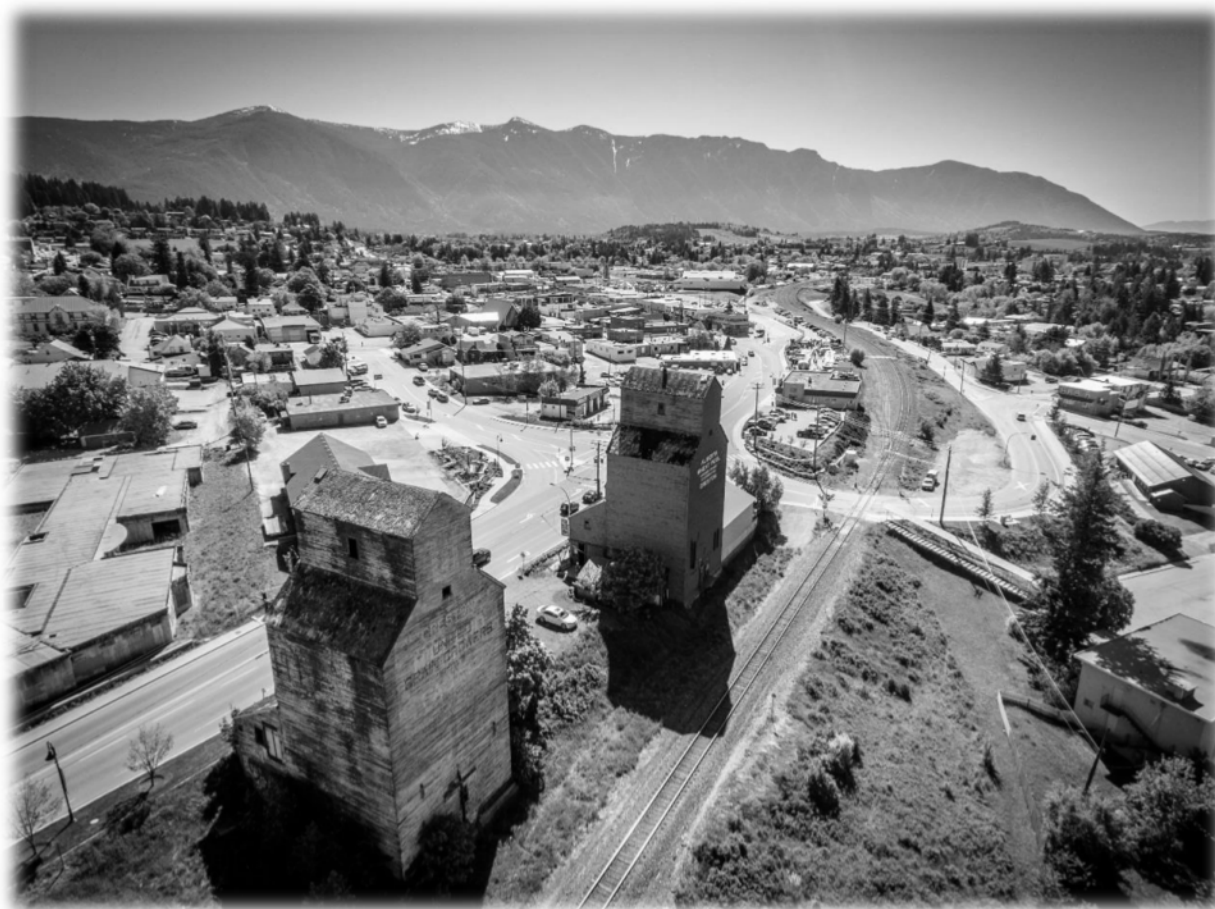


# *Creston Tourism Society*



## Municipal and Regional District Tax (MRDT) Application

**Prepared for:** Ministry of Finance

**By:** Tammy Verigin-Burk, Consultant, and Jesse Willicome, on behalf of Creston Tourism Society

**Date:** November 17<sup>th</sup>, 2019

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## *Introduction*

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### **Executive Summary**

Creston Tourism Society (CTS), also doing business as Creston Valley Tourism and Explore Creston Valley, is a non-profit organization established to deliver tourism-related programs and services for Creston and Regional District of Central Kootenay (RDCK) Electoral Areas B and C.

Through extensive consultation and support from key stakeholders, the majority of accommodators, the Town of Creston, and Regional District Areas B and C, the decision was made to assign Creston Tourism Society (CTS) as the Designated Recipient to submit this application to the Ministry of Finance for approval to obtain and deliver the Municipal and Regional District Tax (MRDT).

The application is for the 2% MRDT to be levied to Accommodations within the Town of Creston and RDCK Electoral Areas B and C. The tax will be used for the purpose of tourism marketing and promotion, with the result of increased, year-round “heads in beds.”



**Primary purpose:** “Heads in Beds”; year-round, sustainable increase in visitor overnight stays in accommodations; longer-term stays of 2+ nights.

**Secondary purpose:** Increase in overnight visitors utilizing hospitality and tourism industry-related businesses; increased economic development and sustainable job creation.

## Vision & Mission Statement

<b>Vision</b>	Our vision is to ensure that Creston Valley will become known as an outstanding destination in BC for offering a unique and authentic blend of agritourism opportunities and accessible outdoor recreation experiences in an artistically and culturally vibrant network of rural communities.
<b>Mission Statement</b>	<p><i>Creston Tourism Society will:</i></p> <ul style="list-style-type: none"> <li>○ Work collaboratively with our community partners to provide strategic marketing that will attract more high-yield visitors to our area year-round;</li> <li>○ Support remarkable visitor experiences that will celebrate our natural and cultural history and provide broad benefits to all members of the community;</li> <li>○ Provide industry leadership and create awareness within our community regarding the value of tourism.</li> </ul>

## Engagement & Planning

### a) Background

In the past 10 years, the Creston Valley has seen many new business and community developments that have been critical in attracting an increasing number of visitors to the area and supporting further tourism development. However, while more visitors have been arriving, the full potential of tourism on the local economy has not been realized due to a lack of coordinated development and marketing of the area as a tourism destination. Consequently, over the past several years, local government has been heavily invested in tourism planning and collaboration with sector stakeholders, while supporting joint tourism marketing initiatives that have raised awareness of the area's unique experiences in key markets.

Starting in October 2016, the Town of Creston and RDCK, with assistance from Kootenay Rockies Tourism and the BC Ministry of Jobs Tourism and Skills Training, hosted the Creston Valley and Kootenay Lake Tourism Marketing and Collaboration Workshop. Attendees included local government officials; first nations delegates; industry stakeholders, including accommodators and owners of tourism attractions/amenities; and non-profit, agricultural, and arts sector representatives.

The subsequent Creston Valley and Kootenay Lake Tourism Marketing and Collaboration strategic report identified the need for consistent tourism promotion of the area, the establishment of an



industry-led Destination Marketing Organization (DMO) to oversee these initiatives, and sustainable funding for the DMO through funding like the MRDT.

## b) Process

In recognition of the above challenges and needs, the Town of Creston and RDCK Electoral Areas B and C have proactively worked with tourism businesses and stakeholder groups to support the development of an industry-driven DMO, sustainably funded by the collection of the MRDT, as outlined below (see Appendix 1.4 for further details).

<b>1</b>	<b>STRATEGIC ANALYSIS</b> <i>Delivery of Creston Valley and Kootenay Lake Tourism Marketing and Collaboration Workshop &amp; Strategic Report</i>	<b>Fall 2016</b>
	<ul style="list-style-type: none"> <li>○ Identified unique offerings, opportunities, tourism trends, and key markets</li> <li>○ Identified key priorities for action, such as stakeholder collaboration, establishment of a DMO, and sustainable funding through MRDT</li> </ul>	
<b>2</b>	<b>INITIAL CONSULTATION</b> <i>Initial DMO/MRDT Consultation with Creston Area Accommodators</i>	<b>2017</b>
	<ul style="list-style-type: none"> <li>○ Provided further information to 21 accommodators in the Town of Creston and RDCK Areas A, B, and C about the MRDT, DMO, and process for implementation</li> <li>○ Gathered accommodator feedback on their support for the collection of the MRDT and establishment of a DMO</li> <li>○ Gathered data from area accommodators to develop a DMO budget projection based on estimated MRDT revenues</li> <li>○ Researched other DMO Organization and Funding Models</li> </ul>	
<b>3</b>	<b>COLLABORATION</b> <i>Stakeholder Collaboration through Creston Valley-Kootenay Lake Tourism Advisory Committee (CVKL TAC)</i>	<b>2017-2020</b>
	<ul style="list-style-type: none"> <li>○ Established a joint Creston Valley-Kootenay Lake Tourism Advisory Committee (CVKL TAC), comprised of 8-10 tourism stakeholders, local government representatives from RDCK Areas A, B, and C, and the Town of Creston</li> <li>○ Mandated to oversee the development and implementation of this tourism campaign through 2018-2019 and consider further action towards establishment of a DMO and MRDT collection</li> </ul>	
<b>4</b>	<b>JOINT MARKETING</b>	<b>2018-2020</b>

	<i>Development and delivery of Creston Valley Kootenay Lake Route joint tourism campaign</i>	
	<ul style="list-style-type: none"> <li>○ CVKL TAC developed the Creston Valley-Kootenay Lake Route campaign, funded by Town of Creston, RDCK Areas A, B, and C, and Columbia Basin Trust, with 50/50 matching funding from Destination BC's Co-operative Marketing Partnerships Program</li> <li>○ Delivered the Creston Valley-Kootenay Lake Route in 2018-2019 and 2019-2020</li> </ul>	
<b>5</b>	<b>FURTHER CONSULTATION</b> <i>Creston Valley MRDT Consultation Process</i>	<b>Spring 2019</b>
	<ul style="list-style-type: none"> <li>○ Following RDCK Area A's decision to join Nelson Kootenay-Lake Tourism, Town of Creston and RDCK Areas B and C launched further MRDT Consultation Process with area accommodators</li> <li>○ Held a series of one-on-one meetings with 11 accommodators to educate accommodators on the MRDT and DMO proposal and to determine support for the MRDT Application</li> <li>○ Gained enthusiastic support for the MRDT from the majority of Accommodators representing 56% of the total number of rooms and 63.8% of the total accommodators (having 4 or more rooms)</li> </ul>	
<b>6</b>	<b>PLANNING</b> <i>Preparation of MRDT Application &amp; Business Plan</i>	<b>Summer/Fall 2019</b>
	<ul style="list-style-type: none"> <li>○ Held a range of group meetings and workshops to begin planning for MRDT application and determine governance model for future Creston DMO</li> <li>○ Developed draft application</li> <li>○ Town of Creston and RDCK worked with consultant and key stakeholders to finalize and support Creston Tourism Society as the governance model (Eligible Entity/Designated Recipient) for delivery of the MRDT</li> <li>○ Completed letters of support</li> </ul>	

Creston Tourism Society (CTS), comprised of accommodators, tourism-impacted organizations/businesses, Town of Creston, and RDCK Areas B and C, will be the DMO delivering the five-year strategic business plan. The strategic business plan is based on a projected minimum budget with incremental funding being provided by the Town of Creston and RDCK Areas B and C.

The five-year strategic plan will include opportunity for CTS to collaborate with the neighboring DMO sites – Cranbrook, Castlegar, Nelson-Kootenay Lake, Kootenay Rockies Tourism, and Destination BC – on Kootenay marketing and promotions. In addition, funds will assist in collaborative strategies with the Highway #3 Mayors' Coalition on marketing and promotions.

## *Section One: Five-year Strategic Business Plan*

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**Designated Recipient:** Creston Tourism Society  
**MRDT Service Area:** Town of Creston  
Regional District of Central Kootenays Electoral Areas B and C  
**Plan Period:** 2020-2025

### **Strategic Context**

This section outlines the current tourism and economic conditions in the Creston Valley.



#### **a) Economic & Tourism Conditions**

The Creston Valley is a growing community – recent data indicates about 20% of residents have moved to the area in the past five years, comparable to the overall provincial average of 21%. The Town of Creston’s population now stands at 5,306 residents, the third largest municipality in the Central Kootenays, behind Nelson and Castlegar. Including the outlying rural areas of the RDCK Areas B and C, the population of the entire Creston area is around 16,000.

The biggest industries and employers within the Creston Valley are healthcare and social assistance, agriculture, forestry, fishing and hunting, and retail trade. Historically, the industries

that typically make up tourism (retail, accommodation, and food services) are relatively weak compared to the provincial average.

However, due to Creston's proximity to the United States (US) border and Alberta, central location in the Kootenays, and location along the popular Highway 3, Creston still services approximately 450,000 visitors annually. Of these, BC residents account for the largest volume of visitation at 30%, whereas Alberta residents represent 25%, US residents 15%, Europeans 7 %, other Canadians 14 %, and Asia/Pacific residents 1%.

Summer months are the busy high season (June-August), with the majority of visitors staying for short 2-4 day trips in the area during this time. However, in recent years, there has also been an increase in visitors during the Spring (April-May) and fall (September-October).

The majority of tourists inquire about the area's arts, food and wine industry, and nature-based activities, as well as directions to other communities.

Situated in the heart of the Purcell and Selkirk Mountain ranges and surrounded by lakes and the Moyie, Goat, and Kootenay rivers, the Creston area is unsurprisingly a popular summer destination for outdoor activities. Visitors enjoy camping, hiking, mountain-biking, swimming, and kayaking. Furthermore, individuals also enjoy bird watching at the RAMSAR-designated Creston Valley Wildlife Management Area. Back-country skiing, snowshoeing, and snowmobiling on Kootenay Pass and other backcountry areas during the winter are also becoming increasingly popular activities.

With BC's third longest growing season, the area enjoys early springs, very warm summers, late falls, and mild winters, distinct from the neighboring Kootenay communities. Thanks to the climate and a blossoming local wine industry, fruit stands, orchards, more local restaurants, and the extremely popular Creston Valley Farmers' Market, the area has developed a reputation as an agritourism destination, popular with visitors looking to take home a taste of what the area has to offer.

The Creston Valley and area also boasts a vibrant arts and culture community including our world-class Creston Museum, a number of rustic home studios, and galleries nestled under the iconic twin Grain Elevators.

Therefore, it is the belief of CTS that, with an administered tourism strategy and funds to deliver it, the Creston Valley and RDCK Areas B and C could become a solid destination for tourists and business/leisure travelers worldwide to access all that Creston Valley and the surrounding communities have to offer.

## b) Strengths & Opportunities

### 1. Proximity to Major Markets

- Close to northwestern US, with two border crossings at Kingsgate and Rykerts
- 3-4 hour drive to major markets in southern & central Alberta
- Central location in the Kootenays; gateway between east & west

### 2. Location on Major Transportation Routes

- Located along popular Highway 3 touring route
- Junction for traffic from north (highway 3-A), south (Highway 21), east and west (Highway 3)

### 3. Recent Improvements to Local Tourism Infrastructure & Amenities

- Town of Creston's recent enhancements to visitors amenities such as public washrooms, free parking, electric car charging stations, and free RV sani-dump.

### 4. Nearby Natural Attractions

- Proximity to popular Kootenay Lake and a number of rivers
- Proximity to Purcell and Selkirk Mountain ranges and a number of provincial parks

### 5. Unique Climate and Shoulder Seasons

- Mild climate provides early springs and late falls, which is unique in the Kootenays
- Offers an opportunity for longer tourism seasons

### 6. Agritourism Positioning

- Climate supports agritourism base, such as wineries and the Farmers' Market; unique in the Kootenays
- Offers area opportunity to position itself as "Garden City of the Kootenays"

### 7. Ktunaxa Nation Tourism Opportunities

- Ktunaxa Nation is developing its own First Nations DMO
- Potential for nearby Lower Kootenay Band to develop its own cultural tourism offerings, which would complement and enhance the whole area

## c) Weaknesses & Threats

### 1. Seasonality & Slow Shoulder Seasons

- Wet, mild winter makes area less desirable as a winter destination
- Businesses shut down in slower months, which deters visitors from coming

### 2. Transportation Reliability Issues

- The unreliability of Kootenay Ferry may deter visits
- In the fall, uncertainty about driving conditions on Kootenay Pass may deter visits
- In the winter, difficult driving conditions, cancelation of flights to Castlegar and Cranbrook airports, and closures of Kootenay Pass may also deter visits

### 3. Limited Destination Development

- Limited experiential tourism offerings provided by businesses
- Limited access to natural attractions on private property, such as lakes and mountains
- Limited local government resources for planning, developing, and maintaining tourism assets (i.e. trails, beaches, parks)
- Lack of signage for existing trails, beaches, and parks
- Uncoordinated way finding signage in Town of Creston

### 4. Environmental & Ecological Impacts

- The growing threat of forest fires in summer seasons impacts visitation
- Increasing visitation could exacerbate human impacts on ecologically sensitive areas and at-risk species (Leopard frogs, western painted turtles, sturgeon, kokanee salmon, wolverines, etc.)
- Increasing visitation could introduce invasive species to the area, such as zebra mussels in the Kootenay Lake

### 5. Short-term Rental Housing

- Housing rental market in the area is already in short supply
- Short-term vacation rentals could exacerbate this in the future if not addressed by local government bylaws

### 6. Economic Uncertainties

- Recently increased direct taxes could threaten local businesses (i.e. payroll taxes)
- Potential decrease in visitation from Alberta due to downturn in the resource sector

## Five-year Strategies (2020-2025)

### a) Overview

Creston Tourism Society's five-year goals and strategies include the following:

<b>Brand &amp; DMO Development</b>	<p><b>Goal:</b> <i>To develop the Creston Tourism Society organization, brand, and marketing plan to ensure key strategies identified in the Five-year Business Plan are met.</i></p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Hire DMO Coordinator</li> <li>2. Develop organization, brand, and marketing plan</li> <li>3. Develop reporting structures to key stakeholders</li> </ol>
<b>Marketing</b>	<p><b>Goal:</b> <i>To Increase visitations to the Creston Valley and area, specifically long-term (2+ days) and shoulder season stays</i></p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Create a comprehensive five-year marketing plan</li> <li>2. Deliver marketing plan</li> </ol>
	<p><b>Goal:</b> <i>To develop progressive and measurable social media, paper marketing, and promotional material that will enhance interest in tourism in the Creston Valley</i></p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Review current products</li> <li>2. Develop and distribute new products</li> </ol>
<b>Data Collection</b>	<p><b>Goal:</b> <i>To develop and implement data collection tools for marketing</i></p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Develop understanding of market options for data collection</li> <li>2. Implement data collection tools as driver for marketing strategies</li> </ol>
<b>Collaboration</b>	<p><b>Goal:</b> <i>To collaborate with local DMOs on regional marketing initiatives to grow opportunities and overnight stays</i></p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. To educate and learn from established local DMOs (i.e. KRT, DBC)</li> <li>2. To collaborate on joint marketing opportunities and initiatives</li> </ol>
	<p><b>Goal:</b> <i>To work with Kootenay-Rockies Tourism and Destination BC to ensure consistency and fluidity of branding and marketing</i></p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. To participate in monthly meetings/direct connections with KRT/DBC</li> <li>2. To participate in KRT/DBC and tourism industry-related events and initiatives</li> </ol>

## b) Descriptions

<b>Activity Title: Brand &amp; DMO Development</b>		
<b>Major Category:</b>	Brand & DMO Development	
<b>Tactics:</b>	Research and utilize model DMOs and tourism branding to drive Creston Tourism Society brand and development	
<b>Implementation Plan:</b>	<i>Short Description:</i>	Create a solid and relevant organization
	<i>Quantifiable Objectives:</i>	Solid, annually progressive organization with recognized brand
	<i>Rationale:</i>	Solid organization + brand = increased tourism/"Heads in Beds"
	<i>Action Steps:</i>	<ol style="list-style-type: none"> <li>1. Develop organization – Establish Board of Directors, Terms of Reference, internal reporting structures, policies, and procedures</li> <li>2. Develop Administration - Hire a DMO Coordinator &amp; setup office</li> <li>3. Develop brand – Create strong, unique brand</li> <li>4. Develop marketing plan</li> <li>5. Develop reporting structures to key stakeholders</li> </ol>
	<i>Potential Partnerships:</i>	Key community stakeholders, tourism industry, provincial DMOs, KRT, DBC, branding consultant
	<i>Resources:</i>	KRT, DBC, Tourism Industry Association of British Columbia (TIABC), North American and International Tourism Materials
	<i>Sources of Funding:</i>	MRDT, Town of Creston, RDCK Areas B and C
	<i>Timeframe:</i>	Five years
	<i>Budget:</i>	\$45,000/year
	<i>Performance Measures:</i>	Development of solid organization and brand in year one; annual increased development



<b>Activity Title: Marketing Plan – Development and Implementation</b>		
<b>Major Category:</b>	Marketing	
<b>Tactics:</b>	Development of marketing plan includes website, social media, print marketing materials, as well as photo and video promotional materials	
<b>Implementation Plan:</b>	<i>Short Description:</i>	Development of marketing plan, website, social media, and print and photo/video promotional materials
	<i>Quantifiable Objectives:</i>	Strong marketing plan with solid objectives and measurable outcomes to measure success: <ul style="list-style-type: none"> <li>• Website</li> <li>• Social media sites</li> <li>• Print materials (i.e. visitors' guide, agritourism/wine tours)</li> <li>• Marketing materials: photo/video bank</li> </ul>
	<i>Rationale:</i>	Marketing will drive visitors to Creston Valley
	<i>Action Steps:</i>	<ol style="list-style-type: none"> <li>1. Develop marketing plan</li> <li>2. Create website</li> <li>3. Create social media sites</li> <li>4. Create and distribute print materials</li> <li>5. Develop video and photo banks</li> </ol>
	<i>Potential Partnerships:</i>	Creston Valley Visitor Centre, Town of Creston, RDCK areas B & C, Chamber of Commerce, tourism industry businesses, website/marketing consultants, DBC certified photographer and videographer, content writer
	<i>Resources:</i>	KRT, DBC, TIABC, as listed in partners
	<i>Sources of Funding:</i>	Co-op funding, joint initiatives with Town of Creston, RDCK Areas B and C, MRDT
	<i>Timeframe:</i>	Five years
	<i>Budget:</i>	\$50,000/year
	<i>Performance Measures:</i>	<ol style="list-style-type: none"> <li>1. Marketing Plan</li> <li>2. Website</li> <li>3. Social Media Sites – 10% annual increase in followers/likes</li> <li>4. Print Materials</li> <li>5. Marketing Materials – 1-3 videos; 100 images</li> </ol>

<b>Activity Title: Data Collection</b>		
<b>Major Category:</b>	Data Collection	
<b>Tactics:</b>	Use of data collection tools to determine effectiveness of marketing initiatives and to drive annual tactical plans	
<b>Implementation Plan:</b>	<i>Short Description:</i>	Research and implement marketing data collection tools
	<i>Quantifiable Objectives:</i>	Production of reportable and useful analytical data
	<i>Rationale:</i>	Data is critical to ensure effectiveness of marketing initiatives
	<i>Action Steps:</i>	<ol style="list-style-type: none"> <li>1. Research tourism data collection tools</li> <li>2. Develop and implement data collection</li> <li>3. Report and use data to drive marketing initiatives</li> </ol>
	<i>Potential Partnerships:</i>	KRT, DBC, TIABC, provincial DMOs, data analysis consultants
	<i>Resources:</i>	As above – potential partnerships
	<i>Sources of Funding:</i>	MRDT, Town of Creston, RDCK Areas B and C, Visitors' Centre
	<i>Timeframe:</i>	Five years
	<i>Budget:</i>	\$1,000/year
	<i>Performance Measures:</i>	Implementation of data collection tools producing useful analytics to drive marketing strategies

<b>Activity Title: Regional and Provincial Collaboration</b>		
<b>Major Category:</b>	Collaboration	
<b>Tactics:</b>	Direct collaboration with regional and provincial DMOs/tourism associations to support knowledge and initiatives that will drive organizational performance and increase overnight stays in Creston	
<b>Implementation Plan:</b>	<i>Short Description:</i>	Collaboration for effective program delivery, relationship building, sharing of information, and increase in visitation
	<i>Quantifiable Objectives:</i>	Strong knowledge and relationships with regional and provincial DMOs/tourism associations; participation in collaborative initiatives/projects
	<i>Rationale:</i>	Insight and learnings from existing DMOs will assist CTS in development stages. Regional and provincial collaboration provides stronger opportunities to drive tourism to Kootenays/Creston Valley.
	<i>Action Steps:</i>	1. Ensure organization includes KRT/DBC/TIABC/Ktunaxa/Lower Kootenay Band members on information threads 2. Consultation with local, existing DMOs 3. Discovery and participation in events, conferences, and collaborative projects/initiatives; industry sharing
	<i>Potential Partnerships:</i>	KRT, DBC, TIABC, Ktunaxa, Lower Kootenay Band, Tourism Cranbrook, Rossland Tourism, Nelson-Kootenay Lake Tourism, Destination Castlegar, Tourism Fernie
	<i>Resources:</i>	As mentioned in potential partners
	<i>Sources of Funding:</i>	MRDT, Town of Creston, RDCK Areas B and C, Fam Tours, partnership organization funded
	<i>Timeframe:</i>	Ongoing
	<i>Budget:</i>	\$10,000/year
	<i>Performance Measurers:</i>	Increase in tourism knowledge, collaboration, and partnership projects; increase in “Heads in Beds” from collaborative projects

## Brand Positioning

As a comparatively quiet and affordable destination in the middle of the Kootenays, the Creston Valley is well positioned to become an alternative for family, couple, and single travelers interested in affordable accommodation, relaxation, refreshment, and reconnection through food, nature, culture, and personal wellness in our pristine landscape.

The Creston Tourism Society will focus its branding message on positioning the Creston Valley & Area as a unique four-season agritourism, arts and culture, and accessible outdoor recreation destination, comparable to the Okanagan, but distinct in the Kootenays.



## Target Markets

### a) Demographic & Psychographic Markets

Target demographic markets of the Creston Valley and area are typically 55+ Baby Boomers, couples and singles without children, and young families with children. Based on Creston Valley assets and current tourism knowledge, our psychographic focus will be on the following EQ types: Authentic Traveler, Free Spirited Traveler, and Gentle Traveler. The following chart illustrates the distribution of Global Market, Gender, Age, and Life Stage characteristics based on each type.

Type	% of Global Market	Gender		Age			Life Stage			
		Male	Female	Age 18-34	Age 35-54	Age 55+	Family	Middle Age/No Kids @ Home	Young, No Kids	Mature
Authentic	9%	54%	46%	16%	31%	53%	19%	28%	11%	42%
Free Spirited	13%	46%	54%	40%	40%	20%	37%	25%	25%	13%
Gentle	17%	52%	48%	33%	39%	28%	34%	25%	21%	20%

**Authentic – Seek and Find. Experience like a local.**

*The exceptional food, arts/cultural, events, and welcoming citizens of the Creston Valley provide extensive opportunities for travelers to experience life as a local.*

**Free Spirited – Open-minded to explore and experiment.**

*The Creston Valley bodes hiking, biking, and water opportunities for Free spirits, with exceptional back country adventures on the Kootenay Pass and surrounding mountains.*

**Gentle – Discover close to home and enjoy simple comforts.**

The Creston Valley's warm climate, adaptive walking trails, wineries, extensive food/refreshment options, unique and inviting accommodations, fruit stands, and accessible shopping areas bode well with all gentle travelers.

## b) Geographic Markets

The Creston Valley's proximity to central/southern Alberta also puts the Creston Valley area in a good position to attract a Prairie population otherwise interested in the Okanagan yet seeking a closer alternative, as well as residents from the Lower Mainland and other areas of BC looking for a quieter and more authentic experience. Furthermore, thanks to a strong US dollar, we expect to see a growing secondary market from Idaho and Washington in the coming years.

Therefore, the Creston Valley's primary target markets will be central and southern Alberta, as well as the BC Lower Mainland with a population of 4.3 million people, and a growing secondary market of the northwestern US (Washington & Idaho State).

This is verified by the recent Summer 2018 CVKL Visitor Intercept Survey, which showed that the two largest visitor groups originated from BC (29%) and Alberta (28%), while visitors from the northwestern US accounted for 11% of visitors.

## Management, Governance, & Administration

**Management:** The MRDT will be administered by the Creston Tourism Society (CTS). The CTS will hire a Destination Marketing Coordinator (DMC) to directly implement the program, whose work will be overseen by a Board of Directors.

**Governance:** Creston Tourism Society is a non-profit organization representing all tourism stakeholders in the Town of Creston and RDCK Areas B and C. The board consists of a maximum of 18 seats (11 available seats for local accommodators with 7+ seats for representatives from key tourism sectors, Town of Creston, and RDCK Areas B and C), as outlined in the chart below:

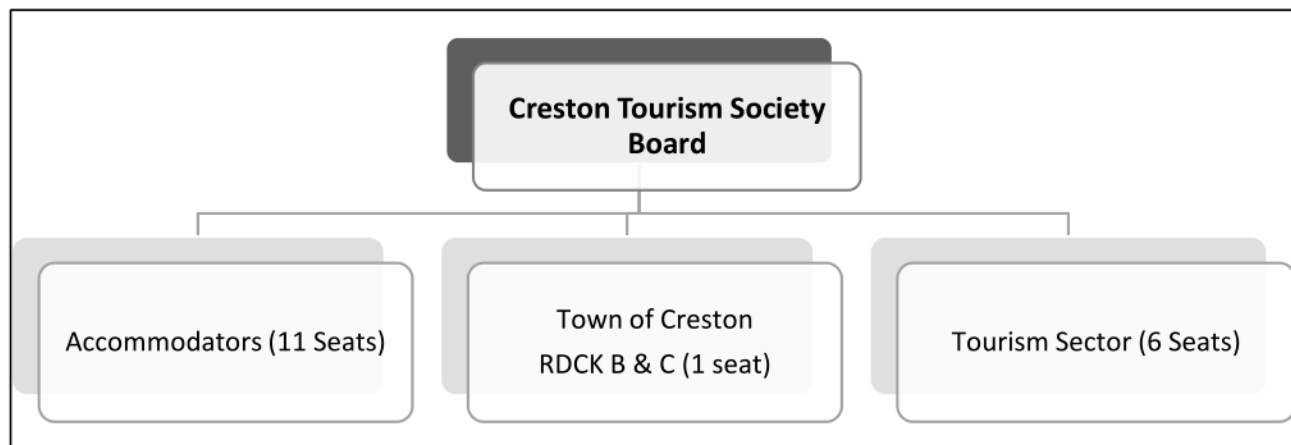


Figure 1: Creston Tourism Society Board Seats

**Administration:** The Destination Marketing Coordinator (DMC) will implement the Creston Valley Destination Marketing program under the Creston Tourism Society. The DMC will follow the five-year strategic plan and one-year tactical plan, working collaboratively with the Town of Creston, RDCK Areas B and C, KRT, and DBC stakeholders. The DMC will also conduct program evaluations and report their findings: weekly to the CTS Chair; monthly to the CTS Board of Directors; quarterly to the Town of Creston and RDCK Areas B and C; and annually to key stakeholders/community. Program success will be determined by an increase in tourism/visitors to the Creston Valley. All work conducted by the DMC will be under the governance, policies, and procedures determined by CTS.

## Sources of Funding

- The primary funding for CTS is anticipated to be a minimum of \$75,000 per annum, collected through the MRDT.

- The Town of Creston and RDCK Electoral Areas B & C will provide \$55,000.00 in 2020 to the CTS to support its development. Additional incremental funding will be determined as per availability and need.
- Additional opportunities for cost-sharing programs through KRT and Destination BC's Co-op Marketing Partnership Program will also be accessed based on available funding.
- Marketing and promotional material and initiatives will be cost-shared as much as possible to leverage funding through partnership grants and funding currently in place.

## Partnership Development

The CTS and its partners will benefit mutually from the proposed activities in the following ways:

<i>Creston Valley Visitor Centre</i>	Sharing of marketing, promotional, and advertising funds
<i>Town of Creston</i>	Sharing of resources/partnerships for marketing and promotion of Creston
<i>RDCK Areas B and C</i>	Sharing of resources/partnerships for marketing and promotion of Creston Valley
<i>Accommodators</i>	Sharing of booths, marketing, and promotional opportunities; increase in "Heads in Beds"
<i>Tourism Operators</i>	Increase in clientele
<i>Key Tourism/Business Related Assets</i>	Increase in clientele

## Affordable Housing

During the planning process for this application, Creston area accommodators indicated their support for collecting the 2% MRDT for marketing and promotional purposes to increase "Heads in Beds." CTS has decided MRDT revenues will not be used to support affordable housing in the area at this time.

The Town of Creston and RDCK Areas B and C have indicated their support for collecting the 2% MRDT for the aforementioned purposes and understand and support the notion that the funding will not be used for affordable housing at this time.

## Section Two: One-year Tactical Plan

**Designated Recipient:** Creston Tourism Society  
**MRDT Service Area:** Town of Creston  
 Regional District of Central Kootenays Areas B and C  
**Plan period:** 2020-2021

Activity Title: Brand & DMO Development		
<b>Major Category:</b>	Brand & DMO Development	
<b>Tactics:</b>	Research and utilize model DMOs and tourism branding to drive Creston Tourism Society brand and development	
<b>Implementation Plan:</b>	<i>Short Description:</i>	Create a solid and relevant organization
	<i>Quantifiable Objectives:</i>	Solid, annually progressive organization with recognized brand
	<i>Rationale:</i>	Solid organization + brand = increased tourism/"Heads in Beds"
	<i>Action Steps:</i>	1. Develop organization – Establish Board of Directors, Terms of Reference, internal reporting structures, policies, and procedures 2. Develop Administration - Hire a DMO Coordinator & setup office 3. Develop brand – Create strong, unique brand 4. Develop marketing plan 5. Develop reporting structures to key stakeholders
	<i>Potential Partnerships:</i>	Key community stakeholders, tourism industry, provincial DMOs, KRT, DBC, branding consultant
	<i>Resources:</i>	KRT, DBC, TIABC, North American and International Tourism Materials
	<i>Sources of Funding:</i>	MRDT, Town of Creston, RDCK Areas B and C
	<i>Timeframe:</i>	First year
	<i>Budget:</i>	\$60,000
	<i>Performance Measures:</i>	Development of solid organization and brand in year one; annual increased development



<b>Activity Title: Marketing Plan – Development and Implementation</b>		
<b>Major Category:</b>	Marketing	
<b>Tactics:</b>	Development of marketing plan includes website, social media, print marketing materials, as well as photo and video promotional materials	
<b>Implementation Plan:</b>	<i>Short Description:</i>	Development of marketing plan, website, social media, and print and photo/video promotional materials
	<i>Quantifiable Objectives:</i>	Strong marketing plan with solid objectives and measurable outcomes to measure success: <ul style="list-style-type: none"> <li>• Website</li> <li>• Social media sites</li> <li>• Print materials (i.e. visitors' guide, agritourism/wine tours)</li> <li>• Marketing materials: photo/video bank</li> </ul>
	<i>Rationale:</i>	Marketing will drive visitors to Creston Valley
	<i>Action Steps:</i>	<ol style="list-style-type: none"> <li>1. Develop marketing plan</li> <li>2. Create website</li> <li>3. Create social media sites</li> <li>4. Create and distribute print materials</li> <li>5. Develop video and photo banks</li> </ol>
	<i>Potential Partnerships:</i>	Creston Valley Visitor Centre, Town of Creston, RDCK areas B & C, Chamber of Commerce, tourism industry businesses, website/marketing consultants, DBC certified photographer and videographer, content writer
	<i>Resources:</i>	KRT, DBC, TIABC, as listed in partners
	<i>Sources of Funding:</i>	Co-op funding, joint initiatives with Town of Creston, RDCK Areas B and C, MRDT
	<i>Timeframe:</i>	Ongoing
	<i>Budget:</i>	\$60,000
	<i>Performance Measures:</i>	<ol style="list-style-type: none"> <li>1. Marketing Plan</li> <li>2. Website</li> <li>3. Social Media Sites – 10% annual increase in followers/likes</li> <li>4. Print Materials</li> <li>5. Marketing Materials – 1-3 videos; 100 images</li> </ol>

<b>Activity Title: Data Collection</b>		
<b>Major Category:</b>	Data Collection	
<b>Tactics:</b>	Use of data collection tools to determine effectiveness of marketing initiatives and to drive annual tactical plans	
<b>Implementation Plan:</b>	<i>Short Description:</i>	Research and implement marketing data collection tools
	<i>Quantifiable Objectives:</i>	Production of reportable and useful analytical data
	<i>Rationale:</i>	Data is critical to ensure effectiveness of marketing initiatives
	<i>Action Steps:</i>	<ol style="list-style-type: none"> <li>1. Research tourism data collection tools</li> <li>2. Develop and implement data collection</li> <li>3. Report and use data to drive marketing initiatives</li> </ol>
	<i>Potential Partnerships:</i>	KRT, DBC, TIABC, provincial DMOs, data analysis consultants
	<i>Resources:</i>	As above – potential partnerships
	<i>Sources of Funding:</i>	MRDT, Town of Creston, RDCK Areas B and C
	<i>Timeframe:</i>	Ongoing
	<i>Budget:</i>	\$1,000
	<i>Performance Measures:</i>	Implementation of data collection tools producing useful analytics to drive marketing strategies; analytics for annual report

<b>Activity Title: Regional and Provincial Collaboration</b>		
<b>Major Category:</b>	Collaboration	
<b>Tactics:</b>	Direct collaboration with regional and provincial DMOs/tourism associations to support knowledge and initiatives that will drive organizational performance and increase overnight stays in Creston	
<b>Implementation Plan:</b>	<i>Short Description:</i>	Collaboration for effective program delivery, relationship building, sharing of information, and increase in visitation
	<i>Quantifiable Objectives:</i>	Strong knowledge and relationships with regional and provincial DMOs/tourism associations; participation in collaborative initiatives/projects
	<i>Rationale:</i>	Insight and learnings from existing DMOs will assist CTS in development stages. Regional and provincial collaboration provides stronger opportunities to drive tourism to Kootenays/Creston Valley.
	<i>Action Steps:</i>	<ol style="list-style-type: none"> <li>1. Ensure organization includes KRT/DBC/TIABC/Ktunaxa/Lower Kootenay Band members on information threads</li> <li>2. Consultation with local, existing DMOs</li> <li>3. Discovery and participation in events, conferences, and collaborative projects/initiatives; industry sharing</li> </ol>
	<i>Potential Partnerships:</i>	KRT, DBC, TIABC, Ktunaxa, Lower Kootenay Band, Tourism Cranbrook, Rossland Tourism, Nelson-Kootenay Lake Tourism, Destination Castlegar, Tourism Fernie
	<i>Resources:</i>	As mentioned in potential partners
	<i>Sources of Funding:</i>	MRDT, Town of Creston, RDCK Areas B and C, Fam Tours, partnership organization funded
	<i>Timeframe:</i>	Ongoing
	<i>Budget:</i>	\$4,000
	<i>Performance Measurers:</i>	Increase in tourism knowledge, collaboration, and partnership projects; direct collaboration with local DMOs, KRT, and DBC

### Section Three: Proposed Budget for Year One

Designated Recipient	Creston Tourism Society
Designated Accommodation Area	Town of Creston/RDCK Areas B and C
Date Prepared	October 2019
MRDT Repeal Date (if applicable)	April. 1 <sup>st</sup> , 2020
Total MRDT Funds Received	0
Year Ending	2021

#### Section 1: Actual Spending by Market

Geographic Market	MRDT \$ by Market	Other \$ by Market	Total (gross) \$ by Market	% of Total \$ by Market
BC	10,000			
Alberta	8,000			
Ontario	1,000			
Other Canada	5,000			
Washington/N.W. USA	5,000			
California	1,000			
Other USA	1,000			
China	0			
UK	1,000			
Germany	1,000			
Australia	0			
Japan	0			
Other International	0			
<b>TOTAL</b>	<b>33,000</b>			

## Section 2: MRDT Budget Variance Report

Revenues	Current Year		
	Budget 2020	Actual \$	Variance
Carry forward from previous calendar year	0		
MRDT	75,000.00		
Local government contribution	55,000.00		
MRDT, online accommodation platforms			
Stakeholder contributions			
Co-op funds received (e.g. CTO; DMO-led projects)	20,000.00		
Other local stakeholder contributions			
Grants – Federal			
Grants – Provincial			
Grants/Fee for Service – Municipal			
Retail Sales			
Interest			
Other -			
<b>Total Revenues</b>	<b>150,000.00</b>		

## Section 3: MRDT Budget Report

Expenses			
<b>Marketing</b>			
Marketing staff – Coordinator wages	40,000.00		
Brand Development	5,000		
Marketing Plan	5,000		
Media advertising and production	10,000.00		

**CRESTON TOURISM SOCIETY – MRDT APPLICATION**

Website - hosting, development, maintenance	5,000.00		
Social media	12,000.00		
Travel Trade, Consumer shows and events	5,000.00		
Collateral production and distribution	16,000.00		
Travel media relations	2,000.00		
Written Content	5,000.00		
Photo Content	5,000.00		
<b>Subtotal</b>	<b>110,000.00</b>		
<b>Destination &amp; Product Experience Management</b>			
Destination and product experience management staff – wage and benefits			
Product experience enhancement and training			
Research and evaluation	1,000.00		
Industry development and training			
<b>Subtotal</b>	<b>1,000.00</b>		
<b>Meetings and Conventions</b>			
Meetings, conventions, conferences, sales, events etc.	4,000.00		
<b>Subtotal</b>	<b>4,000.00</b>		
<b>Administration</b>			
Management and staff unrelated to program implementation - wages and benefits			
Finance staff – Accounting/Bookkeeper	4,000.00		
Human Resources staff – wages and benefits			
Board of Directors costs	1,000.00		
Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)	2,500.00		
Office lease/rent			
General office expenses	2,500.00		
<b>Subtotal</b>	<b>10,000.00</b>		
<b>Visitor Services</b>			

CRESTON TOURISM SOCIETY – MRDT APPLICATION

Visitor Services activities			
Other (please describe)			
<b>Subtotal</b>	<b>0.00</b>		
<b>Other</b>			
All other wages and benefits not included above			
Other activities not included above (please describe)			
<b>Subtotal</b>	<b>0.00</b>		
<b>Total Expenses</b>	<b>125,000.00</b>		
<b>Balance or Carry Forward</b>	<b>25,000.00</b>		
<b>Total</b>	<b>150,000.00</b>		

## Appendices

### 1.1 MRDT Application Checklist



Municipal and Regional District Tax Program Requirements – Summer 2018  
APPENDIX 1.1

Please complete all MRDT application requirements and send to [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca) in **one complete package** in PDF format.

#### Appendix 1.1 Municipal and Regional District Tax Application Form

Legal Name of Applicant: Creston Tourism Society  
Designated Accommodation Area: Town of Creston, Regional District of Central Kootenay Electoral Area Band Area C  
Rate of Tax (up to 3%): 2%  
Implementation or Renewal Date: January 2020

Check when completed	Requirement
<input type="checkbox"/>	Five-year Strategic Business Plan (Appendix 1.2)
<input type="checkbox"/>	Evidence that funds from the tax are incremental to existing sources of tourism funds
<input type="checkbox"/>	Evidence of consultation and support, as applicable, from local governments
<input type="checkbox"/>	Evidence of authority and request to impose the tax (e.g. Bylaw, resolution or letter requesting tax)
<input type="checkbox"/>	Certificate of incorporation, copies of articles of incorporation, constitution, and bylaws (eligible entities only)
<input type="checkbox"/>	Documentation of how the MRDT program, including revenue, will be administered (where applicable)
<input type="checkbox"/>	Evidence of consultation with tourism industry stakeholders
<input type="checkbox"/>	Accommodation Directory Form (Appendix 1.3)
<input type="checkbox"/>	Accommodation Sector in Support of Municipal and Regional District Tax Form (Appendix 1.4)
<input type="checkbox"/>	Confirmation of consultation with Destination British Columbia
<input type="checkbox"/>	Third party Authorization Form (Appendix 1.5, where applicable)
<input type="checkbox"/>	Disclosure of Information Authorization Form (Appendix 1.6)
<input type="checkbox"/>	Tourism Events Program Sponsorship Undertaking (3% applicants only) (Appendix 1.7)
<input type="checkbox"/>	Affordable Housing Plan (Appendix 1.8, where applicable)

By signing this application form, you certify that the information included in the application package is accurate, that all Municipal and Regional District Tax program requirements have been met, and that all required documents have been included in the application package.

<u>Mimika Coleman</u>	<u>Chairperson</u>
Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
<u>November 19 / 19</u>	<u>[Signature]</u>
Date	Applicant's Authorized Signing Authority Signature

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## 1.2 Evidence of Consultation & Support from Local Governments



### Regional District of Central Kootenay

Box 590, 202 Lakeside Drive, Nelson, BC V1L 5R4

**Telephone:** (250) 352-6665

**BC Toll Free:** 1-800-268-7325

**Web:** [www.rdck.ca](http://www.rdck.ca)


**Email:** [info@rdck.bc.ca](mailto:info@rdck.bc.ca)

**Fax:** (250) 352-9300

I, Mike Morrison, Corporate Officer, Regional District of Central Kootenay, being a duly appointed officer pursuant to Section 236 of the Local Government Act, hereby certify under seal of said Regional District, the following to be a true and correct copy of Resolution 728/19 as unanimously adopted by the Board of the Regional District of Central Kootenay at the meeting October 17, 2019:

728/19 That the Board acknowledges the RDCK has been adequately consulted regarding Creston Valley Tourism's application to become the Designated Recipient for the Municipal and Regional District Tax collected within RDCK Electoral Area B and RDCK Electoral Area C and that a letter be provided to Creston Valley Tourism indicating the RDCK's support for the imposition of the MRDT rate of 2% and desired effective date of February 1st, 2020 in the Town of Creston, RDCK Electoral Area B and RDCK Electoral Area C within the Municipal and Regional District Tax boundary.

Dated at Nelson, BC this 23 day of October, 2019.

  
Mike Morrison, Corporate Officer  
Regional District of Central Kootenay



**TOWN OF CRESTON**

PO Box 1339, 238-10<sup>th</sup> Avenue North, Creston, BC V0B 1G0  
Phone: 250-428-2214 Fax: 250-428-9164  
email: info@creston.ca



October 22, 2019

Creston Valley Tourism Society  
DBA Creston Valley Tourism  
c/o PO Box 1339  
238 10<sup>th</sup> Avenue North,  
Creston, BC V0B 1G0

**RE: MRDT Application**

Dear Society Members,

This letter is to confirm support for the Municipal Regional District Tax (MRDT) Application for the collection of a sales tax to support the on-going promotion of tourism in the Creston Valley.

Council acknowledges that the Town of Creston accommodators have been adequately consulted regarding the Creston Valley Tourism's application to become the designated recipient for the MRDT collected within the Town of Creston, and Regional District of Central Kootenay Electoral Areas B and C.

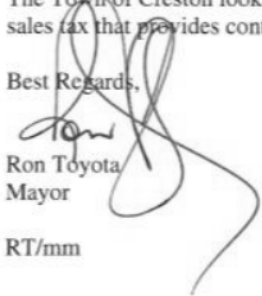
Subsequently, on October 15, 2019, Council provided the following Recommendation from a Council Committee of the Whole Meeting:

*THAT Council supports the Creston Valley-Kootenay Lake Tourism application to become the designated recipient of the Municipal and Regional District Tax (MRDT) to be collected within the Town of Creston and RDCK Electoral Areas B and C; AND FURTHER, THAT a letter be provided to Creston Valley-Kootenay Lake Tourism indicating the Town of Creston's support for the implementation of the sales tax within the defined Municipal and Regional District Tax boundary.*

Further, the above-mentioned Committee of the Whole Recommendation was formally adopted by Council at the Town of Creston Regular Council Meeting on October 22, 2019.

The Town of Creston looks forward to the approval of the application and the implementation of the sales tax that provides continued funding sustainability to tourism promotion.

Best Regards,

  
Ron Toyota  
Mayor

RT/mm

### 1.3 Evidence of Authority & Request to Impose the Tax

November 5<sup>th</sup>, 2019,

To the Ministry of Finance,

**Re: Request to levy the Municipal Regional District Tax on behalf of the Creston Tourism Society**

This letter is to request permission to levy the Municipal Regional District Tax on behalf of the Creston Tourism Society for a five year period from 2020-2025. This request is for the Tax to be collected at the rate of 2%. The area that the tax will be collected in is the Town of Creston, Regional District of Central Kootenay Electoral Area B and C.

The purpose of the funds is to promote and market the Creston Valley & Area as a tourism destination and thereby increase visitations and overnight stays to the Town of Creston and Regional District of Central Kootenays Electoral Areas B and C. The effective date for application is January 1<sup>st</sup>, 2020- December 31<sup>st</sup>, 2024.

Should you require further information, please contact me at the information provided below.

Thank you for considering our application. Respectfully submitted,



**Jesse Willicome,  
Tourism Society Acting Representative**

250-402-3030

[Jesse.willicome@skimmerhornconsulting.com](mailto:Jesse.willicome@skimmerhornconsulting.com)

Creston Tourism Society  
238 10<sup>th</sup> Avenue North, Creston, BC

## 1.4 Certificate of Incorporation/Copies of Incorporation, Constitution, & Bylaws



**CRESTON TOURISM SOCIETY**

**BY-LAWS AND CONSITUTION 2019**

Filed Date and Time: October 21, 2019 01:51 PM Pacific Time

Society Incorporation Number: S0072129

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## **NAME AND OBJECTIVES**

- 1. The name of this society will be Creston Tourism Society DBA Creston Valley Tourism.**
- 2. The objectives of the Creston Tourism Society is to be a Destination Marketing Organization that will promote visitation to Creston and Regional District Areas B and C for the purpose of increasing “Heads in Beds” and tourism associated business uptake by North American and worldwide markets.**
- 3. The Creston Tourism Society will be non-partisan, non-sectarian, and non-sectional, and will not endorse any candidate for public office.**
- 4. No public pronouncements will be made in the name of the Creston Tourism Society unless authorized by its directors or by some person to whom such authority has been delegated.**
- 5. The Creston Tourism Society will have the power to affiliate with any other organization in which membership may be in the interests of the organization.**

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## **ARTICLE 1**

### **INTERPRETATION**

#### **1.1 Definitions**

**In these By-Laws, unless otherwise specified:**

- (a) “AGM” means any annual general meeting of the Members;**
- (b) “Board” means the Board of Directors of the Creston Tourism Society**

- (c) “Business” means any organization (including any industry, sectoral or other business related organization), individual, corporation, firm or partnership associated with, or having an interest in, the business or professional life of British Columbia but excluding any organization, individual, corporation, firm or partnership whose purposes or activities are largely or primarily politically partisan in nature;
- (d) “CTS” means the Creston Tourism Society;
- (e) “Committee” means a committee formed pursuant to Article 13;
- (f) “Director” means any board director of the Creston Tourism Society for the time being;
- (g) “District” means the geographical area of the province of British Columbia from time to time designated by the Board as a District;
- (h) “Executive Officer” means the Chair, 1st Vice Chair, Secretary or Financial Officer for the time being;
- (i) “Executive Director” identifies the senior staff-management position of the Creston Tourism Society. This title may vary from time-to-time at the discretion of the Board.
- (j) “General Meeting” means any regular meeting of the board at which business is conducted and which may include, but is not limited to: reading of minutes: reports of committees, correspondence; and new business;
- (k) “Special General Meeting” means any meeting of the Creston Tourism Society called to consider business other than regular business as described above or

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called to consider business, which is ordinarily considered at meetings of the directors.

## **1.2 Gender**

In these By-Laws:

- (a) Words importing the singular number include the plural and vice versa; and
- (b) Words importing the neuter or masculine gender include the feminine or neuter gender as the context permits.

## **1.3 Headings**

Article and section headings are not to be construed as part of these By-Laws and are included solely for the convenience of reference and are not intended to be full or accurate descriptions of the contents of such Article or section.

## **1.4 Article and Section Numbers**

Any reference in these By-Laws to an Article or section number is a reference to the correspondingly numbered Article or section.

# **ARTICLE 2 MEETINGS**

## **2.1 AGM**

The Creston Tourism Society shall convene an Annual General Meeting at least once a year.

## **2.2 SGM**

A Special General Meeting may be summoned by the President or requested in writing by any three directors or any ten members.

## **2.3 Notice - AGM or SGM**

A notice convening an AGM or SGM shall specify the place, the day, and the hour of the meeting and, in case of special business, the general nature of that business at least 14 days before the date of the opening of such AGM.

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## **2.4 Notice Generally**

Delivery of any notice shall include physical delivery of any document or notice or transmission of such document or notice by facsimile, telegram, telex, email or any other method of transmission of legibly recorded messages.

## **2.5 General Meetings of the Board**

The Board shall meet monthly at least nine out of twelve months, in which one meeting will be held, at a time and place determined by the directors.

## **2.6 Special Meetings of the Board**

The Chair shall call special meetings of the Board. Such request shall specify the matters to be considered and the need or urgency for such special consideration meeting.

## **2.7 Meetings by Conference Call**

Any meeting of the Board may be held by telephone conference call provided that notice of such meeting is given or waived as required by these By-Laws. The provisions of these By-Laws shall apply, mutatis mutandis, to such meeting by telephone conference call.

## **2.8 Resolution in Writing**

Any resolution of the Board or the Executive may be consented to in writing, whether by document, facsimile, telegram, telex or any other method of transmitting legibly recorded messages, by all of the Directors or the Executive, as the case may be, and such resolution shall be as valid and effectual as if it had been passed at a meeting of the Directors or Executive, respectively, duly called and held. Such resolution may be in two or more counterparts, which together shall be deemed to constitute one resolution in writing. Such resolution shall be filed with the minutes of the proceedings of the Directors or the Executive, respectively, and shall be effective on the date stated thereof or on the latest date stated on any counterpart.

## **2.9 Meetings of the Executive**

The Executive shall, at the call of the Chair, meet on a regular basis, for the purpose of carrying on the business of the Society between the meetings of the Board. Executive meetings will include all Executive members and the Executive Director. A special in camera



meeting of the Executive can be called for exclusive purposes of discussion of staffing and/or contractual needs.

#### **2.10 Meeting Procedure**

Parliamentary procedures will be followed at all meetings in accordance with the Robert's Rules of Order.

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#### **2.11 Ordinary Resolutions Unless Otherwise Provided**

Unless otherwise provided for in these By-Laws, all resolutions at any meeting shall be Ordinary Resolutions.

### **ARTICLE 3 REPRESENTATION & VOTING POWERS AT AN AGM OR SGM**

#### **3.1 Voting Delegates**

Every Board of Director shall be entitled to carry a maximum of one (1) vote.

#### **3.2 Method of Voting**

Voting at any AGM or SGM shall normally be by show of hands, but if any three (3) Voting Delegates should so request, voting shall then be by secret ballot.

### **ARTICLE 4 QUORUM**

#### **4.1 AGM or SGM**

Voting Delegates representing at least 51% of the registered board of directors shall constitute a quorum at any AGM or SGM.

#### **4.2 Directors**

Five (5) Directors shall constitute a quorum at any meeting of the Board.

#### **4.3 Executive**

Three (3) Officers shall form a quorum at any meeting of the Executive.

### **ARTICLE 5 OFFICERS AND DIRECTORS**

#### **5.1 Officers**

The executive Officers of the Creston Tourism Society shall consist of the following:

(a) the Chair

(b) the First Vice-Chair;

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(c) the Secretary; and

(d) Financial officer

#### **5.2 Directors**

The number of directors will be a maximum of (20) twenty and each director will either be elected or appointed.

Directors will be representative of the following sectors and as needed to benefit the society's mandate:

Accommodators

Regional District Area B and C

Lower Kootenay Band

Town of Creston

Hospitality and Retail

Outdoor Recreation and Nature

Adventure and Experiential Tour Operators

Agri Tourism

Arts and Culture

Heritage

Visitors Centre

### **5.3 Remuneration**

Directors and officers will receive no remuneration.

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## **ARTICLE 6 ELECTION OR APPOINTMENT OF OFFICERS AND DIRECTORS**

### **6.1 Directors - Terms**

Except as otherwise provided in this Article, the term of office of each of the Directors shall commence on the effective date of their election or appointment and continue until the next AGM.

### **6.2 Re-election**

All Directors are eligible for re-election.

### **6.3 Terms of Office**

No director may hold the same office for more than two consecutive terms.

### **6.4 Appointments**

Appointed directors will be the Immediate Past Chair of the Creston Tourism Society and a representative appointed by the Town of Creston and/or RDCK Areas A and B.

Accommodators will hold up to a maximum of 11 seats.

## **ARTICLE 7 DUTIES OF OFFICERS AND DIRECTORS**

### **7.1 Chair**

The Chair shall:

(a) preside at all meetings of the Members, the Board and the Executive and shall regulate the order of business at such meetings;

- (b) serve as a spokesperson of the Creston Tourism Society of Directors;**
- (c) exercise such authority and perform such duties as the Board shall from time to time prescribe;**
- (d) present an annual report on the activities of the society and directors at the AGM;**
- (e) vote only in the event of a tie;**
- (f) along with the Executive Director, sign all documents requiring a signature on behalf of the Society unless the directors have designated another officer to sign.**

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#### **7.2 First Vice-Chair**

**The First Vice-Chair shall:**

- (a) assist the Chair and, in the absence of the Chair shall preside at meetings and otherwise perform the duties and functions of the Chair;**
- (b) perform such duties as the Chair may from time to time direct; and**
- (c) be Chairman of the Nominating Committee.**

#### **7.3 Secretary**

**The Secretary shall:**

- (a) assist the Chair and First Vice-Chair and, in the absence of them, shall preside at meetings and otherwise perform the duties and functions of the Chair; and**
- (b) perform such other duties as the Chair may from time to time direct.**
- (c) Assist E.D. with taking minutes of meetings, assist with agenda and minute's development and distribution.**

#### **7.4 Financial Officer**

**The Financial Officer shall:**

- (a) be responsible for advising the Board on matters of finance;**
- (b) review the financial records including any bill of accounts;**
- (c) render and report on financial statements to directors, and others when required; and**
- (d) perform such other duties as the Chair may from time to time direct.**

#### **7.5 Directors**

**Each Director shall:**

- (a) be prepared for and attend meetings of the Board to consider, discuss and make policy for the Society;**
- (b) serve on or otherwise contribute to any other committees or in the activities of the Society as the need arises;**

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- (c) fully disclose his or her interest, retire from the meeting during debate, and refrain from voting on any matters of Material Interest; and**

(d) sign a confidentiality agreement by the first Board meeting following the Board election or appointment of Board Director(s) in a form approved by the Board from time to time.

#### **7.6 Executive Director**

The Executive Director shall:

- (a) implement the policies of the Society and Board;
- (b) attend to the general day to day management and control of the business affairs of the Society;
- (c) issue notices of meetings and keep minutes of all meetings of the Society and directors;
- (d) be a non-voting member on any committees, advisory group or task forces of the Society;
- (e) have power to sign, along with the president, or other designated officer, all documents requiring signature on behalf of the Board;
- (f) have custody of all Financial Records and Documents of the Society;
- (g) report to the Chair on request, and to each meeting the Board on administrative matters and the financial standing of the Society; and
- (h) perform such other functions as are in keeping with this position and such other duties as the Board or Executive may from time to time direct.
- (i) shall oversee all programs under the Creston Tourism Society and report monthly to the board of directors on activities

#### **7.7 Conflict of Interest**

Every Director of the Society who holds any office or possesses any property whereby, whether directly or indirectly, duties or interests might be created in conflict with his or her duties or interests as a Director or Officer of the Society shall, in writing, disclose to the Chair the fact and nature and the extent of the conflict. In addition, identify immediately if such case arises at a board, executive and/or committee meeting.

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### **ARTICLE 8 VACANCIES AND TERMINATIONS - BOARD AND EXECUTIVE**

#### **8.1 Chair**

In the event of termination or resignation of the Chair, the First Vice-Chair shall assume the position of Chair and this Article shall apply to the replacement of the First Vice-Chair. The First Vice-Chair who has thus assumed the position of Chair shall be the Chair for the next ensuing term notwithstanding the earlier assumption of duties pursuant to this section.

#### **8.2 Other Executive**

In the event of termination, or resignation of any Officer, other than the Chair, the Board, with assistance of the Nominating Committee, shall appoint a replacement to complete the unexpired term of office of such Officer provided that the position of a First Vice-Chair so appointed shall not be deemed to be progressive to that of Chair.

**Other Board Members**

Other vacancies on the Board shall be filled by appointment by the Board for the un-expired portion of the respective term.

#### **8.3 Director Absences**

Any Director who is absent from three (3) consecutive meetings of the Board shall, at the option, by the majority vote of the Board, be deemed to have resigned from the Board, and shall be so advised, unless such Director has delivered to the Board, in writing, reasons acceptable to the Board for such absence.

#### **8.4 Officer Absences**

Any Officer who is absent from three (3) successive meetings of the Executive shall, at the option, by majority vote of the Executive, be deemed to have resigned from the Executive and the Board and shall be so advised, unless such Officer has delivered to the Chair in writing, reasons acceptable to the Executive for such absences.

### **ARTICLE 9 FUNCTION AND POWERS OF THE BOARD AND THE EXECUTIVE**

#### **9.1 Board**

The Board shall have the following functions and powers:

(a) it shall supervise and conduct the business of the Society

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(b) it may adopt such rules and regulations deemed necessary in regard thereto so long as they are consistent with the provisions of these By-Laws;

(c) it shall not commit the Society to any policy positions, other than in accordance with the provisions of these By-Laws;

(d) it may establish, in its discretion, appropriate rules and regulations to reimburse the reasonable expenses of Directors and Members incurred in attending meetings of the Board, the Executive, Committees or other meetings of the Members as per annual budget; and

(e) it shall keep regular minutes of its transactions and shall cause them to be recorded in books kept for that purpose, and shall report the same to any AGM or SGM at such times as the Members may from time to time require.

#### **9.2 Executive**

The Executive shall have the following functions and powers:

(a) except as otherwise provided in these By-Laws, it shall have, and may exercise during the intervals between the meetings of the Board, all the powers vested in the Board except the power to fill vacancies on the Board, the power to change the membership of, or fill vacancies in the Executive, and such other powers, if any, as may be specified reserved to the Board by resolution of the Board.

(b) it may adopt such rules and regulations deemed necessary in regard thereto so long as they are consistent with the provisions of these By-Laws and the Board of Trade Act;

(c) it shall not commit the Society to any policy positions, other than in accordance with the provisions of these By-Laws;

(d) it shall keep regular minutes of its transactions and shall cause them to be recorded in books kept for that purpose, and shall report the same to the Board at such times as the Board may from time to time require; and

(e) the Board shall have the power at any time to revoke or override the authority given to or acts done by the Executive except as to acts done before such revocation or overriding.

#### **9.3 Policy Statements by the Board and Executive**

No Director or Executive shall commit the Society to any policy position other than those approved by the Board or Membership. The Executive and the Board may adopt such rules and regulations deemed necessary to implement such policies as long as such rules and regulations are consistent with the provisions of these By-Laws. Notwithstanding the foregoing, the

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Executive and the Board may make policy pronouncements and adopt policy positions relating to subjects of an important and urgent nature to the Members.

#### **9.4 Directors and Employees Liability and Indemnity**

(a) Subject to the Non Profit Act, every Director and other officer (including employees or agents) of the Society shall be deemed to have assumed office on the express understanding and agreement and condition that every one of them, and his or her heirs, executors, and administrators and estate and effects respectively shall from time to time and at all times be indemnified and saved harmless out of the funds of the Society from and against all costs, charges and expenses whatsoever which such person sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against him or her for or in respect of an act, deed, matter or thing whatsoever made, done or permitted by him or her in or about the execution of the duties of his or her office, and also deem and against all other costs, charges and expenses which he or she sustains or incurs in or about or in relation to the affairs thereof except such costs, charges or expenses as are occasioned by his or her own gross negligence.

(b) The failure of a Director to comply with the provisions of the Non Profit Act or these By-Laws shall not invalidate any indemnity to which he or she is entitled to under this section.

(c) The Board may cause the Society to purchase and maintain insurance for the benefit of any person who is or was serving as a Director, employee or agent of the Society and his or her heirs or personal representatives against any liability incurred by him or her as such Director, employee or agent.

### **ARTICLE 10 COMMITTEES**

### **10.1 Executive Committee**

The Executive Committee consists of the President, First Vice-President, Second Vice-President, Financial Officer and the Executive Director. The Executive Committee discharges its specific functions as described by these By-laws and specific powers or duties as delegated by the Board through terms of reference revised from time-to-time.

### **10.2 Nominating**

The Board may appoint a Nominating Committee, to be chaired by the First Vice-President or an appointed person by the board of directors and at least two other directors.

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**10.3 Other Committees** The Board may from time to time appoint either standing committees or otherwise, as it considers necessary or appropriate to better advance the purposes of the Society. Members, including their Authorized Representatives may be appointed to Other Committees.

### **10.4 Operating Rules**

Without limiting section 12.1(b), the Board may adopt such rules and regulations for the operating and voting procedures of each Committee, as it deems necessary so long as such rules and regulations are consistent with these By-Laws.

## **ARTICLE 11 FISCAL YEAR**

**11.1** The fiscal year shall commence on the first day (1st) of April and shall terminate on the thirty-first (31st) day of March

## **ARTICLE 12 AUDITING**

### **12.1 Appointment**

The Voting Delegates at the AGM shall appoint an auditor to audit financial statements that will hold office until a successor has been appointed at a subsequent AGM or SGM.

### **12.2 Financial Statements to AGM**

The Financial Officer or designate, shall present the Financial Statement at each AGM for the most recent fiscal year.

## **ARTICLE 13 BORROWING POWER**

### **13.1 Borrowing Power**

The Board may from time to time on behalf of the Society:

(a) borrow money in such manner and amount, on such security, from such sources and upon such terms and conditions as they deem necessary; and

(b) mortgage, charge, whether by way of specific or floating charge, or give other security on the undertaking, or on the whole or any part of the property and assets, of the Creston Tourism Society both present and future).

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#### **13.2 Exercise of Power**

Such Directors may exercise the borrowing power of the Society as the Executive may determine, provided that such borrowing has first been authorized by the Board.

#### **ARTICLE 14 PUBLICITY**

14.1 All current public announcements of the Society shall be available for examination by any Member at the office of the Society, during regular working hours, provided that such Member has first given reasonable notice to the President of his or her intention or desire to examine such announcements.

#### **ARTICLE 15 BOOKS AND RECORDS**

15.1 All books and records of the Society shall be open to any Member, at the office of the Creston Tourism Society, during regular working hours, provided that such member has first given reasonable notice to the President of his or her intention or desire to examine such books and records.

#### **ARTICLE 16 BY-LAWS**

##### **16.1 Amendments**

The board may propose amendments to the By-Laws provided that at least thirty (30) days notice of the proposed amendments shall be given to all Members in advance of the AGM or SGM at which the proposed amendments are to be considered.

##### **16.2 Special Resolution, Consent under Board of Trade Act**

Any proposed amendment to the By-Laws, to become effective, must first be passed by Special Resolution and then be approved as provided in the Board of Trade Act.

##### **16.3 Repeal of Former By-Laws**

With the adoption of these By-Laws, all former By-Laws are hereby repealed.



## 1.5 Evidence of Consultation with Tourism Industry Stakeholders

The CTS consulted with Tourism Industry Stakeholders at the following meetings/functions:

1. *Creston Valley & Kootenay Lake (CVKL) Tourism Marketing & Collaboration Workshop*
2. *One-to-One Meetings w/ Accommodators from Town of Creston and RDCK Electoral Areas A, B, & C*
3. *CVKL Tourism Advisory Committee and CVKL Joint Marketing*
4. *One-to-One Meetings w/ Accommodators from Town of Creston and RDCK Electoral Areas B & C*
5. *All Accommodators Meeting*
6. *Creston Valley Tourism Organization Meeting*

### a) Details

#### **1 Creston Valley and Kootenay Lake (CVKL) Tourism Marketing and Collaboration Workshop**

**November 2016**

##### **Description:**

The CVKL Tourism Marketing & Collaboration Workshop was a meeting hosted by Kootenay Rockies, Destination BC, Town of Creston, and RDCK with area tourism stakeholders to identify tourism marketing collaboration goals. The subsequent meeting report outlined goals, including:

- enhancing the collaborative network with stakeholders
- creating a tourism organization for the area
- securing sustainable funding through the MRDT

##### **Groups Consulted:**

- Business Organizations (Kootenay Lake Chamber of Commerce, Kootenay Employment Services)
- Arts (Artisans of Crawford Bay, Kunze Gallery)
- History & Culture (Creston Valley Museum)
- Golf (Kokanee Spring Golf Resort)
- Wineries (Skimmerhorn & Baillie-Grohmann Wineries)
- Wildlife & Nature (Creston Valley Wildlife Management Area)
- Outdoor Recreation (Paddle & Portage, Trails for Creston Valley)
- Local Food (Wloka Fruit Stand)
- Food & Beverage (Jimmy's Pub, Real Food Café)

	<ul style="list-style-type: none"> <li>○ Accommodators (Creston Hotel, Creston Valley Motel, Downtowner Motor Inn)</li> </ul> <p><b>Documentation:</b></p> <ul style="list-style-type: none"> <li>○ Figure 2: <i>CVKL Tourism Marketing &amp; Collaboration Workshop</i></li> </ul>
<b>2</b>	<p><b><i>One-to-One Meetings w/ Accommodators from Town of Creston and RDCK Electoral Areas A, B, &amp; C</i></b></p> <p style="text-align: right;"><b>January-April 2017</b></p> <p><b>Description:</b></p> <p>The CTS held one-to-one meetings with 21 Accommodators in Town of Creston and RDCK Electoral Areas A, B, and C regarding their support for implementing the MRDT and establishment of a joint Creston Valley &amp; Kootenay Lake (CVKL) Tourism Organization. Support was lower than the 51% threshold, thus further collaboration was suggested through joint application to Destination BC Co-op Marketing Partnership Program.</p> <p><b>Groups Consulted:</b></p> <p>All Accommodators in Town of Creston and RDCK Electoral Areas A, B, and C eligible to collect MRDT</p> <p><b>Documentation:</b></p> <ul style="list-style-type: none"> <li>○ Figure 3: <i>CVKL Area Tourism Stakeholder – December 2016 Update</i></li> </ul>
<b>3</b>	<p><b><i>CVKL Tourism Advisory Committee and CVKL Joint Marketing</i></b></p> <p style="text-align: right;"><b>September 2017-April 2019</b></p> <p><b>Description:</b></p> <p>The Town of Creston and RDCK Electoral Areas A, B, and C approved of funding for a joint application to Destination BC's Co-op Marketing Partnership Program in 2018 and 2019 to fund the CVKL Route tourism campaign.</p> <p>We also established the CVKL Tourism Advisory Committee, a committee of 12 key tourism industry and government stakeholders, to oversee this campaign as a first step toward the formation of a CVKL Tourism Organization and completion of the MRDT Application, as outlined in its Terms of Reference.</p> <p><b>Groups Consulted:</b></p> <ul style="list-style-type: none"> <li>○ Business Organizations (Kootenay Lake Chamber of Commerce, Kootenay Employment Services)</li> <li>○ Arts (Artisans of Crawford Bay, Kunze Gallery)</li> <li>○ History &amp; Culture (Creston Museum)</li> <li>○ Golf (Kokanee Spring Golf Resort)</li> <li>○ Wineries (Baillie-Grohmann Winery)</li> </ul>

	<ul style="list-style-type: none"> <li>○ Wildlife &amp; Nature (Kootenay Columbia Discovery Centre Society)</li> <li>○ Outdoor Recreation (Trails for Creston Valley)</li> <li>○ Food &amp; Beverage (Break N Time Cafe)</li> <li>○ Accommodators (Creston Hotel)</li> </ul> <p><b>Documentation:</b></p> <ul style="list-style-type: none"> <li>○ Figure 4: <i>CVKL Tourism Advisory Committee – Terms of Reference</i></li> </ul>
<b>4</b>	<p><b><i>One-to-One Meetings w/ Accommodators from Town of Creston and RDCK Electoral Areas B &amp; C</i></b></p> <p style="text-align: right;"><b>February-July 2019</b></p> <p>The CTS held one-to-one meetings with 11 Accommodators regarding their support for the establishment of a joint Creston Valley Tourism Organization and implementation of the MRDT.</p> <p><b>Groups Consulted:</b></p> <p>All 11 Accommodators in Town of Creston and RDCK Electoral Areas B and C eligible to collect MRDT</p> <p><b>Documentation:</b></p> <ul style="list-style-type: none"> <li>○ Figure 5: <i>MRDT Info Sheet for CV Accommodators</i></li> </ul>
<b>5</b>	<p><b><i>All Accommodators Meeting</i></b></p> <p style="text-align: right;"><b>May 2019</b></p> <p><b>Description:</b></p> <p>After accommodator support for MRDT reached greater than 51%, a formal meeting was called with accommodators to discuss next steps for the MRDT Application and establishment of the Creston Valley Tourism Organization.</p> <p><b>Groups Consulted:</b></p> <p>All Accommodators in Town of Creston and RDCK Electoral Areas B and C eligible to collect MRDT</p> <p><b>Documentation:</b></p> <ul style="list-style-type: none"> <li>○ Figure 6: <i>Accommodator Meeting Agenda</i></li> </ul>
<b>6</b>	<p><b><i>Creston Valley Tourism Organization Meeting</i></b></p> <p style="text-align: right;"><b>July 2019</b></p> <p><b>Description:</b></p> <p>The Creston Valley Tourism Organization Meeting was hosted by Town of Creston and RDCK Electoral Areas B &amp; C to inform all tourism stakeholders about the MRDT Consultation process, the forthcoming MRDT application, the establishment of the future</p>

Creston Valley Tourism Organization, and the request for stakeholders on a future Board of Directors.

**Groups Consulted:**

- Wineries (Baillie-Grohmann Wineries)
- Wildlife & Nature (Kootenay Columbia Discovery Centre)
- Outdoor Recreation (Trails for Creston Valley)
- Retail (Summit Cycles)
- History & Culture (Creston Museum)
- Food & Beverage (Jimmy's Pub)
- Accommodators (Creston Hotel, City Centre Motel, Creston Valley Motel)

**Documentation:**

- Figure 7: *Creston Valley Tourism Organization Meeting Agenda*

b) Evidence



# Creston Valley & Kootenay Lake Tourism

Marketing & Collaboration Workshop, October 2016



Figure 2: CVKL Tourism Marketing & Collaboration Workshop

## Creston & Kootenay Lake Area Tourism Planning

December 2016 Update

### Creston Area Tourism Planning Workshop, October 24th - Recap

It's been almost a month since the *Creston Area Tourism Stakeholder Workshop* hosted by Kootenay Rockies Tourism and the Ministry of Jobs, Tourism, & Skills Development on Thursday, October 24<sup>th</sup>. My sincerest thank you to all those who took time out of their busy schedules to join us and share your enthusiasm for tourism in the Creston & Kootenay Lake Area.

During the workshop, Emilie-Cayer Houard at Kootenay Rockies Tourism highlighted the very positive tourism trends in the Kootenays region in 2016. Then Gerri Brightwell from the Ministry of Jobs, Tourism, & Skills Development shared some tourism initiatives & campaigns from other communities in BC that have been successful and might be a model for success here.

Finally, we wrapped up the day with some great discussion amongst participants about opportunities for stronger tourism partnerships for our area, which will provide invaluable feedback for updating our *Creston Area Tourism Plan*.

### Municipal Regional District Tax Discussion

Participants also heard from Peter Harrison at Destination BC about the the potential for introducing the *Municipal Regional District Tax* (MRDT) to support tourism development in the Creston Area & Kootenay Lake.

The Municipal Regional District Tax (MRDT) is a 2-3% fee on top of PST paid by customers on rooms/units of accommodations within a community or region that has introduced the MRDT. **It's introduction requires 1) local government and 2) 51% of accommodators representing 50% of room/units.**

With this funding, communities can, pool money to co-market and advertise to key tourism markets, support local tourism development, and apply for provincial and regional grants through their local Destination Marketing Organization (DMO), a non-profit organization run by local tourism stakeholders and accommodators.

### Learning more about MRDT in the Creston Kootenay Lake Area

Following the presentation made by Destination BC, participants expressed support for learning more about the MRDT and it's potential in in the Creston & Kootenay Lake Area.

Therefore, the local government has requested that I research the MRDT further to provide accurate information to local tourism stakeholders and accommodators.

Figure 3a: CVKL Tourism Stakeholder – December 2016 Update

### What will the research do?

To give stakeholders an idea of what the MRDT would look like in the Creston Kootenay Lake Area, I will be meeting with accommodators and stakeholders throughout December and January to:

1. Research how many rooms/units are in the area
2. Provide further information and resources to accommodators about the MRDT
3. Provide information about other Kootenay area DMOs for comparison
4. Gather information on the tourism market and visitor trends
5. Consult with accommodators about their analysis of the tourism market in Creston, ideas for strengthening it, and concerns that they have.

### What are the steps and timeline for doing this?

December 2016-January, 2017

1. RESEARCH other community DMO's management and use of the MRDT funds,
2. COLLECT information, data, and stakeholder feedback on the current tourism market in the Creston & Kootenay Lake area,

February-March, 2017

3. REPORT findings to local government based on this information with a financial projection of the possible revenues generated by the MRDT and possible next steps,
4. SHARE this research with stakeholders and accommodators.

March-April, 2017

5. DISCUSS report with accommodators and stakeholders in follow-up interviews. Convene meeting with accommodators, stakeholders, and local government to discuss findings of the report and possible next steps on moving forward.

### How can I help?

If you are interested in learning more about tourism development in the Creston Area, please feel free to contact me with your questions or comments. There will also be another Creston Area/Kootenay Lake Tourism Planning Workshop at a later date to gather feedback for the updated Creston Area Tourism Plan, so stay tuned. Finally, if you know of any community stakeholders who would be interested in this topic, please forward their contact information along to me and I will be sure to share updates & information with them. Sincerely,

Jesse Willicome – Creston Area Community Initiatives Consultant  
(250) 402-3030  
jesse.willicome@skimmerhornconsulting.com

Figure 3b: CVKL Tourism Stakeholder – December 2016 Update



## **Creston Valley-Kootenay Lake (CVKL) Tourism Advisory Committee**

### Draft Terms of Reference

#### **Vision:**

#### **Scope:**

The purpose of the Committee is to act as an “advisory group”, representing a broad spectrum of viewpoints from within the CVKL tourism sector. It is anticipated that members will ensure that various community and sector needs will be considered as the initiative is developed and implemented. The goal is to foster a broad economic impact for tourism businesses and organizations in the area. Specifically, the purpose of the Committee will be to:

1. Offer tourism stakeholder feedback, advice, and direction in the development of a tourism marketing initiative proposal for the CVKL area (Planning);
2. Use the CVKL tourism marketing initiative proposal to make an application to Destination BC’s *Co-operative Marketing Partnership Program* to match local government contributions of no less than \$20,000.00 (Funding)
3. Give feedback and provide information to marketing team during product design and development (Development)
4. Oversee the roll out of this tourism marketing initiative over a one-year period starting in April 2018 and finishing in April 2019 (Implementation); and,
5. Review the CVKL tourism marketing initiative’s success and outcomes and determine forward action under a separate terms of reference for establishing a future CVKL Destination Marketing Organization (Evaluation).

#### **Goals:**

The goals of the tourism marketing initiative will be to collaboratively market the communities of the Creston Valley-Kootenay Lake area as a prime destination corridor for travelers to the Kootenay Rockies Area. Raising the profile of both the Creston Valley & East Shore of Kootenay Lake area as a destination corridor will in turn generate increased visitation, length of stay and visitor spending; benefitting the economy of communities located along the corridor.

#### **Members & Structure:**

The Advisory Committee shall consist of:

- 3-4 appointed representatives of local governments, one from the Town of Creston, RDCK Areas B and C, and RDCK Area A.
- Up to 8-10 members representing different tourism stakeholder groups such as:
  - Accommodations Over 30 Units (2)
  - Agri-tourism (Wineries, Farms)

Figure 4a: CVKL Tourism Advisory Committee – Terms of Reference





REGIONAL DISTRICT OF  
CENTRAL KOOTENAY



- Artisans or Arts Groups
- Attractions (Golf, Ski, etc.)
- Campgrounds & RV Parks
- Community Recreation & Trail Groups
- Events organizations
- Education & Employment Organizations
- Food, Beverage, and Retail
- Tourism Operators and Guides
- The Creston Area Community Initiatives Consultant will provide administrative support to the committee.

### **Skills & Experiences:**

Ideal Committee members will be:

- People whose daily lives are already spent working within the tourism sector or a related sector in some way (e.g. accommodations provision, agri-tourism business management, event planning, etc.);
- People with a positive vision for the Creston Valley-Kootenay Lake area's tourism potential, as well as a strong understanding of destination development and community tourism marketing;
- People who are community-minded and able to consider the varied needs and aspirations of businesses and communities from Yahk to Riondel; and,
- People with a proven track record of getting things done by working cooperatively with others.

### **Duties:**

The CVKL Tourism Advisory Committee will:

- Be comprised of 8-10 key stakeholders from the tourism sector;
- Be geographically representative of all participating communities and includes public, private, and non-profit members;
- Attend CVKL Tourism Advisory Committee meetings (monthly, or as needed) to support the development and subsequent implementation of the CVKL tourism marketing initiative;
- Actively represent the Committee in the community and liaise with other stakeholders along the corridor to ensure broad stakeholder engagement in the implementation of this tourism marketing initiative;
- Liaise with local government partners (Town of Creston, Regional Districts of Central Kootenay A, B, and C);
- Liaise with appropriate provincial government ministries and bodies (Kootenay Rockies Tourism, Destination BC, Ministry of Transportation, etc.); and,
- Review the successes and outcomes of the CVKL tourism marketing initiative and determine forward action under a separate terms of reference for establishing a future CVKL Destination Marketing Organization.

Figure 4b: CVKL Tourism Advisory Committee – Terms of Reference



### Timeline & Deliverables:

September-November 2017 –

- Planning - Develop a co-operative marketing strategy for the Creston Valley Kootenay Lake area
- Application - Use this plan to make an application to Destination BC's Co-operative Marketing Partnership program to match local government and private business contributions of no less than \$20,000.00

December 2017-January 2018 –

- DBC Reviews application of Co-op Marketing Applications
- DBC awards funding for successful applications

January-April 2018 –

- Hire marketing team and begin working on design and development of marketing products (Development)
- 

April 2018-April 2019 –

- Implementation - Oversee the roll out of this co-operative marketing initiative over a one year period starting in April 2018 (Marketing)

March-April 2019 –

1. Evaluation - Review the co-operative marketing initiatives's success and outcomes and determine forward action under a separate terms of reference for establishing a future CVKL Destination Marketing Organization (DMO) and applying for the Municipal Regional District Tax (MRDT)

### Term:

1. The term will commence as soon as the members are selected.
2. Terms are for one year and will be re-evaluated in April 2019 for an extension of the committee's mandate.
3. Any member who misses more than 3 meeting without cause or excuse can be removed from the committee by a vote by the majority of committee members.
4. The duties of the committee may evolve over time and therefore, ToRs may be updated

ToRs adopted

Figure 4c: CVKL Tourism Advisory Committee – Terms of Reference

## CRESTON TOURISM SOCIETY – MRDT APPLICATION

March 1, 2019

### Re: Creston Valley Municipal & Regional District Tax Program (MRDT) Consultation Process

Dear Creston Area Accommodators,

Since 2017, The Town of Creston and Regional District Electoral Areas A, B, and C has been conducting research on the 2-3% Municipal and Regional Hotel Room Tax (MRDT) to assess and discover the opportunities that this tax would bring to the Creston Valley and Kootenay Lake communities for attracting hotel/motel tourism, business and personal stays.

Based on the successes and opportunities for funding partnerships that other like-sized communities who collect the MRDT have seen **the Creston Valley Partners (Town of Creston and RDCK Areas B and C) have decided to pursue this opportunity for the benefit of the Creston Valley.** While RDCK Area A is not funding this initiative, the Creston Valley partners have extended an invitation to RDCK Area A accommodators and tourism stakeholders to participate in this consultation process as well.

We are pleased to announce that Tammy Verigin-Burk, *Castlegar & District Chamber of Commerce Executive Director* who lead the MRDT application and establishment of Destination Castlegar has been hired as the lead consultant for this process. Tammy will work with *Creston Area Community Initiatives Consultant* Jesse Willicome to bring the MRDT to the Creston Valley.

**We will be arranging 1 – 1 meetings with all accommodators before to the end of March 2019 to gather accommodators feedback, provide additional information, and involve you in the next steps.**

**Prior to these 1-1 meetings We would like to ask you to take a moment to review the attached information for your consideration as well as complete a 2-5 minute accommodator feedback survey at:**

[www.surveymonkey.com/r/cvaccommodator](http://www.surveymonkey.com/r/cvaccommodator)

If you have any questions, concerns, or comments that you would like to make, please do not hesitate to contact Jesse Willicome by email at [jesse.willicome@skimmerhornconsulting.com](mailto:jesse.willicome@skimmerhornconsulting.com) or via cell at 250-402-3030 or Tammy Verigin-Burk at [tammy.veriginburk@gmail.com](mailto:tammy.veriginburk@gmail.com) or via cell 250.304.9669.



Figure 5a: MRDT Info Sheet for CV Accommodators

## Creston Valley MRDT Consultation Process

### Information Sheet

#### What is the Municipal Regional District Tax collected for?

*The purpose of the tax collected is intended to increase "Heads in Beds" through marketing and promotional programs and projects.* The funds collected by this tax would be used to directly to hire a P/T Destination Marketing Coordinator (days/week depending on funds) and to fund marketing and promotional materials (i.e. Way finding Signage, Web and Social media promotion, advertising, promotional materials, partnership trade show booths, marketing initiatives – Canada/USA, joint marketing with Kootenay communities, etc.).

#### Who collects the tax?

The tax collected (2- 3 % on each stay at an accommodation) is collected by the Accommodator as per GST/PST and sent to the provincial government. The provincial government then submits the payment to a designated recipient and then to a Destination Marketing Organization (DMO). In 2018, an addition to the program was that all accommodators under 4 rooms, must collect the tax too, including B&B's and AirBnB's.

#### Who decides what the funding is used for?

The intent of this program would be to ensure direct collaboration with all accommodators, tourism operators, Visitors Centres, and Creston Valley-Kootenay Lake strategic stakeholders (inclusive of sectors impacting tourism/business stays – food/hospitality sectors, wineries, recreation, Parks and trails, etc.) through a Destination Marketing Organization (DMO) which would include representation from all above. *A key objective is to ensure all accommodators have an ongoing voice at the table.*

This program also requires annual financial reporting to the Provincial Government, outlining how will be spent annually and over a 5-year period.

#### How does this affect my business? Is there a cost to me?

There is no additional cost to you. The tax comes directly from the visitor through you to the BC Government. This will, as stated, allow for marketing of your accommodation and the assets the Creston Valley offer.



Figure 5b: MRDT Info Sheet for CV Accommodators

Note that the communities of the Creston Valley and Kootenay Lake area are one of the few areas in B.C. and the Kootenays that do not have this tax. All tourists, business people, etc. are used to paying this tax + additional taxes in many parts of the province on their entire hotel stay.

### What is projected revenue of the MRDT?

It is anticipated that the annual amount collected would be between:

#### **Creston Valley**

2 % - \$82,000.00

3 % - \$115,000.00

#### **Creston Valley/Kootenay Lake**

2 % - \$108,000.00

3 % - \$150,000.00

The incorporation of the MRDT also gives incredible power to build tourism and business/personal stays to our community. Being a community with the MRDT also qualifies us to apply for Grants through Destination BC (DBC) and Kootenay Rockies Tourism (KRT) to provide funding up to 50% of some promotional and marketing projects.

### What is the process to introduce the MRDT?

In order to implement the MRDT, 51% of all accommodators in the area need to vote yes by formally signing a form that we have “Accommodation Sector in Support of the Municipal and Regional District Tax (MRDT)”. The vote has to be 51% of all accommodators and 51% of all rooms. Based on research conducted in 2017, we met this criteria.

In addition to the accommodators vote, the RDCK Directors and Town of Creston need to be in support of the MRDT as the tax becomes a by-law. The Town and Regional District Directors for Areas B and C have offered this support, therefore meet this criterion.

Lastly, the inclusion of support from additional key stakeholders must take place to ensure support. We meet this criteria with tremendous support.

### If approved, how long until it comes in to affect? How long will the tax be collected for?

It is our hope that the support for the MRDT from accommodators is close to unanimous as possible, and will be assessed and completed by the end of March. If the vote passes, the proposal will be submitted to the Provincial Government in 2019. It is expected that the process will be completed with the collection of the tax by January 2020.



Figure 5c: MRDT Info Sheet for CV Accommodators

*The MRDT is renewed every five years. You as the accommodators vote the tax in or out after five years based on your experience.*

### **Why is my feedback important?**

It is important to note that should this tax be implemented, regardless of if you support it, you will be mandated to implement. To this regard, it is most important to us that you as an accommodator have your say in how the MRDT will be spent.

### **Who can I talk to for more information?**

If you have any questions, concerns, or comments that you would like to make, please do not hesitate to contact Jesse Willicome by email at [jesse.willicome@skimmerhornconsulting.com](mailto:jesse.willicome@skimmerhornconsulting.com) or via cell at 250-402-3030 or Tammy Verigin-Burk at [tammy.veriginburk@gmail.com](mailto:tammy.veriginburk@gmail.com) or via cell 250.304.9669.

Thank-you for being part of this important decision. We look forward to meeting and working with all of you to support and increase the "Heads in Beds" at your accommodations!



Figure 5d: MRDT Info Sheet for CV Accommodators

## MRDT Consultation Process – Accommodator Meeting

### AGENDA

**DATE:** Tuesday, May. 18<sup>th</sup>, 12:00-2:00 PM  
**LOCATION:** TBA

#### 1) INTRODUCTIONS

#### 2) OVERVIEW OF THE MUNICIPAL REGIONAL DISTRICT TAX (HOTEL TAX)

- What is the Municipal Regional District Tax (MRDT)?
- What is the purpose of the MRDT and what are the funds used for?
- What is the process for initiating the MRDT and who must approve?
- Who collects the MRDT and decides how to use funds?

#### 3) REVIEW OF CRESTON VALLEY MRDT CONSULTATION PROCESS

- Review of consultation process with CV accommodators
- Review of key information collected from accommodators (percentage of MRDT to be collected, etc.)
- Review of CV accommodators support for initiating MRDT

#### 4) CV MRDT APPLICATION - NEXT STEPS & TIMELINE

- Review next steps to initiate the MRDT
- Review timeline for initiating the MRDT

#### 5) INTRODUCTION OF DRAFT CV MRDT APPLICATION & BUSINESS PLAN

- Review draft business plan & MRDT application to be submitted to the Provincial government

#### 6) REVIEW INTERIM WORKING COMMITTEE

- Review role of interim working committee
- Application by interested accommodators to join committee
- Discussion of other tourism stakeholders/sectors to invite to this working committee

#### 7) REVIEW FUTURE CV TOURISM ORGANIZATION OPTIONS

- Review and discussion of options for future CV Destination Marketing Organization (DMO) organization structure

#### 8) Q & A DISCUSSION



Figure 6: Accommodator Meeting Agenda

<p style="text-align: center;"><b>MRDT Consultation Process – Accommodator/Creston Valley Tourism Meeting</b></p> <p style="text-align: center;"><i>AGENDA</i></p>	
<b>DATE:</b>	Thursday, July. 18 <sup>th</sup> , 1:00-3:00 PM
<b>LOCATION:</b>	Creston Hotel
<hr/>	
<b>1) INTRODUCTIONS</b>	
<b>2) OVERVIEW OF THE MUNICIPAL REGIONAL DISTRICT TAX (HOTEL TAX)</b>	
<ul style="list-style-type: none"><li>• Overview of process to date</li></ul>	
<b>3) REVIEW OF CRESTON VALLEY MRDT ACCOMODATORS CONSULTATION PROCESS</b>	
<ul style="list-style-type: none"><li>• Review of consultation process with CV accommodators</li></ul>	
<b>4) CV MRDT APPLICATION – UPDATE, NEXT STEPS &amp; TIMELINE</b>	
<ul style="list-style-type: none"><li>• Meeting with Town of Creston/RDCK</li><li>• Status/timing of RDCK By Law</li><li>• Relationship with RDCK/Creston Valley Tourism Organization</li></ul>	
<b>5) REVIEW AND UPDATE OF DRAFT CV MRDT APPLICATION &amp; BUSINESS PLAN</b>	
<ul style="list-style-type: none"><li>• Review draft business plan &amp; MRDT application to be submitted to the Provincial government</li><li>• Funding Through Service 108 - Jesse</li><li>• Next steps – working committee, non-profit organization development</li></ul>	
<b>6) REVIEW INTERIM WORKING COMMITTEE/BOARD of DIRECTORS</b>	
<ul style="list-style-type: none"><li>• Review role of interim working committee/board of directors/executive</li><li>• Application process by interested accommodators to join committee (align with tourism/visitor related sectors). Who are we missing? Recommendations for each sector.</li></ul>	
<b>7) DEVELOPMENT OF CRESTON VALLEY TOURISM ORGANIZATION</b>	
<ul style="list-style-type: none"><li>• Overview of development of Creston Valley Tourism Organization</li><li>• Committee/board of directors</li><li>• Next Steps</li></ul>	
<b>8) Q &amp; A DISCUSSION</b>	

Figure 7: Creston Valley Tourism Organization Meeting Agenda



## 1.6 Accommodation Directory Form



### Appendix 1.3 Accommodation Directory Form

Please list **ALL** the accommodation providers who offer accommodation that is taxable under the *Provincial Sales Tax Act* within the designated accommodation area, and the number of units each accommodation provider offers within the designated accommodation area. Applicants are not required to list individual hosts who only list on an online accommodation platform.

Please ensure the information provided is complete and accurate. Failure to provide complete and accurate information may result in your application being delayed, returned or rejected. Thank you for your cooperation. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Legal Name of Applicant: Creston Tourism Society

Property Name	Address	Number of Units	Phone Number	Owner/Manager
Bavarian Orchard Motel	3205 Hwy 3, Creston	11	250- 428-9935	Susan Dulaycen
City Centre Motel	226 15 Ave N, Creston	8	250-428-2257	Glenn & Elaine Weber
Creston Hotel & Suites	1418 Canyon St, Creston	25	250-428-2225	Mimika Coleman
Creston Valley Motel	1809 Canyon St, Creston	13	250- 428-9823	Bill & Ruth Marriot
Downtowner Motor Inn	218 Canyon St, Creston	22	250- 428-2224	Rob & Marg MacDougall
Magnuson Hotel	800 NW Blvd, Creston	51	250- 428-2224	Terry An
Ramada Inn Creston	1809 Hwy 3-A, Creston	71	250-254-1111	Lionel Gartner
Skimmerhorn Inn	2711 Hwy 3, Creston	25	250- 428-4009	Karen & Brent Beckerleg
Sunset Motel	2705 Hwy 3, Creston	24	250- 428-2229	Pam & Nash Dhaliwal
Valley View Motel	216 Valleyview Dr, Creston	15	250-428-2336	Sigrid & Al Hurt
Yahk Motel & Campground	8769 Hwy 3, Yahk	8	250-424-5556	Tara Dickson (Manager)

## 1.7 Accommodation Sector in Support of MRDT Form



Municipal and Regional District Tax Program Requirements – Summer 2018  
APPENDIX 1.4

### Appendix 1.4 Accommodation Sector in Support of Municipal and Regional District Tax Form

Legal Name of Applicant: \_\_\_\_\_ Rate of Tax (2% or 3%): \_\_\_\_\_

Applicants, please check the following, if applicable:

Does the designated recipient plan on using general MRDT revenues (meaning revenues beyond Online Accommodation Platform revenues) for affordable housing initiatives and are these activities included as part of the Five-Year Business Plan and One-Year Tactical Plan (including Appendix 1.8)?

☐ YES ☐ NO

The Municipal and Regional District Tax (MRDT) is being proposed or is up for renewal in your municipality/region. The MRDT is intended to assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant's Five-Year Strategic Business Plan. Affordable housing initiatives are also included as a permissible use of revenues. Accommodation providers may request a copy of the Five-Year Strategic Business Plan from the applicant. The MRDT will apply to purchases of accommodation that are taxable under the Provincial Sales Tax Act within the designated accommodation area.

As an owner/manager offering accommodation, your input is critical. The minimum support required from the accommodation sector for the tax to be imposed is at least 51% of the number of establishments that would collect the tax within the municipality/region representing at least 51% of the total number of rooms.

BY SIGNING THIS FORM, YOU HAVE INDICATED THAT YOU SUPPORT IMPLEMENTATION OF THE MUNICIPAL AND REGIONAL DISTRICT TAX IN YOUR MUNICIPALITY/REGION AND THAT YOU ARE AUTHORIZED TO ACT ON BEHALF OF YOUR ORGANIZATION. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Property Name	Address	Number of Units	Owner/Manager (Print Name)	Signature	Date
Hotel Creston	1418 Canyon St.	25	Mimika Coleman		Mar 6 /19.
DowntownSEA	1218 Canyon	22	Robt Marg McPherson		6 Mar /19
Valley View Motel	216 Valleyview Dr	15	SIGRID + AL HERT		mar. 6 /19
Mayville Hotel	500 N.W. Ave	51	Sam R		Mar 7 /19
Yahk Motel & Campground	5769 Hwy 3/5	8	Tara Dickson		May 1 /19
City Centre Motel	226 15Ave.	8	GLEN WEBER		MAY 14 /19
Sunset Motel	2705 Hwy 3	24	Ram Steliani		May 23 /19

## **1.8 Confirmation of Consultation with Destination BC**

### **1. *Phone Call w/ Monique Willis***

**September-October 2018**

CTS informed Destination BC that the Town of Creston and RDCK Electoral Areas A, B, & C will be putting out request for proposal for consultant to do MRDT Consultation & Planning Contract, and requested names of qualified consultants for this proposal.

### **2. *Phone Call & Email Correspondence w/ Monique Willis***

**February 2019**

CTS informed Destination BC that Town of Creston and RDCK Electoral Areas B & C had hired consultant Tammy Verigin-Burk to lead MRDT Consultation and Planning Process; updated Destination BC on status of RDCK Electoral Area A's withdrawal from this process.

### **3. *Phone Call & Email Correspondence w/ Heather Boyd***

**June-September 2019**

CTS updated Destination BC on MRDT Consultation and Planning Process to date, informing them of meeting 51% threshold and likelihood of submitting a MRDT application; discussed timeline for application and approval process; and lastly, requested Third-Party Authorization Form for Tammy Verigin-Burk.

### **1. *Phone Call & Email Correspondence w/ Fiona Frost***

**September-November 2019**

Consultation and assistance with application requirements inclusive of support, consultation, and decisions with the Town of Creston, RDCK Areas B and C, Tourism and key stakeholders on Creston Tourism Society becoming the Designated Recipient.

## 1.9 Third Party Authorization Form



Municipal and Regional District Tax Program Requirements – Summer 2018  
APPENDIX 1.5

**Freedom of Information and Protection of Privacy Act (FOIPPA).** The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

### Appendix 1.5 Third Party Authorization Form

As part of our commitment to protect your privacy and confidentiality you can use this form to authorize Destination British Columbia to communicate and exchange information regarding the Municipal and Regional District Tax program with your representative. If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax Program.

#### Section 1: Applicant Information

Name: Creston Tourism Society  
Address: 238 10th Avenue North, Creston, BC  
Name and Title of Authorized Signing Authority: Mimika Coleman, Chair, MRC

#### Section 2: Authorization of a Third Party Representative

☒ I authorize Destination British Columbia to communicate with my representative named below on the Municipal and Regional District Tax program.


Name of Representative: Jesse Willcome, ~~Tommy Vergin - Burk~~ Tommy Vergin - Burk  
Organization: Creston Tourism Society  
Address: 238 10th Avenue North, Creston, BC  
Phone Number: 250-402-3030 Fax Number: \_\_\_\_\_ Email: jesse.willcome@skimmerhornconsulting.com

#### Section 3: Applicant Signature

By signing this form, you acknowledge that Destination British Columbia is authorized to communicate with your representative named above but that you remain fully responsible for fulfilling all obligations under the Municipal and Regional District Tax program.

<u>Mimika Coleman</u>	<u>Chair</u>
Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
<u>November 5, 2019.</u>	<u>MRC</u>
Date	Applicant's Authorized Signing Authority Signature

## 1.10 Disclosure of Information Authorization Form

	<b>BRITISH COLUMBIA</b>	Municipal and Regional District Tax Program Requirements – Summer 2018 <b>APPENDIX 1.6</b>
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**Freedom of Information and Protection of Privacy Act (FOIPPA).** The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

### Appendix 1.6 Disclosure of Information Authorization Form

Confidentiality restrictions under the *Provincial Sales Tax Act* prevent the Ministry of Finance from disclosing tax information collected under the Act except under limited circumstances. Administration of the Municipal and Regional District Tax program requires the Ministry of Finance to share information with the Ministry of Municipal Affairs and Housing (Appendix 1.8 and 2.4 only, as applicable), Ministry of Tourism, Arts and Culture, and with Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Signing this form will allow the Ministry of Finance to share information about the applicant with respect to the MRDT program with the Ministry of Tourism, Arts and Culture and Destination British Columbia for the above purposes.

If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

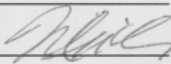
This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax program.

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#### Section 1: Applicant Information

Name: Creston Tourism Society

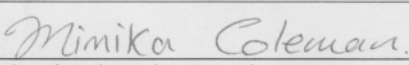
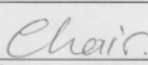
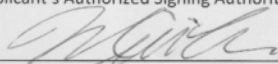
Address: 233 10th Avenue North, Creston, BC V6B 1G0

Name and Title of Authorized Signing Authority: Mimika Coleman, Chair, 

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#### Section 2: Authorization

☒ I authorize the Ministry of Finance to share information about the applicant with respect to the Municipal and Regional District Tax program with the Ministry of Tourism, Arts and Culture and Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

	
Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
<u>Nov. 5, 2019.</u>	
Date	Applicant's Authorized Signing Authority Signature

A2.4-2 | Page

### **1.11 Affordable Housing Plan**

The Creston Tourism Society is informing the Ministry of Finance and Destination BC that the Creston Tourism Committee, which is inclusive of representatives from the Town of Creston and Regional District Central Kootenay Areas B and C, accommodators, and key tourism stakeholders, has decided to not use MRDT funds for Affordable Housing at this time.