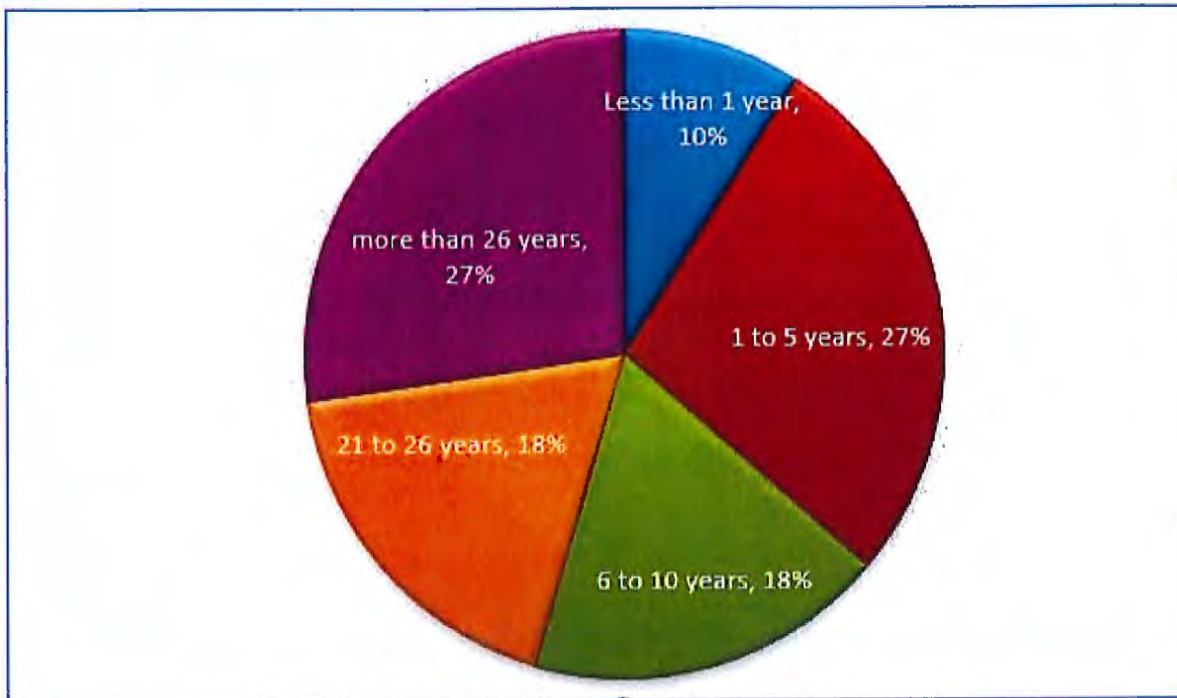
Ten respondents participated in this question with responses outlined below.

Responses
think about the year in seasons...look elsewhere to see what attracts people to other areas in each of the seasons...ask could we do that or something like it?
Access to Sun Peak
Proper boat launching, and docking.
activities that define us as a community- leadership and vision
Build it and they will come
Increasing the activities and seasonal accommodation like campgrounds.
Any
Boardwalk to Chase Falls, viewing platform at 1st falls, landscaped picnic area in former rest area.
infrastructure to bring in more tourists attractions like parks, sports, activities, trails etc
Waterfront Hotel Resort

8.) How many years has your business operated in Chase?

Figure 10 shows how many years the average business owner in Chase has operated in the Village, with 28% selecting 1-5 years.

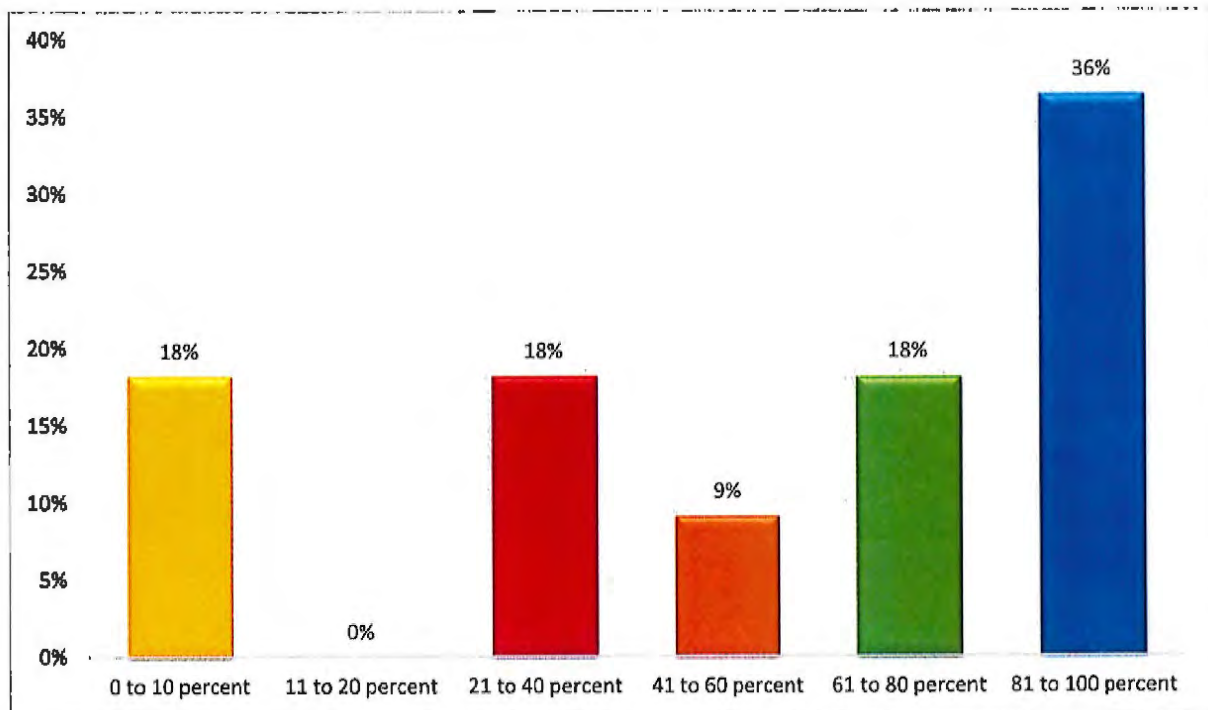
Figure 10 How Many Years Has Your Business Operated in Chase?



9.) What portion of your sales are made to customers from outside of the Village of Chase?

Figure 11 shows the percentage of sales come from outside the local population in the Village of Chase. In total 11 tourism focused business operations participated with 36% or 4 identifying 81-100%.

Figure 11 Portion of Local Business Sales That Are Made to Tourists.



APPENDIX C - REFERENCES

C-1 Literature Cited

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C-2 Key Informant Interviews

Anderson, Joan. Chamber of Commerce Board past member, Sunshore Golf Course. In-person meeting on November 1, 2019 and email follow up.

Anderson, Ron. Sunshore Golf Course. In-person meeting on November 11, 2019.

Barton, Larry. Former Golf course operator. In-person meeting on November 5, 2019.

Crowe, Rod. Mayor, Village of Chase. In-person meeting on November 13, 2019.

Endean, Brock. Chamber of Commerce Board member and local consultant. In-person meeting on November 1, 2019 and numerous emails.

Heinrich, Joni. Chief Administrative Officer, Village of Chase. In-person meeting on November 1, 2019 and numerous follow-up emails.

Hutton, Rob. Band Manager. Little Shuswap Indian Band. In-person meeting on November 1, 2019 and follow-up emails.

Kynoch, Linda. Owner, Safety Mart. In-person meeting on November 13, 2019.

Lanoue, Gary. Owner, Adrenaline Automotive. In-person meeting on November 8, 2019.

Lauzon, Alison. Councilor, Village of Chase. Telephone conversation on November 15, 2019.

Maki, Ali, Councilor, Village of Chase. In-person meeting on November 1, 2019.

McIntyre-Paul, Phil. Executive Director, Shuswap Trail Alliance. Telephone conversation on November 12, 2019 and follow up emails.

Mould, Deb. Chamber of Commerce Manager. In-person meeting on November 13, 2019.

Nelson, Dan. Owner, Econospan. In-person meeting on November 8, 2019.

O'Flaherty, Sean. Corporate Officer. Various email communications over project term.

Phillips, Sam. Executive Director, Business Development. In-person meeting on November 1, 2019 and follow up email.

Scott, Steven. Councilor, Village of Chase. In-person meeting on November 13, 2019.

Torbohm, Fred. Councilor, Village of Chase. In-person meeting on November 13, 2019.

Witzky, Shelley. Councillor, Adams Lake Indian Band. In-person meeting on November 22, 2019.



VILLAGE OF CHASE

Memorandum

Date: February 5, 2020
To: Mayor and Council
From: CAO
RE: Report of Tasks from January 10 to February 5, 2020

Council Support and Meetings

- Oversee agenda production including reports from other members of Administration, reviewed minutes, assisted with follow up correspondence
- Met with Mayor and individual Councillors relating to various matters
- Prepared various information items to local newspaper and other media regarding Council activities and Village business
- Met with representatives of BCIB regarding the Provincial Community Benefits Agreement and opportunities for local employment
- Ensure appropriate enquiries and issues come before Council for Council direction
- Ensure the sharing of information to staff members regarding Council meetings and decisions
- Respond to queries from the public regarding daily operational issues, Council decisions, policy and bylaw questions
- Coordinate dates and times for meetings with local First Nations community leadership
- Attended Shuswap Regional Trails Working Group meeting
- Met with Telus representatives regarding options for better internet services in Chase

Regular Duties

- Regular meetings with management staff to discuss Council directives, operational and staffing matters
- Meetings with staff members regarding various matters
- Provided support and advice to management team and staff relating to various matters
- Updated items on Village's Facebook page of interest to the community and submitted Village information to the local newspaper
- Received all incoming mail and email enquiries and delegated items to appropriate staff members for response
- Addressed enquiries from various members of the public
- Authorized, with the Mayor, payroll and accounts payable transactions

Respectfully submitted,



VILLAGE OF CHASE

Memorandum

Date: 7 February 2020

To: Mayor and Council

From: Sean O'Flaherty, Corporate Officer

RE: Activities undertaken from January 10, 2020 to February 7, 2020

Regular Duties:

- Preparation of Council meeting agendas and minutes
- Prepared Council reports and correspondence on various matters
- Responding to email and telephone inquiries
- Assisting staff and public with legislative and bylaw interpretations, and general support
- Responding to land use inquiries
- Liaising with the Building Inspector on zoning confirmation matters
- Performed pre-event walk-throughs of Community Hall events, and general management of the hall
- Prepare and distribute Village communications through social media, the Village's website, and the Sunflower newsletter insert.

Other Duties/Activities During the Reporting Period:

- Attended a TNRD legal seminar in Kamloops
- Working on an ALR exclusion application for MOTI
- Met with Telus regarding broadband in Chase
- Activated the 2020 Inter-Community Business Licence Program
- Monitored the Official Community Plan survey
- Updated our corporate financial software on the server
- Attended an EOC workshop with the TNRD
- Processed 2 Building Permits


Bylaw Enforcement

- Bylaw Enforcement activity is normal for the snow season with many vehicles improperly parked

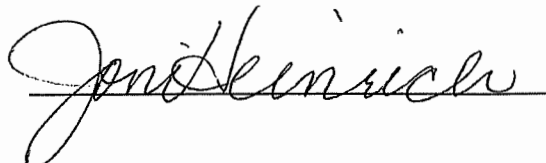
Dog Control

- Dog control matters are normal

Respectfully submitted,



Approved for Council Consideration by CAO





VILLAGE OF CHASE

Memorandum

Date: February 6, 2020
To: Council
From: CFO
RE: January 2020 Report

Regular Duties

- Dealt with customer property taxes and utility issues as required.
- Upload BC Assessment updates.
- Review Accounts Payable and Payroll Batches.
- Reconcile Utilities, Property Taxes and Accounts Receivable ledgers.
- Monthly Bank Reconciliation.
- Participated in Management meetings.
- Preparation of reports to Council.

Budget, Property Taxes & Financial Reporting

- Year End Home Owner Grant and School Tax Reporting and submission
- Participated in Property Tax Deferment webinar
- Preliminary budget discussions with Manager of Public Works
- Draft preliminary budget for Water, Sewer and Solid Waste
- Update new interest rates for outstanding Property Taxes
- Review Security quotes for Village facilities
- Update Property insurance policy
- Review Payroll retroactive pay for 2019

Grant Applications, Implementation and Reporting

- Grant in Aid report to Council
- Participated in information gathering dinner meeting with Adams Lake Band
- Review Community Wildfire Protection Plan draft report and submit feedback to consultant.
- Prepared Fire Department remuneration bylaw report and amendments
- Draft report to Council for Emergency Evacuation Grant funding opportunity and follow up for grant submission.
- 2020 Floodplain Mapping grant submission completed

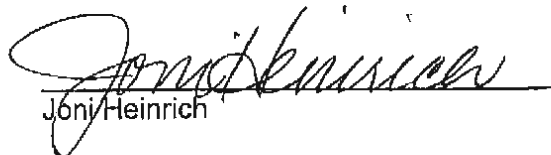
Other

- Follow up on windshield replacement for fire truck and Command 1 vehicle incident
- Participated in Emergency Operations Centre training
- Participate in meeting with TELUS representatives regarding connectivity

Respectfully submitted,

Approved for Council Consideration by CAO


Joanne Molnar


Joni Heinrich

VILLAGE OF CHASE
Bylaw No. 885-2020

A Bylaw to Amend the Village of Chase Volunteer Fire Department Establishment and
Regulation Bylaw No. 795-2014

WHEREAS the Council of the Village of Chase has adopted the Village of Chase Volunteer Fire Department Establishment and Regulation Bylaw No. 795-2014

AND WHEREAS The Council of the Village of Chase deems it necessary to amend Bylaw No. 795-2014;

NOW THEREFORE, the Council of the Village of Chase, in open meeting assembled, enacts as follows:

1. This bylaw may be cited for all purposes as "Village of Chase Volunteer Fire Department Establishment and Regulation Amendment Bylaw No 885-2020."
2. The following schedule is hereby replaced in entirety:

Schedule "C" – Remuneration - Officer and Firefighters.

READ A FIRST TIME THIS **28th** DAY OF **JANUARY, 2020**

READ A SECOND TIME THIS **28th** DAY OF **JANUARY, 2020**

READ A THIRD TIME THIS **28th** DAY OF **JANUARY, 2020**

ADOPTED THIS THIS DAY OF, **2020**

Rod Crowe, Mayor

Sean O'Flaherty, Corporate Officer

**Schedule "C" to
Village of Chase Volunteer Fire Department Establishment
and Regulation Bylaw No. 795- 2014**

Renumeration – Officers and Firefighters

Officers*

Fire Chief	\$6,300/annum
Deputy Fire Chief	\$3,000/annum
Safety Officer	\$1,400/annum
Training Officer	\$1,100/annum
Captain	\$1,100/annum
Lieutenant	\$1,000/annum
Road Rescue Training & Scheduling	\$1,000/annum

*Any officer that takes on the responsibilities of more than one officer role will be granted 100% of the honorarium of the additional role(s).

Firefighters

Firefighter	\$14 per hour**
Firefighter with Exterior Operation Certification	\$15 per hour**
Maintenance Personnel (non-officer position)	\$850/annum

**Call-outs and training/practices



VILLAGE OF CHASE

Memorandum

Date: February 3, 2020
To: Mayor and Council
From: CAO
RE: SILGA 2020 Convention - Resolutions

At its January 28, 2020 meeting, Council received a memo from the CAO with the following suggested topics for resolutions to the 2020 SILGA convention:

- Sustainable Funding for Highway Rescue Services
- Integration of Active Transportation Infrastructure in Highways upgrades projects adjacent to populated areas
- Provision of funding for upgrading, enhancing or rebuilding local community Recreation infrastructure
- Request that the BC Provincial Government vehemently lobby the Federal government to provide more support for protection of watercourses from aquatic invasive mussels
- Funding and technical support to small communities (under 10,000 population) to achieve uninterrupted High Speed Internet services to enhance communications, economic development and maintain communications during a disaster
- Funding to ensure upgrades to municipally owned infrastructure needing replacement or upgrading as a result of Highways improvements

Attached are proposed resolutions with background information representing the six topics previously suggested.

RECOMMENDATION

“THAT the six resolutions accompanying this report to Council’s meeting of February 11, 2020 be forwarded to the 2020 SILGA Convention for consideration by delegates.”

Respectfully submitted,



Sustainable Funding for Highway Rescue Services

Village of Chase

WHEREAS many small community volunteer fire departments and societies provide vital highway rescue services for vehicle crashes that occur on Provincial highways;

AND WHEREAS while Emergency Management BC reimburses highway rescue service providers for some of the costs incurred, most small local governments and societies are contributing approximately 66% of the costs associated with the provision of this valuable service by providing training, personnel and vehicles;

AND WHEREAS other emergency services attending vehicle crashes on Provincial Highways such as RCMP, BCEHS (Ambulance) and Coroner's service are fully funded by Provincial and Federal funding agreements;

THEREFORE BE IT RESOLVED that the Province of BC commit to the implementation of a funding model that will ensure the continuation of Highway Rescue Services that is vital for people travelling on Provincial highways.



Active Transportation Infrastructure-Highways Projects

Village of Chase

WHEREAS the Province of BC as part of Clean BC has developed an Active Transportation Strategy under the leadership of the Ministry of Transportation and Infrastructure to improve active transportation networks that connect British Columbians from the places they live to the facilities they use;

AND WHEREAS BC Healthy Communities provides funding to local governments to develop local Active Transportation Plans supported by the BC Physical Activity Strategy;

AND WHEREAS the Ministry of Transportation and Infrastructure constructs highways improvements that connect to and integrate with local government infrastructure and residential developments in communities;

THEREFORE BE IT RESOLVED that the Ministry of Transportation and Infrastructure be compelled to include the construction of Active Transportation infrastructure such as safe, separate walking pathways, bicycle lanes and safe connections to existing and future trail network infrastructure into highways upgrades projects adjacent to populated areas.



Recreation Infrastructure Funding

Village of Chase

WHEREAS all communities in British Columbia directly provide or provide financial support for some level of recreation services to their residents;

AND WHEREAS many communities in British Columbia have aging recreation infrastructure built by volunteers or through borrowed funds;

AND WHEREAS recreation services are an essential component of all vibrant communities;

THEREFORE BE IT RESOLVED that the Province of BC reinstate funding programs that assist local governments in rehabilitating or rebuilding existing aging recreation infrastructure to ensure small community sustainability and promote physical activity for all residents of small communities.



**Protection of British Columbia Watercourses
from Invasive Aquatic Species**

Village of Chase

WHEREAS currently the very dangerous Zebra and Quagga mussels have not yet been identified as having invaded watercourses (lakes, rivers, streams) in British Columbia;

AND WHEREAS these invasive aquatic species are devastating to all aspects of watercourses by altering the eco-system of the watercourses, negatively affecting spawning areas which harm the survival of fish eggs, seriously reducing the availability of food for native aquatic species, damaging essential infrastructure and negatively affecting recreational activities;

AND WHEREAS all these negative affects of the Zebra and Quagga mussels if invasion occurs in British Columbia watercourses will cost the taxpayers of British Columbia millions if not billions of dollars in lost tourism, loss of economic development opportunities, damage to critical infrastructure, and other unknown costs;

THEREFORE BE IT RESOLVED that the BC Provincial Government vehemently lobby the Federal government to provide more financial, educational and enforcement support for the protection of British Columbia watercourses from aquatic invasive mussels.



**Funding for High Speed Internet Services in
Small communities**

Village of Chase

WHEREAS many communities under 10,000 population in British Columbia are critically underserved for connectivity;

AND WHEREAS in 2020, there are so many opportunities for economic development in small and remote communities if connectivity were provided to a suitable level;

AND WHEREAS the Federal Government launched a connectivity strategy called, "High-Speed Access for All", with the goal to achieve universal 50 Mbps download and 10 Mbps upload speeds for 90% of Canadians by 2021, 95% of Canadians by 2026, and the hardest to reach Canadians by 2030, such download and upload speeds considered to be adequate for the average Canadian, which does not take into consideration the needs of businesses and entrepreneurship;

THEREFORE BE IT RESOLVED that the Province of BC seriously commit to funding and lobbying the Federal government to fund the installation of connectivity with download and upload speeds that encourages economic development for communities under 10,000 population in British Columbia.



**Funding for Local Government Infrastructure Upgrades
as a result of Highways Construction**

Village of Chase

WHEREAS often Local Government Infrastructure must be upgraded when Highways construction projects occur adjacent to communities;

AND WHEREAS many small local governments cannot fund expensive infrastructure upgrades that must be done when highways improvements are constructed;

THEREFORE BE IT RESOLVED that the Ministry of Transportation and Infrastructure ensure that funding is provided for local government infrastructure improvements that are required to be constructed as a result of highways upgrades.



VILLAGE OF CHASE MEMORANDUM

TO: Mayor and Council
FROM: Corporate Officer
DATE: 11 February 2020
RE: Development Permit DP2018-1, 617 Shuswap Avenue

ISSUE/PURPOSE

To obtain Council's approval of a 1-year extension for DP2018-1.

OPTIONS

- 1. Approve an extension to DP2018-1**
- 2. Deny an extension to DP2018-1**

BACKGROUND

The owner of 617 Shuswap Avenue was granted a development permit on February 13, 2019 for a 30-unit apartment building at 617 Shuswap Avenue. The permit is valid until February 12, 2020 when it will expire. Section 6 of the permit allows Council the flexibility to extend the term of the permit.

On January 29, 2020, the applicant requested an extension to the permit and indicated that they are currently working on building permit drawings and expects to submit them sometime in March 2020.

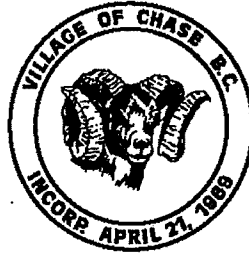
Administration supports this request for an extension.

RECOMMENDATION

"THAT Council approve a 1-year extension to Development Permit DP2018-1."

Respectfully submitted,

Approved for Council Consideration by CAO



VILLAGE OF CHASE

DEVELOPMENT PERMIT DP2018-1

1. This Development Permit is issued subject to all the bylaws of the Village of Chase, except as specifically varied or supplemented herein.
2. This Development Permit applies only to those lands within the Village of Chase described below and any developments thereon:

Permittee: Tamco Ventures Ltd.

Street Address: 617 Shuswap Avenue

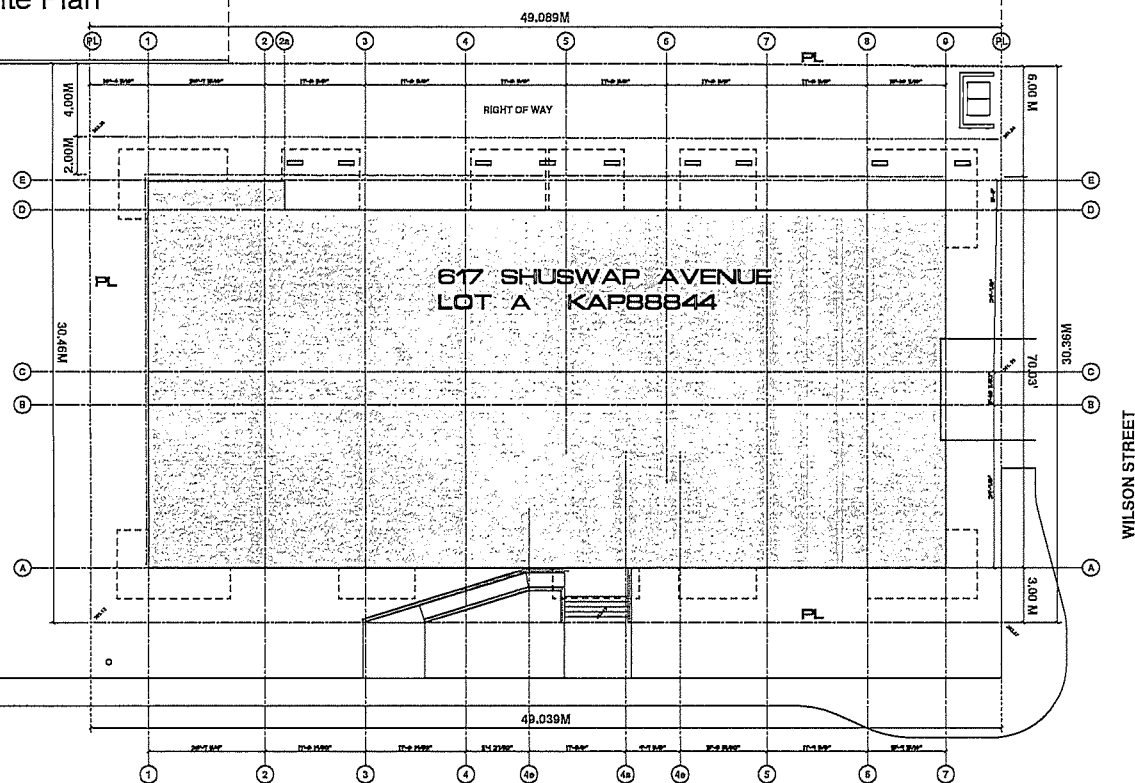
Legal Description: Lot A, Plan 88844 DL 517

3. The development shall be undertaken in accordance with the terms and conditions of this Permit and the provisions of the Village of Chase Official Community Plan Bylaw No. 635 – 2002, Development Permit Area “A”.
4. The permittee will ensure that all works, including landscaping, undertaken in any right-of-way, public property, Riparian Area or Agricultural Land Reserve will not be done until all applicable approvals have been granted.
5. The provisions of all applicable codes, legislation and regulations are not otherwise varied by this Permit.
6. This Development Permit is valid for one year unless an extension is granted by resolution of the Village Council. If the permittee does not commence the development permitted under the authority of this Permit within one year from the date of issuance, this Permit shall be deemed to have lapsed.
7. Any application to amend this Permit shall be considered a new application unless specifically authorized by the Village Council.
8. This Development Permit is not a Development Variance Permit.
9. This Development Permit is not a Building Permit.

10. Authorizing resolution of the Council of the Village of Chase passed the **12th** day of **February, 2019**.
11. Permit issued this **13th** day of **February, 2019**.
12. Permit extended for one additional year from date of issue this ___ day of **February, 2020**.

Attachments: Schedule A

-67-



SHUSWAP AVENUE

SITE PLAN

SCALE : 3/32" = 1'-0"



COMMUNITY HALL

[illegible]

Schedule A: Elevations



SOUTH (REAR) VIEW

NORTH (SHUSWAP AVE.) VIEW



NO. REVISION DATE
BASED FOR CLIENT REVIEW 05/06/05

Artick
architecture - planning - design
brian a. wilson architect also
250.824.9993 227 lockwood drive
houston/texas 77055

TAMCO VENTURES LTD.
CHASE LLC
277 SHUSWAP AVENUE

PROJECT IMAGES

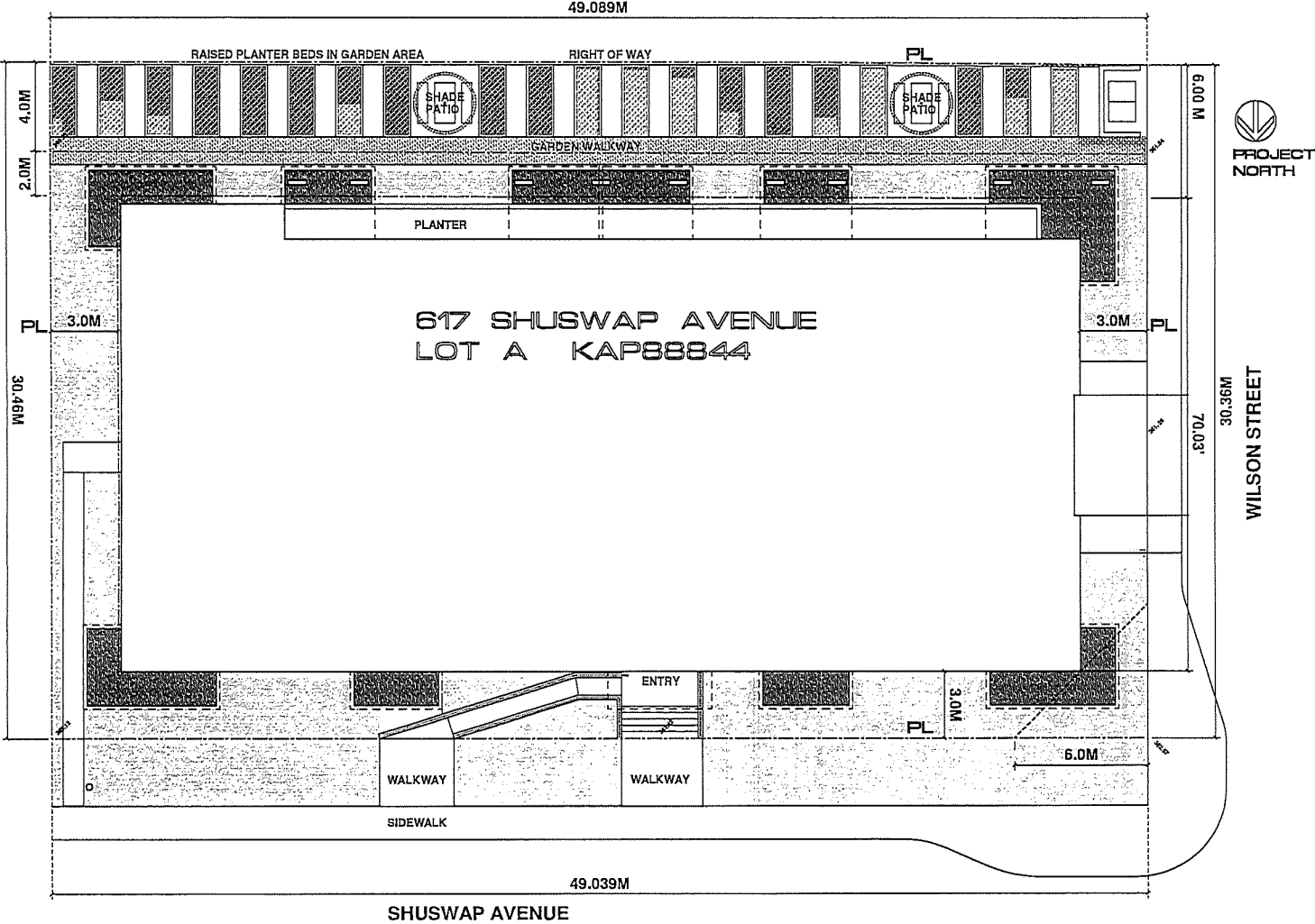
Project images are shown in a format of scale for the
project images. The images are shown in the same format of
all images shown and may not be to scale of each other.
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Schedule A: Landscaping



PRELIMINARY LANDSCAPE AREA ALLOCATIONS

NO. REVISION
SHEET FOR A41 REVIEW

DATE
12/15/10

artek
architecture . planning . design
brisa a. nelson architect nelson
250.554-8883 737 westhert drive
kamloops bc v2c 5g1

TAMCO VENTURES LTD.
CHASE B.C.
617 SHUSWAP AVENUE
PRELIMINARY LANDSCAPE
AREA ALLOCATIONS

Copyright Reserved. This drawing is an instrument of service for the
project named. The design and drawings are the exclusive property of
the design firm named ABC and may not be reproduced or used in whole
or in part without written consent. The designer's liability and any and
other on any approval signature of the drawing.

DRAWN BCH	SEAL REGISTERED ARCHITECT BRISA A. NELSON KAMLOOPS BRITISH COLUMBIA
CHECK BCH	
DATE JAN 08 2011	
DESIGNED BCH	
SHEET	



VILLAGE OF CHASE

Memorandum

Date: February 5, 2020
To: Mayor and Council
From: CAO
RE: Council Strategic Planning – Consultants, Experience and Costs

Council has created Strategic Plans annually for several years with the assistance of senior Administration.

Council is now considering creating a three year strategic plan to coincide with the remainder of this current term of office, and is considering engaging a consultant:

- A three year strategic plan is more complex than a one year plan
- Senior administration can participate fully in the planning exercise with Council

The following consultants have been contacted and have provided information regarding their experience in various types of strategic planning with various types of organizations:

Name of Consultant	Fees Charged	Workshop Format	Municipal Experience	Bio Attached
Gord McIntosh	\$7000 plus travel and accommodation and up to \$1150 for documenting workshop outcomes	Provides survey in advance Workshop is evening and next day (8 hours)	Yes	Yes
Rick Beauchamp	\$3250 plus travel and accommodation	2.5 hours afternoon 9-4 following day	Yes	Yes
Alison Habkirk	\$1800 plus travel and accommodation	Provides survey in advance Workshop is evening session and morning session	Yes	Yes
Aloka Consulting	\$1200 – no cost for travel	One full 7 hour session	Some	Yes
Shannon Gordon, Whistler Centre for Sustainability	\$5000-\$6000 including travel and accommodation (for small community)	One full day session	Yes	Yes

RECOMMENDATION

That Council provide direction to Administration regarding the selection of a consultant for the development of a 3 year strategic plan.

Respectfully submitted,



GORDON A. McINTOSH

250 881 0761

ga.mcintosh@shaw.ca

CivicExcellence.com

Email to: Email to: cao@chasebc.ca

Joni Heinrich, CAO
Village of Chase

Dear Ms. J. Heinrich

RE: WORKSHOP SERVICES

It is critical for Council and administration to continually work at developing and maintaining a strategic focus, clear roles and good processes. I have conducted 1,200 sessions throughout Canada and overseas *"to help elected officials and staff to make a leadership difference in local government"*. I use contemporary concepts to produce high workshop participant satisfaction and useful outcomes.

The session - ***Are We on the Same Page?*** (Attachment 1) enables participants to develop and/or review strategic priorities for attention by:

- Celebrating **strategic progress** relative to the current plan & recent activities
- Developing a **vision checklist** to assess the preferred community future
- Identifying **strategic topics** facing the organization & community
- Establishing potential **action plans** to implement strategic possibilities
- Applying criteria to determine **Council priorities** among the strategic possibilities
- Determining **operational strategies** and **longer-term objectives**
- Creating a **strategic dashboard** to monitor and update priority action plans
- Ensuring organizational/governance **capacity** to achieve the strategic directions

Deliverables include: *Strategic Priority Report, 'One page' Strategic Dashboard, Vision Checklist, Council Priorities Work Program, Operational Strategies & Priority Setting Guidelines*

In addition to my successful *Canada-wide experience* (Att. 3 & 4) involving 130,000 people, I offer you the following regarding your recommendation of my services:

- extensive consulting experience in the area of *local government effectiveness*;
- successful Canada-wide workshops for *elected, advisory and/or staff members*;
- 34 years *managerial experience* in most aspects of local government;
- a focus on *current realities* to favourably impact day-to-day activities;
- an expertise in *solution seeking* processes with *practical action plans*;
- "hands-on" experiences to maximize *participant involvement*; and
- Workshop documentation and techniques for workshop *follow-up*.

For budgeting purposes, my professional rates are \$3,500 per day for facilitation and \$950 for technical work, and the costs for services are as follows:

- **Workshop Facilitation** – preparation & facilitation (evening & 1 day) **\$7,000**
- **Expenses as required:** accommodation & travel at cost; meal per diem - Supper @ \$30, Lunch @ \$25 & Breakfast @ \$15; & report typing @ \$22/hour.
- **Free follow-up advice** (2 hours telephone consultation). *I want your organization to be successful in its follow-up to the Workshop.*
- **Document Workshop outcomes** as a follow up action plan and strategic plan prepared by my colleague up to **\$1,150**

I am confident that you and your organization will realize value through my services and I hope you will consider my services.

Yours truly,

Gordon A. McIntosh – PhD & CLGM

Attachments: 1. Priority Setting Agenda
2. Profile
3. Some Client References

Are We on the Same Page?

(Priority Setting)

DATE: 4:30 to 8:30

8:30 to 4:30

LOCATION: XYZ

FACILITATOR: Gordon A. McIntosh – PhD & CLGM

Agenda

GETTING STARTED

- | | | |
|----|-------------------------------------|--------------|
| 1. | Workshop Overview | Presentation |
| 2. | Participants' Aims & Confirm Agenda | Round Table |

1.0 STRATEGIC SCAN

- | | | |
|----|--|--------------|
| 1. | Community Checklist | Presentation |
| 2. | Develop Success Indicators | Group Work |
| 3. | 'What is Working Well' and 'Areas for Attention' | Plenary |

Deliverables: Community Score Card & Assessment

2.0 STRATEGIC TOPICS

- | | | |
|----|---------------------------------|---------------|
| 1. | Identify Issues/Opportunities | Round Table |
| 2. | Short List Items | Group Ranking |
| 3. | Determine Strategic Topics List | & Discussion |

Deliverables: Issues/Opportunities List Focus Areas & Strategic Topics Lists

3.0 STRATEGIC POSSIBILITIES

- | | | |
|----|---|--------------|
| 1. | Solution Seeking Model | Presentation |
| 2. | Determine Expectations and Options (for strategic topics) | Discussion |
| 3. | Establish Potential Action Plans | Discussion |

Deliverables: Draft Action Plans

4.0 STRATEGIC PRIORITIES

- | | | |
|----|----------------------------------|--------------|
| 1. | Review Priority Setting Criteria | Presentation |
| 2. | Determine Council Priorities | Discussion |
| 3. | Confirm Operational Strategies | Discussion |

Deliverables: Strategic Priorities Chart and Council Priority Work Program

5.0 STRATEGIC ORGANIZATION

- | | | |
|----|---|--------------|
| 1. | An Organizational Score Card | Presentation |
| 2. | Assess Internal Strengths and Weaknesses | Round Table |
| 3. | Identify Organizational Improvement Targets | Discussion |

Deliverables: Organizational Success Indicators and Improvement Targets

NEXT STEPS

- | | | |
|----|-------------------------------|--------------|
| 1. | Workshop Outcomes Summary | Presentation |
| 2. | Workshop Follow-up & Feedback | Round Table |

Deliverable: Workshop Follow-up Action List



PROFILE

Gordon McIntosh has 40 years of management, educator and consultancy roles in the local government sector. As President of the Local Government Leadership (LGL) Institute, he provides governance development, strategic facilitation and leadership training services. He has conducted 1,200 workshops involving 130,000 elected and appointed officials on topics such as:

- ***Are We on the Same Page?*** – making strategic choices using priority setting criteria with short term action plans consistent with organizational resources
- ***Need a Vision Check-Up?*** – moving beyond vision and goal statements to describe and regularly assess progress toward a preferred future
- ***Avoiding the Rocky Shoals*** – developing success indicators to assess and develop strategies to enhance decision making, role clarity and organizational effectiveness
- ***What's in the Box?*** – determining essential and discretionary services as well as ways to maximize efficiency and ensure a balanced service delivery capacity
- ***What Does It Take?*** – identifying and developing leadership competencies for personal and organizational success along with learning and performance indicators
- ***Playing Nice in the Sand Box!*** – facilitating shared values and goals for enhanced team, interdepartmental, interagency and intergovernmental collaboration

Gordon received the Professional Award of Excellence and served as President of the Local Government Management Association in BC. His managerial positions included corporate, human service and community development functions of local government. As the Islands Trust Executive Director, he worked with a 26-member Council serving the 470 Gulf Islands in the Georgia Basin.

Doctor McIntosh's research work focuses on local government leadership competency modeling and development. Current faculty roles include the Universities of York, Alberta, Victoria and Cape Breton as well as the Tanzanian Public Service and Victoria.

Gordon has developed twenty-five core modules for conference sessions, executive workshops and customized programs. He has delivered programs for local, First Nation, Métis and regional governments as well as municipal associations in every region of Canada and overseas - Palestine, Caribbean, Sri Lanka, Africa and Philippines. Session alumni comment that his sessions are fast paced, interactive, humorous and practical with high satisfaction ratings.

He was raised in Ottawa where he received athletic awards for water polo. Gordon and his wife Diane live in North Saanich where they enjoy cycling, gardening and hiking.



RECENT CLIENT REFERENCES

CITY OF WHITEHORSE, YK

Linda Rapp, CAO (867) 668-8650 & Mayor Dan Curtis

Focus: *Service Capacity Review, Leadership Development, Governance & Strategic Priority Setting*

TOWN OF INUVIK, NWT

Grant Hood, CAO (867) 777-8608 & Former Mayor Jim McDonald

Focus: *Service Capacity Review, Leadership Development & Strategic Priority Setting*

THOMPSON-NICOLA REGIONAL DISTRICT, BC

Suhkbinder Gill, CAO (250) 377-7055 & Chair Randy Murray

Focus: *Service Capacity Review, Strategic Priority Setting and Staffing Strategy*

DISTRICT of LAKE COUNTRY, BC

Albert DeFeo, CAO (250) 766-6671 & Mayor James Baker

Focus: *Service Capacity Review, Governance Success & Strategic Priority Setting*

METLAKATLA FIRST NATION, BC

Cindy Smith, Finance Manager (250) 633-3001 & Chief Councillor Harold Leighton

Focus: *Strategic Priority Setting, Service Capacity Review & Governance Excellence*

VILLAGE of LUMBY, BC

Tom Kadla, CAO (250) 547-2171 & Mayor Kevin Acton

Focus: *Service Capacity Review, Economic Resilience & Strategic Priority Setting*

BEAVER COUNTY, AB

Bob Beck, CAO (780) 663-3730 & Reeve Kevin Smook

Focus: *Service Capacity Review, Economic Resilience, Governance & Strategic Priority Setting*

WHEATLAND COUNTY, AB

Alan Parkin, CAO (403) 361-2002 & Reeve Glenn Koester

Focus: *Core Service Review & Strategic Priority Setting*

NORFOLK COUNTY, ON

Keith Robicheau, Former County Manager (705) 474-0626 x2400 (now North Bay)

Focus: *Core Service Review and Staffing Strategy*

TOWN of WINDSOR, NS

Louis Coutinho, CAO (902) 798-6675 & Mayor Ann Allen

Focus: *Service Capacity Review, Regional Cooperation & Strategic Priority Setting*

COUNTY of COLCHESTER, NS

Rob Simonds, CAO (902) 897-3184 & Mayor Christine Blair

Focus: *Service Capacity Review & Strategic Priority Setting*

BIOGRAPHY – R.A. (RICK) BEAUCHAMP

Rick Beauchamp is President of R.A. Beauchamp & Associates a local government and First Nations consulting firm providing expertise in a wide range of professional services focusing on effective governance and leadership, organization reviews and change, strategic planning and priority setting, process improvements, performance management, facilitation and development of service delivery excellence.

Rick is an accomplished generalist in all facets of executive management with extensive municipal and regional government experience (40 yrs.) in many management disciplines. He has held positions of Deputy City Clerk, City Clerk, Corporate Officer, Chief Election Officer and Chief Administrative Officer. Rick is a Certified Municipal Clerk and has taken many courses in administrative law through UBC under the municipal administration course and others through the Institute of Chartered Secretaries and Administrators. He has been a Chief Election Officer for many local government elections and was involved through the LGMA in providing input into election legislative changes over the years. During his tenure he was called upon on many occasions to certify petitions for local improvement and capital project initiatives in accordance with the Local Government Act and Community Charter.

He has worked in 12 different public organizations including two regional districts and held CAO positions for over 12 years in some of the fastest growing local government jurisdictions in BC. In addition he has extensive experience with five amalgamations and reorganizing of public bodies. He has considerable experience in financial management having held senior financial positions responsible for large operating budgets and major capital projects such as the mega dam project in Revelstoke and a number of multimillion dollar civic facilities projects. He has also been the primary lead in many strategic planning exercises such as the Regional Growth Strategy for the Sea to Sky corridor, development of Corporate

Business Plans, Visitor Strategies, Economic Strategies and Long Term Financial Plans.

Rick has worked extensively with First Nations over his career on many partnered initiatives including developing joint service agreements, emergency plans, transportation plans and has been actively involved for 10 years with treaty negotiations both at the rural and urban tables sitting on a technical treaty advisory working group for lower mainland municipalities and has been a lead negotiator for developing master service agreements with First Nations.

He has extensive experience in governance and leadership development including many re-organizations and amalgamations; worked on special provincial task teams and has been an active student of good governance principles and high ethical standards; instructed various business applications at local government training workshops and at community colleges; and developed local government training programs and championed re-instituting civics in the provincial education curriculum.

Rick also has a strong background in human resources development having re-structured many organizations developing human resource strategic plans which included labour negotiations, hiring practices, job evaluation, performance measurement, succession plans and human capital training and development. He has authored articles on leadership and developed training modules for courses and has done training with Capilano College and the LGMA Municipal Administration Training Institute.

He is a lifelong learner who has worked with professional organizations all his life in developing leadership programs and training people within the local government. He is past president and life member of the Lower Mainland Local Government Management Association and an active participant for over 20 years with the parent Provincial LGMA body including publishing their quarterly newsletter and sitting on many committees. In 2008 received the "Distinguished Member Award" from LGMA for exemplary contribution to the local government profession.

Rick has a Masters in Business Administration (Information Management) and a Professional Chartered Secretary designation. He has taken numerous law, emergency planning, finance, and business management courses and completed the Provincial Instruction Certification Program and is a Certified Facilitator Coach.

R. A. BEAUCHAMP & ASSOCIATES - localgovernmentconsulting.ca

rickbeauchamp@telus.net - Phone: 604 945 0316 or 604 802 0379

STRATEGIC PLANNING WORKSHOP – INTEGRATING CORPORATE PRIORITIES EFFECTIVELY

AGENDA

January, 2019

Local Governments today are facing unprecedented economic, social, and environmental challenges that require them to develop a clear vision of priorities for the current and future needs of their communities. Your staffs need specific direction, adequate resources and realistic expectations to effectively carry out “Council Priorities.”

DAY 1 (2.5 hr Afternoon Session)

- 1) Introductions and House Rules
- 2) Review and confirm expectations for workshop
- 3) Presentation – Setting Framework for Establishing Priorities
- 4) Criteria for Establishing Vision and Mission Statements
- 5) SWOT Exercise (Strengths, Weaknesses, Opportunities, Threats)
- 6) Exercise to Establish Vision and Mission Statements (Review existing and update)

DAY 2 (Full Day 9 am – 4 pm)

- 1) Recap of Day 1 & Finalize Vision and Mission Statements
- 2) Framework for “Your Strategic Plan” including Reporting Expectations
- 3) Staff Update Current Priorities and Projects for 2015 - 2019
- 4) Staff Update on Current Strategic Plans in Place
- 5) Break
- 6) Exercise to establish list of Long Term and Short Term Priorities
- 7) Lunch Break
- 8) Exercise to Prioritize Projects for next 4-Years
- 9) Breakdown Priorities into Areas of Responsibilities, Lead and Targets
- 10) Break
- 11) Confirm Summary of Strategic Plan Components
- 12) Summary of Expectations for Next Steps – Simple Documentation of Strategic Plan
- 13) Wrap Up Session



Allison Habkirk BA MA MPA MCIP
Local Government Specialist

Allison Habkirk, BA, MA (Planning), MPA, MCIP has over thirty years of experience in local government as a professional, elected official, and educator. Allison is a Registered Planner who has worked as a staff planner, consultant and trainer for local governments, the Province of BC, and the Local Government Management Association. She is the author of several publications on local government topics and maintains a keen interest in leadership development, elected official and staff training, strategic planning, and small town planning.

Clients include:

- More than 50 municipalities, 12 regional districts and 2 improvement districts across BC;
- Nlsga'a Nation and Yuufu?i?ath Government;
- Province of B.C., Interior Healthy Authority and Vancouver Coastal Health Authority; and
- Not for profit organizations including: Local Government Management Association, CivicInfoBC, BC Municipal Safety Association, Local Government Leadership Academy, Union of BC Municipalities, Victoria Civic Heritage Trust, Prince George Chamber of Commerce, Downtown Nanaimo (BIA), Victoria Crisis Help Line Society.

Ms. Habkirk is an Adjunct Assistant Professor in the School of Public Administration at the University of Victoria, and an Instructor with Capilano University. She also served as Program Manager for the Local Government Leadership Academy (LGLA).

Allison served as Mayor and Councillor for the District of Central Saanich for three terms of office.

Ms. Habkirk is the recipient of the University of Victoria, School of Public Administration Alumni Award for Excellence in the Public Sector and the Planning Institute of B.C. Award for Outstanding Accomplishments in the Field of Planning. She currently sits on the Board of BC Healthy Communities and the District of Central Saanich Advisory Planning Commission.

A lifelong learner, Allison recently completed courses in leadership training and governance at the Harvard Kennedy School of Government and the University of Helsinki, Finland. Allison also recently returned from three missions in Amman, Jordan working with the Federation of Canadian Municipalities and Global Affairs Canada on the Jordan Municipal Support Project.

Contact Info:

ahabkirk@shaw.ca
250 652 9955 (office) 250 216 6757 (cell)
777 Harding Lane



Box 2385, Salmon Arm, BC, V1E 4R3
Phone: 250-832-7574 Cell: 250-833-6502
Email: Dorothy@alokaconsulting.org

January 26, 2020

Joni Heinrich, Chief Administrative Officer
Village of Chase
826 Okanagan Ave
PO Box 440
Chase, BC V0E 1M0

Hello Joni,

Thank you for your invitation to submit material in support of Aloka's facilitation of a strategic plan for the Village of Chase. Please also see the accompanying five documents.

In addition to the information provided in the five documents, here are the details of our proposal.

- We would need to meet with, preferably three, of your people, for about an hour, to discuss the context and to jointly decide whether or not we can be helpful.
- If, as I assume, the number of participants in the planning process is 30 or less, the strategic plan can be created in a one-day workshop of 6 or 7 hours.
- Our facilitation process is highly participative; we use a structure that draws out the knowledge and wisdom of the group to create the content. This leads to a considerable amount of material that is posted on the wall – all of which is incorporated into the report we submit.
- Our charges for the pre-meeting and one-day workshop would be \$1,200 plus mileage for two trips to Chase.

If you have any questions, please let me know.

Most sincerely,

A handwritten signature in black ink that reads "Neils Christiansen". The signature is written in a cursive, slightly slanted style.

Neils Christiansen

Our Team of Accomplished Professionals

Dr. Neils Christiansen

Neils Christiansen is one of those rare and remarkable Facilitators who are fully versed in the power of inclusive participation. By applying his proven skills, he helps organizations leverage people's knowledge and experience to successfully solve difficult problems and create effective plans.

Trained in the Institute of Cultural Affairs (ICA) method of Collaborative Facilitation, Neils offers a deep understanding of the nuances inherent in facilitation processes—and, because of that, he's masterful at applying proven methods that foster clear thinking and wise decision-making.

Neils' genuine openness toward others' ideas underpins his many strengths, and his manner soon puts workshop participants at ease. Then, he wastes no time in getting right down to business: It's not long before he's creating a collaborative and results-oriented environment, engaging the wisdom of everyone in the group, evoking their positive contributions, and ensuring that participants take ownership of the solutions they generate.

In short, when your group devotes its valuable time to planning or problem-solving activities, Neils' professionalism and experience will ensure that their efforts achieve results--results that are essential to successful organizations and communities everywhere. After all, he's done exactly that with hundreds of people.

Dorothy Argent

Dorothy Argent is a skilled Facilitator who knows how to turn ideas into accomplishments – and she can help turn your ideas into accomplishments, too. When you begin to work with Dorothy, you'll first notice her cheery demeanor and ready laugh, but it won't be long before you experience, first hand, what she is really renowned for: intelligent, optimistic, and collaborative facilitation skills that are second-to-none.

Her positive communication style combined with her proven leadership ability and commitment to others' success likely explains her many awards – including the Queen's Jubilee Medal for significant contributions to community development. As a trailblazer for non-profit and governmental organizations, Dorothy offers diversified experience in the fields of management, municipal government, career/labour market development and community service.

If you're looking for a Facilitator who *really* listens and whose reputation is established on a foundation of consensus-building, co-operative action, innovative problem-solving, and effective planning, then Dorothy is the person for you.

List of Clients

With Type of Session Facilitated

2018 – Present

1. The Adams River Salmon Society. Vision, major directions, and ethics; strategic plan; and action plan.
2. BC Rural Health Network. Strategic and action plans.
3. Community Futures Shuswap. Secwepemc Labour Market Action Plan.
4. Community Futures Shuswap. Secwepemc Lakes Tourism Action Plan.
5. Community Futures Shuswap. Tsuts'weye Project Action Plan.
6. Community Futures Shuswap. Shuswap Labour Market Assessment and Action Plan Project, Information gaps, strategic directions, and action plans for six Shuswap communities.
7. Shuswap Area Family Emergency (SAFE) Society. Strategic plan.

2000 – 2017

1. Shuswap North Okanagan Division of Family Practice. Vision, mission, and values and action priorities.
2. Child and Youth Mental Health and Substance Use Collaborative, Shuswap Local Action Team. Vision, mission, and values and action plan.
3. Sorrento and Area Community Health Centre Society. Action plan.
4. North Okanagan-Shuswap EDA. Action Plan.
5. District of Sicamous and CSRD Area E Labour Market Assessment and Planning Project. Three community-wide meetings: assessing information needs, Identifying strategic directions, and an action plan.
6. Community Futures Shuswap. Strategic plan.
7. South Shuswap Health Services Society. Identification of research needs.
8. Shuswap Community Resources Cooperative. Vision, mission and values and strategic plan.
9. Switzmalp Cultural Society. Vision, mission, and values.
10. Focus Ability: Workable Solutions. Strategic and action plans.
11. Ruth's Foundation (Country of India non-profit). Action plan.
12. Shuswap Day Care Society. Action plan.
13. Together Shuswap. Action plan.
14. Shuswap Food Action Coop. Action plan and vision, mission, and values.
15. Institute of Global Education. Action plan
16. Moving Forward Together. Action plans for 12 championed activities.
17. Wetland Alliance: the ecological response. Action plan.
18. Salmon Arm Downtown Improvement Association. Strategic directions.
19. World Host. Action plan.
20. Youth in Transition. Mission and action plan.
21. The Employment Place. Action plan.
22. Switzmalp Cultural Society. Action plan.
23. Shuswap Children's Association. Action plan.
24. Youth Skills Link. Managing project to connect youth to construction trades.
25. Early Childhood Development Committee. Action Plan.
26. Okanagan Nation Alliance. Community consultations for Okanagan Basin Fisheries Ecosystem Planning.

27. Village of Canal Flats OCP. Community Vision Workshop.
28. North Okanagan Community Action Plan for Children. Action plan.
29. Department of Fisheries and Oceans. Public input on selective fishing.
30. Shuswap Association for Rowing and Paddling. Action plan.
31. School District #83. Improving the Work Environment in the Maintenance Department of School District #83.
32. Okanagan University College Board of Governors. 2003 Annual Advance
33. Public Service Employees for Environmental Ethics. Summary statements of "Retaining a Heartbeat and Soul in Public Governance".
34. Shuswap Children's Association. Gaps and priorities in children's services.
35. Shuswap Sustainable Community. Vision statement.
36. Shuswap Hospice Society. Action Plan.
37. Community Living BC, North Okanagan Shuswap Community Council. Action plan.
38. Social Planning Council for the North Okanagan. Vision and action plan.
39. Capitol Regional District. Strategic activities.
40. Social Planning Council for the North Okanagan. District of Salmon Arm. Recommended employment policies for OCP.
41. Okanagan Indian Band. Vision statement for 3 creeks watershed.
42. Bonaparte Watershed Committee. Priority issues and activities in the Bonaparte Watershed.
43. Village of Fernie. Suggested Uses for Fernie's Old High School
44. North Thompson Indian Band. Louis Creek Watershed Planning.
45. Concerned Citizens' Meeting. Dialogue on environmental issues related to the Prestige Inn.
46. Department of Fisheries and Oceans, Pacific Region. Watershed stewards' work plan.
47. Prince Rupert Community Fisheries Development Center. Workshop on selective fishing.

Pre 2000

1. B. C. Conservation Foundation. Strategic plan.
2. Social Planning and Research Council of British Columbia. 1999 Action Priorities.
3. Sicamous Economic Development Committee. Strategic Plan.
4. Vernon Family Resource Centre. Action plan.
5. Dimensions Café (youth initiative in Salmon Arm). Action plan.
6. B. C. Watershed Alliance, Thompson Shuswap Chapter. Two one-year action plans.
7. Sicamous Rotary Club. Team building.
8. Pinnacle Youth Works. What's working and what's not.
9. Cascadia Sustainable Communities Institute. Strategic plan.
10. Charles Nash election campaign. Action plan.
11. City of Kelowna (Kelowna and Area Watershed Initiative). Creation of a committed multi-stakeholder group, identifying strategies and terms of reference, and moving forward in implementation.
12. City of Sicamous. Strategic plan for economic development.
13. Community Development Institute. Several courses in facilitation techniques and community watershed group development.
14. Co-Opportunities (a non-profit facilitating co-operatives development). Action plan and implementation review.
15. Department of Fisheries and Oceans (Pacific Region). Program for participating in BC's provincial land-use initiatives.

16. Environmental Management Committee of the District of Salmon Arm. List of accomplishments during 1999.
17. Salmon Arm Greenways Committee. Action plan.
18. Impressions Café (a youth initiative of Pinnacle Youth Works). Action plan.
19. Integrated Counselling and Consulting Services. Individual vocational plans for numerous clients.
20. Ministry of Environment Lands and Parks (Kamloops Region). Action plan for transition from controlling Eurasian Milfoil to support of the Forest Practice Act.
21. Neskonlith Cultural Centre. Develop architectural design suggestions.
22. Nisga'a Forum (community meeting regarding proposed Nisga'a Treaty). Group identification of concerns and opportunities around the treaty.
23. Pinnacle Youth Works. Staff identification of what's working and what's not.
24. Salmon Arm Supported Child Care. Mission statement, action plan, and a description of the desired model and means of implementation.
25. Salmon River Watershed Roundtable. Mission statement, strategic plans and annual action plans, formulation of watershed ecosystem goals, and evaluation of the watershed-wide planning process.
26. Shuswap Hospice Society. Strategic plan.
27. Sicamous Rotary Club. Team-building workshop.
28. Silicon Gardens Computer Store. Identification and implementation of high priority procedures to improve operations.
29. Social Planning Committee of the District of Salmon Arm. Identify directions for the coming year.
30. Social Planning and Research Council of B. C. Strategic plan.
31. Sustainable Communities Resource Network. Action plan.
32. Switzmalph Society. Strategic plan for creation of a cultural center.
33. Vernon Family Resource Centre. Action plan.
34. Wintergreen Farm. Consultation on development of an annual action plan.
35. World Service Association. Action plan.



COLLABORATIVE STRATEGIC PLANNING

An Overview

Participatory Strategic Planning assists groups to focus on their shared goals and clearly define the strategies necessary to reach them. The process includes all participants, in an active way, and achieves consensus without minimizing differences or conflicts. Participatory strategic planning can be for 3-5, 10 or more years into the future. For shorter term planning see the description of Collaborative Action Planning.

PHASE 1: DEVELOPING A VISION. What do we want this community or organization to be like in 3-5 or more years from now? What will be its defining characteristics and accomplishments? Examples: 1) A community's brand, economic base and social fabric, 2) A non-profit's action arenas, organization and funding base, 3) A company's scope of operations, products and clientele.

PHASE 2: OBSTRUCTIONS TO THE VISION. What obstructions stand in the way of realizing the vision? Examples: 1) insufficient business development strategies, 2) ill-defined roles and responsibilities, 3) no shared vision.

PHASE 3: STRATEGIC DIRECTIONS. What strategies will effectively move us past the obstructions? Examples: 1) creating a sustainable, long-term funding base, 2) creating a business development strategy, 3) empowering community participation.

PHASE 4: IMPLEMENTATION. What creative actions need to be carried out in pursuit of each strategic direction? These actions, particularly for long-term planning such as 10 to 20 years, may be grouped into the near, mid and longer-term. For such actions, who will we need to involve and how?



A detailed record of the discussions and decisions reached are kept and a document recording the entire process is made available for distribution to all participants.

Participatory strategic planning for groups of 30 or less can be conducted in a one-day workshop. Larger groups may require two days.

Collaborative Action Planning An Overview

Collaborative Action Planning assists groups to identify their shared goals and to clearly define the activities needed to reach them. The process includes all participants in an active way both to obtain the wisdom of all participants and to create a sense of ownership by all involved.

Typically, collaborative action planning is for a period of one or two years, for longer time periods see Participatory Strategic Planning. The process identifies tasks, teams and, for each task, a goal for the entire period as well as detailed descriptions of who, what, when, and how for each of several sub-periods, often 3-months.

PHASE1: DESCRIBE THE CONTEXT. Sometimes called pre-planning, describe the context answers the following question. What circumstances surround the planning situation such as the topic of interest and why it is important, who should be involved, what preliminary information is available or needs to be gathered, and where will the planning occur?

PHASE 2: DEFINE THE SITUATION. When those creating the plan are gathered together they begin by answering the following questions. What is the specific goal, when it is to be achieved and what sensory evidence will indicate it has been achieved? What strengths and assets are available? What cautions and challenges need to be considered?



- Phase 3: **DEVELOP POSSIBLE ACTIVITIES.** Participants Develop Possible Activities by answering the following. What possible activities could participants undertake and how might they be organized into possible tasks? What are the task names?
- Phase 4: **DESIGN THE ACTIONS.** What team will take responsibility for each task and what is each team's overall goal? How many time periods are to be considered and what actions will be undertaken in each? What resources will be required?
- Phase 5: **DELIVER THE RESULTS.** With the plan completed, as in Phase 4, the teams begin implementation. Periodically, they reconvene to answer the following. What actions were actually undertaken by whom and what results occurred? How, if at all, does the plan need to be adjusted?



Dorothy Argent – Profile

Box 2385, Salmon Arm, BC V1E 4R3

Home: 250.832.7574 Cell: 250.833.6502

Email: dorothy@alokaconsulting.com

Website: www.alokaconsulting.com

Dorothy Argent

Dorothy Argent is a skilled facilitator known for her positive and collaborative communication. She has a proven reputation for being innovative and enthusiastic and has successfully managed a multitude of community initiatives. She helps turn ideas into accomplishments through cooperative action, strategic plans and fund raising. She has exceptional leadership and organizational skills, diversified work experience and is known for her contagious laugh.

Professional and Personal Development Training

Career Development

- ✓ British Columbia – Certified Career Development Practitioner (CCDP) 2012
- ✓ Ethics for Career Development Practitioners & Career Development Theories, 2010 – Douglas College
- ✓ Career and Employment Counselling, 2000 – University of British Columbia
- ✓ Introduction to Essential Skills, 2008 – Douglas College

Education

- ✓ Online e-Learning Certificate, 2007 – Vancouver Community College
- ✓ BC Instructor Diploma Course, 2005 – Vancouver Community College

Planning and Management

- ✓ Technologies of Participation & Collaborative Action Planning, 1996-1998 – Institute of Cultural Affairs
- ✓ Personality Dimensions, True Colors Certification, 2012 – Douglas College
- ✓ Breakthrough Entrepreneurship Academy, Vancouver 2017 - 2019

Personal Development

- ✓ Philosophical Counsellor Certificate, 2000-2004 – Philosophical Counselling Institute
- ✓ Esoteric Studies Certificate, 1985-1990 – Other Dimensions Training Centre

Employment

Aloka Consulting and Training – Partner

Dorothy is a skilled facilitator, planner and teacher. She empowers individuals and groups to achieve goals through clear intentions and effective planning. She creates a collaborative environment that honors individual and collective experience and wisdom. She has 25 years of consulting and

management experience in community development, planning and project management. She has taught courses in collaborative organizational planning, development of individual vocational plans and personal development.

Previous Work Experience

- ✓ 21 years in labour market sector (career counsellor, youth at risk program coordinator and 5 years as Manager of the Shuswap Employment Service Centre, 2007-2011 and contracting 2012 – 2020)
- ✓ 3 years in elected office – City of Salmon Arm
- ✓ 2 years as Executive Director - Shuswap Exceptional Children's Association
- ✓ 7 years as Activity Director – Pioneer Lodge Intermediate Care Facility
- ✓ 5 years as Correctional Officer – Prince George Regional Correctional Centre
- ✓ 2 years as Instructor – Langara College, Continuing Educational Department

Board positions and organizational involvement

Current

- ✓ President, Institute of Global Education
- ✓ Director, Switzmalph Cultural Society
- ✓ Director, World Service Association

Past

- ✓ Past President, Community Futures Shuswap(2014 – 2019)
- ✓ Past Director, Watershed Alliance: The Ecological Response (WA:TER)(4 years)
- ✓ President, Social Planning and Research Council of BC (SPARC) (5 years)
(Hosted first SPARC Community Development Institute summer program in Salmon Arm)
- ✓ Co-founder, Chair – Salmon River Watershed Roundtable (10years)
- ✓ Founding Director, Fraser Basin Council, British Columbia (5 years)
- ✓ President, Shuswap Hospice Society

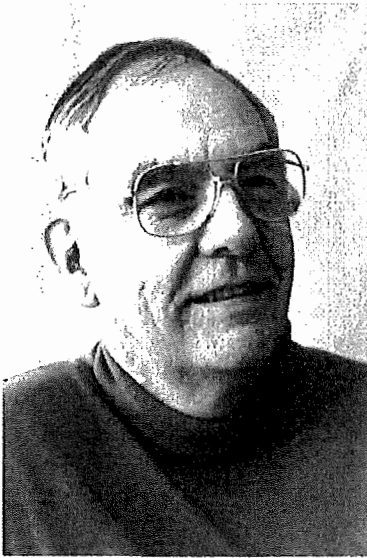
Awards

Community Futures British Columbia – Recognition as CF Shuswap Volunteer of the Year in 2015 for her contribution to community economic development.

Shuswap Woman of the Year – Recognition for her dedication in bringing professionals and organizations together to provide the best service in the Shuswap region and an instrumental driver in many community projects - Awarded in 2010

Queen Jubilee Medal – Presented in 2002 by the Premier and Lieutenant Governor of British Columbia honoring significant contributions to community development

Canadian Healthy Environment Award – Recognition of outstanding achievement by the Salmon River Watershed Roundtable in the areas of environmental protection and stewardship – Awarded in 1998



Neils Christiansen, PhD.

Box 2385, Salmon Arm, BC V1E 4R3
Home: 250-832-7574 Cell: 250-463-1532
Email: nchristn1@gmail.com

Neils is a skilled facilitator known for his ability to assist individuals and organizations to reach their goals through clear intentions, effective planning and teamwork in implementation. He helps clients to build on their strengths, create practical plans owned by all participants, and implement those plans through teamwork. In his work with clients he stresses the importance of communication and collaboration.

Education

- ✓ BS in Forestry, University of Idaho, 1957
- ✓ MS in Forestry Economics, State University of New York, 1959
- ✓ PhD in Forestry Economics, State University of New York, 1966

Professional and Personal Development Training

- ✓ Technologies of Participation, Group Facilitation Methods, Institute of Cultural Affairs, 1992
- ✓ Technologies of Participation, Participative Strategic Planning, Institute of Cultural Affairs, 1993
- ✓ Philosophy of Participation, Institute of Cultural Affairs, 1994
- ✓ Appreciative Inquiry, Company of Experts, Malaspina College, 2005
- ✓ BC Instructor Diploma Course, Vancouver Community College, 2006
- ✓ Implicit Career Search, Steppingstones Consulting, 2009
- ✓ Numerous personal development workshops over the years.

Employment

Aloka Consulting and Training – Partner

Neils is a skilled facilitator, planner and teacher. He empowers individuals and groups to achieve goals through clear intentions, effective communication, practical planning, and focussed implementation. He is skilled at developing consensus, by drawing on the collective wisdom of the group, in order to meet the needs of all involved. He has 25 years of teaching and research and 26 years of facilitation experience. In his consulting work, Neils has developed and taught courses in Collaborative Organizational Planning at Langara College and locally through Aloka Consulting and Training and he developed two career development workshops: What Is My Gift to the World? and How Do I Deliver My Gift?

Previous Work Experience

- ✓ 26 years consulting, Aloka Consulting and Training, Salmon Arm, BC.
- ✓ 2 years, environmental education, Lost Valley Education Center, Dexter, Oregon
- ✓ 1 year, Counsellor, Vision Quest – working with delinquent, young men, Tucson, Arizona and Oakland, California.
- ✓ 6 years, Principal, Soaring Gardens landscape management, Eugene, Oregon
- ✓ 4 years, Water Resource Economist, U. S. Environmental Protection Agency, Corvallis Oregon
- ✓ 21 years, teaching Forestry Economics (rising to Associate Professor), State University of New York, Syracuse, New York
- ✓ 2 years, Forest Economist, U. S. Forest Service, Charlottesville, Virginia

Board positions and organizational involvementCurrent

- ✓ Member of the Board and Director of Education, Institute of Global Education.

Past

- ✓ 10 years, Co-founder, Chair of Planning Committee, President and Representative to the BC Provincial Okanagan-Shuswap Land and Resource Management Process, Salmon River Watershed Roundtable
- ✓ Former Member of the Board, Wetland Alliance: The Ecological Response

Strategic Planning for Local Governments

Creating clarity and shared direction



Strategic planning is key to your team's success and to achieving community goals.

Whether you're welcoming in a new council, getting ready for elections or are mid-way through a term, strategic planning helps your community stay the course toward your community's vision and goals for the future. Done well, strategic planning provides facilitated time and space for Council and senior staff to come together to identify opportunities and challenges, set the direction and priorities for the municipality, and then prioritize the key deliverables for the next few years that will be best suited for moving forward. And strategic planning is the best way to kick off your municipal budgeting process so it is more focused and directed.

WHAT IS STRATEGIC PLANNING?

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this direction. For local governments, strategic planning is a way of ensuring alignment and shared direction for moving forward, and for aligning Council priorities with the community goals. It is proactive and strategic rather than reactive and focusing on pet projects.

PROCESS AND PRODUCT

The process for developing the strategic plan follows these three basic steps, and they are also the key components contained in the final document. The final plan can be in 'plan on a page' format for easy reference or a longer document that contains more detail and context.

1. **Where are we going?** (defining success)
 - Goals (community goals drawn from existing community plans/policies)
2. **Where are we now?**
 - SWOT (strengths, weaknesses, opportunities, threats), budget information, current plans
3. **How are we going to get there?**
 - Strategic directions (or priorities)
 - Key deliverables (or projects)

PRICING AND TIMELINE

The price for this service ranges from \$5,000 to \$10,000 and takes roughly one to two months, depending on the level of research desired (including surveys and interviews), the number of workshops, and the final document(s) desired.

ADDED VALUE

We have developed a strategic planning 'how to' workshop for non-profit organizations and can offer this to your community when we are there. It will help your partner organizations develop strategic plans for themselves, enabling them to more effectively and efficiently contribute to community success.



"Developing a strategic plan is one of the most important and sometimes elusive tasks for Councils and their management teams. The strategic planning process led by Shannon with the Whistler Centre has created the clarity and focus we need for the next four years – and it brought our managers and Council team together in a forum of equals. A clear, well-designed process has us all moving in the same direction. Shannon did a superior job documenting our outcomes into a plan that our team uses every day."

-- Bob Macpherson, CAO, District of Tofino

CONTACT US

Shannon Gordon
Strategic Planning and Engagement Specialist
sgordon@whistlercentre.ca
604-906-0310 (cell)

CENTRE for
SUSTAINABILITY
WHISTLER

SHANNON GORDON



**Planning and Engagement Specialist
Whistler Centre for Sustainability**

4325 Blackcomb Way
Whistler, BC, V8E 0X5
sgordon@whistlercentre.ca
(604) 906 0310 direct

Professional Profile

Shannon is a public engagement and strategic planning specialist with over twenty years of experience working with organizations, local governments and their stakeholders.

Skills and Experience

- Planning, engagement and facilitation
- Excellent process design and facilitation
- Design and lead community engagement events, including world café workshops, focus group sessions and conference dialogue sessions
- Lead and manage integrated community planning projects, including economic development and age-friendly plans
- Convene and facilitate multi-disciplinary teams, including advisory committees, boards and staff teams, etc.
- Provide training and implementation support to client communities
- Co-developed the award-winning Whistler2020 plan and task force engagement process
- Project team member to update and align official community plans with new community sustainability goals
- Speaker and presenter on planning and public engagement practices
- Design and delivery of a Whistler-based small business training and strategic planning program

Professional Qualifications

Post-Baccalaureate Environmental Science Program
Capilano College, British Columbia.

B.Sc. Earth and Life Science
University of British Columbia

Select Professional Development

Certificate in Public Participation
International Association of Public Participation (IAP2)

Facilitation Training
Dovetail Consulting Group

Conflict Resolution
Justice Institute of BC

Negotiation Skills
Pre-Think Strategies

Recent Client List

- Resort Municipality of Whistler Vision and OCP Update (2018), Council strategic planning (2018), e-bike policy development (2019), climate action engagement (in progress)
- Village of Masset Integrated Official Community Plan (OCP)
- Village of Warfield Integrated OCP
- Village of Montrose – strategic plan and mid-term update, age-friendly action plan, integrated community sustainability plan
- City of Trail, City of Rossland – age friendly action plans
- Lower Columbia Community Development Team Society – engagement and priorities plan
- District of Hope Integrated OCP
- District of Tofino four-year strategic plan development and mid-term update
- Arts Whistler – strategic planning
- Town of Creston, BC – community sustainability plan and age-friendly action plan
- Village of Zeballos, and the Nuchatlaht and Ka:'yu:'k't'h'/Che:k'tles7et'h' First Nations - joint community sustainability plan and economic development strategy
- Town of Faro, YT – community sustainability plan, corporate strategic plan, OCP update
- Mountain Resort Municipality of Sun Peaks – social sustainability plan
- Squamish Lillooet Regional District – regional sustainability plan
- Whistler Sport Legacies Society – strategic planning (2014 and 2018)

Employment Record

December 2008 – Present
Strategic Planning and Engagement Specialist
Whistler Centre for Sustainability
Whistler, BC

July 2001 – December 2008
Whistler2020 Community Initiatives Manager
RMOW Sustainability Coordinator
Resort Municipality of Whistler
Whistler, BC

January 1999 – July 2001
Social Audit Manager
Vancity Credit Union
Vancouver, BC

January 1997 – December 1998
Research Coordinator
Vancity Credit Union
Vancouver, BC

References References are available upon request



VILLAGE OF CHASE

Memorandum

Date: February 5, 2020
To: Mayor and Council
From: Councillor Torbohm and CAO
RE: Shuswap Regional Trails Roundtable Working Group – June 19, 2020 meeting

The Village of Chase is a participant in the Shuswap Regional Trails Roundtable initiative and Councillor Torbohm and the CAO attend the quarterly working group meetings.

A meeting of the working group is scheduled for June 19, 2020. Councillor Torbohm is suggesting that the meeting take place in Chase so that the working group participants can walk the new Rocky Road Trail on Scatchard Mountain and the 'grand opening' event for that trail can be held at that time.

Due to restricted funds in the past year, the meeting participants have held their meeting and then have a 'pot luck' lunch, with everyone contributing. Councillor Torbohm is requesting that Council consider providing the lunch for the June 19, 2020 meeting as it is a bit more significant with the grand opening of the Rocky Road Trail occurring on that date.

RECOMMENDATION

THAT the June 19, 2020 Shuswap Regional Trails Working Group meeting take place in Chase at the Community Hall which will allow for those in attendance to walk the new Rocky Road Trail on Scatchard Mountain and participate in the Grand Opening of the new trail; AND

THAT the Village of Chase purchase lunch for the approximately 40 participants of the working group at a cost of approximately \$300.

Respectfully submitted,



VILLAGE OF CHASE

Memorandum

Date: 2020 February 7
To: Mayor and Council
From: Corporate Officer
RE: Active Transportation Grant Application

The Active Communities Grant Program was recently announced by CleanBC which has made \$500,000 available for every eligible selected project. One of the eligibility criterion is for municipalities to have an approved Active Transportation Plan, and the Village of Chase adopted theirs in 2019.

Recognizing that the time constraints between the grant announcement and the intake submission deadline was relatively short, the Thompson Avenue/Chase Street project was chosen because the proposed improvements were relatively quick and inexpensive to design and cost. Some of the other determining factors warranting this as the recommended project:

- Improvements at this intersection have been identified in the Village of Chase's Active Transportation Plan as a short term, high priority project
- The proximity to the Chase Medical Clinic, and the Chase Primary Health Care Clinic
- The aging demographics of Chase and the increased in demand for medical services
- The existing deficiency in safe passage (no sidewalk) along Chase Street that pushes all pedestrians into the vehicle travel portion of the street, creating an unsafe thoroughfare
- A sidewalk extension fronting the Jehovah Witness' property has been discussed and a full legal survey has now been completed

TRUE Consulting Ltd. has provided design drawings and costs for the Thompson Avenue/Chase Street project. Also included is the reference to the Village's Active Transportation Plan, some information from the province about the grant, and some photos.

The application deadline is February 20, 2020. With a successful award, the Village will be able to further Councils direction in implementing our 'Active Transportation Plan'.

RECOMMENDATION

Resolution:

"THAT Council approves the submission of a grant application to the B.C. Active Transportation Infrastructure Grants Program to fund 70% of the implementation of pedestrian safety improvements at the intersection of Thompson Avenue/Chase Street and the Village to fund 30% of the project up to a maximum of \$50,000, AND,

THAT the Village of Chase will provide overall grant management for the project."

Respectfully submitted,

Sean O'Flaherty

MAP 7. PROPOSED PROJECT PRIORITY

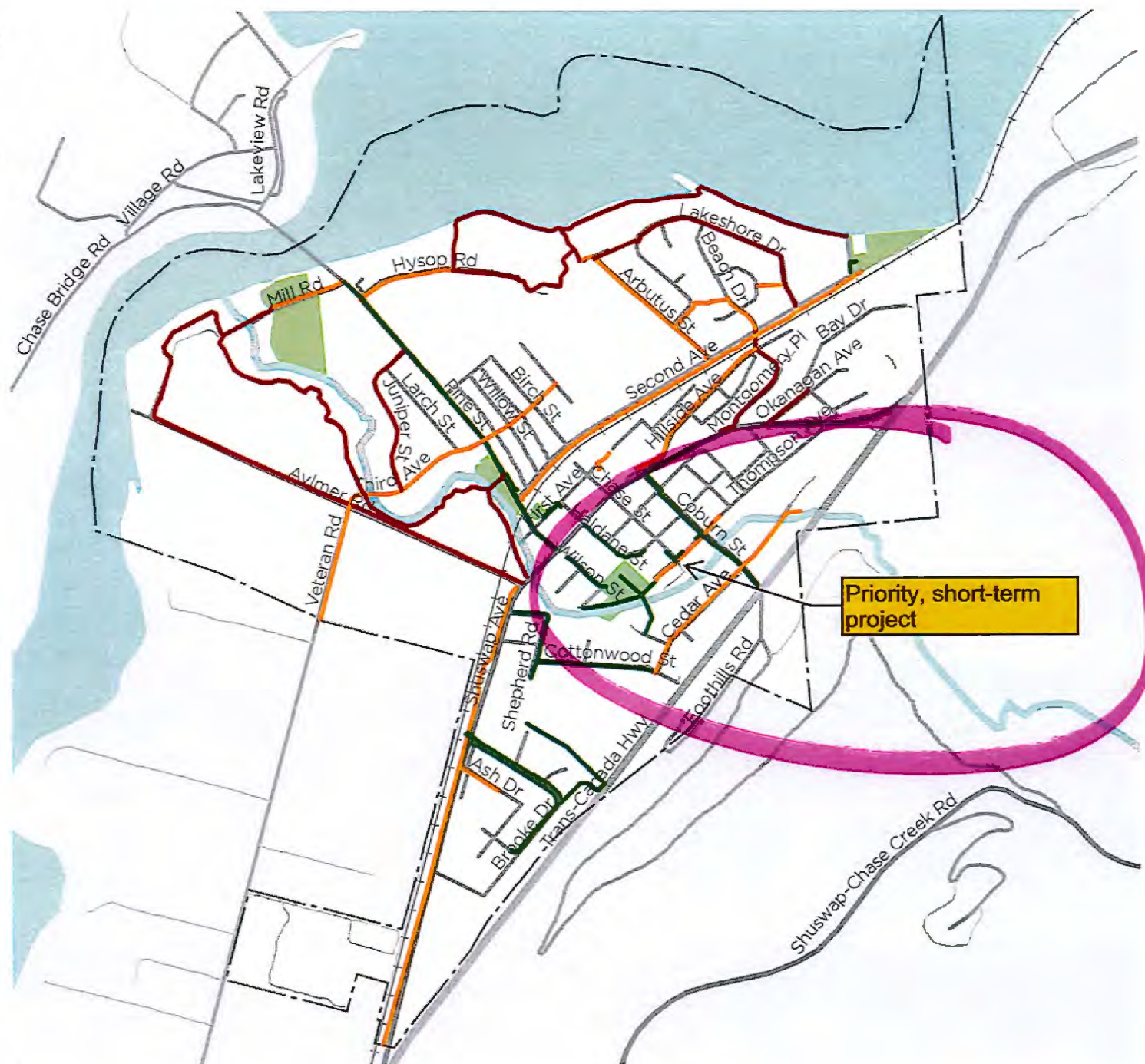
VILLAGE OF CHASE
ACTIVE TRANSPORTATION
PLAN

PROPOSED PRIORITY

- Short-Term
- Medium-Term
- Long-Term

BACKGROUND FEATURES

- Trans-Canada Hwy
- Collector Road
- Local Road
- Resource Road
- Railroad
- Parks
- Village Boundary
- Waterbody



-101-



0 250 500 METRES
3 MIN BIKE RIDE
6 MIN WALK



Data provided by the Village of
Chase and Thompson-Nicola
Regional District.
Map produced January 2019.

The survey also contained space for residents to leave open-ended comments or questions.

Survey responses provided another opportunity to learn about residents' current transportation patterns and hopes for the future. Of all respondents, 30% walk as their primary mode to travel within Chase. Almost 60% of respondents walk and 30% cycle as their secondary form of transportation. These percentages are much higher than the 14% of people that reported walking to work in the census. People are likely walking and cycling much more for other trip purposes besides commuting. Residents selected "hard infrastructure" as a top priority for improving active transportation in Chase. A lack of pedestrian and cyclist focused facilities were identified as the biggest obstacle to walking and biking more. Desired improvements include sidewalks, on-road bike lanes, paved and unpaved trails. Improved lighting was also ranked as a priority, and many general comments were specific to the issue of improving lighting in the Village. The summary of the survey data is provided in Appendix B.

The most desired improvements for active transportation include sidewalks, on-road bike lanes, paved and unpaved trails, improved lighting, and more bike parking

- Village of Chase Active Transportation Plan Survey Results (September 2018)

Physically Separated Facilities

Sidewalk

Sidewalks provide dedicated space for use by pedestrians that is safe, comfortable, and accessible. They are physically separated from the roadway by a curb or buffer space (paved or unpaved).

Recommended Applications

- Sidewalks are recommended on all but the most low-speed and low-volume roadways

Shared Use Path (Paved)

Shared use paths are located off-road in their own corridor, through a park, or physically separated from motor vehicles by a large buffer or barrier and provide sufficient width and supporting facilities to be used by cyclists, pedestrians and other non-motorized users. Shared-use paths are generally paved and ideally 3m wide. Paths should also have 0.6m clear shoulders to offer adequate maneuvering space and visibility. Clear shoulders also reduce the potential for user conflicts at crossing or curves.

Recommended Applications

- Through parks or other independent corridors, or adjacent to roadways with consideration to the context of the road
- Posted speed >40 km/h
- ADT > 4,000 veh/day

Shared Use Trail (Unpaved)

Shared use trails are located in parks or their own corridor and provide sufficient width and supporting facilities to be used by cyclists, pedestrians and other non-motorized users. Trails often have a hard-packed granular surface and are ideally 3m wide. The granular surface can make it challenging for people using wheelchairs and for year-round maintenance. Trails should also have 0.6m clear shoulders to offer adequate maneuvering space and visibility, and to reduce potential for user conflicts at crossing or curves.

Recommended Applications

- Through parks or independent corridors
- Posted speed >40 km/h
- ADT >4,000 veh/day



Figure 5.2. Sidewalk with a furnishing zone in Kelowna, BC.



Figure 5.3. Shared use path adjacent to a roadway in Ottawa, ON.



Figure 5.4. Shared use trail (unpaved) in Guelph, ON.

Chapter 4. Developing a Network

Existing Conditions

The Village of Chase has built some active transportation facilities such as sidewalks, paved paths, and trails, despite not previously having a plan in place to guide their implementation or identify opportunities for connections between facilities to create a network. As a result, there are many areas without sidewalks, places where trails do not connect to other facilities, and places where sidewalk facilities end abruptly.

Existing Pedestrian Facilities

Sidewalks: While sidewalks exist on a few roads throughout the Village, Shuswap Avenue through the centre of the village has sidewalks on both sides of the road, most other roads only have a sidewalk on one side (Figure 4.1). In many instances, sidewalks do not connect to other sidewalks and end abruptly, such as the sidewalk on Chase Street, south of Okanagan Avenue (Figure 4.2).



Figure 4.1. Sidewalk on the west side of Pine Street.



Figure 4.2. Example of a sidewalk ending abruptly on Chase Street, south of Okanagan Avenue.



Figure 4.3. Shuswap Avenue has concrete sidewalks that include curb extensions and painted crosswalks at some intersections.

Crosswalks: Many intersections have painted crosswalk markings and other pedestrian-friendly elements. For example, Shuswap Avenue and Haldane Street feature high visibility crosswalks. This location also has shortened pedestrian crossing distances due to curb extensions. Other attractive pedestrian features at this location include seating, landscaping, and decorative brick. Elsewhere in the village, mid-block painted crosswalks help connect people to popular destinations that are between widely spaced intersections. While some pedestrian crossings have been improved, such as those on Shuswap Avenue, other crossings could be improved to be more conspicuous and enhance the pedestrian

British Columbia News

Redesigned grant program to boost active transportation

<https://news.gov.bc.ca/21280>

Thursday, December 19, 2019 12:00 PM

Victoria - An expanded Active Transportation Grant Program is accepting proposals to build safer, more accessible and convenient active transportation infrastructure.

“British Columbians shared their strong desire to live in communities where active transportation is a safe and efficient option,” said Claire Trevena, Minister of Transportation and Infrastructure. “This grant program is designed to meet the needs of rural and urban communities, so people of all ages and abilities can benefit from better connections between neighbourhoods, schools, work offices, transit stations and town centres.”

Municipalities, Indigenous governments and regional districts are invited to submit funding proposals to the cost-shared Active Transportation Grant Program, which replaces the former BikeBC program focused only on cycling infrastructure projects. The revised program is expanded to support all types of active transportation infrastructure, such as pedestrian safety improvements to sidewalks, improved lighting along pathways and end-of-trip facilities.

The grant program is designed to increase support to Indigenous communities by providing up to 80% in cost-shared funding for projects that are led by Indigenous communities or are a partnership between Indigenous and local governments.

“We are excited to see more people choose active transportation as their first choice,” said Spencer Chandra Herbert, MLA for Vancouver-West End. “This funding program will make walking, cycling, rolling and skateboarding to your destination safer and more convenient. By generating more interest in active transportation and by strengthening our pathways, we are making our communities more liveable and life more affordable.”

The Active Transportation Grant Program supports goals set out in the Province’s CleanBC plan, as well as Move. Commute. Connect. — B.C.’s strategy for cleaner, more active transportation. New investments in active transportation will make getting around safer and more convenient, while helping to protect the environment.

“Shifting our ways of getting around not only helps address our CleanBC climate change goals, it also makes for better, more liveable communities and supports healthful activity for all of us,” said George Heyman, Minister of Environment and Climate Change Strategy. “Investments made through this grant program will encourage more people to commute by foot, bike or any other active transportation mode, helping reduce traffic congestion and contributing to a cleaner, healthier environment.”

To support communities in their active transportation infrastructure planning, the Province has introduced a new Active Transportation Design Guide. This guide is available for free download to local governments.

CleanBC was developed in collaboration with the BC Green Party caucus and supports the commitment in the Confidence and Supply Agreement to implement climate action to meet B.C.’s emission targets.



Plan 738
18' Lot 12
742
743

Plan 62804
Rem. A

KAS2079
Phase 1

Phase 2

VILLAGE GREEN
TRAILER PARK
Plan 34068
746

Plan 37881
Plan 745

CHASE

1467

#2

THOMPSON AVE.

Plan KAS1902
SL 830
SL 826

Plan 66381
Plan 37882
1

HOSPITAL

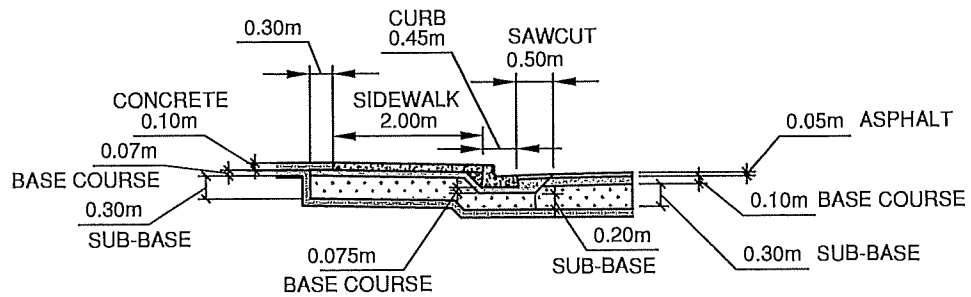
ORC

29079

Plan KAP4

SL 12
SL 13

#2



NEW SIDEWALK
CHASE ST. & THOMPSON AVE.
DETAIL
SCALE 1 : 100

PROJECT COSTS



Proposal
4-Feb-20
Page 1

Village of Chase 2020 Active Transportation Improvements Class 'D' Cost Estimate

Part 2.0 - Chase Street / Thompson Ave Sidewalk

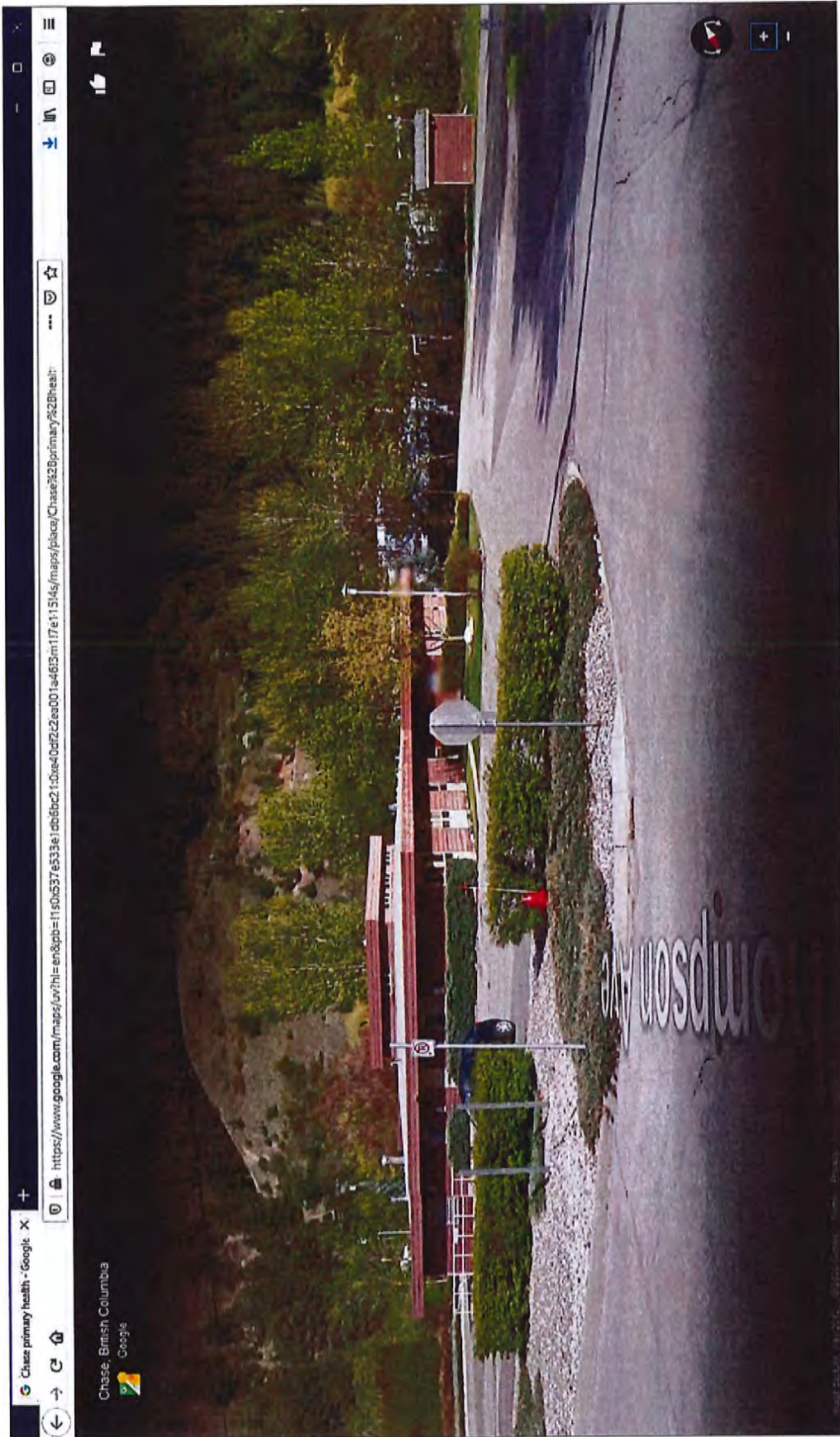
2.1	Removal of existing vegetation and prepare subgrade (55m L x 3m W)	m ²	165	<u>\$40.00</u>	<u>\$6,600.00</u>
2.2	Removal of existing curb	m ²	45	<u>\$200.00</u>	<u>\$9,000.00</u>
2.3	Removal of existing asphalt (25m x 3m)	m ²	75	<u>\$60.00</u>	<u>\$4,500.00</u>
2.4	Relocate signs	ea.	4	<u>\$2,500.00</u>	<u>\$10,000.00</u>
2.5	Base gravels (pitrun & crush) (100m L x 3m W)	m ²	300	<u>\$40.00</u>	<u>\$12,000.00</u>
2.6	Construct new curb c/w letdowns		45	<u>\$600.00</u>	<u>\$22,500.00</u>
2.7	Construct new sidewalk (100m L x 2.5m W)	m ²	250	<u>\$160.00</u>	<u>\$40,000.00</u>
2.8	Paving within sawcut zones (45m x 0.5)	m ²	22.5	<u>\$200.00</u>	<u>\$4,500.00</u>
2.9	Line painting	LS			<u>\$6,000.00</u>
2.10	Landscaping/seeding/restoration	LS			<u>\$20,000.00</u>
2.11	Procurement, quality assurance, records documentation and contingency (25%)	LS			<u>\$35,000.00</u>
Subtotal Part 2.0 - Chase Street / Thompson Ave Sidewalk (rounded)					<u><u>\$169,100.00</u></u>

\$169,100: Total Project Cost

\$50,000: Village of Chase portion (30%)

\$119,100: Provincial grant (70%)







The Shuswap TRAIL ALLIANCE

The Shuswap Trail Alliance
PO Box 1531, Salmon Arm, BC V1E 4P6
Phone: 250-832-0102
Email: associatedirector@shuswaptrails.com

February 3, 2020

Village of Chase
PO Box 440
Chase, BC V0E 1M0

Re: Scatchard Road Trail System Planning Project – Request for Funds

Dear Mayor Crowe and Councilors of the Village of Chase,

The Shuswap Trail Alliance is very pleased to submit the following request for funds for your consideration.

The Shuswap Trail Alliance (STA) is the organizational body through which local and regional leadership work together to develop and implement the Shuswap Trails Strategy as First Nations, stewardship, government, industry, business, and community stewardship organizations and individuals.

The need for a comprehensive trail system strategic plan for the Scatchard Mountain Road Trail has been identified as a priority by local trail leadership, and most recently during completion of the new Rocky Road historic trail addition to the Scatchard Road Trail. Proposed scope of work would include; field reconnaissance and route assessments, environmental screening, consultations (First Nations, forestry, community leadership, trail stewards, etc.), and technical designs (including projected costing) ready for roundtable review.

On behalf of its regional partners, the STA, seeks to leverage funding to support further destination trail planning, in Chase, in 2020 and assist regional partners move priorities forward within the Shuswap Regional Trails Strategy for review, authorization, grant application, and development in 2021 and beyond.

We humbly request \$1,500 from the Village of Chase to assist in funding this exciting project for Chase residents and visitors. To date we have funds confirmed in the amount of \$3,500 towards the required \$7,512.42 for this project (please see attached planning proposal for full budget and project details). We will continue to leverage funds and approach other potential funding partners including Safety Mart, and we are waiting for the confirmation of funds from Treetop Flyers.

Thank you for your consideration of our request, and we look forward to speaking with you further about this proposal.

Sincerely,

Jen Bellhouse, for the Shuswap Trail Alliance 250-804-3530/email: associatedirector@shuswaptrails.com
Encl. 4





Photo: Local historian and trails champion, David Lepsoe, lingers above Chase on the new Rocky Road Trail

Scatchard Road Trail System Planning Project

Prepared by: Phil McIntyre-Paul

The Shuswap Trail Alliance

Updated Version: November 4, 2019



Scatchard Road Trail System Planning Project

Prepared by: Phil McIntyre-Paul

The Shuswap Trail Alliance

Updated Version: November 4, 2019

Purpose: to continue successive planning of priorities with high community, destination tourism and Secwepemc First Nations value identified in the Shuswap Regional Trails Strategy through the preparation of new trail plans, including a trail system plan for the Scatchard Mountain Road Trail System south of Chase.

Background: The Shuswap Trail Alliance seeks, on behalf of its regional partners, to leverage funding to support further destination trail planning in 2020 and assist regional partners move priorities forward within the Shuswap Regional Trails Strategy for review, authorization, grant application, and development in 2021 and beyond. The need for a comprehensive trail system strategic plan for the Scatchard Mountain Road Trail has been identified as a priority by local trail leadership, and most recently during completion of the new Rocky Road historic trail addition to the Scatchard Road Trail. Increased opportunities for community trail connections is affirmed in the Village of Chase Active Transportation Master Plan, including identification of the need to connect the Scatchard Road Trail to the Chase Falls Trail when Hwy 1 Twinning upgrades occur.

All planning priorities are acknowledged in the Shuswap Trails Strategy and will be developed using the Shuswap Trail Planning Protocol, which is committed to meaningful consultation and planning between Secwepemc and non-Secwepemc community leadership, and is consistent with the Provincial Trail Strategy for British Columbia. Strategic growth of the Shuswap Trails System through incremental annual planning is a core component of the regional tourism development strategy.

Proposed scope of work:

Planning to include:

- field reconnaissance and route assessments
- environmental screening
- consultations (First Nations, forestry, community leadership, trail stewards, etc)
- technical designs (including projected costing) ready for roundtable review

Planning Priorities: Summary (see Shuswap Trails Strategy)

<i>Sub-Regional Trail Planning Area</i>	<i>Target Objective</i>	<i>Intended Use/Partners</i>
1. Scatchard Road Trail System – Chase/West Shuswap (REC258008)	<ul style="list-style-type: none">• Development of a stacked loop trail system plan off the existing trail, for review, approval, & phased development	<ul style="list-style-type: none">• hiking, mountain biking, and snowshoeing• RSTBC, Village of Chase, Adams Lake, Neskonlith Band

Timeline: March 01, 2020 – December 31, 2020

1. Technical Trail Specialist contract begin – April 01, 2020
2. Preliminary Consultations completed – June 30, 2020
3. Field Inventories completed – September 31, 2020
4. Draft plans and report submitted to Shuswap Trails Roundtable for review – October 31, 2020
5. Final plans and report submitted for authorization reviews – December 31, 2020

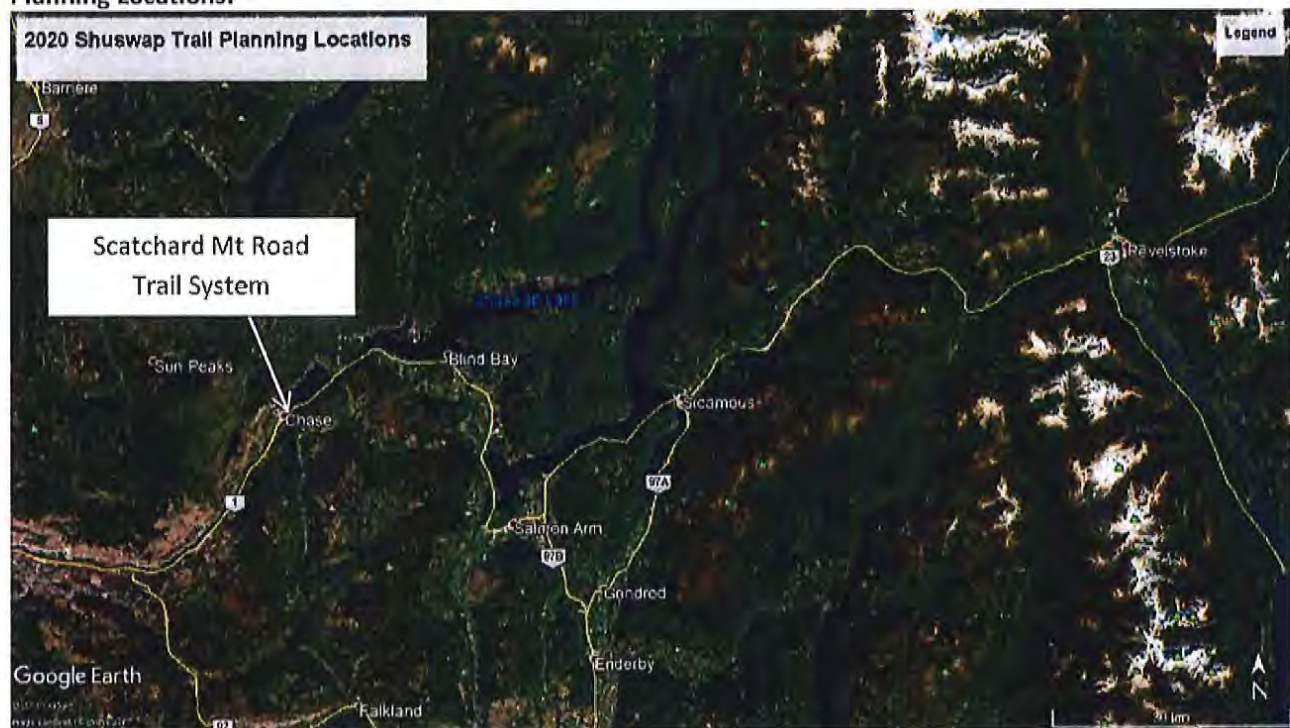
Trail Design Standards: All design of single-track trail is to sustainable best practice standards according to Provincial Recreation Sites and Trails BC trail design standards as outlined in the 2008 Shuswap Trail Design Standards (STA, 2008. aka Provincial/IMBA/Whistler Standards, 2003; Provincial Trails Strategy V.6 2012). These standards are adopted in regional and municipal parks and trails plans throughout the Shuswap. (See CSRD Parks, City of Salmon Arm Greenways, District of Sicamous Open Spaces, NORD Area F/Enderby/Splatsin Active Transportation Plans).

Environmental Adaptive Trail Plan: Environmental screening reports will be prepared for targeted trail planning areas. The Environmental Screening Report provides a baseline for planning and ongoing adaptive monitoring of the trails system to ensure long-term sustainability within the wider eco-system. (See Shuswap Trails Environmental Screening Template, May 2015)

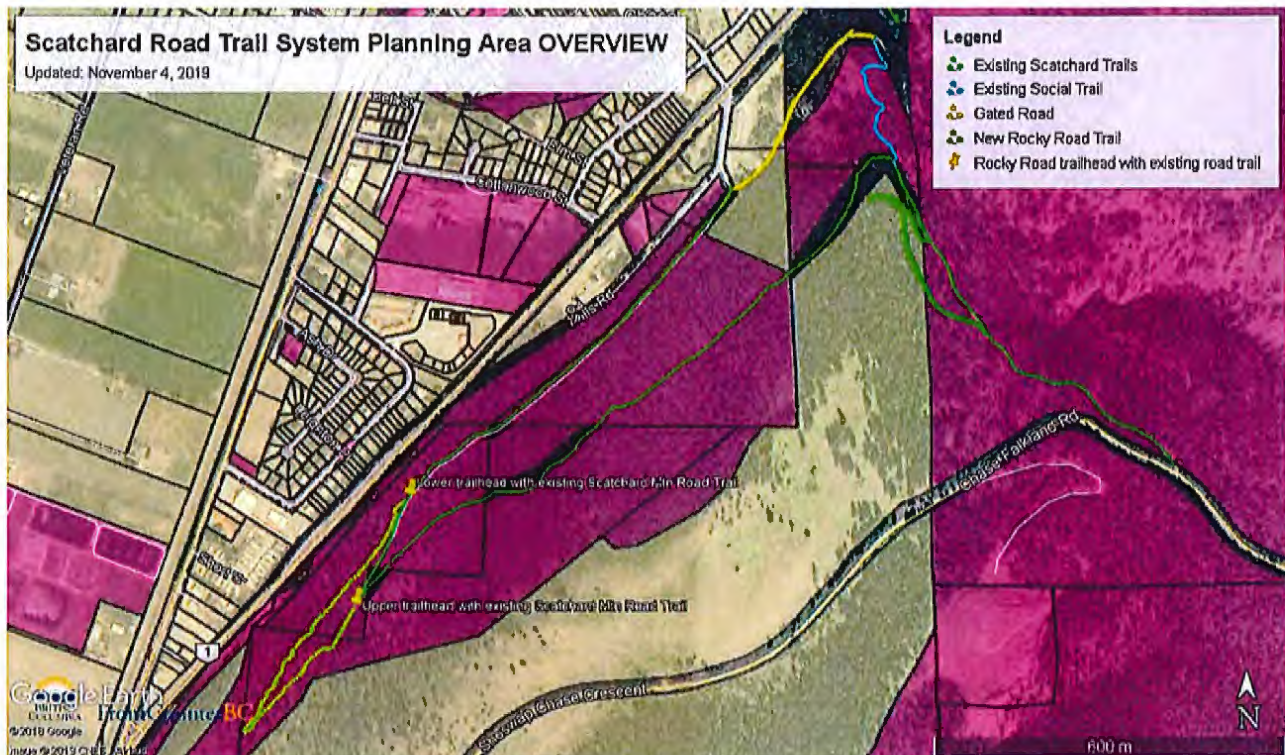
Secwepemc First Nations Consultation and Planning: under the Shuswap Regional Trails Roundtable Protocol and Letter-of-Understanding all trail planning is reviewed by Secwepemc First Nations leadership prior to submission for Provincial review and authorization. As well, trail naming and acknowledgement is included in all signage treatments for trails. Additionally, the Secwepemc Landmarks and Trailhead sign project will provide further direction regarding messaging and First Nations presence on all Shuswap Trails. (See Shuswap Regional Trails Strategy, 2016)

All Shuswap Trails are within the traditional territory of the Secwepemc First Nation.

Planning Locations:



Planning Area Regional Location Map



Planning Area Overview – will focus on Provincial land shown in Pink around the existing trails and connecting with Chase Creek Falls.

Budget:

Scatchard Road Trail System Plan - BUDGET					
Project Costing Updated: Nov. 4, 2019					
Item	Qty	Rate	per	Full Charge Out Budget	Notes
Project Management & Technical					
Project Coordination	4	\$47.01	hr	\$188.04	
Route Development & Design	24	\$47.01	hr	\$1,128.24	
GIS/Mapping	8	\$47.01	hr	\$376.08	
First Nations Review	8	\$47.01	hr	\$376.08	Review with Secwepemc Lands offices
Environmental Screening	8	\$47.01	hr	\$376.08	TEST trail screening reviews
Planning Documents & Approvals	24	\$47.01	hr	\$1,128.24	Section 9 stream crossings (10 day notice)
Field Plotting/Flagging	24	\$47.01	hr	\$1,128.24	
Consultation & Meetings	24	\$47.01	hr	\$1,128.24	
Tracking & Financial	4	\$47.01	hr	\$188.04	
Project Management Total	80%			\$6,017.28	
Equipment	Build Out	8	days		
Truck	830	\$0.54	km	\$448.20	
Safety - Daily	8	\$10.00	day	\$80.00	includes first aid and PPEs
Field Radios	8	\$10.00	day	\$80.00	per unit
GPS Units	8	\$10.00	day	\$80.00	per unit
Field Phones (Cell) - Daily	8	\$3.50	day	\$28.00	per unit
InReach Locator	8	\$12.00	day	\$96.00	per unit
Equipment Total	11%			\$812.20	
Sub-Total				\$6,829.48	
Contingency	10%			\$682.95	
Project Total				\$7,512.43	