



THE CORPORATION OF THE VILLAGE OF ASHCROFT

REGULAR AGENDA

FOR THE MEETING OF COUNCIL TO BE HELD IN THE COUNCIL CHAMBERS OF THE VILLAGE OFFICE AT 4:30 PM ON MONDAY MARCH 9, 2020

In compliance with the Village of Ashcroft Audio and Video Recording of Council Meetings Policy # A-01-2019 this is to advise that permission has been granted to the HUB Online Network to record and live stream today's Council meeting. Those present in the gallery that do not wish to be recorded, you may move to another seat at this time. The Village asks that the HUB Online Network be respectful of those participants not wishing to be recorded. Hub Online Network, you may begin recording now.

1. **CALL TO ORDER**

2. **ADOPTION OF THE AGENDA**

Motion to adopt the Agenda as presented or as amended

"THAT the agenda for the Regular Meeting of Council held on Monday March 9, 2020 be adopted as presented."

3. **MINUTES**

3.1	Minutes of the Regular Meeting of Council held Monday February 24, 2020 <i>"That the Minutes of the Regular Meeting of Council held Monday February 24, 2020 be adopted as presented."</i>	1-6
3.2	Minutes of the Committee of the Whole Meeting held on Monday February 24, 2020 <i>"That the Minutes of the Committee of the Whole Meeting held Monday February 24, 2020 be adopted as presented."</i>	7-9

4. **DELEGATIONS**

4.1	N/A	
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5. **CORRESPONDENCE**

FOR ACTION		
5.1	Ashcroft & District Lions Club – Request for Route Approval for 10 th Annual Skip's Memorial Charity Run <i>Motion Required</i>	10-11
5.2	Legion – Military Service Recognition Book – Advertising Request <i>Motion Required to continue with this advertisement</i>	12-13
5.3	Buy Local Buy Fresh – Advertising Request <i>Motion Required to continue with this advertisement</i>	14
5.4	Ashcroft & District Lions Club – Facility use Approval of Pool Park for Mothers Day Pancake Breakfast <i>Motion Required for facility use</i>	15
FOR INFORMATION		
5.5	Monte Downs – Off Leash Dog Park – Rescind Project Participation	16-18
5.6	WHAC – Final Report	19-22

5.7	Village of Ashcroft Press Release	23
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6. UNFINISHED BUSINESS

6.1	SOGIA – Request for Grant in Aid and Repaint the Rainbow Crosswalk <i>“THAT Council approve the SOGIA Grant in Aid request in the amount of \$250, and further that Council approve the repainting of the Rainbow Crosswalk on Railway Ave. as a collaboration with the SOGIA students working under the direction of the Village Public Works Department, and further that all expenses be paid by the Village.”</i>	24-26
6.2	Motion List	27-29

7. NEW BUSINESS

Business arising from the current Council Meeting may be added to the agenda for discussion

7.1		
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8. BYLAWS

8.1	Council Procedure Bylaw No. 834 – Second Reading <i>“THAT the Village of Ashcroft Council Procedure Bylaw No. 834 be read for a third time this 9th day of March 2020.”</i>	30-64
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9. STAFF REPORTS

REQUEST FOR DECISION		
9.1	Economic Development and Tourism Strategy <i>“That Council adopt the Economic Development and Tourism Strategy and Implementation Matrix as presented”</i>	65-116
9.2	NDIT Economic Development Capacity Grant Application – Brought back for Council Consideration from the February 24, 2020, Regular Council Meeting <i>“THAT Council approve an application to NDIT’s Economic Development Capacity Building fund for the purpose of contracting an Economic Development and Tourism position at \$25,000 and use the remaining \$25,000 for implementation of selected priority and short-term objectives from the newly developed Economic Development and Tourism Strategy.”</i>	117-121
FOR INFORMATION		
	N/A	

10. COUNCIL REPORTS

10.1	Mayor Roden	
10.2	Councillor Anderson – Report	122-123
10.3	Councillor Anstett	
10.4	Councillor Davenport	
10.5	Councillor Tuohey	

11. RESOLUTIONS RELEASED FROM CLOSED MEETING

11.1	N/A	
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12. QUESTION PERIOD

Any member of the public may ask a question of Council if that question pertains to any item on the current Council Agenda. The order of which people from the gallery may ask questions is at the sole discretion of the Mayor; that person has not already asked a question; additional questions may be asked if no other member of the public desires to ask a question; and no longer than 15 minutes has elapsed since Question Period has commenced

13. CLOSED MEETING

Motion required to move to Closed Meeting

13.1	<i>"That Council move in to a closed meeting to discuss an item under the Community Charter Section 90.1 (c) Labour relations or other employee relations"</i>	
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14. TERMINATION



THE CORPORATION OF THE VILLAGE OF ASHCROFT

MINUTES

FOR THE REGULAR MEETING OF COUNCIL, MONDAY FEBRUARY 24, 2020, 7:00 pm

PRESENT: Mayor Barbara Roden
Councillor Marilyn Anderson
Councillor Jonah Anstett
Councillor Nadine Davenport
Councillor Debra Tuohey

Yoginder Bhalla, Chief Financial Officer
S. Daniela Dyck, Deputy Corporate Officer
Brian Bennewith, Public Works Foreman

Media & Public

EXCUSED: Anne Yanciw, Chief Administrative Officer

Prior to the meeting, Mayor Roden advised the gallery that the meeting was being recorded by the HUB Online Network.

1. **CALL TO ORDER**

Mayor Roden called the Regular Meeting of Council for February 24, 2020 to order at 7:05 pm.

2. **ADOPTION OF THE AGENDA**

Motion to adopt the Agenda as presented or as amended

M/S Roden / Tuohey

"THAT the agenda for the Regular Meeting of Council held on Monday February 24, 2020 be adopted as amended to include Mayor Talarico, and CFO Martini as a delegation and NDIT Economic Development Capacity funding recommendation brought forward from the Committee of the Whole meeting to be discussed under New Business."

CARRIED Unanimous (R-2020-38)

3. **MINUTES**

3.1	Minutes of the Regular Meeting of Council held Monday January 27, 2020 M/S Roden / Anstett <i>"That the Minutes of the Regular Meeting of Council held Monday January 27, 2020 be adopted as presented."</i>	CARRIED Unanimous (R-2020-39)
3.2	Minutes of the Committee of the Whole held on Monday January 27, 2020 M/S Roden / Anderson <i>"That the Minutes of the Committee of the Whole meeting held on January 27, 2020 be adopted as presented."</i>	CARRIED Unanimous (R-2020-40)
3.3	Minutes of the Special Meeting of Council Planning Session held Monday February 10, 2020 M/S Roden / Anstett <i>"That the Minutes of the Special Meeting of Council Planning Session held Monday February 10, 2020 be adopted as presented."</i>	CARRIED Unanimous (R-2020-41)

4. DELEGATIONS

4.1	<p>DSCS – Sexual Orientation Gender Identity Alliance – Vivian McLean & Alison Spooner</p> <p>SOGIA – Sexual Orientation Gender Identity Alliance – the alliance fosters inclusion, provides a safe space for all students and advocates for the SOGI123 movement at DSCS. The group has presented to the Board of Education and travelled to meet with other SOGI groups. The alliance would like to continue to connect with other groups in the area. They are developing a school wide mural using “handprints” spreading the message that “everyone is welcome”. The alliance is requesting a partnership with the Village of Ashcroft to repaint the Rainbow crosswalk on Railway Ave. this spring. Volunteers from SOGIA will do the painting if Village supplies paint, supplies and safety gear. SOGIA is asking for a donation to the alliance for their efforts so that they are able to continue to travel and meet with other groups in the area. A Grant in Aid form has been submitted for Council’s consideration.</p>	
4.2	<p>Mayor Roden thanked the delegation for the presentation and advised that the request would be on the next Council meeting for consideration as per the Council Procedures Bylaw.</p> <p>Cache Creek Mayor Talarico & CFO, Christina Martini CFO Martini thanked Council for the opportunity to address them. She commented in regard to the COTW Asset Management presentation stating that managing assets for small communities can be a financial hardship. She encouraged Council to consider collaborating with neighbouring communities and possibly other communities in the TNRD to share resources would strengthen the region. Using a sweeper as an example, CFO Martini commented that the purchase and maintenance costs are high for equipment that spends most of its time parked, sharing resources such as these and developing a collaboration for shared services could be beneficial to both Cache Creek and Ashcroft. Mayor Talarico, thanked Council for the opportunity to speak and reiterated CFO Martini’s comments encouraging Council to consider a future meeting to discuss potential collaborations.</p> <p>Mayor Roden thanked CFO Martini and Mayor Talarico for the presentation and suggested that staff coordinate a meeting.</p>	

5. CORRESPONDENCE

FOR ACTION		
5.1	<p>Ashcroft Hospice Society – Request for Letter of Support for funding to develop an office in the community. M/S Anstett / Anderson <i>“That Council supply a letter of support to the Ashcroft Hospice Society for their funding request to develop an office in the community.”</i></p>	<p>CARRIED Unanimous (R2020-42)</p>

5.2	TNRD – No. BA 186 – Zoning Amendment Application – Resolution Request M/S Roden / Anstett <i>“That Council approve the TNRD Zoning Amendment Application as interests unaffected by this application, with a noted concern regarding current ingress and egress access to the property.”</i>	CARRIED Unanimous (R-2020-43)
5.3	Ashcroft Indian Band – Request Letter of Support for funding to develop a walking trail plan. M/S Anderson / Anstett <i>“That Council send a letter of support for the Ashcroft Indian Band application to develop a walking path plan on Cornwall Road.”</i>	CARRIED Unanimous (R-2020-44)
5.4	Clinton Annual Ball – Invitation to attend the 153 rd Annual Ball M/S Tuohey / Davenport <i>“That Council approves the purchase of two tickets to attend the 153rd Annual Ball in Clinton for the Mayor and one guest.”</i>	CARRIED Unanimous (R-2020-45)
5.5	Highland Valley Copper – Invitation for Mayor Roden to participate in the Environmental Assessment Working Group M/S Anstett / Davenport <i>“That Council approve Mayor Roden to attend the Highland Valley Copper Environmental Assessment Working Group meetings representing the interests of the Village of Ashcroft.”</i>	CARRIED Unanimous (R-2020-46)
5.6	Ashcroft Fall Fair – Grant in Aid Request M/S Anderson / Anstett <i>“That Council approve the Ashcroft Fall Fair request for a \$500 grant in aid and include free facility use of the arena for September 12 – 13, 2020.”</i>	CARRIED Unanimous (R-2020-47)
5.7	Health Care and Wellness Coalition – Request for Cnlr. Tuohey and alternate to be appointed to the Coalition M/S Roden / Davenport <i>“That the Health Care and Wellness Coalition request to appoint Cnclr. Tuohey and an alternate to the coalition be tabled and discussed when Council reviews the current committee appointments.”</i>	CARRIED Unanimous (R-2020-48)
5.8	Eddy Charlie – Request Support of Orange Shirt Day Private Members Bill M/S Roden / Davenport <i>“That Eddy Charlies request to support Orange Shirt Day Private Members Bill be received and filed.”</i>	CARRIED Unanimous (R-2020-49)
5.9	Cache Creek Elementary School PAC-Donation Request M/S Roden / Anderson <i>“That Council approve the Cache Creek Elementary School PAC request for a donation of a family pass to the Ashcroft pool for the 2020 season.”</i>	CARRIED Unanimous (R-2020-50)
5.10	Ashcroft Curling Club – Arena Use Request M/S Anstett / Anderson <i>“That Council approve the Ashcroft Curling Club request for free facility use of the arena on March 9 for set up and March 10 for a community curling event.”</i>	CARRIED Unanimous (R-2020-51)
FOR INFORMATION		
5.11	Bridging to Literacy – Thank you for sponsoring Family Day weekend free skate <i>Receive and File</i>	

5.12	Rotary Club – Save the Date – Citizen of the Year 2019 Award, March 28, 2020 <i>Receive and File</i>	
5.13	Information Correspondence List for February 24, 2020 <i>Receive and File</i>	
	M/S Roden / Anstett <i>“That Correspondence for Action items 5.11, 5.12 and 5.13 be received and filed.”</i>	CARRIED Unanimous (R-2020-52)

6. UNFINISHED BUSINESS

6.1	Motions List M/S Roden / Tuohey <i>“That the Motions List be receive and filed.”</i>	CARRIED Unanimous (R-2020-53)
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7. NEW BUSINESS

Business arising from the current Council Meeting may be added to the agenda for discussion

7.1	COTW Recommendation – Option 1 M/S Roden / Anstett <i>“That the NDIT Economic Development Capacity grant application recommendation of Option 1, “Consider contracting an Economic Development and Tourism position at \$25,000 and use the remaining \$25,000 for implementation of selected priority and short-term objectives from the draft Strategy” be deferred to the next Council meeting to allow time for Council to review the provided information.”</i>	CARRIED Unanimous (R-2020-54)
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8. BYLAWS

8.1	Council Procedure Bylaw No. 834 – Second Reading M/S Roden / Anstett <i>“THAT the Village of Ashcroft Council Procedure Bylaw No. 834 be read for a second time this 24th day of February 2020 as amended.”</i> <i>Amendments to Bylaw No. 834:</i> <ul style="list-style-type: none"> <i>Public Notice Posting Place – consider other locations more central in the community to be identified in the soon to be developed Communications Plan.</i> <i>Add public posting board to the exterior of the Village Office building.</i> <i>31.3 Make public agendas available on Fridays same as Council</i> <i>34.b change presiding member language to read “on the motion”</i> <i>35.2 limit of 2 delegation at 15 minutes each including questions</i> <i>Public Input – in support of moving this to the beginning of the meeting</i> <i>36.1 (a) change to 15 minutes</i> <i>36.1 (b) 2 Minutes per point/question</i> 	CARRIED Unanimous (R-2020-55)
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9. STAFF REPORTS

REQUEST FOR DECISION		
9.1	Asset Management Policy M/S Roden / Anderson <i>"That the Council approve the Village of Ashcroft Asset Management Policy."</i>	CARRIED Unanimous (R-2020-56)
9.2	IT Equipment Use Policy M/S Anderson / Anstett <i>"THAT, Council approve the Village of Ashcroft IT Equipment Use Policy # A-2020-01"</i>	CARRIED Unanimous (R-2020-57)
9.3	NDIT Curling Club Grant Application M/S Anstett / Anderson <i>"THAT, Council for the Village of Ashcroft are in support of Ashcroft's application to Northern Development Initiative Trust for a grant of up to \$30,000 to leverage the Curling Arena Ice Plant Replacement Project from NDIT's Community Halls and Recreation Facilities fund; and further that Council support the project throughout its duration."</i>	CARRIED Unanimous (R-2020-58)
FOR INFORMATION		
	N/A	

10. COUNCIL REPORTS

10.1	Mayor Roden – Report Mayor Roden amended her report to include: <ul style="list-style-type: none"> Ashcroft TNRD Library to receive interior renovation in 2020 Vicky Weller coordinating Ministry of Culture meeting in Ashcroft March 20, 2020 Gravity Productions donation of \$5000 towards shade at Pool Friends of Historical Hat Creek Society accepting Alternate Appointment designations 	
10.2	Councillor Anderson	
10.3	Councillor Anstett	
10.4	Councillor Davenport	
10.5	Councillor Tuohey	

11. RESOLUTIONS RELEASED FROM CLOSED MEETING

11.1	N/A	
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12. QUESTION PERIOD

The following questions and comments were received by Council:

- Clarification requested for Committee of the Whole (COTW) meeting schedule.
- Question regarding the opportunity for public engagement at COTW.
- Question regarding the timeline to begin and complete the Curling Rink repairs.
- Clarification regarding Curling Club Insurance coverage at arena.



- Comment for Council consideration of spending allocated sidewalk budget annually.
- Question regarding Town Hall meeting to present budget.

13. CLOSED MEETING

Motion to move to a closed meeting to discuss an item under the Community Charter Section 90.1

13.1	N/A	
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14. TERMINATION

M/S Davenport / Anstett

"That the Regular Meeting of Council for February 24, 2020 be adjourned at 8:07 pm."

CARRIED Unanimous (R-2020-59)

Certified to be a true copy of
the Regular Meeting of Council held
Monday February 24, 2020.

S. Daniela Dyck, Deputy Corporate Officer

Barbara Roden, MAYOR

SDD/



THE CORPORATION OF THE VILLAGE OF ASHCROFT

COMMITTEE OF THE WHOLE

MINUTES

FOR MONDAY FEBRUARY 24, 2020 AT 6:00 PM

PRESENT: Mayor Barbara Roden
Councillor Marilyn Anderson
Councillor Jonah Anstett
Councillor Nadine Davenport
Councillor Debra Tuohey

Yoginder Bhalla, Chief Financial Officer
S. Daniela Dyck, Deputy Corporate Officer
Brian Bennewith, Public Works Foreman

Media & Public

EXCUSED: Anne Yanciw, Chief Administrative Officer

Prior to the meeting, Mayor Roden advised the gallery that the meeting was being recorded by the HUB Online Network.

1. **CALL TO ORDER**

Mayor Roden called the Committee of the Whole meeting of Council for Monday February 24, 2020 to order at 6:00 pm.

2. **ADOPTION OF THE AGENDA**

M/S Tuohey / Anderson

That the Agenda for the February 24, 2020 Committee of the Whole meeting be adopted as presented.
CARRIED Unanimous (CW-2020-03)

3. **MINUTES**

All COTW Minutes are adopted at a Regular Meeting of Council

4. **DELEGATIONS**

	NONE	
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5. **DISCUSSION ITEMS**

	NONE	
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6. BYLAWS FOR DISCUSSION

	NONE	
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7. STAFF REPORTS

7.1	<p>NDIT Economic Development Capacity Grant Application</p> <p>Mayor Roden noted what the Village has historically applied for this particular grant funding. She noted that the Village of Ashcroft has not always used all of the \$50,000 available and hoped that this planning opportunity would enable the Village to utilize all of the available funding.</p> <p>Council discussed the proposed options in the staff report and commented on the Draft Economic Development and Tourism Strategy.</p> <p>Items of interest included:</p> <ul style="list-style-type: none"> • Mosaic walk • Being “film ready” • Bring tourism back to Ashcroft • Market the Hotel Study • Develop art policy • Business alliance could be a substitute for a Chamber. <p>M/S Roden / Tuohey <i>“That Option 1 be discussed under New Business at the Regular Meeting of Council on February 24, 2020”</i></p>	CARRIED Unanimous (CW-2020-04)
7.2	<p>Asset Management Presentation and Demo</p> <p>CFO Bhalla presented Phase 3 of the Asset Management Tool to Council by providing a detailed presentation of the program. Cost to the Village was minimal as most of the 2-year project was grant funded by UBCM and FCM. A cost comparison for similar services was provided for information. CFO Bhalla was able to develop a comparable system on a very frugal budget for development and ongoing costs.</p> <p>CFO Bhalla provided background information and the process undertaken to where we are today and linked budget to long term planning.</p> <p>CFO Bhalla demonstrated:</p> <ul style="list-style-type: none"> • Asset interface • Actual budget reporting interface • Asset mapping interface • Public works interface • Cemetery interface • Mosaic Art walk and trails mapping interface <p>Council thanked CFO Bhalla for his dedication and perseverance to develop the asset management tool and commended him for a job very well done.</p>	

8. QUESTION PERIOD

Question received from the public if time permits.

Question – Where on the website are residents able to access the public interface?



9. **CLOSED MEETING**

Motion to move to a closed meeting to discuss an item under the Community Charter Section 90.1

	NONE	
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10. **TERMINATION**

M/S Roden / Davenport

"That the Committee of the Whole Meeting for February 24, 2020 be terminated at 7:00 pm"

CARRIED Unanimous (CW-2020-05)

Certified to be a true and correct copy of the
Committee of the Whole Minutes of Council
held Monday, February 24, 2020.

S. Daniela Dyck, Deputy Corporate Officer

Barbara Roden, Mayor

SDD/



Ashcroft & District Lions Club,
Box 808,
Ashcroft, BC V0K 1A0
250 453-9077
Email: vivinash@telus.net



February 23, 2020

Mayor and Council,
The Village of Ashcroft,
Box 129,
Ashcroft, BC V0K 1A0

Attention: Anne Yanciw

Dear Anne,

Re: Tenth Annual Skip's Memorial Charity Run

We are starting the planning for Skip's Run again this year and our first step is to, hopefully, get approval of the route from the Village Council.

- Date: Sunday, June 7, 2020
- Registration: 7:30 am
- Run starts – 8:45
- Run finish – approximately 1:00 pm

- Route: same as last year.
 - the 10 km run will start at The Hub, go along Ash Street, along Government Street to the Bridge, across the Bridge, along Evans Rd. to the “Caution Trucks” sign and back the same route. This is the route we took last year and it was very successful. We had flag people along the route making sure that the runners were safe. On Government Street where the large trucks travel, we stopped the runners to let the trucks by. During the run last year there were only three large semis and they travel very slowly.
 - In the past, someone from the Fire Department has monitored the run by driving back and forth along the route and we will be asking if someone will be able to do this again.
 - The RCMP and local Ambulance will be notified of the run.
 - The necessary insurance is in place and you have a binder.

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February 23, 2020

- The proceeds will be used to enhance amateur sports in our communities.
- Each year the run has increased in participants and we hope to eventually make this an event that will bring many outside people to Ashcroft. It definitely fits in with the Village's brand.

We look forward to hearing back from you. We are prepared to send a delegation to a Council meeting to answer any questions.

Sincerely,



Lion Secretary Vivian Edwards

/ve





www.legionbcyukon.ca

British Columbia / Yukon Command The Royal Canadian Legion

“Military Service Recognition Book”

Dear Sir/Madam:

Thank you for your interest in the **BC/Yukon Command / The Royal Canadian Legion**, representing **British Columbia** and the **Yukon’s Veterans**. Please accept this written request for your support, as per our recent telephone conversation.

Our **BC/Yukon Command Legion** is very proud to be printing another **5,000 copies** of our Annual **“Military Service Recognition Book”**, scheduled for release by Remembrance Day 2020, to help identify and recognize many of the brave **Veterans** of British Columbia and the Yukon who served our Country so well during times of great conflict. This annual publication goes a long way to help the Legion in our job as the **“Keepers of Remembrance”**, so that none of us forget the selfless contributions made by our **Veterans**.

We would like to have your organization’s support for this Remembrance project by sponsoring an advertisement space in our **“Military Service Recognition Book.”** Proceeds raised from this important project will allow us to fund the printing of this unique publication and will also help our Command to improve our services to **Veterans** and the more than 150 communities that we serve throughout British Columbia and the Yukon. The Legion is recognized as one of Canada’s largest “Community Service” organizations, and we are an integral part of the communities we serve. This project ensures the Legion’s continued success in providing these very worthwhile services.

Please find enclosed a rate sheet for your review, along with a detailed list of some of the many community activities in our **149 Branches and 80 Ladies Auxiliaries** in the **BC/Yukon Command**. Whatever you are able to contribute to this worthwhile endeavor would be greatly appreciated. For further information please contact **BC/Yukon Command Office** toll free at **1-866-354-6277**.

Thank you for your consideration and/or support.

Sincerely,

Valerie MacGregor
President of BC/Yukon Command of The Royal Canadian Legion



www.legionbcyukon.ca

British Columbia / Yukon Command The Royal Canadian Legion

“Military Service Recognition Book”

Advertising Prices

<u>Ad Size</u>	<u>Cost</u>	<u>GST</u>	<u>Total</u>
Full Colour Outside Back Cover	\$1,885.71	+	\$94.29 = \$1,980.00
Inside Front/Back Cover (Full Colour)	\$1,676.19	+	\$83.81 = \$1,760.00
Full Colour 2-Page Spread	\$3,138.10	+	\$156.90 = \$3,295.00
Full Page (Full Colour) 7" X 9.735"	\$1,571.43	+	\$78.57 = \$1,650.00
Full Page 7" X 9.735"	\$1,047.62	+	\$52.38 = \$1,100.00
½ Page (Full Colour) 7" X 4.735"	\$909.52	+	\$45.48 = \$955.00
½ Page 7" X 4.735"	\$623.81	+	\$31.19 = \$655.00
¼ Page (Full Colour) 3.375" X 4.735"	\$566.67	+	\$28.33 = \$595.00
¼ Page 3.375" X 4.735"	\$442.86	+	\$22.14 = \$465.00
1/10 Page (Business Card-Full Colour)	\$309.52	+	\$15.48 = \$325.00
1/10 Page (Business Card) 3.375" X 1.735"	\$261.90	+	\$13.10 = \$275.00

G.S.T. Registration # R10 793 3913

All typesetting and layout charges are included in the above prices.

A complimentary copy of this year's publication will be received by all advertisers purchasing space of 1/10 page and up, along with a Certificate of Appreciation from the BC/Yukon Command.



PLEASE MAKE CHEQUE PAYABLE TO:

BC/Yukon Command
The Royal Canadian Legion
(BC/Y RCL)
(Campaign Office)
P O Box 5555
Vancouver, BC V6B 4B5





October 31, 2019

Attn. Mayor and Council, Village of Ashcroft
c/o Anne Yanciw, CAO
PO Box 129
Ashcroft, BC. V0K 1A0

Dear Mayor and Council, Village of Ashcroft,

Buy Local BC is very pleased to announce the 5th Annual 2019 Buy Local! Buy Fresh! Thompson Shuswap map. The ongoing support of our sponsors for this initiative contributes directly to the map production budget, including coordination, design, and printing costs. Village of Ashcroft is a founding sponsor and one of our key stakeholders. Given the need to sustain agriculture in the region, it's important to have you represented, and we want to thank you once again for your support. We now ask for your continued support in 2020 and beyond.

This direct marketing tool serves both residents and tourists alike, by connecting local farms, retailers and restaurants with consumers. This year's 2019 Thompson Shuswap map once again showcased 50 participants, including 27 farms and over 20 other listings. The new map was well received in the community as always, proving to be a cost effective advertising tool for participating businesses to reach this market. Our NEW 2020 edition again covers Kamloops to Salmon Arm, east to Sicamous, west to Chase, and north to Clearwater. Next year, we hope for continued renewal and growth of new farms and businesses after a strong 2019 season.

Our annual campaign includes the free valley-wide printed maps showing locations of farms and advertisers, an online map and directory of participants, a parallel signage campaign for farms and food products, and the option to participate in our booth at local events this season. Our Twitter channel @BuyLocalBC continues to gain subscribers and we are always working on new short videos featuring our farmers and participants. Visit the campaign website www.buylocalbc.org for farm listings, more information and links, and new video releases. This year we were also very happy to launch our 7th Annual Buy Local! Buy Fresh! Okanagan edition with over 75 participants!

The map showcases our region's collection of local farms, food producers, and promotes local food businesses and events. Organized by location, it is important that the names of the districts and municipalities are included on the map. Following this model, we use the names of the regional districts to organize the farm listings, and the logos for sponsor municipalities are printed on the map cover.

Your special rate of \$600 (less \$100 discount by Feb. 5, 2020) includes the cover logo space and a 3"x1.5" ad space on the frame of the map page. You have generously donated your ad space to Ashcroft & District Fall Fair each year since you joined the initiative. We offer municipalities an extra option to sponsor a package of farm listings on behalf of their local farms. Larger 3x3 ad space like last year's ad is also available again, for an additional \$80. I value our relationship with the Village of Ashcroft and look forward to discussing suitable options for your district.

Registration officially ends on March 31, 2020, and the new edition launches by July to start the 2020 season. Let me know if you have any other questions for this year. To confirm your participation for 2020, please send an email or feel free to call us at (250) 869-7248.

With thanks for your support,

Shayne Wright
Coordinator, Buy Local BC Initiative

Mail
Buy Local BC Initiative
16025 Barkley Rd
Lake Country, BC V4V1B4

Email
coordinator@buylocalbc.org
Telephone
(250) 869-7248

www.buylocalbc.org



Ashcroft & District Lions Club,
Box 808,
Ashcroft, BC V0K 1A0
250 453-9077
Email: vivinash@telus.net



March 3, 2020

Mayor and Council,
The Village of Ashcroft,
Box 129,
Ashcroft, BC V0K 1A0

Attention: Anne Yanciw

Dear Anne,

Re: Mother's Day Pancake Breakfast - May 10, 2020

Traditionally our Lions club has held a Pancake Breakfast on Mother's Day. We used to have it at the fly-in up at the airport before the 2017 fire. We are looking for a new location.

Because Desert Hills Ranch has a huge sale that weekend, there is a lot of traffic along Elm Street. We are thinking that the pool park would be a great location for our breakfast. We have had our concession trailer beside the pool building for the Canada Day celebrations and we would like to do that again for Mother's Day.

We would require that one of the barricades be moved so that we could get our trailer in. We would need power and water for the trailer. And it would be ideal if the bathrooms were open to the public.

We would ensure that the area was cleaned up after the concession was over. We plan on being open from 8:00 until Noon.

Please let us know either way as soon as possible as if we cannot use the pool park, we will need to find another location.

I look forward to hearing back from you.

Sincerely,

Lion Secretary Vivian Edwards

/ve



Delivered by Hand to Village Office on Feb 28, 2020

February 26, 2020

Mayor and Council
Village of Ashcroft
PO Box 129
Ashcroft BC
V0K1A0

Dear Mayor and Council,

For a very long time residents of Ashcroft have been trying to have an Off Leash Dog Park created for local dog owners and visitors with dogs to use. The signatories to this letter have all participated, to varying degrees, offering time, experience and energy to assist this project to move forward.

In March of 2015, an ad hoc group made a presentation to the Council of the day, promoting a site in the Pool Park that could have seen a dog park operational by the fall of 2015. The essence of the proposal was, let us help the Village establish a dog park by fundraising and taking the lead on the project. The Pool Park was chosen to avoid adding maintenance costs to the Village budget. Council responded to this proposal by appointing a Standing Committee to investigate the idea. This Committee recommended an Off Leash Dog Park on the lower terrace of the Pool Park. We are unclear on the deliberations that lead to this not being acted upon because Council made the decision without notifying any of the proponents that they were going to consider the proposal. We are aware that a small group of neighbours presented a petition opposing the dog park.

In March of 2017, a second Standing Committee of Council was established because newly elected Councillor Kormendy had heard from the community, during her campaign, that there was still lots of interest in the dog park. This Committee carried out extensive work including; the production of a brochure, holding stakeholder meetings and hosting a public meeting to gauge public support. The result was a clear public support for the off leash dog park but not in the Pool Park because of the perceived conflict with Youth Soccer. Council approved a recommendation to create the dog park at the south end of Railway Avenue on property owned by the Village. In addition, Council approved the idea of a

Memorandum of Understanding with a local group to assist the Village with fundraising, construction and on going management.

In April of 2019, the same core group of community members made another presentation to Council asking the Village to move forward with the project by getting the approved MOU established. We also suggested what might be in the MOU. Council approved establishing the MOU and asked the Chief Administrative Officer to make the necessary arrangements. The group carried out research on comparable MOU and provided a draft to the CAO to assist with the process. In June 2019, Michelle Allen emailed a draft MOU to our group. Her communication suggested breaking the project into two MOUs and required the group to form a registered society. The proposed MOU did not look anything like the one we had supplied to her. We advised Ms. Allen that we would consider her email and because of the summer season and her leaving, we would not be responding until the new CAO was in the position. Two of our group met with Ms. Yanciw and discussed the communications and sought her opinion regarding the Village position on the MOU. She supported the need for an MOU and still required the forming of a registered society to accept responsibility for the project.

We want Council to know that we are disappointed in how this project has been managed by them and previous Councils:

- Five years have passed and we are no closer to a dog park.
- For two Council elections and one Council By Election every Council candidate has said they favoured the project. Some Councilors have served on Standing Committees, and that is acknowledged. However, decision makers are judged by what they get done.
- At last falls Council open house; the dog park was identified as an emerging issue. It is hard for us to accept that caption given all the work that has been requested by and done for Council by the Standing Committees. However, it appears to accurately capture the priority Council has given to the project.
- There appears to be no Council members paying attention to whether this project is advancing or what sort of obstacles are being put in the way of progress.

We have been supporting of this project for a very long time and have faced considerable opposition, but our desire to see the dog park added to the Community attractions has kept us going. The requirement for the establishment of a registered society is unnecessary for us to volunteer to help the Village. It would require us to become Directors of the Society and to become legally responsible as Directors. This would introduce costs and effort and would not assist us in anyway in getting the project completed, just more bureaucracy.

When we approached Council in 2015 we simply wanted to work with the Village in establishing an off leash dog park. We have reached the conclusion that with this latest obstacle, we cannot advance this project. We are therefore notifying Council that we are no longer willing to participate in this project. We feel that many more obstacles than necessary have been put in the way of this project and we no longer have the energy and enthusiasm to push the project along.

Yours truly,

Original signed by those indicated

Kitty Murray

Vivian Edwards

Edie Dibley

Monty Downs

Cc Letters to the Editor Ashcroft Cache Creek Journal

admin

From: Ron Hood <ron@hood.zone>
Sent: March 2, 2020 3:50 PM
To: Ron Hood
Subject: WHAC Final Report
Attachments: Report to CRS coverletter.docx; Report to CRS.docx

Dear Mayor and Council;

For your information we are pleased to share with you the **final report** of the health care revitalization group known as the **Wellness & Health Action Coalition (WHAC)**.

Thank you for allowing us to work with you in the past, and we appreciate your ongoing participation in the **Ashcroft & Area Community Health Table**.

For further information or discussion, please contact any of the following members of the core working group:

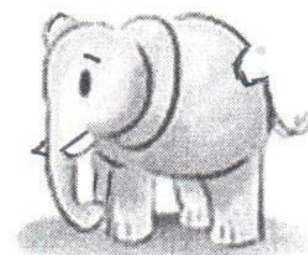
Fran White (fhwhite3@gmail.com); David Durksen (david@durksen.ca) : Ron Hood (ron@hood.zone)

WELLNESS & HEALTH ACTION COALITION

A Division of Ashcroft & Area Community Resources Society

Serving a Network of Rural Communities in the Central Interior of BC

www.whac-chb.ca



February 28, 2020

The Board of Directors
Ashcroft & Area Community Resources Society
P.O. Box 843
Ashcroft, BC V0K 1A0

Dear Directors;

In May of 2014 the Directors of CRS adopted a group of community volunteers into a sub-committee that became known as the Wellness & Health Action Coalition (WHAC).

It is with pride, pleasure, and satisfaction that the core working group of the WHAC committee herein submits its final report of activities, successes and legacies.

Although the committee is no longer active, its work continues. The objective was to bring to the attention of the provincial government and the regional health authority the inadequacies of health care delivery in rural communities. We were/are not alone. A vast network of communities and agencies are now hard at work with professionals to identify solutions to what is now recognized as a serious issue. Things are indeed happening.

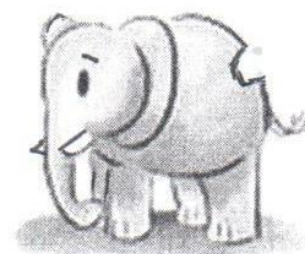
With the administrative and governance support of CRS, the WHAC committee volunteers were able to concentrate on their task, and for that we thank you.

Please share in the credit for the successes that have been achieved, and enjoy the celebrations as the health care system adjusts to our needs.

Sincerely Yours;

Fran White

Fran White, Chair
The WHAC Committee.



THE “WHAC” PROJECT

A Division of

ASHCROFT AND AREA COMMUNITY RESOURCES SOCIETY

Inspired by: MLA Jackie Tegart, when she introduced to an open community meeting a group from Princeton who had organized to develop health-care delivery protocols in their community.

Initiated by: Community activists Shirley Dobson and Vivian Edwards: “Let’s do something! Now!” (For 3 years prior to this, Ashcroft municipal councillor Alice Durksen and then mayor Andy Anderson, along with David Durksen and Barb Shaw and a group concerned with business development, had been working to define municipal involvement with health care delivery and physician recruitment.)

Sponsored by: Ashcroft and Area Community Resources Society (CRS) authorized a sub-committee which became known as the **Wellness & Health Action Coalition (WHAC)**.

The Time Line:

- **April 4, 2014:** Community meeting with MLA and Princeton representatives;
- **April 22, 2014:** Organizational meeting of concerned citizens of Ashcroft, Cache Creek, Clinton, and surrounding areas. (Between April 4 and April 22, it was recognized that there were now two local groups operating with parallel objectives - a coalition resulted.)
- **September 16, 2014:** a community healthcare consultation program sponsored by Interior Health resulted in a comprehensive analysis of healthcare wants, needs, strengths and weaknesses in our service area.
- By **February 16, 2015** several liaisons had been established:
 - IH rural health services, Doctors of BC, Rural Coordination Centre of BC, Local physicians (who had announced resignations), Professional Residents Association of BC.
 - This list continued to grow as literally dozens of other organizations, committees, and agencies in various communities and health authorities around the province were discovered, all beating the same bush.
- By **April 17, 2015** the international medical licensing program had been streamlined, the Rural Division for Family Medicine was being organized, Lillooet hospital was approved as a practice ready assessment facility, and our “wish list” items were starting to appear in provincial and regional agendas.
- By **June 15, 2015** the Lillooet Outreach Clinic to accommodate patients normally treated in Ashcroft, and a transportation program organized by WHAC, was established and became a recruiting ground for new Ashcroft physicians; an alliance began to develop as it was learned that none of Ashcroft, Lillooet, Clinton or Lytton were large enough independently to qualify as a chapter in the rural division.
- **July 20, 2015:** actions were initiated to urge municipalities to accept health services as a community economic development tool.
- From **July/15 thru May/18** many reports were written and presented¹, provincial meetings and conferences were attended, and our knowledge base and influence increased. By May 2018 it was recognized that a change in our activities was due.
- **June 18, 2018:** a change in committee leadership took place and new directions began to develop.

A considerable number of the objectives envisioned by the WHAC committee from inception to June of 2018 have either been achieved or are in developmental stages by other established provincial or regional bodies.

¹ Of particular note is the July 2016 presentation to the Select Standing Committee on Health. The presentation was well received and shifted WHAC from being a small community interest group to one respected as able to make a significant contribution to health care transformation in the province.

Successful Objectives

- Recognition that rural health care is more than just “mini-urban”;
- Primary Care – first appeared in Premier’s mandate letter to Minister of Health for 2015-16;
- Expedited rural medicine qualification for new and/or relocating physicians;
- Establishment of a regional approach to rural health care delivery;
- Establishment of a provincial coalition of rural community health care action groups;
- Recognition of the WHAC name and purpose in regional and provincial health care organizations;
- Recognition by municipalities of their potential role in health care planning;
- Involvement of First Nations communities in the process;
- Enhanced involvement of paramedics in primary and emergency care delivery;
- Enhanced involvement of qualified nursing and technical staff in primary and emergency care delivery;
- A local voice in health care planning and delivery.

The Legacy:

WHAC was always seen by its working group to be a transitional step that would eventually fade away as its objectives and concerns were met. Along with the above list, 3 major steps required attention:

1. There needed to be a **formal and ongoing communications link** between IH and the local communities – this is now in place with the ***Ashcroft and area Health Table***. This has stabilized the delivery of services – we have not had an ER closure since July 2019. (While some still want ER 24/7 our numbers simply do not support that and when we offer it we burn out our nurses and doctors. Our nursing staff is now fully staffed and the hospital team is working well.)
2. There needed to be a commitment to creating a new **interdisciplinary team-based primary care** structure for health care in our catchment area – this is now the objective of the newly created ***Western Interior Collaborative Services Committee (CSC)***.
3. We needed to **stabilize the supply of medical professionals** and make it easier to retain so we could get out of the recruitment revolving door. This one is not complete – the CSC creating a new primary care structure will be the longer term answer to this. However, we have been able to use what was then the new Practice Ready Assessment program to attract new physicians.

The result, then, is that the prime work that we were pushing has now been taken over by more appropriate groups, who have broader geographical scope and influence and the ability to leverage funding and policy to make our system better.

At the community level:

- Development of an independent legal entity to carry on the role of local input to health care issues through the Collaborative Services Committee.
- Continuing local input to regional and provincial organizations/committees concentrating on rural primary care delivery protocol through the Community Health Table;

The work is not done, rather it is in more appropriate hands, hands that we helped create. Now our job as a community is to influence and support, without getting in the way.

Respectfully Submitted by
Members of the WHAC subcommittee working group
March 2020



PRESS RELEASE

FOR IMMEDIATE RELEASE

March 4, 2020

“The Village of Ashcroft wishes to announce that Anne Yanciw has resigned her position as Chief Administrative Officer. While Ms. Yanciw has enjoyed her time with the Village, she has decided to pursue other professional interests. The Village wishes her well and thanks her for her service.

Deputy Corporate Officer Daniela Dyck has been appointed Interim CAO. Mayor and council look forward to working with her on the many projects and initiatives currently underway.”

Barbara Roden
MAYOR, Village of Ashcroft

STAFF REPORT TO COUNCIL – OPEN MEETING

DATE: March 9, 2020
FROM: DCO, Daniela Dyck
SUBJECT: SOGIA Grant in Aid and Rainbow Sidewalk Project
REPORT #: 20-20

Purpose

To bring the Desert Sands Community School Sexual Orientation Gender Identity Alliance (SOGIA) request to Council for consideration.

Recommendation

THAT Council approve the SOGIA Grant in Aid request in the amount of \$250, and further that Council approve the repainting of the Rainbow Crosswalk on Railway Ave. as a collaboration with the SOGIA students working under the direction of the Village Public Works Department, and further that all expenses be paid by the Village.

Alternatives

That Council not approve the SOGIA Grant in Aid and repainting of the rainbow crosswalk on Railway Ave. request.

Discussion

At the February 24th Regular Meeting of Council, representatives from the Desert Sands Community School's SOGI Alliance appeared as a delegation and requested Council approve the repainting of the rainbow crosswalk on Railway Ave.

The SOGIA representatives suggested a collaboration. The SOGIA students will provide the labour to paint the crosswalk and Council approve the village to pay for all related costs, request CUPE Local 900 approval for the volunteers and in exchange provide a \$250 Grant in Aid. The SOGIA students plan to use the funds to travel and connect with other SOGI groups in the area and have fun bonding experiences such as bowling.

Strategic/Municipal Objectives

N/A

Legislative Authority

N/A

Financial Implications

To be Determined

Attachment Listing

1. Grant in Aid Request

Prepared by:



Daniela Dyck
Deputy Corporate Officer

Name: DSCS SOGI Alliance

Mailing Address: PO Box 669, Ashcroft, BC, V0K 1A0

Phone: 250-453-9144 Fax: 453-2368 Email: virene@live.ca

Briefly describe how the requested grant money will be used:

To send our group on a field trip to Kamloops so we can meet with other SOGI groups in the area and do fun activities to bond with them (example: bowling)

What amount of Grant-in-Aid is being requested? \$ 250

Total of anticipated expenses \$ 250

Did you receive a Grant-in-Aid last year? Yes ☐ No ☒

If yes what was the amount of the grant? \$

Forward completed applications to: Village of Ashcroft, Box 129, Ashcroft, BC V0K 1A0 or by email to admin@ashcroftbc.ca. Applications are reviewed by Council at the second meeting each month. Applications must be received by the second Friday of each month to be considered in that month.

Motion No.	Motion	Staff Responsible	Comments	Time line	Status
SM-03-10-19	"That Council direct staff to approach Director Rice, TNRD Area "I" and apply for financial assistance through his discretionary Gas Tax Funds"	CAO	he requires a report to take to the TNRD Board for expenditure approval. Dir. Rice has allocated up to		in-progress
20-11-2019	"That Council approve staff to estimate the installation and operational costs of the mural and report back to Council."	PWF			in-progress
25-11-2019	"That Council review the current committee appointments, consider changes and bring suggestions to Council for consideration at a future meeting."	Council	DCO to include in future agenda for consideration	23-Mar	in-progress
2020 MOTIONS					
R-2020-06	"THAT Council send a resolution calling on the Province to put signage on Class A highways indicating areas with little or no cell coverage."	Mayor	Forward resolution to SILGA using the UBCM Resolution format. Bring back for Council approval prior to submission.	28-Feb-20	in-progress
R-2020-28	"That Council request staff to research On Demand Hours available and report back to Council what the new schedule would look like."	CAO	Consult with BC Transit and Transit Committee re: options		in-progress
R-2020-29	"That a meeting between Council and the Curling Club be scheduled."	CAO	Schedule meeting - Doodle Poll		in-progress
R-2020-30	"That Operation Lifesaver Rail Safety Information be received and filed and further that the information be relayed to the community in the Newsletter."	DCO	Include information in next newsletter	end of March	in-progress
R-2020-36	"That Council approve staff to research burning bylaws and bring a report back to Council."	DCO	Meet with Fire Chief, PW FP Forman, contact neighbouring communities with similar landscapes	23-Mar	in-progress

R-2020-39	"That the Minutes of the Regular Meeting of Council held Monday January 27, 2020 be adopted as presented."	DCO	Signatures and File		Complete
R-2020-40	"That the Minutes of the Committee of the Whole meeting held on January 27, 2020 be adopted as presented."		Signatures and File		Complete
R-2020-41	"That the Minutes of the Special Meeting of Council Planning Session held Monday February 10, 2020 be adopted as presented."		Signatures and File		Complete
R-2020-42	"That Council supply a letter of support to the Ashcroft Hospice Society for their funding request to develop an office in the community."	DCO	Draft and send letter of support		Complete
R-2020-43	"That Council approve the TNRD Zoning Amendment Application as interests unaffected by this application, with a noted concern regarding current ingress and egress access to the property."	DCO	Forward BA 186 Referral		Complete
R-2020-44	"That Council send a letter of support for the Ashcroft Indian Band application to develop a walking path plan on Cornwall Road."	DCO	Draft and send letter of support		Complete
R-2020-45	"That Council approves the purchase of two tickets to attend the 153rd Annual Ball in Clinton for the Mayor and one guest."	DCO/Nancy	Reserve tickets and requisition payment		Complete
R-2020-46	"That Council approve Mayor Roden to attend the Highland Valley Copper Environmental Assessment Working Group meetings representing the interests of the Village of Ashcroft."	DCO	Advise organizer and forward information to Mayor		Complete
R-2020-47	"That Council approve the Ashcroft Fall Fair request for a \$500 grant in aid and include free facility use of the arena for September 12 – 13, 2020."	DCO	Send letter advising approval of GIA and free facility use		Complete
R-2020-48	"That the Health Care and Wellness Coalition request to appoint Cnclr. Tuohey and an alternate to the coalition be tabled and discussed when Council reviews the current committee appointments."	DCO	Tabled to CTW Council Committee Appointment Review Discussion		in-progress

R-2020-50	"That Council approve the Cache Creek Elementary School PAC request for a donation of a family pass to the Ashcroft pool for the 2020 season."	DCO	send letter and certificate		Complete
R-2020-51	"That Council approve the Ashcroft Curling Club request for free facility use of the arena on March 9 for set up and March 10 for a community curling event."	DCO	send letter advising approval		Complete
R-2020-54	"That the NDIT Economic Development Capacity grant application recommendation of Option 1, "Consider contracting an Economic Development and Tourism position at \$25,000 and use the remaining \$25,000 for implementation of selected priority and short-term objectives from the draft Strategy" be deferred to the next Council meeting to allow time for Council to review the provided information."	DCO	Include on the March 9, 2020 Agenda		in-progress
R-2020-55	"THAT the Village of Ashcroft Council Procedure Bylaw No. 834 be read for a second time this 24th day of February 2020 as amended."	DCO	Edit bylaw as per motion and bring back for 3rd reading March 9		in-progress
R-2020-56	"That the Council approve the Village of Ashcroft Asset Management Policy."	DCO/Kris	Digital File and Binder		Complete
R-2020-57	"THAT, Council approve the Village of Ashcroft IT Equipment Use Policy # A-2020-01"	CFO	File and Council Signatures required		Complete
R-2020-58	"THAT, Council for the Village of Ashcroft are in support of Ashcroft's application to Northern Development Initiative Trust for a grant of up to \$30,000 to leverage the Curling Arena Ice Plant Replacement Project from NDIT's Community Halls and Recreation Facilities fund; and further that Council support the project throughout its duration."	DCO/CFO	Forward letter with Council resolution to NDIT		Complete

STAFF REPORT TO COUNCIL – OPEN MEETING

DATE: March 9, 2020
FROM: DCO, Daniela Dyck
SUBJECT: Council Procedure Bylaw No. 834, 2020
REPORT #: 20-21

Purpose

To request a Council motion to take the draft Village of Ashcroft Council Procedures Bylaw No. 834, 2020 to third reading.

Recommendation

THAT Council approve third reading of the “*Village of Ashcroft Council Procedure Bylaw No. 834, 2020*”.

Alternatives

THAT Council not approve third reading and table the draft Village of Ashcroft Council Procedure Bylaw No. 834, 2020.

Discussion

At the February 24th Regular Meeting of Council, Council approved second reading of Bylaw No. 834 with the following amendments:

- Public Notice Posting Place – consider other locations more central in the community to be identified in the soon to be developed Communications Plan.
- Add public posting board to the exterior of the Village Office building.
- 31.3 Make public agendas available on Fridays same as Council
- 34.b change presiding member language to read “on the motion”
- 35.2 limit of 2 delegation at 15 minutes each including questions
- Public Input – in support of moving this to the beginning of the meeting
- 36.1 (a) change to 15 minutes
- 36.1 (b) 2 Minutes per point/question

All requested changes have been made to the draft bylaw and are highlighted in yellow for Council’s review.

The purpose of the third reading is for Council to have an opportunity for final discussion, including any changes that have been made to the bylaw along the way. A proposed bylaw may be debated and amended at any time during the first three readings unless prohibited by the *Community Charter*. Once third reading is complete changes can still be made to the bylaw, however, third reading must be repealed and then read a third time again.

Strategic/Municipal Objectives

Corporate Governance – Bylaw and Policy ongoing review and updates

Legislative Authority

The *Community Charter*, section 124 sets out the requirement that a municipality must have a procedure bylaw and prescribes the required components of that bylaw.

Financial Implications

Advertising costs of \$310.00 were incurred.

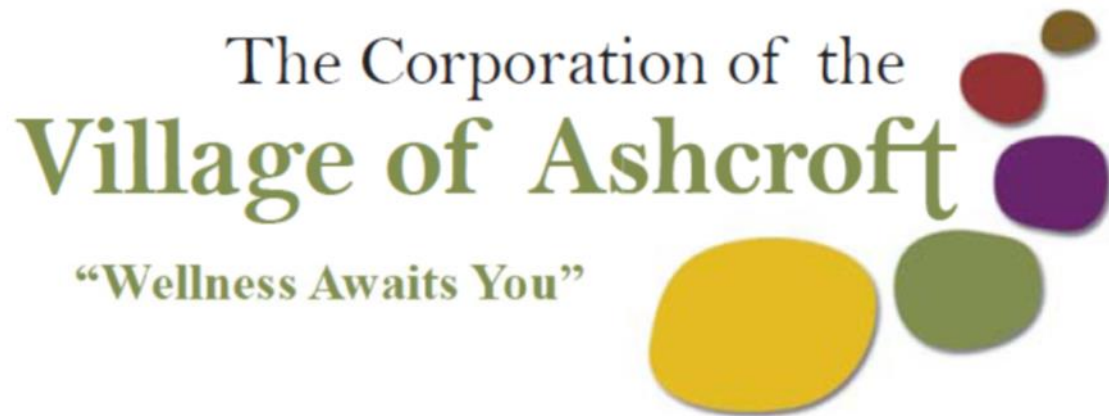
Attachment Listing

1. Attachment 1 – Draft Council Procedures Bylaw No. 834, 2020

Prepared by:



Daniela Dyck
Deputy Corporate Officer



Council Procedure Bylaw No. 834, 2020

DRAFT

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DRAFT

VILLAGE OF ASHCROFT

BYLAW NO. 834, 2020

**A BYLAW TO ESTABLISH THE GENERAL PROCEDURES TO BE FOLLOWED
BY COUNCIL AND COUNCIL COMMITTEES IN CONDUCTING THEIR BUSINESS**

NOW THEREFORE the Council of the Village of Ashcroft ENACTS AS FOLLOWS

PART 1 – INTRODUCTION

Title

- 1 This Bylaw may be cited as the “THE VILLAGE OF ASHCROFT COUNCIL PROCEDURE BYLAW NO. 834, 2020”.

Interpretation

- 2 (1) In this Bylaw,
- “**Committee**” means a Standing, Select, or other Committee of Council, but does not include COTW;
- “**COTW**” means the Committee of the Whole of Council;
- “**Corporate officer**” means the corporate officer for the Village or their designate;
- “**Council**” means the Council of the Village of Ashcroft;
- “**Village**” means the Corporation of the Village of Ashcroft;
- “**Mayor**” means the Mayor of the Village;
- “**Municipal Hall**” means Ashcroft Municipal Hall located at 601 Bancroft Street, Ashcroft British Columbia;
- “**Public notice posting place**” means the notice board at the Municipal Hall and Public Posting board on the exterior of the Village Office.
- (2) Unless otherwise provided in this Bylaw, words and phrases used herein have the same meaning as in the *Community Charter*, *Local Government Act* and the *Interpretation Act* as the context and circumstances may require.

- (3) A reference to an Act in the Bylaw refers to a statute of British Columbia, and a reference to any statute, regulation, bylaw or other enactment refers to that enactment as it may be amended or replaced from time to time.
- (4) Words in their singular include the plural and words in the plural include the singular
- (5) Headings are for convenience only and must not be construed as defining or limiting the scope or intent of the provisions.

Application of rules of procedure

- 3
 - (1) The provisions of this Bylaw govern the proceedings of Council, COTW and all Standing and Select Committees of Council, as applicable.
 - (2) In cases not provided for under this Bylaw, The New Robert's Rules of Order Newly Revised 10th Edition, 2000, apply to the proceedings of Council, COTW, and all Standing and Select Committees of Council to the extent that those rules are
 - (a) applicable in the circumstances, and
 - (b) not inconsistent with provisions of this Bylaw or the *Community Charter*.

PART 2 – COUNCIL ROLES, RESPONSIBILITIES AND DUTY TO RESPECT CONFIDENTIALITY

Roles and responsibilities of Council members

- 4 Every member of Council has the following responsibilities:
 - (a) to consider the well-being and interests of the Village and its community;
 - (b) to contribute to the development and evaluation of the policies and programs of the Village respecting its services and other activities;
 - (c) to participate in Council meetings, Committee meetings and meetings of other bodies to which the member is appointed;
 - (d) to carry out other duties assigned by the Council;
 - (e) to carry out other duties assigned under the *Community Charter, Local Government Act* or any other Act;
 - (f) to foster a positive working environment by treating other elected officials and staff members with mutual respect; and
 - (g) to appreciate diverse opinions brought forward for reflection and consideration.

Roles and responsibilities of the Mayor

- 5
- (1) The Mayor is the head and chief executive officer of the Village.
 - (2) In addition to the Mayor's responsibilities as a member of Council, the Mayor has the following responsibilities:
 - (a) to provide leadership to the Council, including by recommending bylaws, resolutions and other measures that, in the Mayor's opinion, may assist the peace, order and good government of the Village;
 - (b) to communicate information to the Council;
 - (c) to preside at Council meetings when in attendance;
 - (d) to provide, on behalf of the Council, general direction to municipal officers respecting implementation of municipal policies, programs and other directions of the Council;
 - (e) to establish Standing Committees in accordance with the provisions of the *Community Charter* and this Bylaw;
 - (f) to suspend municipal officers and employees in accordance with the *Community Charter*;
 - (g) to reflect the will of Council and to carry out other duties on behalf of the Council;
 - (h) to carry out other duties assigned by the *Community Charter* or any other Act.

Duty to respect confidentiality

- 6
- (1) A Council member or former Council member must, unless specifically authorized otherwise by Council,
 - (a) keep in confidence any record held in confidence by the Village, until the record is released to the public as lawfully authorized or required; and
 - (b) keep in confidence information considered in any part of a Council meeting or Council Committee meeting that was lawfully closed to the public, until the Council or the Committee discusses the information at a meeting that is open to the public or releases the information to the public.
 - (2) If the Village suffers loss or damage because a person contravenes subsection (1) and the contravention was not inadvertent, the Village may recover damages from the person for the loss or damage.

PART 3 – CONFLICT OF INTEREST

Application of this part

- 7
- This part applies to Council members in relation to:
- (a) Council and COTW meetings;

- (b) Committee meetings; and
- (c) meetings of any other Village body referred to in this bylaw.

Declaration required

- 8 If a Council member attending a meeting considers that they are not entitled to participate in the discussion of a matter, or to vote on a motion or question in respect of a matter because the member has a direct or indirect pecuniary interest in the matter or another interest in the matter that constitutes a conflict of interest, the member must declare this and state in general terms the reason why the member considers this to be the case.

Restrictions on participation following the declaration

- 9 After making a declaration under section 8, the Council member must not:
- (a) remain or attend any part of a meeting referred to in section 7 during which the matter is under consideration;
 - (b) participate in any discussion of the matter at such a meeting;
 - (c) vote on a motion or question in respect of the matter at such a meeting; or
 - (d) attempt in any way, whether before, during or after such a meeting, to influence the voting on any question in respect of the matter.

Withdrawal of declaration after legal advice

- 10 (1) As an exception to section 9, if a Council member has made a declaration under section 8 and, after receiving legal advice on the issue, determines that they were wrong respecting their entitlement to participate in respect of the matter, the member may:
- (a) return to the meeting or attend another meeting of the same body;
 - (b) withdraw the declaration by stating in general terms the basis on which the member has determined that they are entitled to participate; and
 - (c) after this, participate and vote in relation to the matter.
- (2) For certainty, a Council member who makes a statement under subsection (1) remains subject to section 13 of this bylaw.

Member must not be present

- 11 After making a declaration under section 8, unless a statement is made under section 10, the person presiding at a meeting referred to in section 7 or any following meeting in respect of the matter must ensure that the member is not present at any part of the meeting during which the matter is under consideration.

Recording of declaration in the minutes

- 12 When a declaration or a statement is made under section 8 or 10, the person recording the minutes of the meeting must record the member's declaration or statement, the reasons given for it, and the time of the member's departure from the meeting room and, if applicable, of the member's return.

Restrictions on participation if in conflict whether or not a declaration is made

- 13 (1) This section applies if a Council member has a direct or indirect pecuniary interest in a matter, whether or not the member has made a declaration under section 8.
- (2) The Council member must not:
- (a) remain or attend any part of a meeting referred to in section 7 during which the matter is under consideration;
 - (b) participate in any discussion of the matter at such a meeting;
 - (c) vote on a motion or question in respect of the matter at such a meeting; or
 - (d) attempt in any way, whether before, during or after such a meeting, to influence the voting on any question in respect of the matter.

Restrictions on inside influence

- 14 A Council member must not use their office to attempt to influence in any way a decision, recommendation or other action to be made or taken at a meeting referred to in section 7, by an officer or an employee of the Village, or by a delegate under section 154 [*Delegation of Council authority*] of the *Community Charter*, if the member has a direct or indirect pecuniary interest in the matter to which the decision, recommendation or other action relates.

Restrictions on outside influence

- 15 In addition to the restrictions in section 14, a Council member must not use their office to attempt to influence in any way a decision, recommendation or action to be made or taken by any other person or body, if the member has a direct or indirect pecuniary interest in the matter to which the decision, recommendation or other action relates.

Exceptions from conflict restrictions

- 16 (1) Sections 7 to 15 do not apply if one or more of the following circumstances apply:
- (a) the pecuniary interest of the Council member is a pecuniary interest in common with the electors of the Village generally;
 - (b) in the case of a matter that relates to a local service, the pecuniary interest of the Council member is in common with other persons who are or would be liable for the local service tax;
 - (c) the matter relates to remuneration, expenses or benefits payable to one or more Council members in relation to their duties as Council members;

- (d) the pecuniary interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the member in relation to the matter; or
 - (e) the pecuniary interest is of a nature prescribed by regulation.
- (2) Despite sections 7 to 15, if a Council member has a legal right to be heard in respect of a matter or to make representations to Council and is restricted by one or more of those sections from exercising that right in relation to the matter, the Council member may appoint another person as a representative to exercise the member's right on their behalf.

Disclosure of contracts with Council members and former Council members

- 17 (1) If the Village enters into a contract in which a Council member or a person who was a Council member at any time during the previous six (6) months, has a direct or indirect pecuniary interest, this must be reported as soon as reasonably practicable at a Council meeting that is open to the public.
- (2) In addition to the obligation under sections 8 to 12, a Council member or former Council member must advise the Corporate Officer, as soon as is reasonably practicable, of any contracts that must be reported under subsection (1) in relation to that person.

Restrictions on use of insider information

- 18 A Council member or former Council member must not use information or a record that was obtained in the performance of the member's office, and is not available to the general public, for the purpose of gaining or furthering a direct or indirect pecuniary interest of the Council member or former Council member.

Disqualification from holding office

- 19 A Council member who contravenes sections 13, 14, 15, 16 or 18 of this bylaw is disqualified from holding office described in, and for the period established by, section 108.1 [*Disqualification from office for contravening conflict rules*] of the *Community Charter*, unless the contravention was done inadvertently or because of an error in judgement made in good faith.

PART 4 – COUNCIL MEETINGS

Inaugural Meeting

- 20 (1) Following a general local election, the first Council meeting must be held on the first Monday in November in the year of the election.
- (2) If a quorum of Council members elected at the general local election has not taken office by the date of the meeting referred to in subsection (1), the first Council meeting must be called by the Corporate Officer and held as soon as reasonably possible after a quorum has taken office.

Time and location of meetings

- 21
- (1) All Council meetings must take place within the Municipal Hall except when Council resolves to hold meetings elsewhere.
 - (2) Regular Council meetings will be held:
 - (a) on the second Monday at 4:30 pm and the fourth Monday at 7:00 pm of each month, except:
 - i. the months of July and August, meetings will be held on the fourth Monday of that month at 7:00 pm;
 - ii. the months of September and December, meetings will be held on the second Monday of that month at 4:30 pm;
 - (d) be adjourned at 10:00 p.m. on the day scheduled for the meeting unless Council resolves to proceed beyond that time in accordance with section 46; and
 - (e) when such meeting falls on a statutory holiday, be held on the next day the Municipal Hall is open.
 - (3) Regular Council meetings may, by a resolution of Council:
 - (a) be cancelled, provided that two consecutive meetings are not cancelled; and;
 - (b) be postponed to a different day, time and place determined by the Mayor, provided the Corporate Officer is provided at least 2 days written notice.
 - (4) Other Council meetings:
 - (a) Council may choose to host a separate public meeting for the sole purpose of ensuring public process for development of the financial plan. in compliance with the *"Community Charter Section 166, Council must undertake a process of public consultation regarding the proposed financial plan before it is adopted."*
 - (b) Council may at their discretion host:
 - i. Town Hall Meetings
 - ii. Community Forums
 - iii. Planning Sessions

Electronic meetings and participation by Council members

- 22
- (1) Provided the conditions set out in section 128(2) [*Electronic meetings and participation by members*] of the *Community Charter* are met, a member of Council who is unable to attend

a Council meeting, COTW or Committee meeting, as applicable, may participate by means of electronic audio or other communication facilities, if

- (a) the reason for the absence is due to a medical leave, or
 - (b) their participation is necessary to preserve quorum.
- (2) The member presiding at a Council meeting, COTW or a Committee meeting must not participate electronically.
- (3) No more than one (1) member of Council, COTW or Committee may participate electronically at any meeting.

Notice of Council meetings

- 23 (1) In accordance with section 127 [*Notice of Council meetings*] of the *Community Charter*, Council must make available to the public a schedule of the date, time and place of regular Council meetings and give notice of the availability of the schedule in accordance with section 94 [*Public notice*] of the *Community Charter* at least once a year and by posting the schedule at the Public Notice Posting Place and the Village website.
- (2) Where revisions are necessary to the annual schedule of regular Council meetings, the Corporate Officer must, as soon as possible, post a notice at the Public Notice Posting Place and Village website which indicates any revisions to the date, time and place or cancellation of a regular Council meeting.

Notice of Special meetings

- 24 (1) Except where notice of a special meeting is waived by unanimous vote of all Council members under section 127(4) [*Notice of Council meetings*] of the *Community Charter*, a notice of the date, hour, and place of a special Council meeting must be given at least 24 hours before the time of meeting, by
- (a) posting a copy of the notice at the Public Notice Posting Place and Village website, and
 - (b) emailing a copy of the notice to each Council member.
- (2) The notice under subsection (1) must describe in general terms the purpose of the meeting and be signed by the Corporate Officer.

PART 5 - DESIGNATION OF MEMBER TO ACT IN PLACE OF MAYOR

- 25 (1) Following a general local election, at the first Council meeting of the newly elected Council, Council must designate Councillor's to serve on a rotating basis as the member responsible for acting in the place of the Mayor when the Mayor is absent or otherwise unable to act or when the office of the Mayor is vacant.

- (2) If both the Mayor and the member designated under subsection (1) are absent from the Council meeting, the Council members present must choose a Councillor to preside at the Council meeting.
- (3) The member designated under subsection (1) or chosen under subsection (2) has the same powers and duties as the Mayor in relation to the applicable matter and must fulfill the responsibilities of the Mayor in his or her absence.

PART 6 – COUNCIL PROCEEDINGS

Community Charter provisions

26 Matters pertaining to Council proceedings are governed by the *Community Charter*.

Attendance of public at meetings

- 27 (1) Except where the provisions of section 90 [*Meetings that may or must be closed to the public*] of the *Community Charter* apply, all Council meetings must be open to the public.
- (2) Before closing a Council meeting or part of a Council meeting to the public, Council must pass a resolution in a public meeting in accordance with section 92 [*Requirements before meeting is closed*] of the *Community Charter*.
- (3) This section applies to all meetings of the bodies referred to in section 93 [*Application of rules to other bodies*] of the *Community Charter*, including without limitation:
 - (a) COTW;
 - (b) Standing and Select Committees;
 - (c) Parcel Tax Review Panel;
 - (d) Board of Variance;
 - (e) Commission created by Council.
- (4) Despite section 27(1), the Mayor or the Councillor designated as the member responsible for acting in the place of the Mayor under section 25 may expel or exclude from a Council, COTW, or any other Committee meeting, a person in accordance with section 133 [*Expulsion from meetings*] of the *Community Charter*.

Minutes of meetings to be maintained and available to public

- 28 (1) Minutes of the proceedings of Council must be
 - (a) legibly recorded;
 - (b) certified as correct by the Corporate Officer; and

- (c) signed by the Mayor or other member presiding at the meeting.
- (2) Subject to subsection (3), and in accordance with section 97(1)(b) [*Other records to which public access must be provided*] of the *Community Charter*, minutes of the proceedings of Council must be available for public inspection at the Municipal Hall during its regular office hours.
- (3) Subsection (2) does not apply to minutes of a Council meeting or that part of a Council meeting from which persons were excluded under section 90 [*Meetings that may or must be closed to the public*] of the *Community Charter*.
 - (a) Reports and resolutions from Closed meetings will be released to the public as often as possible once confidentiality is no longer required.

Calling meeting to order

- 29 (1) As soon after the time specified for a Council meeting as there is a quorum present, the Mayor must take the Chair and call the meeting to order; however, where the Mayor is absent, the Councillor designated as the member responsible for acting in the place of the Mayor in accordance with section 25 must take the Chair and call the meeting to order.
- (2) If a quorum of Council is present but the Mayor or the Councillor designated as the member responsible for acting in the place of the Mayor under section 25 do not attend within 15 minutes of the scheduled time for a Council meeting
 - (a) the Corporate Officer must call to order the members present, and
 - (b) the members present must choose a member to preside at the meeting.

Adjourning meeting where no quorum

- 30 If there is no quorum of Council present within 30 minutes of the scheduled time for a Council meeting, the Corporate Officer must:
 - (a) record the names of the members present, and those absent, and
 - (b) adjourn the meeting until the next scheduled meeting.

Agenda

- 31 (1) Prior to each Council meeting, the Corporate Officer must prepare an agenda setting out all the items for consideration at that meeting, noting in short form a summary for each item on the agenda.
- (2) The Corporate Officer must make the agenda available to the members of Council on or before the Friday afternoon prior to the meeting.
- (3) The Corporate Officer must make the agenda available to the members of the public on the **Friday afternoon** prior to the meeting.

- (4) Council must not consider any matters not listed on the agenda unless a new matter for consideration is properly introduced as a late item pursuant to section 33.

Order of proceedings and business

- 32 (1) The agenda for all regular Council meetings will contain the following headings:

1. ADOPTION OF THE AGENDA
 - (a) Motions to Add or Delete Agenda Items
 - (b) Approval of the Agenda as Presented or Amended
2. MINUTES
3. DELEGATIONS
4. PUBLIC INPUT
5. BYLAWS
6. STAFF REPORTS
 - (a) Request for Decision
 - (b) For Information
7. CORRESPONDENCE
 - (a) For Action
 - (b) For Information
8. UNFINISHED BUSINESS
9. NEW BUSINESS
10. COMMITTEE RECOMMENDATIONS
11. REPORTS FROM COMMITTEES, COTW AND COMMISSIONS
12. COUNCIL REPORTS
13. RESOLUTION TO ADJOURN TO CLOSED MEETING
14. REPORTS/RESOLUTIONS RELEASED FROM CLOSED MEETINGS
15. ADJOURNMENT

- (2) Particular business at a Council meeting must in all cases be taken up in the order in which it is listed on the agenda unless otherwise resolved by Council.

Late Items

- 33 (1) An item of business not included on the agenda must not be considered at a Council meeting unless introduction of the late item is approved by 2/3 of the Council members present at the time allocated on the agenda for such matters; and, the item is emergent or time sensitive requiring Council consideration prior to the next scheduled Council meeting.
- (2) If Council makes a resolution under subsection (1), information pertaining to late items must be distributed to the members.

Voting at meetings

- 34 The following procedures apply to voting at Council meetings:
- (a) When debate on a matter is closed, the presiding member must put the matter to a vote of Council members;
 - (b) When the Council is ready to vote, the presiding member must put the matter to a vote by stating:
"On the motion, those in favour, and then; those opposed?"
 - (c) When the presiding member is putting the matter to a vote under paragraphs (a) and (b), a member must not
 - (i) cross or leave the room;
 - (ii) make a noise or other disturbance; or
 - (iii) interrupt the voting procedure under paragraph (b) unless the interrupting member is raising a point of order;
 - (d) After the presiding member finally puts the question to a vote under paragraph (b), a member must not speak to the question or make a motion concerning it;
 - (e) The presiding member's decision about whether a question has been finally put is conclusive;
 - (f) The presiding member must declare the result of the voting by stating that the question is decided in either the affirmative or the negative.

Delegations, Petitions and Correspondence

- 35 (1) Delegation requests, submitted in writing or on the form prescribed by the Village, must be received by the Corporate Officer by 12:00 p.m. (noon) on the Tuesday prior to the meeting date requested and must include any presentation material(s).
- (2) Subject to subsection (1), a limit of two (2) delegations per regular Council meeting is preferred. Each delegation is limited to **fifteen (15) minutes including time for questions**

unless a longer period is agreed to by a 2/3 vote of the members present. Presentation materials such as video and slides by a delegation are included in the time permitted for the delegation.

- (3) Where written application has not been received by the Corporate Officer as prescribed in subsection (1), an individual or delegation may address the meeting if approved by a 2/3 vote of the members present.
- (4) Council shall not act on a request from a delegation until the next regular meeting.
- (5) Council must not permit a delegation to address a Council meeting regarding a bylaw in respect of which a public hearing has been held.
- (6) The Corporate Officer must refuse delegation requests in the following circumstances:
 - (a) If the matter is regarding an issue that is the subject of a staff report not yet presented at a Council meeting;
 - (b) If the matter is regarding an issue for which a public consultation has been held, is ongoing, or is scheduled to be held;
 - (c) If the delegation has previously addressed Council, or a Committee, on the same issue and no new material information is being provided;
 - (d) If the matter is regarding the Village's labour relations or other employee relations;
 - (e) If the matter is the subject of a Closed meeting discussion that has not been authorized for release by Council; or
 - (f) If the matter is regarding legal action commenced by the Village or in which the Village has been named as a respondent, and for which judgement has not been rendered.
- (7) For certainty, a person or organization must not address Council on any matter involving an application, project or other initiative that will be or has been dealt with through another process under this Bylaw.
- (8) The Corporate Officer may schedule delegations to another Council meeting, COTW or advisory body as deemed appropriate according to the subject matter of the delegation.
- (9) The Corporate Officer may refuse to place a delegation on the agenda if the issue is not considered to fall within the jurisdiction of Council. If the delegation wishes to appeal the Corporate Officer's decision, the information must be distributed under separate cover to Council for their consideration.
- (10) In accordance with the requirements of the *Community Charter*, a petition filed with the Corporate Officer shall be deemed as presented to Council and must include the full name and residential address of each petitioner.

- (a) Communications addressed to Council which relate to matters that fall within the responsibility of a Village department may be referred directly to that department by the Corporate Officer.
- (b) If a matter is referred under subsection 10(a), a copy of the communication shall be distributed to each Council member and to the appropriate staff. Upon receipt of the communication, an acknowledgement shall be provided to the writer advising where the matter has been referred.
- (c) The Corporate Officer has the authority to forward correspondence items to the meeting considered to be most appropriate according to the subject matter.
- (d) An appeal from any referral under subsections 10(a) and 10(c), may be made to the Chief Administrative Officer who shall determine the final disposition of the matter.
- (e) All petitions or other written communications which require a report may be referred to the Chief Administrative Officer through a formal motion.

Public Input

- 36 (1) The following conditions apply to all Public Input:
- (a) No more than 15 minutes will be allocated to Public Input;
 - (b) Input should be limited to 2 minutes per question or point each and respect equal opportunity for other community members in the gallery;
 - (c) Should only be regarding an item on the current Council agenda;
 - (d) Items put forth must not be regarding topics which are normally dealt with by Village staff as a matter of routine;
 - (e) Individuals must state their name and address for identification purposes;
 - (f) Public Input shall be addressed through the Chair and answers given likewise;
 - (g) Debates with or by individual Council members, staff members or members of the public are not allowed;
 - (h) No commitments shall be made by Council in replying to a question. Matters which may require action of the Council shall be referred to a future meeting of the Council.

Points of order

- 37 (1) Without limiting the presiding member's duty under section 132(1) [*Authority of presiding member*] of the *Community Charter*, the presiding member must apply the correct procedure to a motion
- (a) if the motion is contrary to the rules of procedure in this Bylaw; and
 - (b) whether or not another Council member has raised a point of order in connection with the motion.
- (2) When the presiding member is required to decide a point of order
- (a) the presiding member must cite the applicable rule or authority if requested by another Council member;
 - (b) another member must not question or comment on the rule or authority cited by the presiding member under paragraph (a);
 - (c) the presiding member may reserve the decision until the next Council meeting.

Conduct and debate

- 38 (1) A Council member may speak to a question or motion at a Council meeting only if that member first addresses the presiding member.
- (2) Members must address the presiding member by that person's title of Mayor, acting Mayor, or Councillor.
- (3) Members must address other non-presiding members by the title Councillor.
- (4) A member must not interrupt a member who is speaking except to raise a point of order.
- (5) If more than one member speaks the presiding member must call on the member who, in the presiding member's opinion, first spoke.
- (6) Members who are called to order by the presiding member
- (a) must immediately stop speaking;
 - (b) may explain their position on the point of order; and
 - (c) may appeal to Council for its decision on the point of order in accordance with section 132 [*Authority of presiding member*] of the *Community Charter*.
- (7) Members speaking at a Council meeting
- (a) must use respectful language;
 - (b) must not use offensive gestures or signs;

- (c) must speak only in connection with the matter being debated;
 - (d) may speak about a vote of Council only for the purpose of making a motion that the vote be rescinded; and
 - (e) must adhere to the rules of procedure established under this Bylaw and to the decisions of the presiding member and Council in connection with the rules and points of order.
- (8) If a member does not adhere to subsection (7), the presiding member may order the member to leave the member's seat, and
- (a) if the member refuses to leave, the presiding member may cause the member to be removed by a peace officer from the member's seat; and
 - (b) if the member apologizes to Council, Council may, by resolution, allow the member to retake the member's seat.
- (9) A member may require the question being debated at a Council meeting to be read at any time during the debate if that does not interrupt another member who is speaking.
- (10) The following rules apply to limit speech on matters being considered at a Council meeting:
- (a) a member may speak more than once in connection with the same question only
 - (i) with the permission of Council, or
 - (ii) if the member is explaining a material part of a previous speech without introducing a new matter;
 - (b) a member who has made a substantive motion to Council may reply to the debate;
 - (c) a member who has moved an amendment, or an instruction to a Committee may not reply to the debate;
 - (d) a member may speak to a question, or may speak in reply, for longer than a total time of 10 minutes only with the permission of Council.

Motions generally

- 39
- (1) Council may debate and vote on a motion only if it is first made by one Council member and then seconded by another.
 - (2) A motion that deals with a matter that is not on the agenda of the Council meeting at which the motion is introduced may be introduced with Council's permission.
 - (3) A Council member may make only the following motions, when Council is considering a question:
 - (a) to refer to Committee;

- (b) to amend;
 - (c) to lay on the table;
 - (d) to postpone indefinitely;
 - (e) to postpone to a certain time;
 - (f) to move the previous question;
 - (g) to adjourn.
- (4) A motion made under section (3)(c) to (g) is not amendable or debatable.
- (5) Council must vote separately on each distinct part of a question that is under consideration at a Council meeting if requested by a Council member.
- (6) A Council member who voted affirmatively for a resolution adopted by Council may at any time move to rescind that resolution subject to the restrictions set out in Section (4).

Motion to commit

- 40 Until it is decided, a motion made at a Council meeting to refer to Committee precludes an amendment of the main question.

Motion for the main question

- 41 (1) In this section, "main question", in relation to a matter, means the motion that first brings the matter before Council.
- (2) At a Council meeting, the following rules apply to a motion for the main question, or for the main question as amended:
- (a) if a member of Council moves to put the main question, or the main question as amended, to a vote, that motion must be dealt with before any other amendments are made to the motion on the main question; and
 - (b) if the vote is decided in the negative, Council may again debate the question, or proceed to other business.

Amendments generally

- 42 (1) A Council member may, without notice, move to amend a main question that is being considered at a Council meeting.
- (2) An amendment may propose removing, substituting for, or adding to the words of a main question.

- (3) A proposed amendment must be reproduced in writing by the mover if requested by the presiding member.
- (4) A proposed amendment must be decided or withdrawn before the motion being considered is put to a vote unless there is a call for the main question.
- (5) An amendment may be amended once only.
- (6) An amendment that has been negated by a vote of Council cannot be proposed again.
- (7) A Council member may propose an amendment to an adopted amendment.
- (8) The presiding member must put the main question and its amendments in the following order for the vote of Council:
 - (a) a motion to amend a motion amending the main question;
 - (b) a motion to amend the main question, or an amended motion amending the main question if the vote under paragraph (a) is positive; and
 - (c) the main question.

Notice of Motion

- 43 (1) Any Council member may give a "Notice of Motion" respecting an item which he or she intends to present by giving a copy of the motion to the Corporate Officer during a Council meeting and upon the Council member being acknowledged by the Mayor and the Notice of Motion being read to the meeting.
- (2) A copy of the motion presented under Section 43.1 shall appear in the Minutes of that meeting as a "Notice of Motion". The Corporate Officer shall place the motion on the Agenda of the next Council meeting, or other future meeting designated by the Council member bringing forward the Notice of Motion.

Reconsideration by Mayor

- 44 (1) Without limiting the authority of Council to reconsider a matter, the Mayor may require Council to reconsider and vote again on a matter that was the subject of a vote.
- (2) As restrictions on the authority under subsection (1),
 - (a) the Mayor may only initiate a reconsideration under this section
 - (i) at the same Council meeting as the vote took place, or
 - (ii) within the 30 days following that meeting, and
 - (b) a matter may not be reconsidered under this section if

- (i) it has had the approval of the electors or the assent of the electors and was subsequently adopted by Council, or
 - (ii) there has already been a reconsideration under this section or section 43 in relation to the matter.
- (3) On a reconsideration under this section, Council
 - (a) must deal with the matter as soon as convenient; and
 - (b) on that reconsideration, has the same authority it had in its original consideration of the matter, subject to the same conditions that applied to the original consideration.
- (4) If the original decision was the adoption of a bylaw or resolution and that decision is rejected on reconsideration, the bylaw or resolution is of no effect and is deemed to be repealed.

Reconsideration by Council member

- 45
- (1) Subject to subsection (6), a Council member may, at the next Council meeting,
 - (a) move to reconsider a matter on which a vote, other than to postpone indefinitely, has been taken; and
 - (b) move to reconsider an adopted bylaw after an interval of at least 24 hours following its adoption.
 - (2) A Council member who voted affirmatively for a resolution adopted by Council may at any time move to rescind that resolution.
 - (3) Council must not discuss the matter referred to in subsection (1) unless a motion to reconsider that matter is adopted in the affirmative.
 - (4) A vote to reconsider must not be reconsidered.
 - (5) Council may reconsider a matter only when it has not
 - (a) had the approval or assent of the electors and been adopted;
 - (b) been reconsidered under subsection (1) or section; or
 - (c) been acted on by an officer, employee, or agent of the Village.
 - (6) If the original decision was the adoption of a bylaw or resolution and that decision is rejected on reconsideration, the bylaw or resolution is of no effect and is deemed to be repealed.

- (7) A bylaw, resolution, or proceeding that is reaffirmed under subsection (1) or section 44 is as valid and has the same effect as it had before reconsideration.

Privilege

- 46 (1) In this section, a matter of privilege refers to any of the following motions:
- (a) fix the time to adjourn;
 - (b) adjourn;
 - (c) recess;
 - (d) raise a question of privilege of Council; and
 - (e) raise a question of privilege of a member of Council.
- (2) A matter of privilege must be immediately considered when it arises at a Council meeting.
- (3) For the purposes of subsection (2), a matter of privilege listed in subsection (1) has precedence over those matters listed after it.

Reports from Committees

- 47 Council may take any of the following actions in connection with a recommendation it receives from COTW, a Committee, or other body of Council:
- (a) adopt or affirm the recommendation;
 - (b) amend the recommendation;
 - (c) refer the recommendation back to the COTW or other Committee or body of Council which made the recommendation; and
 - (d) postpone its consideration of the recommendation.

Adjournment

- 48 (1) A Council may continue a Council meeting after 10:00 p.m. only by an affirmative vote of 2/3 of the Council members present.
- (2) A motion to adjourn either a Council meeting or the debate at a Council meeting is always in order if that motion has not been preceded at that meeting by the same motion.
- (3) Subsection (2) does not apply to either of the following motions:
- (a) a motion to adjourn to a specific day; or
 - (b) a motion that adds an opinion or qualification to a preceding motion to adjourn.

PART 7 – BYLAWS

Copies of proposed bylaws to Council members

- 49 A proposed bylaw may be introduced at a Council meeting only if a copy of it has been delivered to each Council member at least 24 hours before the Council meeting or if all Council members unanimously agree to waive this requirement.

Form of bylaws

- 50 A bylaw introduced at a Council meeting must
- (a) be printed;
 - (b) have a distinguishing name;
 - (c) have a distinguishing number;
 - (d) contain an introductory statement of purpose; and
 - (e) be divided into sections.

Bylaws to be considered separately or jointly

- 51 Council must consider a proposed bylaw at a Council meeting either
- (a) separately when directed by the presiding member or requested by another Council member; or
 - (b) jointly with other proposed bylaws in the sequence determined by the presiding member.

Reading and adopting bylaws

- 52 (1) A bylaw must receive three readings before it can proceed to final adoption. This process allows Council to provide input into the bylaw and make necessary changes before it is adopted. The various “readings” are taken to mean:
- (a) first reading – tabling or introduction;
 - (b) second reading – discussion in principle and on the content of the bylaw;
 - (c) third reading – final discussion, including any changes made along the way.
- (2) The readings of the bylaw may be given by stating its title and object.
- (3) A proposed bylaw may be debated and amended at any time during the first three readings unless prohibited by the *Community Charter*. Once third reading is complete changes can

still be made to the bylaw, however, third reading must be repealed and the bylaw read a third time again.

- (4) Subject to section 477 [*Adoption procedures for official community plan*] of the *Local Government Act*, each reading of a proposed bylaw must receive the affirmative vote of a majority of the Council members.
- (5) In accordance with section 135 [*Requirements for passing bylaws*] of the *Community Charter*, Council may give two or three readings to a proposed bylaw at the same Council meeting.
- (6) Bylaws that do not require provincial or other approval, must have at least one clear day between third reading and final adoption of a bylaw.
- (7) Despite section 135(3) [*Requirement for passing bylaws*] of the *Community Charter*, and in accordance with section 480 [*Adoption of municipal zoning bylaw*] of the *Local Government Act*, Council may adopt a proposed official community plan bylaw or zoning bylaw at the same meeting at which the bylaw passed third reading.

Bylaws must be signed

- 53 After a bylaw is adopted and signed by the Corporate Officer and the presiding member of the Council meeting at which it was adopted, the Corporate Officer must have it placed in the Village 's records for safekeeping and endorse upon it
 - (a) the dates of its readings and adoption; and
 - (b) the date of ministerial approval or approval of the electorate if applicable.

PART 8 - RESOLUTIONS

Copies of resolutions to Council members

- 54 A resolution may be introduced at a Council meeting only if a copy of it has been delivered to each Council member at least 24 hours before the Council meeting or if all Council members unanimously agree to waive this requirement.

Form of resolution

- 55 A resolution introduced at a Council meeting must be printed.

Introducing resolutions

- 56 The presiding member of a Council meeting may
 - (a) have the Corporate Officer read the resolution; and
 - (b) request a motion that the resolution be introduced.

PART 9 - COMMITTEE OF THE WHOLE

Going into COTW

- 57
- (1) At any time during a Council meeting, Council may by resolution go into COTW.
 - (2) In addition to subsection (1), a meeting, other than a Standing or Select Committee meeting, to which all members of Council are invited to consider but not to decide on matters of the Village 's business, is a meeting of COTW.
 - (3) A COTW meeting may be scheduled at the discretion of the Corporate Officer or at the request of a majority of Council to provide an opportunity for open dialogue in regard to a matter prior to consideration at a future Council meeting.

Notice for COTW meetings

- 58
- (1) Subject to subsection (2), a notice of the day, hour and place of a COTW meeting must be given at least 24 hours before the time of the meeting by
 - (a) posting a copy of the notice at the Public Notice Posting Place and Village website, and
 - (b) emailing a copy of the notice to each Council member.
 - (2) Subsection (1) does not apply to a COTW meeting that is called, in accordance with section 57, during a Council meeting for which public notice has been given under sections 23 or 24.
 - (3) A COTW meeting for which public notice has been given under sections 23 or 24 may be cancelled by resolution of Council or at the discretion of the Mayor with the consent of the majority of Council members, provided the Corporate Officer is given at least two (2) days written notice.

Minutes of COTW meetings to be maintained and available to public

- 59
- Minutes of the proceedings of COTW must be
- (a) legibly recorded;
 - (b) certified by the Corporate Officer;
 - (c) signed by the member presiding at the meeting; and
 - (d) open for public inspection in accordance with section 97(1)(c) [*Other records to which public access must be provided*] of the *Community Charter*; and
 - (e) be included on the agenda of the next regularly scheduled meeting of Council.

Presiding members at COTW meetings and quorum

- 60
- (1) The Deputy Mayor shall be presiding member of the COTW.
 - (2) If the Deputy Mayor is not present, the members of Council attending a meeting of the COTW must appoint a presiding member for the COTW meeting.
 - (3) The quorum of COTW is the majority of Council members.

Points of order at meetings

- 61
- The presiding member must preserve order at a COTW meeting and, subject to an appeal to other members present, decide points of order that may arise.

Conduct and debate

- 62
- The following rules apply to COTW meetings:
 - (a) a member may speak any number of times on the same question; and
 - (b) a member must not speak longer than a total of 10 minutes on any one question.

Voting at meetings

- 63
- (1) Votes at a COTW meeting must be taken by a show of hands if requested by a member.
 - (2) The presiding member must declare the results of voting.

Reports

- 64
- (1) COTW may consider reports and bylaws only if
 - (a) they are printed and the members each have a copy; or
 - (b) a majority of the Council members present decide without debate that the requirements of paragraph (a) do not apply.
 - (2) A motion for COTW to rise and report to Council must be decided without debate.

Rising without reporting

- 65
- (1) A motion made at a COTW meeting to rise without reporting
 - (a) is always in order and takes precedence over all other motions;
 - (b) may be debated; and
 - (c) may not be addressed more than once by any one member.

- (2) If a motion to rise without reporting is adopted by COTW at a meeting constituted under section 56(1), the Council meeting must resume and proceed to the next order of business.

PART 10 – COMMITTEES

Duties of Standing Committees

- 66 (1) Standing Committees must consider, inquire into, report, and make recommendations to Council about all of the following matters:
 - (a) matters that are related to the general subject indicated by the name of the Committee;
 - (b) matters that are assigned by Council; and
 - (c) matters that are assigned by the Mayor.
- (2) Standing Committees must report and make recommendations to Council at all of the following times:
 - (a) in accordance with the schedule of the Committee's meetings; and
 - (b) on matters that are assigned by Council or the Mayor
 - (i) as required by Council or the Mayor, or
 - (ii) at the next Council meeting if Council or the Mayor does not specify a time.

Duties of Select Committees

- 67 (1) Select Committees must consider, inquire into, report, and make recommendations to Council about the matters referred to the Committee by Council.
- (2) Select Committees must report and make recommendations to Council at the next Council meeting unless Council specifies a different date and time.

Schedule of Committee meetings

- 68 (1) At its first meeting after its establishment, a Standing or Select Committee must establish a regular schedule of meetings if the meeting schedule has not been set out in the Committee's terms of reference.
- (2) The chair of a Committee may call a meeting of the Committee in addition to the scheduled meetings or may cancel a meeting.

Notice of Committee meetings

- 69 (1) Subject to subsection (2), after the Committee has established the regular schedule of Committee meetings, including the times, dates and places of the Committee meetings, notice of the schedule must be given by
- (a) posting a copy of the schedule at the Public Notice Posting Place and the Village website; and
 - (b) providing a copy of the schedule to each member of the Committee.
- (2) Where revisions are necessary to the annual schedule of Committee meetings, the Corporate Officer must, as soon as possible, post a notice at the Public Notice Posting Place and Village website which indicates any revisions to the date, time and place or cancellation of a Committee meeting.
- (3) The chair of a Committee must cause a notice of the day, time and place of a meeting called under section 68(2) be given to all members of the Committee at least 24 hours before the time of the meeting.

Attendance at Committee meetings

- 70 Council members who are not members of a Committee may attend the meetings of the Committee.

Minutes of Committee meetings to be maintained and available to public

- 71 Minutes of the proceedings of a Committee must be
- (a) legibly recorded;
 - (b) certified by the Corporate Officer;
 - (c) signed by the chair or member presiding at the meeting; and
 - (d) open for public inspection in accordance with section 97(1)(c) [*Other records to which public access must be provided*] of the *Community Charter*; and
 - (e) be included on the agenda of the next regularly scheduled meeting of Council.

Quorum

- 72 The quorum for a Committee is a majority of all of its members.

Conduct and debate

- 73 (1) The rules of the Council procedure must be observed during Committee meetings, so far as is possible and unless as otherwise provided in this Bylaw.
- (2) Council members attending a meeting of a Committee, of which they are not a member, may participate in the discussion.

Voting at meetings

- 74 Council members attending a meeting of a Committee of which they are not a member must not vote on a question.

PART 11 - COMMISSIONS

Schedule of commission meetings

- 75 (1) At its first meeting after its establishment, a commission must establish a regular schedule of meetings if the meeting schedule has not been set out in the Committee's terms of reference.
- (2) The chair of a commission may call a meeting of the commission in addition to the scheduled meetings or may cancel a meeting.

Notice of commission meetings

- 76 (1) Subject to subsection (2), after the commission has established the regular schedule of commission meetings, including the times, dates and places of the commission meetings, notice of the schedule must be given by
- (a) posting a copy of the schedule at the Public Notice Posting Place and Village website; and
 - (b) providing a copy of the schedule to each member of the commission.
- (2) Where revisions are necessary to the annual schedule of the commission meetings, as soon as possible, post notice at the Public Notice Posting Place and Village website which indicates any revisions to the date, time and place or cancellation of a commission meeting.
- (3) The chair of a commission must cause a notice of the day, time and place of a meeting called under section 75(2) to be given to all members of the commission at least 24 hours before the time of the meeting.

Minutes of commission meetings to be maintained and available to the public

- 77 Minutes of the proceedings of a commission must be:
- (a) legibly recorded;
 - (b) signed by the recording secretary;
 - (c) signed by the chair or a member presiding at the meeting, and open for public inspection in accordance with section 97(1)(c) [*Other records to which public access must be provided*] of the *Community Charter*; and
 - (d) be included on the agenda of the next regularly scheduled meeting of Council.

Quorum

78 The quorum of a commission is a majority of all of its members.

Conduct and Debate

79 The rules of the Council procedure must be observed during commission meetings, so far as is possible and unless as otherwise provided in this Bylaw.

PART 12 – GENERAL

80 If any section, subsection or clause of this Bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this Bylaw.

81 This Bylaw may not be amended or repealed and substituted unless Council first gives notice in accordance with section 94 [*Requirements for public notice*] of the *Community Charter*.

82 “Village of Ashcroft Council Procedures Bylaw No. 817, 2018”, and amendments made thereto, is hereby repealed.

83 This bylaw comes into force and effect as of the date of adoption.

READ A FIRST TIME this 27th day of January, 2020

READ A SECOND TIME this 24th day of February, 2020

READ A THIRD TIME this day of

ADOPTED this day of

Chief Administrative Officer

Mayor

Notice of the consideration of Bylaw No. 834, 2020 was posted on the bulletin board at the Village of Ashcroft Municipal Office from January 16, 2020 - _____.

Notice of the consideration of Bylaw No. 834, 2020 was published in the January 16 & 23, 2020 issues of the Ashcroft, Cache Creek Journal and distributed in the Village of Ashcroft.

STAFF REPORT TO COUNCIL – OPEN MEETING

DATE: March 9, 2020

FROM: DCO, Daniela Dyck

SUBJECT: Economic Development and Tourism Strategy / Implementation Matrix

REPORT #: 20-19

Purpose

To bring the Economic Development and Tourism Strategy and Implementation Matrix developed for the Village of Ashcroft by EDCD Consulting to Council for adoption.

Recommendation

THAT Council approve the adoption of the Economic Development and Tourism Strategy and Implementation Matrix as presented.

Alternatives

That Council not approve the Economic Development and Tourism Strategy and Implementation Matrix and suggest required edits.

Discussion

The Village of Ashcroft engaged EDCD Consulting to complete the research and develop the Economic Development and Tourism Strategy and Implementation Matrix with grant funding through NDI's Economic Development Capacity Funding stream.

EDCD Consulting met with stakeholders, completed a document review, conducted research and drafted the strategy and matrix with input from Council, staff, residents, business owners and community members.

The document provided to Council has been reviewed and edited several times, staff is confident that the strategy will guide Ashcroft's economic development and tourism in a positive direction and position the Village for economic and tourism growth.

Strategic/Municipal Objectives

Official Community Plan

Legislative Authority

N/A

Financial Implications

Total cost of the completed Project is \$29,700 and was 100% grant funded.

Attachment Listing

1. the Economic Development and Tourism Strategy
2. Implementation Matrix

Prepared by:



Daniela Dyck
Deputy Corporate Officer

Economic Development and Tourism Action Strategy 2020



Village of Ashcroft





THANK YOU TO EVERYONE INVOLVED.

There is no power for change greater than a community discovering what it cares about. – **Margaret J. Wheatley**

This project was made possible thanks to the business owners and residents of Ashcroft who took the time and effort to provide us with their valuable input.

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Executive Summary

Ashcroft has many things going for it: a strong heritage identity, the naturally beautiful surrounding landscape, entrepreneurial spirit, strong and expanding industry, access to markets, and a community that wants to take hold of their future. All of these factors make Ashcroft attractive to prospective businesses, developments and new residents. It positions the Village of Ashcroft to emerge as a destination for investment and tourism. Ashcroft also has the added advantage of economic development support, both at the community level and the local political level.

This plan builds on these advantages by recommending strategies that expand economic development capacity and it builds a strong economic development foundation for further initiatives and specific projects. The plan contains a total of 36 strategies and, while this may seem daunting at first, the strategies are staggered over three years. Several strategies can include the use of outside experts to assist in the implementation which will ease the burden on the Village.

Alternatively, some may think that there are more specific strategies or opportunities that should be included. To ensure the plan remained practical and doable, there had to be a stopping point for adding additional strategies. We believe the plan needs to first focus on strategies that have an opportunity to build capacity and success for the community. It is recommended that an annual plan review be undertaken to ensure the plan remains fluid and allows for the addition of new opportunities and target sectors.

Key Focus and Priorities

There are five key focus areas or themes, with a total of 36 strategies. The five focus areas are the foundation of the plan because they represent the economic development areas that community members and stakeholders feel are most important for Ashcroft to work towards.

1. **Strengthen Ashcroft's Economic Development Position in the Region.** The strategies here will focus on building the necessary capacity within the community for long-term, successful economic development.
2. **Cultivate Ashcroft's Image as a Friendly, Professional and Active Place for Business and Investment.** The strategies will focus on creating foundational economic development pieces that include engaging with existing businesses to ensure their success and cultivating relationships to promote opportunities and increase investment.
3. **Develop Downtown Ashcroft as a Destination and Focal Point for the Community.** The strategies will focus on creating a sense of place and vibrancy in the downtown core.
4. **Increase the Awareness and Positive Perception of Ashcroft as a Quality Place to Live and Work.** The strategies will focus on ensuring Ashcroft has the services required to attract new residents and expand the workforce.
5. **Support Tourism Development Activities.** The strategies will focus on specific tourism activities to strengthen Ashcroft's economic diversification and sustainability.

The following are the priority (completion within six months) and the short-term (completion within the year) strategies for implementation:

• Commitment to Economic Development	Priority
• Dedicated Local/Regional Economic Development Position	Short-Term
• Economic Development and Tourism Advisory Committee	Short-Term
• Community Profile	Priority
• Business Visitation	Priority
• Investment Readiness Self-Assessment	Priority
• Relationship Building with Provincial Investment Influencers	Priority
• Great BC Business Sale	Short-Term
• Economic Development/Tourism Website – DestinationAshcroft.com	Short-Term
• Hotel Attraction	Short-Term
• Mosaic Brochure	Priority
• Participation with Gold Country Tourism Activities	Priority
• Wayfinding	Priority
• Develop a Formal Relationship with TOTA	Short-Term
• Dual Tourism Region	Short-Term

These strategies have been developed, recognizing the limited capacity that is currently in place for the Village. Many of the items can be contracted to others, and in many cases, only require a phone call, a partnership with another organization who would take the lead, or a meeting while at an event that the community would typically attend (UBCM, BC Economic Summit, Ministers Dinner, etc.).

Twelve Things to Know for Successful Economic Development

The reasons why a community engages in economic development activities vary greatly. Each community has its own unique characteristics and its own specific reasons for actively engaging in economic development. Generally, communities understand that to create economic diversity, maintain and expand infrastructure, create a sustainable economy and increase their ability to meet the needs of local residents and businesses, they need to develop their economic development focus and goals.

Ashcroft is taking a proactive step in creating an economic development roadmap based on the current status of the community and future opportunities identified through analysis and public consultation. Ashcroft leaders are key in taking the reins to move forward with the recommended strategies identified in this plan. The more understanding there is about economic development, the more effective and successful your community can be. Here are twelve things to know for successful economic development:

1. **It's both Community Development and Economic Development.** The old way of thinking that community development and economic development are two separate things no longer holds true. In today's economic development world, you cannot do successful economic development without community development.
2. **Understand what your economic development staff does.** Local elected officials will be more effective in leading economic development activities when they have a clear understanding of what economic development staff do on a daily basis.

3. **Have an economic development strategic plan in place.** A strategic plan serves a number of purposes for the community and its elected officials. It provides a roadmap that will guide the community to the desired future.
4. **Understand your local and regional assets.** By understanding your community's economic assets, the vision and strategies you create will be based on the true reality of your community and will significantly increase the likelihood of implementation and success.
5. **Measure your success.** Performance measures should flow from the community's strategic plan with the specific metrics selected to measure the progress towards the plan's objectives. If you can't measure it, you can't manage it.
6. **Develop strong partnerships.** Economic development cannot be done in a silo. Strong and mutually beneficial partnerships need to be developed and nurtured. The role of the local official is increasingly important to economic development partnerships.
7. **Have your foundational pieces in place.** Think of economic development using an analogy of the structure of a house. There are important pieces of information required (the foundation) to ensure future economic development goals, such as investment attraction, can be successful.
8. **Engage your business community.** Local officials can help create an environment that supports the growth and expansion of local businesses, primarily by opening lines of communication.
9. **Foster an Entrepreneurial Environment.** Entrepreneurs create jobs. Local officials can play an important role in promoting entrepreneurship in their communities.
10. **Be realistic about your readiness.** Economic development is seemingly always under pressure to deliver more and deliver faster. This tendency can cause short-sighted decisions that lead to long-term problems. Local elected officials need to take the time to truly understand their community's level of readiness for economic development activities.
11. **Celebrate the small wins.** There is a tendency to only celebrate "big" successes – the relocation of a large company, for example. Most communities may never have this opportunity, and it is important for elected officials to understand a small win – an existing company adding three jobs – is a success and should be celebrated.
12. **Use your tourism assets.** Local leaders can better support economic development efforts and realize greater benefits from knowing how tourism assets can effect change in a community.

Economic Statistical Analysis

The following section highlights some of the observations and data found and assesses the advantages the Village of Ashcroft has to offer its residents and businesses. The assessment is based on categories such as population change, education attainment, changes in the labour force, employment change, housing and income. The data is based on StatsCan 2016 census data (last census available). When relevant, data includes neighbouring communities.

Location and Proximity

The Village of Ashcroft is in British Columbia's southern interior region located 10 km (6 miles) south of the junction between Trans-Canada Highway 1 and Highway 97, on Highway 97C. Ashcroft is located less than 90 minutes away from Kamloops, a full-service community offering all amenities and services. The closest scheduled air service is the Kamloops Airport with flights to Vancouver, Calgary and Prince George.

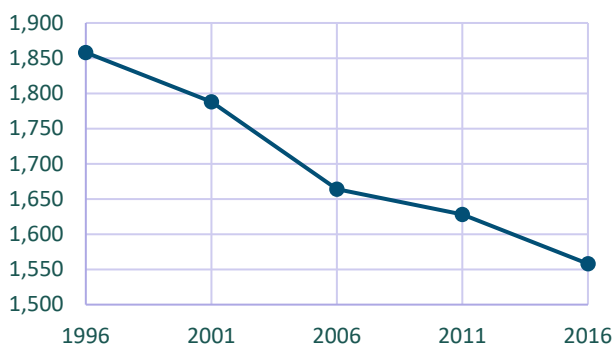
Distance from Village of Ashcroft

Destination	Kilometres (miles)	Travel Time
Kamloops, BC	94 (58)	1 hours, 23 minutes
Vancouver, BC	339 (210)	4 hours, 11 minutes
Prince George, BC	448 (278)	4 hours, 20 minutes
Seattle, Washington	459 (285)	6 hours
Calgary, Alberta	711 (441)	8 hours

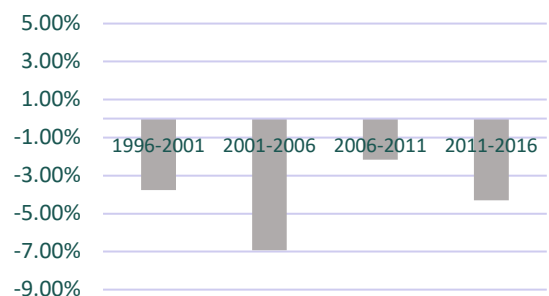
Population

There has been a steady loss of population over the last 20 years. The largest percentage loss was between 2001 – 2006, which saw the Village population decrease by 6.94%. Over the last census period (2011 to 2016) the population decreased by 4.3%.

Population of Ashcroft, 1996 - 2016



Population Percent Change Ashcroft, 1996-2016



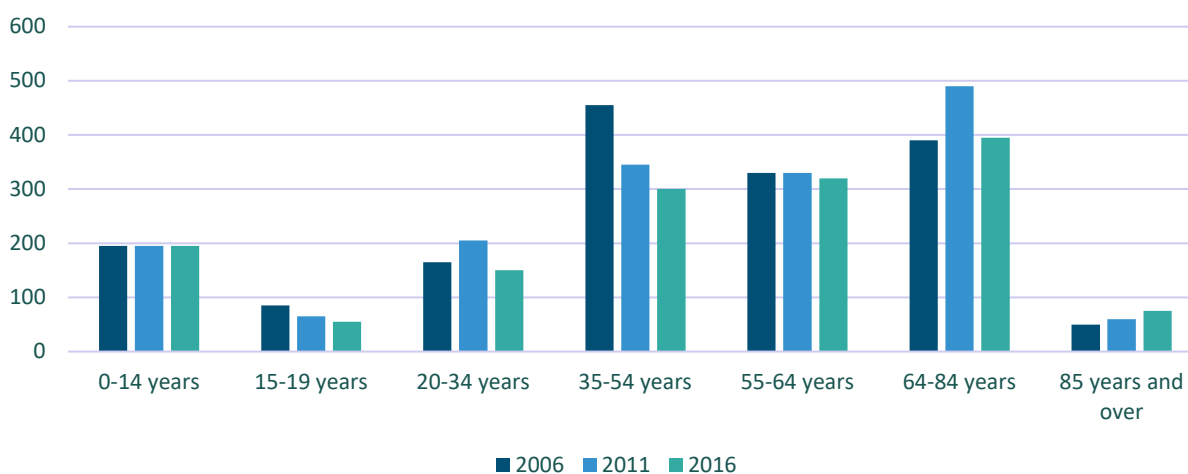
**Total Population, Number and Percentage Change in Population,
1996, 2006 and 2016**

	1996	2006	2016	Pop. Change 1996 to 2016	% Change 1996 to 2016
Ashcroft	1,858	1,664	1,558	-300	-16.1%
Clinton	730	600	641	-89	-12.2%
Merritt	7,631	6,998	7,139	-492	-6.4%
Cache Creek	1,115	1,037	963	-152	-13.6%
Kamloops	76,394	80,376	90,280	13,886	18.2%
Total					
TNRD	118,801	119,222	132,663	13,862	11.7%
British Columbia	3,724,500	3,907,738	4,648,055	923,555	24.8%

Age and gender profile

Over the past ten years, Ashcroft has experienced a decrease in the younger age groups (20-34). This trend is not unique to Ashcroft as many smaller communities lose youth and family aged individuals to the larger centres that have expanded service options including education and healthcare.

Ashcroft, Age Groups, 2006-2016



Ashcroft, Age Distribution, 2006 - 2016

Age Group	2006	2011	2016
0-14 years	195	195	195
15-19 years	85	65	55
20-34 years	165	205	150
35-54 years	455	345	300
55-64 years	330	330	320
64-84 years	390	490	395
85 years and over	50	60	75
Median Age	53.1	55.2	58.6

Age Distribution, Population and Percent of Total Population

	British Columbia	Thompson Nicola RD	Ashcroft		
	2016	2016	2006	2011	2016
Total Population	4648055	132665	1670	1690	1490
0-14					
#	691390	19870	195	195	195
%	14.9	15.0	11.7%	11.5%	13.1%
15-34					
#	1163290	31090	85	65	55
%	25.0	23.4	5.1%	3.8%	3.7%
35-44					
#	588635	14980	165	205	150
%	12.7	11.3	9.9%	12.1%	10.1%
45-54					
#	676740	18675	455	345	300
%	14.6	14.1	27.2%	20.4%	20.1%
55-64					
#	679020	21400	330	330	320
%	14.6	16.1	19.8%	19.5%	21.5%
65-74					
#	489305	15625	240	225	290
%	10.5	11.8	14%	13%	19%
75+					
#	359670	11020	200	235	265
%	7.7	8.3	12%	14%	18%

Education

The majority of the population has post-secondary education, either university, college or trades training. Ashcroft and the surrounding communities of Cache Creek and Clinton all have strong post-secondary educated residents. This offers existing and potential businesses a well-educated labour pool to choose from. Ashcroft leads the area with the highest number of University degrees at the bachelor level or higher, although lower than the overall provincial population.

Highest certificate, diploma or degree for the population aged 15 years and over in private households in Ashcroft, BC



- No certificate, diploma or degree
- Secondary (high) school diploma or equivalency certificate
- Postsecondary certificate, diploma or degree

Educational Attainment (shown as a percentage)

	Ashcroft	Clinton	Cache Creek	BC
Total - Highest certificate, diploma or degree for the population aged 15 years and over in private households				
No certificate, diploma or degree	23.7%	24.8%	25.1%	15.5%
Secondary (high) school diploma or equivalency certificate	34.1%	25.7%	33.9%	29.4%
Postsecondary certificate, diploma or degree	42.3%	49.6%	40.9%	55.0%
Apprenticeship or trades certificate or diploma	15.1%	26.5%	14.6%	8.8%
Trades certificate or diploma other than Certificate of Apprenticeship or Certificate of Qualification	5.0%	15%	6.4%	3.7%
Certificate of Apprenticeship or Certificate of Qualification	10.0%	11.5%	8.2%	5.1%
College, CEGEP or other non-university certificate or diploma	13.3%	13.3%	14.6%	18.1%
University certificate or diploma below bachelor level	4.3%	5.3%	4.1%	3.6%
University certificate, diploma or degree at bachelor level or above	9.3%	4.4%	7.6%	24.6%
Bachelor's degree	5.4%	3.5%	5.3%	16.1%
University certificate or diploma above bachelor level	1.1%	1.8%	0%	1.8%

Labour Force and Employment

Ashcroft had little change in the labour force between 2011 and 2016, with a total of 640 individuals aged 15 years and over in 2016 compared to 630 in 2011. When investors or potential businesses are looking at a community, they will also look at the surrounding areas for their labour pool. When Ashcroft combines with Clinton and Cache Creek, the labour pool grows to 1,365 and with the addition of Logan Lake, it increases to 2,175.

Sector	Ashcroft	Clinton	Logan Lake	Cache Creek	Total
Total Labour Force population aged 15 years and over	640	280	810	445	2175
Industry - NAICS2012	10	0	25	10	45
All industry categories	630	270	785	435	2120
Agriculture, forestry, fishing and hunting	20	10	10	20	60
Mining, quarrying, and oil and gas extraction	50	0	190	15	255
Utilities	0	0	0	0	0
Construction	60	20	100	20	200
Manufacturing	75	45	45	35	200
Wholesale trade	20	10	10	10	50

Sector	Ashcroft	Clinton	Logan Lake	Cache Creek	Total
Retail trade	55	35	75	55	220
Transportation and warehousing	75	30	20	50	175
Information and cultural industries	0	10	10	0	20
Finance and insurance	10	10	25	10	55
Real estate and rental and leasing	10	10	20	0	40
Professional, scientific and technical services	20	10	20	10	60
Management of companies and enterprises	0	0	0	0	0
Administrative and support, waste management and remediation services	15	30	50	25	120
Educational services	35	15	15	35	100
Health care and social assistance	65	10	65	20	160
Arts, entertainment and recreation	10	10	40	10	70
Accommodation and food services	45	10	40	90	185
Other services (except public administration)	20	0	20	10	50
Public administration	35	30	35	30	130

The following table breaks down the labour force by occupation. The top two occupations in Ashcroft are Trades, Transport and Equipment Operators (25.4 percent) and Sales and Service (20.5 percent).

Labour Force by Occupation

Sector	Ashcroft	Clinton	Logan Lake	Cache Creek
Management	50	35	60	30
Business, finance and administration occupations	60	40	95	40
Natural and applied sciences	10	10	30	20
Health	35	10	45	10
Occupations in education, law and social, community and government services	70	30	50	35
Art, culture, recreation and sport	15	10	20	0
Sales and service	125	30	160	145
Trades, transport and equipment operators	155	80	200	105
Natural resources, agriculture and related production occupations	55	30	55	15
Occupations in manufacturing and utilities	55	15	65	30

Income

Below are the income levels for Ashcroft with comparisons to the regional district and province. Average and median incomes are lower in Ashcroft when compared to both the region and the province. However, when

income is looked at more closely, Ashcroft has a higher percentage of individuals earning over \$50,000 than either the region or province.

Household Income

	Ashcroft	Thompson Nicola RD	British Columbia
Less than \$30,000	20.5%	43.8%	44.7%
\$30,000 - \$49,999	18.5%	21.0%	20.4%
\$50,000 - \$79,999	24.5%	17.9%	17.6%
\$80,000 - \$99,999	9.3%	6.4%	6.0%
\$100,000 - \$149,999	17.9%	5.8%	5.1%
\$150,000 and over	7.9%	1.9%	2.5%
Median Household Income	\$61,248	\$69,308	\$69,995
Average Household income	\$71,831	\$84,619	\$90,394

Median income, 2005 - 2015



Housing

The housing values and assessments are increasing in Ashcroft; however, the community is still significantly more affordable than Kamloops. The housing affordability is an advantage for Ashcroft to promote to potential new residents.

Average Assessed Values, 2019 - 2020

Community	Assessed Value		
	2019	2020	% Change
Ashcroft	\$222,000	\$261,000	+17%
Clinton	\$120,000	\$150,000	25%
Cache Creek	\$163,000	\$181,000	+11%
Kamloops	\$431,000	\$461,000	+7%
Merritt	\$266,000	\$289,000	+9%

Average Value of Owned Dwellings, 2006 – 2016, Census 2016

		Ashcroft	Cache Creek	Merritt	Kamloops	Clinton
2006	Average value of dwellings (\$)	145,787	137,335	211,914	257,242	97,403
2016	Average value of dwellings (\$)	247,743	176,645	259,321	370,530	174,496
	Percent Change 2006 - 2016	69.9%	28.6%	22.4%	44.0%	79.1%



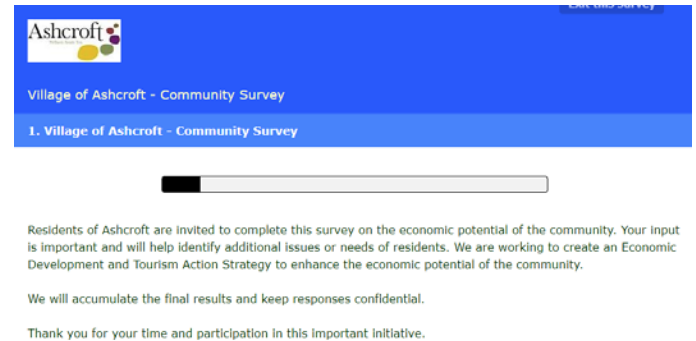
Stakeholder Consultations

Strategy Consultation Process

Approximately 172 stakeholders were consulted throughout this process. The consultations consisted of confidential one-on-one interviews, two open houses as well as an online survey open to the public, focus groups and a working session with Council identifying priorities.

Interviews and Community On-line Survey

One-on-one interviews were conducted with Village of Ashcroft businesses and other economic development stakeholders, including regional organizations. Ashcroft staff, Mayor and Council were met with to outline the project and to collect information regarding the Village's economic development priorities. Thirty-nine questions were included in the online survey and included separate sections for business owners and for collecting information regarding consumer habits. The online survey and interviews explored the major strengths and challenges for Ashcroft and asked input on future opportunities and economic development priorities.

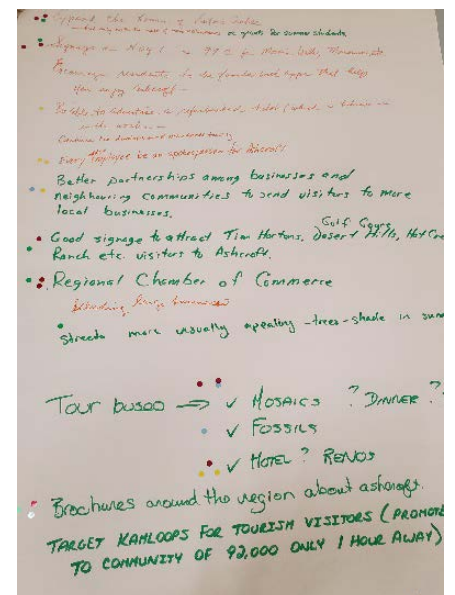


Focus Groups and Open House

Focus groups were held in September with stakeholders representing four key areas:

- Tourism
- Non-Profit
- Commercial/Retail
- Industry

In addition, two open house community meetings were held where stakeholders answered a variety of questions, including community strengths, challenges and opportunities.



Summary of Community Online Survey

In total, 133 respondents answered the 39-question survey and the following are some of the key findings. A separate document, Ashcroft Community Online Survey – Results, provides the details from the online survey.

- There is a mix of long-term residents and those who have recently moved to the community. Forty-five percent (45.11%) of survey respondents indicate they have lived in the community for 15 years or more, while around half of that (23.31%) have lived in the community for seven to 14 years. Approximately one-fifth of the respondents (20.30%) have lived in the community for three years or less. This provides the community with a good mix of a stable resident base while attracting new residents who are likely contributing as new investors, volunteers or labour.
- Residents have a positive image of Ashcroft (76.69% have a positive image, 6.02% negative, while 17.29% have no perception). When asked how non-residents perceive Ashcroft, 49.62% of survey respondents think there is a positive image, 24.06% negative and 27.07% no perception. A lack of a community image can present a challenge in attracting investment, business or residents. Below is a word cloud that visually represents the words that respondents used to describe the image of Ashcroft.

A word cloud of teal-colored text representing community perceptions. The words are arranged in a roughly rectangular shape. The most prominent words are 'Peaceful', 'Safe', 'Quaint', 'Best', 'Small', 'Community', 'Friendly', 'Warm', 'Beautiful', 'Home', 'Quiet', 'Village', 'Historic', 'Comfortable', 'Small town', 'Art', 'Potential', 'Place', 'Live', 'Weather', 'Town', 'Old', 'Growing', 'People', and 'Charming'. The words vary in size, with 'Community' and 'Friendly' being among the largest.

- Respondents would like to see an expansion of tourism and hospitality businesses (53.38%), retail (50.38%), and emerging industries such as medical marijuana, 3D printing, telemedicine (42.11%).
- When questioned further on which types of tourism, many responded they would like to see more Accommodations (60.32%) and Festivals and Events (40.48%).
- When questioned further on which types of retail, many responded sporting goods/hobby/books/music (40.48%), clothing and clothing accessories (38.89%), and health and personal care (34.13%).
- Respondents' top three economic development goals are ensuring existing companies stay and are expanding (53.91%), more small businesses and entrepreneurs (35.16%), and better lifestyle amenities (32.81%).
- 16.54% of respondents owned a business. 65.0% of those business owners believe the Village of Ashcroft is somewhat or very friendly to business, while only 5% find Ashcroft unfriendly to business.

- Half of the respondents (50.44%) who are not business owners have thought about starting their own business. Start-up costs are the major obstacle (24.14%). Other concerns were age and lack of market/customer base.
- Consumer shopping patterns were part of the survey, and it indicated 43.31% of respondents leave Ashcroft monthly to do shopping, while an additional 35.43% leave on a weekly basis.
- Kamloops is the community where respondents are travelling to, and 80.16% of respondents spend \$150.00 or more per shopping trip. Nearly three-quarters (71.65%) spend up to 50% of their shopping dollars locally.
- The lack of availability of the service or product is the main reason (46.34%) for shopping outside of Ashcroft, while 23.58% combine it with other activities.
- Respondents were asked for the community's strengths and weaknesses – the results are included in the following section.



Ashcroft Community SWOT

*Small Towns can best be saved by their own people
using their own assets. — Deb Brown, Save Your Town*

A SWOT analysis was conducted to identify the strengths, weaknesses, opportunities and threats (SWOT) for the Village. The table below shows the most frequent responses. The table combines responses from both the consultation process and the online survey.

In some cases, items are listed in multiple categories (i.e., healthcare). It is important to recognize these multiple placements as one or the other may be a perception. Perceptions, at least in economic development, often become or are the reality.

Ashcroft has one of the most diverse small-town economies in BC. Ashcroft's diversification means that the impact of an industry downturn, such as the forest industry, does not effect the town as strongly as it does many other communities. The industries in Ashcroft are connected to several primary industries like transportation and distribution (Ashcroft Terminal), hardwood lumber (not impacted by tariffs), manufacturing, and mining. While these companies provide significant employment opportunities, not many of the employees live in the community. This creates challenges for local retailers, and real estate development as well as adding pressure to healthcare and education services.

The need to support local businesses and to partner with service providers is high. Lack of economic development resources does limit the involvement with important services like the Hub and Sun Country Community Futures. Sun Country is one of the strongest and most connected CFs in British Columbia. It dedicates significant time and assets to support community projects and develop new initiatives that enhance the entire region. The HUB is another resource that needs to be capitalized upon and supported as it will expand and support new business growth, support community needs and enhance the local quality of life.

Successful communities work collaboratively with neighbouring indigenous and non-indigenous groups. Using each others' assets to build strong local economies is best done when working in partnership. Lack of regional partnerships in the past may have restricted growth. Now is the time to work collaboratively on regional economic development initiatives that can provide mutual benefits.

Like many rural communities, Ashcroft will be faced with threats related to provincial downsizing, elimination of funding and, most importantly, natural disasters, such as the fires of 2017. Through recognizing strengths, challenges and opportunities, the community can start to put in place the resources needed to build a vibrant and sustainable local economy.

INTERNAL FACTORS	
STRENGTHS (+)	
1	Location (proximity to major centre and highway 1)
2	Climate
3	Tourism Assets (in community and region)
4	Small town atmosphere
5	Community pride
6	Volunteers
7	Diversity of industry
8	Neighbouring Indigenous Community
9	Well managed local government
10	Transportation access
11	Affordability of housing
12	Healthcare
13	The Hub
14	Strong Community Futures

INTERNAL FACTORS	
WEAKNESSES (-)	
1	Location (off of Highway 1)
2	External awareness of opportunities
3	Highway signage/Wayfinding
4	Lack of regional collaboration
5	Industry engagement
6	Funding and capacity
7	Retail and services
8	Lack of indigenous recognition in community
9	Shortage of housing options
10	Youth leaving community
11	Lack of employees for existing industry
12	Consumer leakage
13	Lack of Healthcare
14	No chamber of commerce

INTERNAL AND EXTERNAL FACTORS	
OPPORTUNITIES (+)	
1	Shop Local Campaigns
2	Engage and Support existing businesses
3	Establish a “Trades” network
4	Regional partnerships
5	Promote Tourism Assets
6	Increase Tourism Services
7	Take advantage of Hwy 1
8	Accommodations (Hotel)
9	Resident Attraction
10	Expanded Health Care services
11	Downtown enhancements
12	Indigenous Partnerships

EXTERNAL FACTORS	
THREATS (-)	
1	Natural Disasters
2	Commodity prices
3	External pressures on mining
4	Loss of provincial and regional funding
5	Perception of rural/small-town living
6	Lack of regional collaboration
7	Labour Market
8	Value of CDN dollar

Strategic Actions

The following section provides a list of strategic themes and actions that make up the Village of Ashcroft Economic Development and Tourism Action Strategy.

While several characteristics distinguish strategic planning from other types of planning and goal-setting efforts, it is the implementation that really sets it apart. Strategic planning is action-oriented and focused on the allocation of scarce resources to critical issues. The key to successful implementation is organization and wise use of available assets. Some strategies in the plan will be oriented to policy change and removal of administrative barriers and not involve monetary resources. Other strategies will require allocation of scarce financial resources along with dedicated human resources.

The programs and actions proposed in this strategic action plan are intended to provide the foundation for maintaining and expanding a collaborative working relationship among the residents and businesses in Ashcroft. The goal is to set forward achievable implementation strategies to guide decision making based on the concerns expressed during the public consultation process and to provide a successful economic development model for Ashcroft.

It is important to note that an economic development organization and its economic development practitioner have a two fold role. They implement strategies and they are responsible for the day to day activities. Considerable time is devoted to the following core activities that take place on an ongoing and daily basis. Some of these activities are built into the strategy while others involve additional time and resources.

Core Activities:

- Respond to public inquiries daily (phone, email, and walk-in)
- Clearinghouse for information
- Data updates (community profiles, website, customized requests)
- Regional initiatives
- Work with companies or individuals seeking to locate in the community
- Work with groups of companies within specific industry sectors to ensure new markets are developed
- Communications – community, business, government, organizations
- Facilitating partnerships between business, non-profits, investors and area partners
- Connecting individuals and groups with available resources, such as:
 - Export Navigator Program
 - Small Business BC services
 - Community Futures
- Grant writing support for economic development initiatives

Following the endorsement of the Economic Development and Tourism Action Strategy, an Implementation Matrix will be crafted to outline and prioritize the actions and steps Ashcroft will need to take to most effectively implement this plan. The Implementation Matrix will contain the following:

- Name of the strategic goal and accompanying actions
- Roles and responsibility that outlines:

- Who has the lead responsibility for implementing the action as well as others that will support the lead during implementation
- Identify either current or proposed partnerships and collaborations required to achieve success.
- Estimated Resources – what are the estimated costs, resources and any assistance required from others to successfully implement the action (human resources, financial resources, other resources)
- Progress measures – measures and indicators to allow an indication of successful tracking and completion of the actions, and achievement of the intended outcomes on the local economy
- Timeline – when the action starts/be completed in the short, medium or long term

The following provides a summary of the recommended strategies and projects that were identified during the analysis and evaluation process. The strategies represent action items based on the corresponding strategic themes. Each strategy ties within an over-arching theme, which collectively builds upon the overall plan.

The strategies are intended to provide actionable and realistic initiatives, projects or programs. The strategies are listed within the document with the following timelines:



A separate Implementation Matrix will form a separate document and can be used as the economic development work plan. The matrix will breakdown down priority and short-term strategies into specific action steps that are required to complete and implement the strategies fully. In addition to the action steps, the matrix will provide timelines, potential partners, budget, funding sources and implantation monitoring. It provides the roadmap required for the Economic Development and Tourism Action Strategy's implementation.

Over the past few years, the Province of BC has funded many economic development activities through its Rural Dividend Fund. In September 2019, the province announced a reallocation of the fund towards assisting communities hit by the forestry industry downturn. If the Rural Dividend Fund is reactivated, we will revise the matrix to identify initiatives that should be part of an application.

1. Strengthen Ashcroft's Economic Development Position the Region

Economic development has become a core function of municipal governments across Canada. Because the competition for business investment, entrepreneurs and talent has never been more pronounced than it is today, even smaller communities such as Ashcroft need to have a concentrated focus on economic development. They need to understand their strengths and weaknesses and proactively develop opportunities that lead to more investment and the attraction of talent.

Rationale: Economic development is one of the essential fundamentals of growth and sustainability. A targeted approach in this area will ensure a beneficial mix that is realistically tailored to the strengths and needs of Ashcroft. It is important to recognize that economic development initiatives cannot be implemented without proper structure and resources.

Expected Outcomes: An economic development focus for the Village and the implementation of a strategy to ensure sustainability and growth for new and existing residents and to create a strong working relationship between the Village, municipal council, business sectors and economic development stakeholders.

What	Why	When	Partners
1. Commitment to Economic Development	Committing to economic development is critical to ensure the implementation of the plan and for long-term sustainability. In order to show a commitment to support economic development, the Council needs to commit to establishing an active program publicly. It is important the commitment along with the plans for the implementation of this strategy, be shared with the local community and key stakeholders.	Priority	N/A
2. Dedicated Local/Regional Economic Development Position	Ashcroft has a strong interest and the support to further explore economic development. While having a dedicated economic development practitioner for the community would be ideal at this time, it may be premature. Ashcroft is not the only community in the region without a full-time dedicated economic development function. The surrounding communities of Cache Creek and Clinton also do not. Ashcroft should explore the interest of these neighbouring communities, as well as the rural areas of the TNRD and the Indigenous communities, in sharing economic development services on a regional basis. This would be the first step to expanding economic development capacity for the community. A shared economic development practitioner would be responsible for implementing the strategic plan, managing day-to-day operations, developing, implementing and monitoring specific programs. This person would represent the organization in	Short-Term	N/A

	the community and to an external audience. After the first year, Ashcroft could explore expanding capacity by the hiring of their own economic development practitioner.		
3. Economic Development and Tourism Advisory Committee	The EDTAC will assist staff and Council on matters pertaining to sustainable economic development and tourism consistent with the strategy. The committee will be made up of representatives from the community and represent key sectors and stakeholders. It will be important to include key representation on the board from organizations and businesses, including Community Futures, Gold Country Tourism, Desert Hills, Ashcroft Terminal and The Hub. The committee could take a key role in starting to expand economic development capacity for Ashcroft.	Short-Term	Business Community and Organizations
4. Economic Development and Tourism Advisory Committee Training	With the newly formed EDTAC, it is important to ensure every new member is informed of the role that economic development and tourism can play in supporting and expanding the local economy. A training workshop will provide the committee with a clear understanding of their roles, expectations and responsibilities.	Short-Term	BCEDA
5. Prepare an Annual Report Card on the Village's Economic Development Strategies and Implementation	Too many communities undertake economic development activities but do not relate their progress and successes to their funding partners or the public. An annual report demonstrates accountability for resources used, illustrates payback on efforts and charts progress. It also helps to build support for economic development programming.	Medium-Term / Ongoing	N/A
6. Regional Community Collaboration	Regional Collaboration is one of the fastest growing economic development partnerships in North America. Regional stakeholders understand the limitation of acting as individual communities both in the way of human and financial resources. Ashcroft can take the lead in creating a regional partnership between Indigenous, local (Ashcroft, Cache Creek and Clinton) and regional governments in the region. The regional group will work towards finding common goals and working together to achieve them. One such initiative may be the McAbee Fossil Beds in Cache Creek. This strategy works hand in hand with exploring regional based economic development capacity (Strategy #2).	Medium-Term	Cache Creek Clinton Regional Indigenous Communities TNRD
7. TNRD Regional Forum	Small communities have unique issues and needs that are often very different from those of larger communities. While communication is	Medium-term and Ongoing	TNRD Cache Creek Clinton

	<p>important within the community, it is equally important to communicate with neighbouring communities within a region. This includes regional directors, indigenous communities, and local governments. This regional annual forum, developed in collaboration with the TNRD would be intended to bring together those serving and working in and with the community to learn from each other through case studies and roundtable discussion groups. Communities would be asked to share their accomplishments, ask questions about successes and challenges in other communities, learn about new opportunities, and explore great ideas.</p>		<p>Regional Indigenous Communities</p>
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2. Cultivate Ashcroft's Image as a Friendly, Professional, and Active Place for Business and Investment

Successfully retaining and attracting investment means being able to provide the appropriate information about business climate and infrastructure required by existing and potential investors and businesses. It is a process of creating a secure and cost-effective environment for an investor or business to expand, start or relocate a business. For Ashcroft, this means ensuring economic development and community foundations are in place so that any investment or business opportunities (either coming from existing businesses within the Village or coming from outside the Village) can be realized.

Rationale: To ensure Ashcroft has its share of business investment for future sustainable growth and diversity.

Expected Outcomes: An inventory of available employment lands, an "open for business" / "great place to invest" reputation and a larger number of businesses located in the Village.

What	Why	When	Partners
8. Community Profile	A community profile is the first place an investor, business or potential resident will look at when considering a community's potential suitability. Ashcroft does not have a profile that provides the information necessary. The creation of a profile is a foundational piece of successful economic development.	Priority	Various depending on information sourced
9. Business Visitation	Engaging with local businesses is the cornerstone of successful economic development. It is critical that companies like Ashcroft Terminal and others are communicated with regularly to make sure their voices are heard, and any issues or concerns are addressed promptly. Through business visitation, challenges can be addressed, and the opportunities can be capitalized on to encourage new and sustainable job creation.	Priority / Ongoing	Local Organizations and Private Industry
10. Investment Readiness Self-Assessment	Assessing your community's "investment readiness" is a key component for investment and business attraction. The Province of BC has an online tool that provides a checklist to assess how ready your community is. It will identify what gaps exist and can be closed.	Priority	N/A
11. Relationship Building with Provincial Investment Influencers	One of the most important activities in supporting economic development, regardless of capacity, is the forging of relationships with government agencies. Ashcroft needs to "introduce" the opportunities available in the community to Trade and Investment representatives from the Ministry of Jobs,	Priority/ Ongoing	Province

	Trade and Technology. These representatives need to know what the community is trying to target and to be aware of those products that are being exported. They can provide valuable services to the community and companies within the community. In addition, maintaining a relationship with the Regional Manager from the Ministry of Forests, Natural Resources and Rural Development will be key.		
12. Great BC Business Sale	To help promote business opportunities and investment in rural BC, a new initiative has been launched for the fall of 2020 called “The Great BC Business Sale.” The trade show will be held at the Vancouver Convention Centre on October 3, 2020. Ashcroft should work together with Sun Country, local businesses, developers and real estate agents to participate in this event. This would also be an opportunity to highlight the potential of a new accommodation facility as identified in Strategy #17.	Short-Term	Province Private Sector
13. Economic Development / Tourism Website DestinationAshcroft.ca	Research shows that an economic development organization’s website is its most effective marketing tool and supporting studies show over 95% of site/location selectors use the internet to qualify a community. The website should include demographics and statistics on the area and highlight the advantages and market opportunities in Ashcroft. A recommended URL is destinationashcroft.com. It is important to note this does not need to be a separate website but instead only have the unique URL automatically link to an existing page of the Village’s municipal website. Unique URLs are a cost effective way to direct investors and businesses to the information they need to make decisions.	Short-Term	Various depending on information sourced
14. Develop Marketing Materials for Investment Attraction, Opportunities and Residents	Ashcroft does not have promotional material that markets the community. The development of these materials can be used as a value proposition for investors and potential businesses. Individual one-sheets can be developed with the front page providing the value proposition for investors and potential businesses and residents. The back page can highlight sector-specific opportunities. This includes tourism, retail and industry. The sheet(s) should include quick	Medium-Term	N/A

	facts on Ashcroft, property/land information, business support and testimonials.		
15. Participate in Provincial Nominee Program	In early 2019, the Province of BC launched a new pilot project to encourage investment from foreign investors. The Provincial Nominee Program supports the program. While Ashcroft did not participate in the original call, a new opportunity is expected in the spring of 2020. Ashcroft should submit a request to be an approved community for this initiative. Templates on evaluating investor inquiries can be obtained from BCEDA. While applications may be considered in 2020, Ashcroft does not need to rush the process and can instead look at this as a longer-term objective once the foundations pieces recommended in this strategy are complete.	Long-Term	Province
16. Starting A Business Guide	Developing a strong support system for those looking to start a business in Ashcroft is a critical aspect of supporting new entrepreneurs. A guide will help to encourage entrepreneurs to create new businesses and to make it as easy as possible. The development of a web-based Starting a Business Guide to walk individuals through the necessary steps and provide the basic information will demonstrate Ashcroft's support of local businesses. The guide launched by Port Alberni is an excellent example.	Long-Term	N/A

3. Develop Downtown Ashcroft as a Destination and Focal Point for the Community

Main Streets are often the centre of a community, acting as public meeting spaces and commercial centres. Economically vibrant main streets that are the heart and soul of the community provide an identity for the area and create pride in the community. When a downtown is not vibrant, there can be a general feeling of apathy and defeat. Residents see little value in investing downtown and priorities shift towards areas that are removed from the downtown area. This creates a scenario that can become self-fulfilling and cyclical. Ashcroft needs to focus on its downtown core and recognize that it can be a powerful engine to boost employment and investment across the broader community.

Rationale: There is a need to protect the downtown core area and ensure its success is an important part of the community.

Expected Outcomes: Downtown core areas will have vibrant commercial activity with a diverse mix of businesses that support the local economy.

What	Why	When	Partners
17. Hotel Attraction	In 2018, the Village of Ashcroft contracted with HVS to complete a market study for a new hotel. This report describes in detail the types of a hotel that could be built in the community, including proposed rates. This information should be actively marketed to potential hotel developers by attending Hotel/Motel Investment Trade events. The Canadian Hotel Association hosts an annual event in Vancouver every fall. This would be a good event for Ashcroft to attend as a delegate and network with potential accommodation providers.	Short-Term	Real Estate Gold Country
18. Develop a Streamlined and Pre-packaged Film Policy	Film production provides significant economic impact and it is an important economic development activity, especially in small communities. Ashcroft has been successful in attracting a number of productions, including the recently announced episode of the Twilight Zone. A formal and pre-packaged policy would include considerations for road closures, fee schedule and licensing requirements.	Medium-Term	N/A
19. Create Opportunity to Provide Free Wi-Fi and Improve Broadband Connectivity in Downtown	Visitors now expect wi-fi to be available at no cost, and many communities are supporting broadband systems as a way of driving economic development and tourism. This is especially true in downtowns. The availability of wi-fi in the downtown offers another reason for people to congregate in the area and stay a little longer. It demonstrates to visitors (and residents) that Ashcroft is a connected, creative and innovative community. Once improvements are made to the broadband infrastructure, the community should work with the TNRD to enhance the	Long-Term	TNRD Internet Service Provider NDIT

	availability in the downtown core enabling it to be a focal point for locals and visitors alike.		
20. Local Business Alliance	The majority of businesses in Ashcroft are very small (under ten employees) and these businesses are frequently in need of support and assistance of some type. Several businesses expressed a desire to meet with other businesses or entrepreneurs who may be experiencing challenges similar to theirs or who may have found solutions that they are willing to share. A local business alliance can offer support to entrepreneurs and businesses to build relationships, create innovation and creativity within Ashcroft. Economic development is often the catalyst for starting up a local business alliance. They can pull the right people together and get the momentum going. In addition to business supporting business, the business alliance can provide input and support on pilot projects to test the market for creative ideas and proposals (i.e. sidewalk cafes, pop-up shops, incubator spaces, etc.) In larger communities, this service is offered through a Chamber of Commerce which Ashcroft does not have.	Long-Term	Local Businesses Sun Country
21. NDIT Revitalization Program – Promotion	A pleasant community appearance adds to home values, helps attract business investment, and improves the overall reputation. To encourage businesses to enhance facades, Ashcroft participates in the Northern Development Initiative Trust Business Facade Improvement program. This program helps to cover business costs associated with the Facade Improvement. Ashcroft Home Hardware is an active partner in marketing the program and supporting businesses. Ashcroft needs to continue this program in the future and market it to businesses in the community in partnership with other agencies and businesses.	Ongoing	NDIT Local Businesses
22. Shop Local Program	Ashcroft participates in NDIT's "Small Town Love" program and has attempted other shop local programs or events to limited success. In Victoria, Australia, a program called "Support Small Business Day" was developed. As well as encouraging residents to explore their local small businesses, the day also delivers a wide range of resources and information to small businesses. The campaign offers guidance, support and inspiration through the delivery of practical tools and tailored Support Small Business Day workshops with a focus on long	Ongoing	NDIT Local Businesses

	<p>term growth. Information is available at: supportsmallbusinessday.vic.gc.au. Other working examples of Shop Local Programs are right here in BC. Houston, BC, has established a certificate program where local major employers and residents purchase certificates for gifts ensuring that the money is spent locally. In 2019 over \$100,000 in certificates were issued. Houston shares information on this program with other communities. This program is similar to the Ashcroft Bucks. It would be beneficial to increase promotion of the availability of these “bucks” throughout the community.</p>		
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4. Increase the Awareness and Positive Perception of Ashcroft as a Quality Place to Live and Work

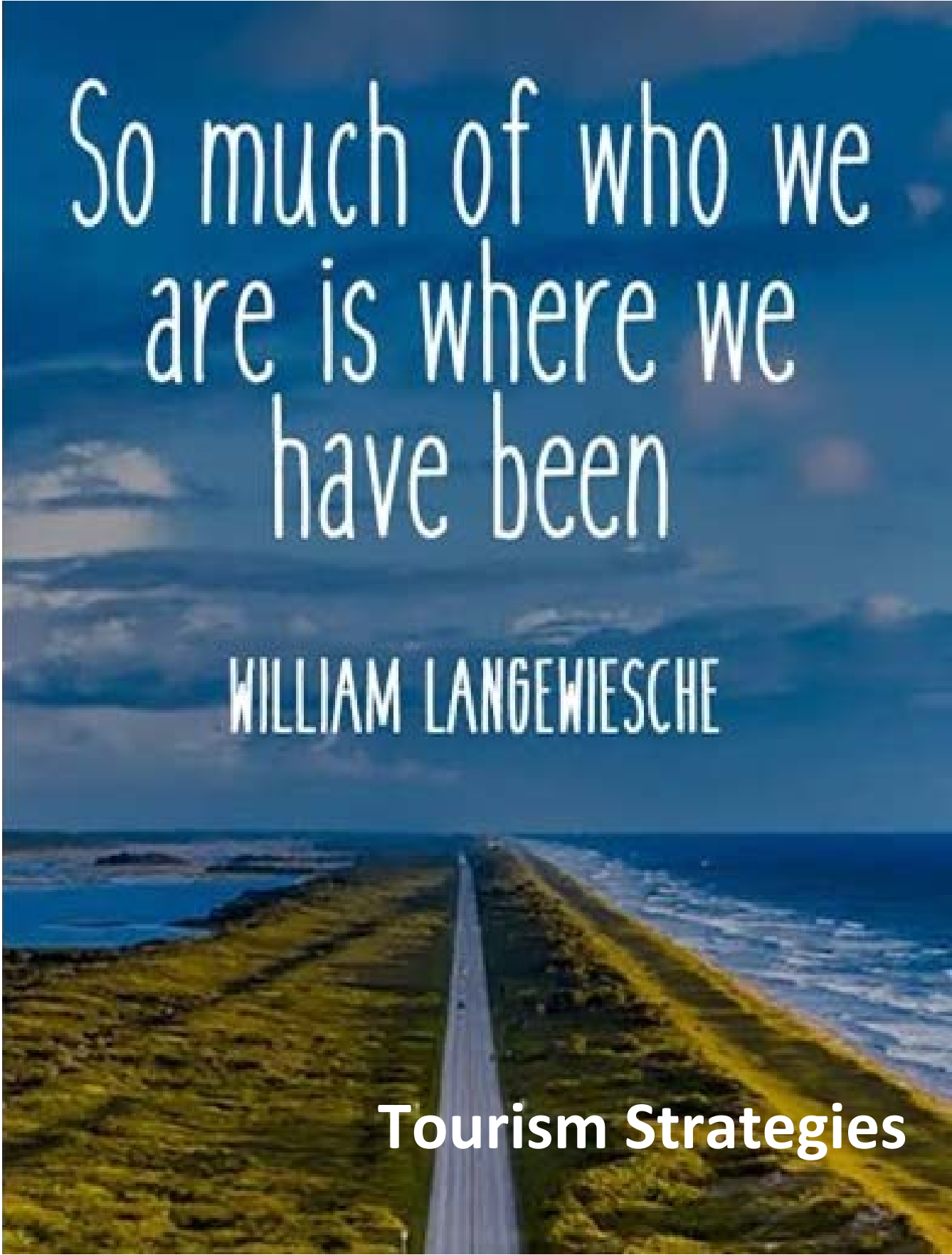
A positive awareness of Ashcroft is important to increase the quality of life for existing residents and to attract new residents to the community. This can be accomplished through unified marketing, focused activities and communications and by developing community-based programs that leverage the advantages of being in a town that works towards strengthening its economy and expanding opportunities.

Rationale: Ashcroft has an older demographic. Focusing programs to improve the quality of life for seniors, and highlighting the opportunities that exist for youth will contribute significantly to a vibrant community.

Expected Outcomes: There will be a shift in the youth demographic and an enhanced quality of life for existing residents.

What	Why	When	Partners
23. Resident Attraction	New resident attraction targets individuals with knowledge, skills and/or disposable income to support and contribute to the community. Making an area attractive to people interested in relocating to a community involves having or developing amenities they find desirable and having a community that offers an attractive quality of life. In the case of Ashcroft, the challenge in attracting residents is that outsiders are not necessarily aware of all the community has to offer. In order to support projects like the proposed Riverhill Estates, the community must take proactive approaches to attract new residents and work collaboratively with developers to help ensure project feasibility. Several strategies recommended in this plan work towards increasing residents, highlighting awareness of the community and supporting businesses in finding local labour. In partnership with developers and local real estate companies, a new strategy should be developed to coordinate efforts to attract new residents.	Medium-Term	Private Sector Real Estate
24. Living and Working Fair	Ashcroft is a very diverse community with several job creating companies located in or near the community. These companies indicate they can't find local labour and many employees commute from Kamloops and Merritt. Youths leave the community for work or education without being aware of the opportunities that may be available in the community for both skilled and unskilled employees. To educate regional residents on the types of employment opportunities available and, at the same time, educate current employees on the advantages of living in Ashcroft, an annual Living and Working Fair should be hosted. This project should be done in partnership with Community	Long-Term	Private Sector Real Estate Local businesses and industry The Hub Community Futures

	Futures, Work BC, existing business and others. Advertising should be done locally as well as in Kamloops, Merritt and other key markets.		
25. Support IHA's Healthcare Recruitment Initiative	Healthcare is a critical component of economic development and is required to attract new residents and business. The Ashcroft Hospital provides medical services to a much larger region than Ashcroft. Working with regional communities, Ashcroft should continue to support the IHA process in ensuring adequate services exist at the hospital and coordinate with IHA to attract health professionals to the region.	Ongoing	IHA Ashcroft Hospital
26. Support TNRD with Regional Internet/ Broadband	Strong and accessible Internet access is vital to supporting a sustainable economy and a high quality of life in a community. Any community with broadband access experiences a wide array of economic, educational, and social advantages.. All aspects of our economy, from health care to entrepreneurship, virtual workers, retailers and service providers require a modern communication infrastructure. The high cost of providing infrastructure for citizens in and around rural and remote communities in B.C. has been identified as one of the key barriers to expanding internet services by municipal governments, First Nations, Regional Districts, regional Internet service providers, and community advocates. The NDIT administers the "Connecting British Columbia" program. This program helps to pay for infrastructure required to deliver high-speed Internet connectivity to rural and remote areas of the province. Discussions with the TNRD to work with NDIT and service providers should occur in order to take the steps needed to expand this important infrastructure. Ashcroft's support role in this initiative will ensure the community's needs are communicated effectively.	Ongoing	Internet Service Provider Province of BC NDIT



So much of who we
are is where we
have been

WILLIAM LANGEWIESCHE

Tourism Strategies

Support Tourism Development Activities

Economic development cannot happen in a vacuum. It comes as a result of a coordinated effort between the public, businesses, community partners, Council and their staff. It works across all sectors to foster an environment in which growth and prosperity can take place.

Ashcroft is fortunate to possess a diversified economy and is seeing growth opportunities across sectors, including tourism. However, Ashcroft needs to focus on specific tourism activities to realize the benefits that the tourism industry provides communities. Tourism can raise a community's profile and open the door to enhanced opportunities for more traditional economic development activities including business relocation, investment attraction, new start-ups and expansion of existing businesses. Tourism can also contribute substantially to highlighting the quality of life issues critical to residents' attitudes about where they live.

The following strategies are designed specifically for the tourism sector, however, like many of the previous strategies within this plan, there are crossovers that will benefit all aspects of economic development.

What	Why	When	Partners
27. Mosaic Brochure	Ashcroft is home to 19 sites containing more than 60 pieces of mosaics and glass artwork. It is a unique feature for the community and needs to be promoted whenever and wherever possible. Community Futures, in collaboration with the Village, has produced two editions of a Mosaic Map. Ashcroft needs to continue to support the ongoing production of future maps to ensure the information is up-to-date and provides visitors with the most current information. This is a key foundational tourism product for Ashcroft. Recently funding for the third edition was requisitioned.	Priority/ Ongoing	Community Futures Gold Country
28. Participation with Gold Country Tourism Activities	Gold Country Communities Society has a 2018 – 2022 Tourism Strategy. There is limited capacity within Gold Country for implementation, and being a regional organization, there is always a risk that individual communities will not fully realize the benefit the organization can provide. Strategy #3 recommends Gold Country be a member organization for the new EDTAC, and this seat should be as an ex-officio. This will allow for Ashcroft to be positioned in a more prominent role in regional tourism and can work with Gold Country to identify specific tourism initiatives that will benefit Ashcroft and the broader region.	Priority/ Ongoing	Gold Country

29. Wayfinding	Wayfinding refers to systems that help people find their way from one place to another. Wayfinding can give visitors key information on what Ashcroft has to experience. It can lead to additional time being spent in the community and can increase future residents' awareness of what is available to see and do if they lived in the area. Ashcroft needs to create a wayfinding strategy to determine the best mix of tools to raise its profile and to get visitors off the highway and into the community.	Priority	Gold Country
30. Develop a Formal Relationship with TOTA	The Thompson Okanagan Tourism Association is responsible for tourism experiences and promotion for Ashcroft. Unfortunately, there appears to be limited communication between the community and TOTA. Once the EDTAC and other priority or short-term activities are completed, outreach to TOTA is recommended. The building of a strong relationship with TOTA will provide another avenue to update and highlight Ashcroft's tourism status.	Short-Term/ Ongoing	TOTA
31. Dual Tourism Region	In the late 1990s, Lillooet BC was designated as a dual-zoned community for tourism marketing. Originally the community was only included in CCCTA but wanted to be added to the Vancouver Coast Mountain Region. Ashcroft is adjacent to CCCTA (ends in Clinton) but is officially part of TOTA. Having the dual designation would increase Ashcroft's exposure to potential tourists. Changes to this designation will need the approval of Destination BC. Contacts can be provided when the community is ready to take on this initiative.	Short-Term	TOTA CCCTA Destination BC Ministry of Tourism, Arts and Culture
32. Economic Development and Tourism Website DestinationAshcroft.com	Strategy #13 is the development of a website that is for both economic development and tourism. While the site should be primarily focused on economic development, there is significant value in providing tourism content on the site. It provides a "one-stop" shop for both ED and tourism information and allows a seamless cross-over between the two highly connected activities. It is important to note this does not need to be a separate website but can instead have the unique URL automatically link to an existing page of the Village's municipal website. Unique URLs are	Short-Term	Various depending on the information sourced

	a cost effective way to direct visitors to the information they need to make decisions.		
33. Enhanced Visitor Information Services	Currently, the Visitor Information Centre is run by volunteers making it a challenge to provide consistency. The HUB has a well-run program with extensive experience in obtaining grants and other supports. The HUB should be considered as a potential partner to take over the management of the VIC and to provide adequate staffing during key tourist times. There is also benefit to exploring the opportunity of utilizing the Museum as the centre.	Short-Term	HUB Museum
34. Tourism Asset Inventory	Ashcroft and the surrounding area has an abundance of tourism activities and attractions but there is no central listing. The completion of a tourism asset inventory of market-ready tourism experiences in Ashcroft (i.e. restaurants, retail, accommodations, tours, museums, festivals and events, etc.) is recommended. The inventory can begin with those assets located within Ashcroft but should be expanded to include surrounding communities and should include assets including the McAbee Fossil Beds, the Chasm, Indigenous assets, and agriculture. These are all assets that add to the tourism potential of Ashcroft. Discussions should take place with the tourism agencies to ensure the inventory is maintained and promoted.	Medium-Term	TOTA CCCTS Sun Country Gold Country
35. Public Art Policy	The integration of arts and culture with the need to sustain a livable and economic sustainable community is becoming an important aspect of local based economic development. This must be a managed process in order to ensure that any integration of art meets with the needs and desires of the community, and compliments, not detracts from what is already in the area. The creation of a Village of Ashcroft Arts Policy should be considered that builds on the legacy of the past, while responding to new ideas about art, story telling, interpretation and cultural expression. This policy should also clearly define on how to integrate Indigenous Art and Culture recognizing and respecting the	Medium-Term	Arts Club Ashcroft Museum

	importance of those communities in the development of the community and region.		
36. Tourism-Focused Promotional Materials	Strategy #14 is the development of marketing materials promoting Ashcroft as a place for investors and potential businesses. The materials supply sector-specific information. Once other foundational and marketing strategies are completed, tourism-focused materials should be developed. While the tourism agencies will already have promotional materials, it is important for Ashcroft to have some control of their own tourism marketing. This can easily be done by adding tourism information to the promotional materials recommended in Strategy #14.	Long-Term	Gold Country

Village of Ashcroft Economic Development and Tourism Action Strategy Implementation and Action Matrix



The Implementation and Action Matrix supports the strategies recommended in the Economic Development and Tourism Action Strategy for the Village of Ashcroft. The matrix provides the actions and steps required to implement the 36 strategies from the plan.

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Introduction

The cornerstone to the Economic Development and Tourism Strategic Action Plan for the Village of Ashcroft is the foundation of the Implementation Matrix. The Plan's adoption is the first step in the implementation process. Continuing action to implement the Plan will be needed for it to have lasting impact. This Implementation Matrix prioritizes how Ashcroft will move forward with its economic development goals. It is Ashcroft's to-do list and road map to track progress, report results and to adjust initiatives and identify new opportunities.

This Implementation Matrix describes how the recommended strategies and initiatives in the Plan should be carried out. It provides action steps to fully implement the strategies identified in the Plan for the first year of implementation. The Implementation Matrix outlines specific actions, responsibilities, budget and resources/partners. The importance of monitoring performance on the initiatives recommended in the Plan is reflected in the identification of specific activities, budget implications and timelines for the implementation of the initiatives.

It is recommended that an Activity Assessment be completed quarterly to review the outcomes and measure the value of the activities. **Appendix 1** provides a template for monitoring each of the initiatives and projects.

This Implementation Matrix provides the starting point for targeted economic development and tourism for Ashcroft. Issues will evolve and emerge throughout the years and it is essential to continually assess and respond to those issues by revising or considering new actions that will ensure continued economic prosperity.

There are five key focus areas with a total of 36 strategies. They are the foundation of the economic development plan for the Village of Ashcroft because they represent the economic development areas that community members and stakeholders feel are most important for the area to work towards along with the required expanded capacity.

Focus Area 1: Strengthen Ashcroft's Economic Development Position in the Region

1. Commitment to Economic Development
2. Dedicated Local/Regional Economic Development Position
3. Economic Development and Tourism Advisory Committee
4. Economic Development and Tourism Advisory Committee Training
5. Prepare an Annual Report Card on the Village's Economic Development Strategies and Implementation
6. Regional Community Collaboration
7. TNRD Regional Forum

Focus Area 2: Cultivate Ashcroft's Image as a Friendly, Professional, and Active Place for Business and Investment

8. Community Profile
9. Business Visitation
10. Investment Readiness Self-Assessment
11. Relationship Building with Provincial Investment Influencers

12. Great BC Business Sale
13. Economic Development/Tourism Website – DestinationAshcroft.ca
14. Develop Marketing Materials for Investment Attraction, Opportunities and Residents
15. Participate in Provincial Nominee Program
16. Starting a Business Guide

Focus Area 3: Develop Downtown Ashcroft as a Destination and Focal Point for the Community

17. Hotel Attraction
18. Develop a Streamlined and Pre-packaged Film Policy
19. Create Opportunity to Provide Free Wi-Fi and Improve Broadband Connectivity in Downtown
20. Local Business Alliance
21. NDIT Revitalization Program – Promotion
22. Shop Local Program

Focus Area 4: Increase the Awareness and Positive Perception of Ashcroft as a Quality Place to Live and Work

23. Resident Attraction
24. Living and Working Fair
25. Support IHA's Health Care Recruitment Initiative
26. Support TNRD with Regional Internet / Broadband

Focus Area 5: Support Tourism Development Activities

27. Mosaic Brochure
28. Participation with Gold Country Tourism Activities
29. Wayfinding
30. Develop a Formal Relationship with TOTA
31. Dual Tourism Region
32. Economic Development and Tourism Website
33. Enhanced Visitor Information Services
34. Tourism Asset Inventory
35. Public Art Policy
36. Tourism-Focused Promotional Materials

The table that follows pages breaks down the recommended strategies based on first year implementation. The strategies with implementation timelines in year two and beyond (medium and long-term) do not include the specific actions. At the end of year one the strategy plan should be reviewed to determine what is working and what may need to be modified or even dropped from the strategy.

Strengthen Ashcroft's Economic Development Position in the Region			
	Budget	Partners	Timelines
1. Commitment to Economic Development			
<ul style="list-style-type: none"> • Prepare Council package providing information on economic development requirements for the Village including: <ul style="list-style-type: none"> ○ Estimated cost/budget for a three-year period based on research on communities of similar size ○ Draft job description (shared position) ○ Draft Terms of Reference for economic development function ○ Set date for presentation to Council 	Staff Time	BCEDA	April / May 2020
2. Dedicated Local/Regional Economic Development Position			
<ul style="list-style-type: none"> • Begin discussions with neighbouring communities to determine interest in a shared position • If interest is positive draft job description • Determine the position's effective date and outline the timelines for job positing, interviews and start date 	Staff Time	Villages of Clinton and Cache Creek BCEDA EDAC	September 2020
3. Economic Development and Tourism Advisory Committee			
<ul style="list-style-type: none"> • Finalize Terms of Reference • Establish committee roles and responsibilities • Establish committee meeting schedule (qtrly) • Create Code of Ethics • Identify or advertise for committee members • Approach or Interview applicants and put recommendations forward to Council for consideration and official appointment • Appoint Committee • Hold first quarterly meeting 	Staff Time	BCEDA	October 2020
4. Economic Development and Tourism Advisory Committee Training			
<ul style="list-style-type: none"> • Contact BCEDA for a quote to host an Economic Development for Local Leaders Session in Ashcroft • Work with Council, local government staff and new Committee to establish a date for training • Host training session 	\$5,000	BCEDA	November 2020
5. Prepare an Annual Report Card on the Village's Economic Development Strategies and Implementation			
<ul style="list-style-type: none"> • Use Appendix A as a starting point to evaluate year one implementation • Develop an annual report (in-house) that can be used as a template on an annual basis 	Staff Time		January 2021/ Annual

<ul style="list-style-type: none"> • Provide report to Council and economic development partners • Disseminate information to the broader audience 			
6. Regional Community Collaboration			
<ul style="list-style-type: none"> • Gauge the interest of neighboring communities in exploring regional initiatives • Identify and discuss with external organizations like Sun Country and Cold Country to help facilitate regional discussions and initiative's • Host quarterly meetings to discuss joint initiatives • Implementation of initiatives 	Staff time	Local, regional and Indigenous governments Sun Country Gold Country	January 2021
7. TNRD Regional Forum			
<ul style="list-style-type: none"> • Discuss with regional partners the potential of a Regional Forum (discuss as part of regional collaboration meetings) • Determine budget and funding sources • Establish dates for a forum • Identify a facilitator for the day, as well as guest speakers • Host forum annually 	Staff time	Regional partners	January / February 2021

Cultivate Ashcroft's Image as a Friendly, Professional, and Active Place for Business and Investment			
	Budget	Partners	Timelines
8. Community Profile			
<ul style="list-style-type: none"> • Engage economic development consultant to develop profile content outline and design sample(s). • Work with consultant to provide content (i.e. pictures, feedback, etc.) • Review, edit DRAFT profile • Accept final profile • Post on website • Write press release to announce profile • Maintain, update and promote profile 	\$10,000 NDIT funding	Various depending on information sourced	May/June 2020 Ongoing maintenance
9. Business Visitation			
<ul style="list-style-type: none"> • Contact BCEDA for BRE manual • Develop an ongoing BRE program for Ashcroft including <ul style="list-style-type: none"> ○ Development of BRE team/referral partners 	Staff Time	BCEDA Community Futures	June 2020

<ul style="list-style-type: none"> ○ Identify number of businesses to be surveyed ○ Communication of ongoing results 			
10. Investment Readiness Self-Assessment			
<ul style="list-style-type: none"> • Contact BCEDA and the Province for their self-assessments • Complete self-assessment and rank • Identify gaps and cross reference with strategies/ initiatives from ED Plan • Retake the self-assessment in one year 	Staff Time	BCEDA Province of BC	July 2020
11. Relationship Building with Provincial Investment Influencers			
<ul style="list-style-type: none"> • Develop a list of external agencies and organizations to build relationships and partnerships. Consider a variety of agencies including: <ul style="list-style-type: none"> ○ Province of BC (various ministries) ○ BCEDA ○ NDIT ○ Neighbouring communities • Register for BCEDA Minister's Dinner • Attend BCEDA Ministers Dinner • Attend BC Economic Summit – Kelowna 	Staff Time	BCEDA Province of BC	March 2020 / Ongoing
12. Great BC Business Sale			
<ul style="list-style-type: none"> • Register for participation in the Great BC Business Sale • Develop materials for use during the trade show • Develop a response protocol to be used to follow up with those met at trade show • Work with local realtors, businesses, and other to identify immediate business for sale opportunities. 	\$2500 Staff time	Realtors Sun Country Gold Country Local Businesses	March 2020
13. Economic Development/Tourism Website			
<ul style="list-style-type: none"> • Register URL (recommended domain name DestinationAshcroft.ca) • Develop and post an RFP for third-party to develop content and design • Review submissions and award contract • Work with consultant to choose site concept, provide content (i.e. pictures, feedback, etc.) • Review website design and content • Review, edit beta website • Write press release when website goes live • Maintain, update and promote website 	\$10,000 NDIT Funding	Various depending on information sourced	September/ October 2020
14. Develop Marketing Materials for Investment Attraction, Opportunities and Residents			
This is a medium-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			

15. Participate in Provincial Nominee Program
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.
16. Starting a Business Guide
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.

Develop Downtown Ashcroft is a Destination and Focal Point for the Community			
	Budget	Partners	Timelines
17. Hotel Attraction			
<ul style="list-style-type: none"> • Review the HVS market study • Identify potential land/location options • Develop a one-page marketing sheet highlighting key positive indicators as indicated in the report • Develop a database of potential hotel developers • Direct market to identified developers • Attend the Western Canadian Lodging (Vancouver – November 16/17, 2020) 	\$2,000	Real Estate Gold Country	September 2020
18. Develop a Streamlined and Pre-packaged Event Policy			
This is a medium-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			
19. Create Opportunity to Provide Free Wi-Fi and Improve Broadband Connectivity in the Downtown			
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			
20. Local Business Alliance			
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			
21. NDIIT Revitalization Program - Promotion			
This is an ongoing activity and the Village should continue to promote the program including the development of a specific one-sheet/brochure that can be dropped off to applicable businesses as well as using the Business Visitation Program to continue to promote the program.			
22. Shop Local Program			
This is an ongoing activity and the Village should continue to promote the program as well as research other successful programs that may enhance the existing program.			

Increase the Awareness and Positive Perception of Ashcroft as a Quality Place to Live and Work			
	Budget	Partners	Timelines
23. Resident Attraction			
This is a medium-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			

24. Living and Working Fair
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.
25. Support IHA's Healthcare Recruitment Initiative
This is an ongoing activity and the Village should continue to provide support as needed while ensuring there is ongoing communication regarding the activity so that the Village is informed and up-to-date.
26. Support TNRD with Regional Internet/Broadband
This is an ongoing activity and the Village should continue to provide support as needed while ensuring there is ongoing communication regarding the activity so that the Village is informed and up-to-date.

Support Tourism Development Activities			
	Budget	Partners	Timelines
27. Mosaic Brochure			
<ul style="list-style-type: none"> • Contact Community Futures to determine status of brochure and their needs/requirements • Provide the assistance required to develop a 2020 brochure 	TBD	Community Futures	March / April 2020
28. Participation with Gold Country Tourism Activities			
<ul style="list-style-type: none"> • Review the tourism strategy to identify the opportunities that Ashcroft will most benefit from and want to participate in • Contact Gold Country and meet to discuss the opportunities and how Ashcroft can play a role • Develop a mini-work plan based on the activities and opportunities agreed upon 	TBD	Gold Country Tourism	March / April 2020 Ongoing
29. Wayfinding			
<ul style="list-style-type: none"> • Continue to work with Council and Village staff to implement the wayfinding initiative currently underway 	TBD	N/A	Priority
30. Develop a Formal Relationship with TOTA			
<ul style="list-style-type: none"> • Contact TOTA and invite them to meet with Council to get a better understanding of how their organization can work with Ashcroft to expand and enhance the tourism sector • Together with TOTA develop regular communication schedule to ensure Ashcroft's tourism needs are being looked after 	Staff Time	TOTA Gold Country Tourism	October 2020
31. Dual Tourism Region			
<ul style="list-style-type: none"> • Contact CCCTA and other partners to start the discussions on the possibility of Ashcroft becoming a dual region • Based on initial discussions next steps will need to be determined 	Staff Time	TOTA CCTA Destination BC	October / November 2020

		Ministry of Tourism, Arts and Culture	
32. Economic Development and Tourism Website (works in conjunction with #13)			
<ul style="list-style-type: none"> • Register URL (recommended domain name DestinationAshcroft.ca) • Develop and post an RFP for third-party to develop content and design • Review submissions and award contract • Work with consultant to choose site concept, provide content (i.e. pictures, feedback, etc.) • Review website design and content • Review, edit beta website • Write press release when website goes live • Maintain, update and promote website 	Budget of \$10,000 reflected in #13	Various depending on information sourced	September/ October 2020
33. Enhance Visitor Information Services			
<ul style="list-style-type: none"> • Contact the partners to start the discussion on moving visitor services to gauge interest and determine next steps 	Staff Time	The Hub Museum	September / October 2020
34. Tourism Asset Inventory			
This is a medium-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			
35. Public Art Policy			
This is a medium-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			
36. Tourism-Focused Promotional Materials			
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			

Appendix 1: Monitoring the Strategy – Activity Assessment

Monitoring the implementation of the strategy is critical and can help to secure funding for future initiatives and ensure support for a longer-term economic development program.



The following table should be completed quarterly and used to provide updates to the Village of Ashcroft as well as partner organizations including the Regional District, the Province of BC, and Community Futures. Each year, the table could be posted online as part of a basic monitoring report to area residents. Each strategy item should be assigned a status so that everyone is aware of what stage the project is at. The project status should be simple, and we recommend the following:

- Behind Schedule
- On Schedule
- Cancelled
- Delayed
- Ongoing (for those initiatives that continue from year to year – i.e. BRE or communications).
- Completed

Initiative	Planned Timing	Status	Notes/Updates
1. Commitment to Economic Development	Priority		
2. Dedicated Local/Regional Economic Development Position	Short-Term		
3. Economic Development and Tourism Advisory Committee	Short-Term		
4. Economic Development and Tourism Advisory Committee Training	Short-Term		
5. Prepare an Annual Report Card on the Village's Economic Development Strategies and Implementation	Medium-Term / Ongoing		
6. Regional Community Collaboration	Medium-Term		

Initiative	Planned Timing	Status	Notes/Updates
7. TNRD Regional Forum	Medium-Term / Ongoing		
8. Community Profile	Priority		
9. Business Visitation	Priority / Ongoing		
10. Investment Readiness Self-Assessment	Priority		
11. Relationship Building with Provincial Investment Influencers	Priority / Ongoing		
12. Great BC Business Sale	Short-Term		
13. Economic Development Tourism Website	Short-Term		
14. Develop Marketing Materials for Investment Attraction, Opportunities and Residents	Medium-Term		
15. Participate in Provincial Nominee Program	Long-Term		
16. Starting a Business Guide	Long-Term		
17. Hotel Attraction	Short-Term		
18. Develop a Streamlined and Pre-packaged Film Policy	Medium-Term		
19. Create Opportunity to Provide Free Wi-Fi and Improve Broadband Connectivity in Downtown	Long-Term		

Initiative	Planned Timing	Status	Notes/Updates
20. Local Business Alliance	Long-Term / Ongoing		
21. NDIT Revitalization Program - Promotion	Ongoing		
22. Shop Local Program	Ongoing		
23. Resident Attraction	Medium-Term / Ongoing		
24. Living and Working Fair	Long-Term		
25. Support IHA's Health Care Recruitment Initiative	Ongoing		
26. Support TNRD with Regional Internet / Broadband	Ongoing		
27. Mosaic Brochure	Priority / Ongoing		
28. Participation with Gold Country Tourism Activities	Priority / Ongoing		
29. Wayfinding	Priority		
30. Develop a Formal Relationship with TOTA	Short-Term / Ongoing		
31. Dual Tourism Region	Short-Term		
32. Economic Development and Tourism Website	Short-Term		
33. Enhanced Visitor Information Services	Short-Term		

Initiative	Planned Timing	Status	Notes/Updates
34. Tourism Asset Inventory	Medium-Term		
35. Public Art Policy	Medium-Term		
36. Tourism-Focused Promotional Materials	Long-Term		

STAFF REPORT TO COUNCIL – OPEN MEETING

DATE: March 9, 2020
FROM: DCO, Daniela Dyck
SUBJECT: NDIT - Economic Development Capacity Funding
REPORT #: 20-22

Purpose

To request Council direction regarding the NDIT Economic Development Capacity funding application.

Recommendation

THAT Council approve an application to NDIT's Economic Development Capacity Building fund for the purpose of contracting an Economic Development and Tourism position at \$25,000 and use the remaining \$25,000 for implementation of selected priority and short-term objectives from the newly developed Economic Development and Tourism Strategy.

Alternatives

That Council choose a different option to capitalize on the available Economic Development Capacity funding stream from NDIT.

Discussion

At the February 24, 2020 Regular Council Meeting, Council made the following motion:

"That the NDIT Economic Development Capacity grant application recommendation Option 1, "Consider contracting an Economic Development and Tourism position at \$25,000 and use the remaining \$25,000 for implementation of selected priority and short-term objectives from the draft Strategy" be deferred to the next Council meeting to allow time for Council to review the provided information."

This report is bringing the motion and COTW report back for Council consideration.

Strategic/Municipal Objectives

Official Community Plan

Legislative Authority

N/A

Financial Implications

Grant funding available up to \$50,000

Attachment Listing

1. COTW Report NDIT Economic Development Capacity Funding

Prepared by:



Daniela Dyck
Deputy Corporate Officer

STAFF REPORT TO COUNCIL – COTW

DATE: February 24, 2020
FROM: DCO, Daniela Dyck
SUBJECT: NDIT Grant Application for Economic Development Capacity Building Program
REPORT #: 20-12

Purpose

To provide Council with an opportunity to discuss economic development opportunities for 2020 and provide options for the grant application.

Options:

1. Consider contracting an Economic Development and Tourism position at \$25,000 and use the remaining \$25,000 for implementation of selected priority and short-term objectives from the draft Strategy. This position could also oversee the Visitor Info Centre, adding this function to the position will require adapting the funding allocation.
2. Keeping in mind capacity of staff time, select priority and short-term items from the Strategy for implementation with a budget not to exceed \$50,000. Caution – other items that have staff time allocated will need to come off the table to implement the objectives.
3. Other options proposed by Council. Caution – developing other directions reduces the effectiveness and purpose of the Economic Development Strategy.

Discussion

The Northern Development Initiative Trust (NDIT) provides for communities in the NDIT region to apply for funding up to \$50,000 to assist with economic development initiatives. The application intake deadline is March 31, 2020.

Eligible costs include:

Economic Development Wages – position must be at least 50% of workload.

It appears that the Village of Ashcroft has used a portion of these funds in the past to hire a part time Economic Development position; however, the current Council approved budget does not provide for an economic development position.

Alternately, Council could consider to use a portion of the funds for a contracted position to complete the economic development and tourism function.

Economic Development Activities:

Projects, third party contracting and consulting services that align with a community's economic development plan and fits within the following categories:

Economic Development Planning

- *Developing Plans and Strategies*

Including but not limited to: developing economic development plans, business retention and expansion plans, community and downtown revitalization plans,

marketing plans and human capital/workforce planning

- Conducting Applied Research and Analysis to Support Planning/Priority Setting
Including but not limited to: conducting sector or economic analysis, collaborative research studies or evaluations, feasibility studies and market research

In 2019 the Village developed a new updated plan and strategy focusing on Economic Development and Tourism. Council has been provided with the draft plan to help guide us through the grant planning process (attachment 1). The final draft will most likely be presented to Council by the consultants in March.

Economic Development Implementation

- Sector Development and Economic Diversification
Activities and efforts aimed at diversifying the economy, expanding current sectors and attracting new businesses or sectors to a community
- Marketing and Promotion
Marketing activities that promote a specific economic opportunity for investment ie. entrepreneurship attraction videos
- Business Retention and Expansion
Conducting business retention and expansion activities and implementing specific action items identified from a business retention and expansion plan
- Business and Investor Hosting (max \$5,000)
Hosting of trade missions and/or investor tours where business or investment attraction is the primary focus. Can include costs associated with transportation, accommodations and facility/venue rentals

Although the Economic Development and Tourism Strategy is not yet adopted, it is the document that will guide the Villages future economic development and tourism initiatives. Council should consider the implementation of some “priority” and “short term” objectives identified in the draft Strategy as objectives to be added to the grant application.

Previous Economic Development Capacity Funding Initiatives:

- Ec. Dev. Brochures – resident attraction marketing
- Plein Air Project – develop vignette
- Ec. Dev. Intern
- Ec. Dev. Strategy Development – 2015 & 2019
- Advertising and Promotion
- Quest Upon
- Walking Map
- Heritage Tourism – Bronze Plaques
- Agra Tourism – Garden Tours
- Arts Tourism – Mosaics, Harmony Bell project
- Gold Country Visitor Guide
- Hotel Feasibility Study
- Roger Media Radio show Promotion

- Village Photograph Database
- Business Community Mixer

Strategic/Municipal Objectives

Aligns with OCP Economic Development Objectives

Legislative Authority

N/A

Financial Implications

Project budget is \$50,00

Attachment Listing

- 1 – Draft Economic Development and Tourism Strategy
- 2 – Implementation Matrix

Prepared by:



Daniela Dyck
Deputy Corporate Officer

Approved for submission to Council:



Anne Yanciw
Chief Administrative Officer

COUNCIL COMMITTEE AND LIAISON REPORT

From: Councillor Anderson

Assigned Committees:

Northern Development Initiative Trust

Health Care

Alternate

Finance Committee

MEETING DATE: Community to Community Meeting - Wednesday, March 3, 2020

MEETING WITH: Ashcroft Indian Band

This pleasurable meeting proved to be successful in developing positive relationships between the Village and the Ashcroft Indian Band. A draft Memorandum of Understanding was developed together and entering into the finalization stage.

Each participant of AIB and the Village shared of themselves and their vision and goals for their respective communities. Local government and AIB processes were openly shared to help each other understand the many challenges we face, such as legislation and time frames of our processes. Discussions around opportunities for mutual collaboration on projects were very encouraging. We have many parallel goals, some of which involved:

- strengthening the community relationships through transparency and frequent communication;
- meeting once or twice per year with the genuine desire to work together positively and effectively;
- the sharing of resources and how we can facilitate that;
- working closely together on economic development and tourism projects;
- promoting connectivity among the communities in the form of walking trails;
- assisting each other in the promotion and development of our tourism resources (trails, camping, events, arts and culture, etc)
- encouraging and developing shared community events (music events, en Plein Air Art events, sports, etc)

- hosting Health Centre and Health related events
- sharing and delivering educational opportunities for all, (ie: drum making etc)
- potential sharing of Village water treatment services
- research the possibilities around fire protection.

In addition, the new AIB ball diamond is available for rental and use.

The new AIB campground is still under construction but will offer 13 large RV pull-through sites.

A concession building with showers will also be available to tourists.

The highlight for me was the personal tour. AIB graciously allowed Council to tour their newly constructed Senior's Centre building which offers six 1-bedroom suites within the building and has a common area. Each private suite is spacious and bright with wonderful views and includes full kitchens and in-suite laundry. There is a possibility these suites will be offered to others as an affordable rental option for 55+. Raised community garden beds will be available to those who wish to garden. The grand opening of the Senior's Centre building is expected to be in April 2020.

Because economic development and housing is near and dear to my heart, I was very excited about the progressive measures AIB has taken in building capacity with their new projects and I would also like to add I am very impressed with the forward thinking that is evident among their council, administration and staff members.

Respectfully submitted,

Marilyn Anderson
Councillor,
Village of Ashcroft