



THE CORPORATION OF THE CITY OF GRAND FORKS
AGENDA – REGULAR MEETING

Monday, August 21, 2017, 7:00 pm
7217 - 4th Street, City Hall Council Chambers

Pages

1. CALL TO ORDER

2. ADOPTION OF AGENDA

- a. Adopt agenda

August 21, 2017, Regular Meeting agenda

RECOMMENDATION

RESOLVED THAT Council adopts the August 21, 2017, Regular Meeting agenda as presented.

3. MINUTES

- a. Adopt minutes - COTW

4 - 10

July 17, 2017, Committee of the Whole Meeting minutes

RECOMMENDATION

RESOLVED THAT Council adopts the July 17, 2017, Committee of the Whole Meeting minutes as presented.

- b. Adopt minutes - Regular

11 - 18

July 17, 2017, Regular Meeting minutes

RECOMMENDATION

RESOLVED THAT Council adopts the July 17, 2017, Regular Meeting minutes as presented.

- c. Adopt minutes - Special to go In-Camera

19 - 20

August 1, 2017, Special to go In-Camera Meeting minutes

RECOMMENDATION

RESOLVED THAT Council adopts the August 1, 2017, Special to go In-Camera Meeting minutes as presented.

- d. Adopt minutes - Special to go In-Camera

21 - 22

August 8, 2017, Special to go In-Camera Meeting minutes

RECOMMENDATION

RESOLVED THAT Council adopts the August 8, 2017, Special to go In-Camera Meeting minutes as presented.

4. REGISTERED PETITIONS AND DELEGATIONS

- a. Delegation - Fall Fair 23 - 125
Grand Forks & District Fall Fair

RECOMMENDATION

RESOLVED THAT Council receives the report for information and discussion.

- b. Hearing - Business Licence for Herbivore Cannabis Inc 126 - 169
1. Hearing - Call to order
 2. Opening Statement
 3. Staff Report
 4. Applicant Submission
 5. Deliberation
 6. Council Decision
 7. Hearing - Adjournment

5. UNFINISHED BUSINESS

6. REPORTS, QUESTIONS AND INQUIRIES FROM MEMBERS OF COUNCIL

- a. Corporate Officer's Report 170 - 175
Written reports of Council

RECOMMENDATION

RESOLVED THAT all written reports of Council submitted to the August 21, 2017, Regular Meeting be received.

7. REPORT FROM COUNCIL'S REPRESENTATIVE TO THE REGIONAL DISTRICT OF KOOTENAY BOUNDARY

- a. Corporate Officer's Report 176 - 176
Verbal report from Council's representative to the Regional District of Kootenay Boundary
Read the RDKB agendas here: <https://rdkb.civicweb.net/filepro/documents/314>

RECOMMENDATION

RESOLVED THAT Mayor Konrad's report on the activities of the Regional District of Kootenay Boundary, given verbally at this meeting be received.

8. RECOMMENDATIONS FROM STAFF FOR DECISIONS

- a. 72nd Sidewalk Design Options 177 - 183
Manager of Development and Engineering

RECOMMENDATION

RESOLVED THAT Council choose an option for advancing the project.

9. REQUESTS ARISING FROM CORRESPONDENCE

10. INFORMATION ITEMS

- a. Quarter 2 Financial Report 184 - 189

Chief Financial Officer

RECOMMENDATION

RESOLVED THAT Council receives the memorandum for information.

- b. Monthly Highlight Reports 190 - 197

Department Managers

RECOMMENDATION

RESOLVED THAT Council receives the reports for information.

11. BYLAWS

- a. Bylaw 2036-A1 2017-2021 Financial Plan Amendment 198 - 202

Chief Financial Officer

RECOMMENDATION

RESOLVED THAT Council receives for introduction and discussion "2017-2021 Financial Plan Amendment Bylaw, No. 2036-A1" and refers the first three readings of the Bylaw to the September 5th, 2017 Regular Meeting of Council.

- b. Bylaw 2040 - 2018 Permissive Tax Exemption 203 - 292

Chief Financial Officer

RECOMMENDATION

RESOLVED THAT Council receives for introduction and discussion Bylaw No. 2040 2018 Permissive Tax Exemptions and refers the first three readings of the Bylaw to the September 5th, 2017 Regular Meeting of Council.

12. LATE ITEMS

13. QUESTIONS FROM THE PUBLIC AND THE MEDIA

14. ADJOURNMENT

THE CORPORATION OF THE CITY OF GRAND FORKS
COMMITTEE OF THE WHOLE

Monday, July 17, 2017, 9:00 am
7217 - 4th Street, City Hall Council Chambers

PRESENT: Mayor Frank Konrad
Councillor Julia Butler
Councillor Chris Hammett (in attendance at 9:03 am)
Councillor Neil Krog
Councillor Christine Thompson

ABSENT: Councillor Colleen Ross ('with Notice')
Councillor Bev Tripp ('with Notice')

ADMINISTRATION: Diane Heinrich - Chief Administrative Officer - interim /
Corporate Officer
Daniel Drexler - Deputy Corporate Officer
Daphne Popoff - Corporate Administrative Assistant
Juliette Rhodes - Chief Financial Officer
Dolores Sheets - Manager of Development & Engineering
Services
Dale Heriot - Fire Chief
Cavan Gates - Deputy Manager of Operations & Sustainability
Graham Watt - Planner
Bud Alcock - Bylaw Enforcement
Roly Russell - Area D Director

GALLERY

1. CALL TO ORDER

The Committee of the Whole Meeting was called to order at 9:00 am.

2. COMMITTEE OF THE WHOLE AGENDA

a. Adopt agenda

July 17, 2017, COTW

The Mayor advised that he was amending the July 17, 2017, COTW agenda to include under Item 13, In-Camera Resolution, 90 (1) (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the Council, could reasonably be expected to harm the interests of the municipality if they were held in public.

MOVED BY: THOMPSON

RESOLVED THAT the COTW amends the July 17, 2017, COTW agenda to include under Item 13, In-Camera Resolution, 90 (1) (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the Council, could reasonably be expected to harm the interests of the municipality if they were held in public.

CARRIED

MOVED BY: THOMPSON

RESOLVED THAT the COTW adopts the July 17, 2017, COTW agenda as amended.

CARRIED

- b. In-Camera Reminder

In-Camera Meeting directly following the COTW Meeting.

3. REGISTERED PETITIONS AND DELEGATIONS

- a. Grand Forks Disc Club

Presentation on Disc Golf activities in Grand Forks and exploration of options for long-term use locations.

Delegation has been postponed.

- b. Grand Forks Art Gallery Society

Financial quarterly update

Terry Woodruff and Teresa Rezansoff gave an overview and update on activities, exhibits, tours, programs, and budget. Letter was presented for consideration of a longer period of time for Fee for Service Agreement.

Discussion:

- revenue and expenses
- displays
- hiring of new employee in Sept.

MOVED BY: THOMPSON

RESOLVED THAT the COTW receives for information the delegation from the Grand Forks Art Gallery Society regarding their financial quarterly update presentation.

CARRIED

4. REGIONAL TOPICS FOR DISCUSSION - WITH AREA D

- Director Russell spoke in regards to positively moving forward with Disc Golf in the community and presented many positive aspects such as:

attracting people to the community, health and wellness, local family free activity, and low environmental impact

- Les Johnson inquired about the Emergency Manager position. Director Russell will update the RDKB website

MOVED BY: BUTLER

RESOLVED THAT the COTW recommends that staff work with the Disc Club to identify long term locations for Disc Club activities and identify Parcel Z as the property for exploration and refers this topic to the July 17, 2017, Regular Meeting.

CARRIED

MOVED BY: BUTLER

RESOLVED THAT the COTW receives the verbal report from Director Russell.

CARRIED

5. PRESENTATIONS FROM STAFF

a. Community Satisfaction Survey

Deputy Manager of Operations

- Cavan Gates gave an overview of the third of four sections of the Satisfaction Survey results and feedback

Discussion:

- Kate, Grand Forks Gazette, inquired as to the 'open survey results', the results were 280 responses out of a possible 1000

MOVED BY: THOMPSON

RESOLVED THAT the COTW receives the report for information.

CARRIED

b. Monthly Highlight Reports from Department Managers

Staff request for Council to receive the monthly activity reports from department managers.

Discussion:

- industrial subdivision under review is next to the airport, old Forestry bldg.

- Fire Chief spoke in regards to the homeless people lighting fires, Fire Dept. has authority to put them out if there is a fire ban and fine people, bound by local and provincial regulations, call 911 when there is an emergency during a provincial fire ban, the Fire Dept. could put out a fire on the riverbanks, Mental Health issues

- Bernie Draper spoke in regards to the homeless people on Riverside and the implications to tourists and residents in those areas

- Leslie Draper spoke in regards to the homeless people in their residence area and Sugimoto Park area

- Bob Gillespie spoke in regards to the homeless camp on Observation Mtn. and potential fires due to this situation

- outreach workers required, partnerships within the community, task force, funding

- Dara Sutton, Boundary Women's Coalition, spoke in regards to the homeless people, behaviours, sources, shelter, causes
- Les Johnson spoke in regards to the homeless people and other municipalities, mental health emergency to receive resources, behaviours
- City Park flooding cleanup
- Gloria Koch spoke in regards to utilizing some of the empty buildings around Grand Forks for housing needs for the homeless

MOVED BY: THOMPSON

RESOLVED THAT the COTW receives the monthly activity reports from department managers.

CARRIED

c. Development Permit for Women's Transition House

Manager of Development and Engineering

Discussion:

- development permit definition was explained
- Dara, Boundary Women's Coalition, and Lucas, Cover Architecture in Nelson, along with two BC Housing representatives, gave an overview of the development permit for the Women's Transition House
- Brycen Place residents communication with BC Housing, second phase development possibility, original plans presented
- BC Housing representative stated that there are no plans for a second phase at this time and that they do not make it a practice to speak with nearby residents, they could only speak to the service provider
- Janine Panter spoke in regards to trying to speak to BC Housing, is in favor of a 'Transition House'; however in a different location
- Connie Hajdasz spoke in regards to the R3 Zoning and the definitions of this type of dwelling as opposed to the original first presentation of the type of dwelling
- Dave Smith's report was discussed regarding the R3 Zoning, language as a whole of the Zoning Bylaw, interpretation of the Bylaw

- Dwayne Panter spoke in regards to communication only with the Boundary Women's Coalition, inquired as to the procedure for approval of the zoning, letters written
- Wayne Hajdasz spoke in regards to the zoning
- Lori Lum from the Boundary Women's Coalition spoke in regards to this project

MOVED BY: THOMPSON

RESOLVED THAT the COTW amends the date for discussion of approval of the Development Permit for the Women's Transition House to be located on Lot 1, District Lot 380 SDYD Plan KAP85777 (19th Street north of 68th Avenue), and refers the decision to the July 17, 2017, Regular Meeting.

Opposed (1): KROG

CARRIED

6. **REPORTS AND DISCUSSION**
7. **PROPOSED BYLAWS FOR DISCUSSION**
8. **INFORMATION ITEMS**
9. **CORRESPONDENCE ITEMS**
10. **LATE ITEMS**
11. **REPORTS, QUESTIONS AND INQUIRIES FROM MEMBERS OF THE COUNCIL (VERBAL)**
12. **QUESTION PERIOD FROM THE PUBLIC**
13. **IN-CAMERA RESOLUTION**

- a. Chief Administrative Officer

Immediately following the COTW Meeting, Council will hold an In-Camera Meeting.

MOVED BY: THOMPSON

RESOLVED THAT the COTW recommends Council convene an In-Camera Meeting as outlined under Section 90 of the Community Charter to discuss matters in a closed meeting which are subject to

Section 90 (1) (d) the security of the property of the municipality; Section 90 (1) (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality; Section 90 (1)(g) litigation or potential litigation affecting the municipality; and Section 90 (1) (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the Council, could reasonably be expected to harm the interests of the municipality if they were held in public.

BE IT FURTHER RESOLVED THAT persons, other than members, officers, or other persons to whom Council may deem necessary to conduct City business, will be excluded from the In-Camera Meeting.

CARRIED

14. ADJOURNMENT

The Meeting was adjourned at 11:26 am.

MOVED BY: THOMPSON

RESOLVED THAT the July 17, 2017, Committee of the Whole Meeting was adjourned at 11:26 am.

CARRIED

MAYOR FRANK KONRAD

CORPORATE ADMINISTRATIVE
ASSISTANT - DAPHNE POPOFF

THE CORPORATION OF THE CITY OF GRAND FORKS
REGULAR MEETING OF COUNCIL

Monday, July 17, 2017, 7:00 pm
7217 - 4th Street, City Hall Council Chambers

PRESENT: Mayor Frank Konrad
Councillor Julia Butler
Councillor Chris Hammett
Councillor Neil Krog
Councillor Colleen Ross (*via telephone*)
Councillor Christine Thompson

ABSENT: Councillor Bev Tripp (*'with Notice'*)

ADMINISTRATION: Diane Heinrich - Chief Administrative Officer - interim /
Corporate Officer
Daniel Drexler - Deputy Corporate Officer
Daphne Popoff - Corporate Administrative Assistant
Dolores Sheets - Manager of Development & Engineering
Services
Cavan Gates - Deputy Manager of Operations & Sustainability
David Bruce - Building Inspector

GALLERY

1. CALL TO ORDER

Mayor Konrad called the Regular Meeting to order at 7:03 pm.

2. ADOPTION OF AGENDA

a. Adopt agenda

July 17, 2017, Regular Meeting agenda

The Mayor advised that he was amending the July 17, 2017, Regular agenda to include, under Item 8 d), from the Manager of Development and

Engineering, the Development Permit for the Women's Transition House, and under Item 12 Late Items, from the RDKB Director Russell, the Disc Golf discussion.

MOVED BY: BUTLER

SECONDED BY: HAMMETT

RESOLVED THAT Council amends the July 17, 2017, Regular Meeting agenda to include, under Item 8, point d), from the Manager of Development and Engineering, the Development Permit for the Women's Transition House and under Item 12 Late Items, from the RDKB Director Russell, the Disc Golf discussion.

CARRIED

MOVED BY: BUTLER

SECONDED BY: KROG

RESOLVED THAT Council adopts the July 17, 2017, Regular Meeting agenda as amended.

CARRIED

3. **MINUTES**

a. Adopt minutes - COTW

June 19, 2017, Committee of the Whole Meeting minutes

MOVED BY: THOMPSON

SECONDED BY: KROG

RESOLVED THAT Council adopts the June 19, 2017, Committee of the Whole Meeting minutes as presented.

CARRIED

b. Adopt minutes - Regular

June 19, 2017, Regular Meeting minutes

MOVED BY: HAMMETT

SECONDED BY: THOMPSON

RESOLVED THAT Council adopts the June 19, 2017, Regular Meeting minutes as presented.

CARRIED

- c. Adopt minutes - Regular

June 26, 2017, Regular Meeting minutes

MOVED BY: THOMPSON

SECONDED BY: HAMMETT

RESOLVED THAT Council adopts the June 26, 2017, Regular Meeting minutes as presented.

CARRIED

4. **REGISTERED PETITIONS AND DELEGATIONS**

5. **UNFINISHED BUSINESS**

6. **REPORTS, QUESTIONS AND INQUIRIES FROM MEMBERS OF COUNCIL**

- a. Corporate Officer's Report

Written reports of Council

Councillor Krog read the following statement:

"I have been advised that Section 107 of the Community Charter talks to municipal contracts with members of Council and must be reported at a Council meeting that is open to the public.

My company has been asked to provide catering services for the upcoming Snowbird event.

The funding for this event is being provided from different community stakeholders, one of them being the City of Grand Forks.

Even though I do not have a contract with The City of Grand Forks, I would like to inform Council and the public about the service my company will be providing.

I will be organizing, preparing, cooking and serving food with no monetary compensation for my company or myself.

Any invoices submitted for payment to the event organizers will be for the actual cost of food and serving labour only. No charges will be made for the use of my commercial kitchen, operating expenses, the catering equipment required as well as my time and labour.

This is my contribution to seeing this free event come to our community.

Thank You,

Neil Krog, Twisted Forks Catering"

MOVED BY: HAMMETT

SECONDED BY: THOMPSON

RESOLVED THAT all reports of Council submitted to the July 17, 2017, Regular Meeting be received.

CARRIED

7. REPORT FROM COUNCIL'S REPRESENTATIVE TO THE REGIONAL DISTRICT OF KOOTENAY BOUNDARY

a. Corporate Officer's Report

Verbal report from Council's representative to the Regional District of Kootenay Boundary

Read the RDKB agendas here:

<https://rdkb.civicweb.net/filepro/documents/314>

Mayor Konrad had no report at this time.

8. RECOMMENDATIONS FROM STAFF FOR DECISIONS

a. Application for subdivision in Agricultural Land Reserve on 75th Ave.

Manager of Development and Engineering

Discussion:

- urban encroachment on agricultural land concerns
- other areas of exploration, angle parking
- safety issues

MOVED BY: KROG

SECONDED BY: HAMMETT

RESOLVED THAT Council supports the application for subdivision of Lot 2, District Lot 520, Plan KAP5090 Land District 54, except Plan 5210, 8653, 11971, 12795, 13376, 19535, 21583, 23494 and 38138, and excluding portions outlined red on Plans B7375 and E10098, located north of 75th Avenue at 25th Street, and direct staff to complete the Local Government Report to Agricultural Land Commission.

CARRIED

- b. Policy 114 name change

Deputy Manager of Operations

MOVED BY: THOMPSON

SECONDED BY: KROG

RESOLVED THAT Council change the name of "Policy 114 - Temporary Commercial Use on Public Property" to "Policy 1208 - Temporary Commercial Use on Public Property"

CARRIED

- c. Policy 1207 – Use of City Property or Facilities

Deputy Manager of Operations

MOVED BY: HAMMETT

SECONDED BY: THOMPSON

RESOLVED THAT Council adopts "Policy 1207 – Use of City Property or Facilities".

CARRIED

- d. Development Permit for Women's Transition House

Manager of Development and Engineering

MOVED BY: THOMPSON

SECONDED BY: HAMMETT

RESOLVED THAT Council approves the Development Permit for the Women's Transition House to be located on Lot 1, District Lot 380 SDYD Plan KAP85777 (19th Street north of 68th Avenue).

Opposed (1): KROG

CARRIED

9. REQUESTS ARISING FROM CORRESPONDENCE

10. INFORMATION ITEMS

a. UBCM 2017 Convention Registration

UBCM 2017 Convention will be held at the Vancouver Convention Centre from September 25-29, 2017

Discussion:

- all councillors and Mayor Konrad would like to attend
- bring forward homelessness, drug and mental health issues
- meetings with Ministers, Mayors Caucus, Interior Health

MOVED BY: THOMPSON

SECONDED BY: BUTLER

RESOLVED THAT Council receives for discussion the UBCM 2017 Convention information registration.

CARRIED

11. BYLAWS

12. LATE ITEMS

a. Disc Golf Discussion

RDKB Director Russell

MOVED BY: BUTLER

SECONDED BY: THOMPSON

RESOLVED THAT Council directs staff to investigate the suitability of use for Parcel Z for:

- a) the purpose of a Disc Golf course,**
- b) work with the Grand Forks Disc Club to develop a plan and Stewardship Agreement,**
- c) exploring a partnership with rural Grand Forks to deliver the possible project, and**
- d) bringing forward a report to Council prior to the end of October 2017.**

CARRIED

13. QUESTIONS FROM THE PUBLIC AND THE MEDIA

- Kate, The Gazette, inquired if Disc Golf was the same as Ultimate Frisbee?
 - No, they are two different events
- Task Force for homelessness to include Area D
- Ray Hanson inquired as to the possibility of parking on the west side of Hutton's paved area
 - this was a bus zone area
- Mental health and substance abuse resources available through IHA, a coordinator has attended Whispers once a week as an outreach program
- Gloria Koch inquired as to the smoke in the air and the Snowbirds show

14. ADJOURNMENT

The Regular Meeting was adjourned at 7:46 pm.

MOVED BY: HAMMETT

SECONDED BY: THOMPSON

RESOLVED THAT the July 17, 2017, Regular Meeting was adjourned at 7:46 pm.

CARRIED

Mayor Frank Konrad

Corporate Administrative Assistant –
Daphne Popoff

NOT YET ADOPTED

**THE CORPORATION OF THE CITY OF GRAND FORKS
SPECIAL TO GO IN-CAMERA MEETING OF COUNCIL**

Tuesday, August 1, 2017

PRESENT: Mayor Frank Konrad
Councillor Chris Hammett
Councillor Neil Krog
Councillor Colleen Ross (via Telephone)
Councillor Christine Thompson
Councillor Bev Tripp

ABSENT: Councillor Julia Butler

ADMINISTRATION: Diane Heinrich - Chief Administrative Officer - interim /
Corporate Officer
Daniel Drexler - Deputy Corporate Officer
Dale Heriot – Fire Chief
David Bruce – Building Inspector
Bud Alcock – Bylaw Enforcement

GALLERY

1. CALL TO ORDER

The Mayor called the August 1, 2017, Special to go In-Camera Meeting to order at 2:05 pm.

2. IN-CAMERA RESOLUTION

a. Adopt Resolution as per Section 90

MOVED BY: THOMPSON

SECONDED BY: TRIPP

RESOLVED THAT Council convene an In-Camera Meeting as outlined under Section 90 of the Community Charter to discuss matters in a closed meeting which are subject to Section 90 (1) (d) the security of the property of the municipality; Section 90 (1) (e) the acquisition,

disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality; and Section 90 (1)(g) litigation or potential litigation affecting the municipality.

BE IT FURTHER RESOLVED THAT persons, other than members, officers, or other persons to whom Council may deem necessary to conduct City business, will be excluded from the In-Camera Meeting.

CARRIED

3. LATE ITEMS

4. ADJOURNMENT

MOVED BY: TRIPP

RESOLVED THAT the meeting be adjourned at 2:06pm.

CARRIED

Mayor Frank Konrad

Deputy Corporate Officer - Daniel
Drexler

**THE CORPORATION OF THE CITY OF GRAND FORKS
SPECIAL TO GO IN-CAMERA MEETING OF COUNCIL**

**Tuesday, August 8, 2017, 11:00 am
7217 - 4th Street, City Hall Council Chambers**

PRESENT: Mayor Frank Konrad
Councillor Julia Butler
Councillor Chris Hammett
Councillor Neil Krog
Councillor Colleen Ross (via Telephone)
Councillor Christine Thompson
Councillor Bev Tripp

ADMINISTRATION: Diane Heinrich - Chief Administrative Officer - interim /
Corporate Officer
Daniel Drexler - Deputy Corporate Officer

GALLERY

1. CALL TO ORDER

Mayor Konrad called the Special To Go In-Camera Meeting to order at 11:05 am.

2. IN-CAMERA RESOLUTION

a. Adopt Resolution as per Section 90

Brief discussion ensued regarding details about information available in in-camera meetings.

MOVED BY: THOMPSON

SECONDED BY: KROG

RESOLVED THAT Council convene an In-Camera Meeting as outlined under Section 90 of the Community Charter to discuss matters in a closed meeting which are subject to Section 90 (1) (d) the security of the property of the municipality; Section 90 (1) (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the

interests of the municipality; and Section 90 (1)(g) litigation or potential litigation affecting the municipality.

BE IT FURTHER RESOLVED THAT persons, other than members, officers, or other persons to whom Council may deem necessary to conduct City business, will be excluded from the In-Camera Meeting.

Opposed (2): BUTLER, and TRIPP

CARRIED

3. **LATE ITEMS**

4. **ADJOURNMENT**

MOVED BY: THOMPSON

RESOLVED THAT the meeting be adjourned at 11:07 am.

CARRIED

Mayor Frank Konrad

Deputy Corporate Officer - Daniel
Drexler

Council Delegations

Background

Council for the City of Grand Forks welcomes public input and encourages individuals and groups to make their views known to Council at an open public meeting.

Council needs to know all sides of an issue, and the possible impacts of any action they make take, prior to making a decision that will affect the community. The following outline has been devised to assist you in preparing for your presentation, so that you will understand the kind of information that Council will require, and the expected time frame in which a decision will be forthcoming. Council may not make a decision at this meeting.

Presentation Outline

Presentations may be a maximum of 10 minutes.

Your Worship, Mayor Konrad, and Members of Council, I/We are here on behalf of

Grand Forks & District Fall Fair.

to request that you consider granting us fund to
help with fencing the site.

The reason(s) that I/We are requesting this action are:

At the end of last year we had
no funds left. We where not able
to recieve our BC Gaming Grant.

I/We believe that in approving our request the community will benefit by:

Allowing the Fall Fair to have a
secure, marked area, allowing for
the Fair to be able to operate in
the Parks area.

Council Delegations (cont.)

I/We believe that by not approving our request the result will be:

It will be very challenging to maintain security and keep track of paid attendees.

In conclusion, I/we request that Council for the City of Grand Forks adopt a resolution

stating: They will grant the fall fair \$1400.00 to help cover the cost of perimeter fence and animal fence.

Name: Danna O'Donnell

Organization: Grand Forks & District Fall Fair

Mailing Address: Box 704 G.F. BC. ND 58110
(Including Postal Code)

Telephone Number: 250 443 3276

Email Address: grandforksfallfair@gmail.com

The information provided on this form is collected under the authority of the Community Charter and is a matter of public record, which will form a part of the Agenda for a Regular Meeting of Council. The information collected will be used to process your request to be a delegation before Council. If you have questions about the collection, use and disclosure of this information contact the "Coordinator" City of Grand Forks.

N:Forms/Delegation Form



*Rooted In Tradition,
Growing for Tomorrow*

BC's Agricultural Fairs and Their Impact in BC Communities

**Community Benefits and Strategic Direction
2013**

Funding provided by:



**Investment
Agriculture
Foundation**
of British Columbia



**Agriculture and
Agri-Food Canada**

**Agriculture et
Agroalimentaire Canada**

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Community Benefits and Strategic Direction
November 2013

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Community Benefits and Strategic Direction
November 2013

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Executive Summary

This document reports on research conducted by BC Fairs in 2013 to explore the community benefits and strategic direction of BC's agricultural fairs. The research was primarily focused through surveys and direct consultation with BC's Fair Associations and their stakeholders.

Throughout British Columbia an estimated 61 agricultural fairs deliver events and other programming that brings their community together and provides economic benefits for the community and for the agricultural economy. Forty six of the agricultural Fair Associations are members of the BC Association of Agricultural Fairs and Exhibitions ("BC Fairs"). BC Fairs is mandated to provide leadership, communication, industry development, industry relations and other appropriate programming. Data for the Pacific National Exhibition are not included in quantitative analyses because in many respects they would dominate the results.

A 100 year plus history confirms the value and sustainability of the agricultural fair

- Although challenged by limited human and financial resources BC's Fair Associations continue to deliver wholesome and tangible benefits for BC's communities and population.
- In many communities the agricultural fair is the major annual community event and celebration.
- 56% of survey respondents indicate the health of their Fair Association is improving compared with previous years, versus 17.6% who indicated deterioration. The Fair Associations indicate the improvement is a result of innovation and dedication by the Boards of Directors and the support of their communities.
- BC's Fair Associations use 777 hectares of land to stage their events.
- Throughout their history, Fair Associations have consistently provided many of the community facilities used for community gatherings, meetings and shows, agricultural shows and many other events and entertainment.
- One third of the Fair Associations own the facilities they use for their events, one third own some of their facilities and the remaining third use facilities owned mainly by their local government.
- Facilities owned by the Fair Associations are aging and provision must be made for renovation.

BC's Fair Associations engage local and provincial populations:

- Broad ranging programming and events capture the imagination and support of all segments of the population, including urban and rural, young and old, families and individuals
- Attendance at the 1,316 events staged in 2012 by BC's Fair Associations was 1.44 million, including 1.16 million at their annual agricultural fairs. These numbers increase dramatically with the inclusion of the Pacific National

Exhibition, which reported 2012 attendance of 800,000 at its annual exhibition and a further 375,000 guests outside fair time.

- Attendance at the annual agricultural fairs includes 847,000 local residents and 313,000 who travel to an agricultural fair as least an hour away from home (not including PNE).
- Attendance counted at BC's annual agricultural fairs is equivalent to 19% of the entire population of British Columbia, again not including PNE.

Fair Associations directly produce economic benefits for BC communities

- The Fair Associations themselves spend \$13.3 million annually directly in their own communities or close in region and a further 1.5 million elsewhere, mainly in BC. PNE reported an additional \$50.4 million in spending.
- Attendees are estimated to spend \$17-25 million on site at the annual agricultural fairs (not including PNE). Local residents are estimated to spend a further \$9.5 million in the community in connection with their visit.
- Non-residents travelling to agricultural fairs located more than an hour away from home are estimated have spent \$15.7 million, including their onsite spending and other expenditures during their visit.
- Spending by contracted attractions, exhibitors and competitors in British Columbia is believed to significantly exceed \$10.0 million annually.

BC's agricultural fairs bring the local food chain into perspective

- Changing trends in agriculture indicate increasing consumer interest in local agricultural production and innovation. People want to know what they eat.
- Fair Associations are increasingly engaging, promoting and celebrating local agricultural producers and innovators, thus increasing their relevance to their local community and agricultural producers.
- This evolving focus returns the Fair Associations to their roots of 100 years ago, when their local agricultural community comprised mostly small farms.

Agricultural Fair Associations are connected

- The 700 individuals who volunteer as members of the Boards of Directors of the Fair Associations report their current or previous occupations spanned all sectors of the economy.
- Many local community organizations benefit financially from the Fair Associations through contracts at fair time and discounted or free rental of facilities year round.

Agricultural fair events blend traditional and new entertainment

- Responding to the expectations of their attendees Fair Associations produce events that range from traditional agricultural shows and activities to business development for local agricultural producers and high energy entertainment.

Fair Associations are characterized by dedicated volunteers

- 11,500 volunteers contribute 127,000 hours to support their local Fair Association

Agricultural fairs are not a “one size fits all” proposition

- Agricultural fairs have evolved with their communities and grown with the vision of their leaders, while maintaining their important traditional values.

Future direction will depend on focus, planning, communication and innovation

- Fair Associations need to engage their communities more closely in order to build new alliances and new strategic direction.

BC Fairs

- Fair Associations rated BC Fairs programming and communication tools as valuable and particularly acknowledge the extent and quality of support provided by the Staff and Board of BC Fairs
- The Fair Associations rate the BC Fairs programs focused on industry leadership and representation to be the most valuable.
- The Fair Associations seek programming from BC Fairs that will contribute to their strategic direction for the future.
- BC Fairs is challenged by very limited financial and human resources and must seek additional support in order to provide the leadership and resources expected by the industry.

Key Recommendations

- *For BC Fairs:*
 - Implement a new communication plan for the industry to raise awareness and the visibility of BC's Fair Associations and their contribution; Consider industry re-branding to bring greater relevance to the benefits driven by the Fair Associations
 - Establish a mentorship program to encourage peer interaction and support among member Fair Associations.
 - Explore a new funding model for BC's fairs industry to facilitate continued growth and new initiatives focused on expanding the social, economic and agricultural benefits for communities.
 - Seek out strategic alliances for the industry.
 - Assist Fair Association Boards of Directors to enhance their professionalism and leadership.
 - Engage First Nations and ethnic population groups to determine appropriate strategies to encourage them to participate more in agricultural fairs.
- *For the Fair Associations:*
 - Set the future direction of the Fair Association through focused consultation with key stakeholders and strategic planning.

- Execute a year-round community engagement and communication plan to promote dialogue on the contribution and direction of the Fair Association.
- Pursue new initiatives to engage and promote local agricultural producers and innovators and connect them to customers.
- Add vibrant, educational and interactive entertainment within the agricultural component of the fair, supporting traditional programming, to expand the engagement of fair attendees.
- Prioritize development of the business of the Fair Association to drive new initiatives and programming, leading to enhanced value.

The enthusiastic contribution to this research by BC's Fair Associations, community participants and other stakeholder is strongly appreciated.

Introduction

This document reports on research to document the status of BC's agricultural fairs and exhibitions. The research was focused on the business of BC's fair associations, addressing the benefits accruing to their communities and opportunities to enhance their strategic direction.

The work was conducted on behalf of the BC Association of Agricultural Fairs and Exhibitions ("BC Fairs"), the industry association whose members are 46 of the estimated 61 community agricultural fairs. The research lead to conclusions and recommendations that may contribute to the strategic direction of BC's agricultural fairs community and increasing benefits for their stakeholders.

A grant from the Investment Agriculture Foundation of British Columbia contributed to funding the work.

Purpose

The purpose of the research is:

- Explore the current status and challenges and opportunities facing BC's fairs
- Identify priorities for the future direction of BC's fairs industry
- Provide some "how to" suggestions for fairs
- Provide directional recommendations for BC Fairs as the agricultural fairs industry umbrella association
- Provide criteria against which to measure progress and priorities.

Methodology

The research was conducted using a combination of quantitative and qualitative methods. The following approach was employed:

1. A detailed discussion was held with the Board of Directors of BC Fairs to clarify the business environment in which the fairs operate and the key objectives and methodology for the research
2. Two online surveys of BC's agricultural fairs were launched concurrently. Members of BC Fairs and other agricultural fair associations that are not members of BC Fairs were invited to participate in the surveys.
 - a. The first survey addressed the structure, organization and operation of the respondent fair associations, exploring their activities, target markets, community relationships, leadership, priorities, opportunities, barriers and challenges. A total of 35 Fair Associations responded to the survey. Agricultural fair associations that are not members of BC Fairs provided two of the responses to the qualitative survey. Most respondents to this survey answered all questions they were asked.

- b. The second survey focused on target markets, attendance, financial operations, ticket sales and human resources. A total of 32 Fair Associations responded to this survey, most of which were members of BC Fairs. This survey was challenging for some Fair Associations and a small proportion was unable to answer some of the financial questions.
3. Following completion and preliminary analysis of the surveys a round of interviews was conducted with Fair Association Boards of Directors around BC. A total of 29 fair associations were engaged in this interview program. The interviews were conducted to explore community relationships and strategic direction in an exploratory format. Two kinds of interview were conducted:
 - a. Three focus group discussions, in which representatives of a total of 12 Fair Association were engaged: These discussions were held in Saanich, to include fair association representatives from southern Vancouver Island, Courtenay, to include representatives of northern Vancouver Island and Sunshine Coast fair associations and Cloverdale, to engage fair association representatives from the Fraser Valley.
 - b. Individual interviews, each of approximately two hours duration, were conducted with representatives of 17 Fair Association Boards, in locations throughout BC ranging from Fort St John to Burns Lake to Creston to the Alberni Valley. A small number of interviews were conducted during the BC Fairs 2013 Convention at Sun Peaks.
4. During the interview tour a program of informal discussions was organized with figures in the various communities visited. These interviews were with individuals in local government, community organizations, academia, the hospitality industry and others in the community. Approximately 30 interviews of this nature were conducted.
5. Interviews were conducted with key government and industry stakeholders and affiliated organizations.
6. An interim presentation of the results was made at the 2013 BC Fairs Annual Convention.
7. The results of the surveys and all interview programs were synthesized to form this report.

BC Fairs Membership and the Base for Forecasts

It is important to consider a base for forecasting data regarding BC's agricultural fairs. It is known there are more agricultural fairs in British Columbia than are members of BC Fairs.

Membership of BC Fairs includes 46 fair organizations, referred to in this research as "fair associations". The agricultural fairs that are BC Fairs members are located in communities throughout the province of British Columbia.

General discussion suggests there may be approximately 15 additional agricultural fair organizations in BC. Thus BC Fairs' membership likely includes 75% of all agricultural fairs in the province. There are also many community fairs and

community festivals that do not consider themselves to be agricultural fairs as they do not have a significant agricultural component.

A later section of this report addresses the challenge of focus and identity for the many kinds of fair staged in BC. That discussion concludes that many other community fairs and community festivals have very similar characteristics to those identified as “agricultural fairs” – including some agricultural displays and programming. However, the 46 agricultural fairs included in BC Fairs membership and the other approximately 15 fairs also identified as agricultural fairs are likely the core of this historic community of agricultural fairs organizations.

In order to provide a reasonable base, calculations and forecasts in this report are based on two scenarios as appropriate:

- The 46 agricultural fair associations represented by membership in BC Fairs
- Forecasts for a total of 61 fairs (46 BC Fairs members and 15 non-members).

For clarity, forecasts and other data reported do not include the Pacific National Exhibition. This exclusion was made to avoid the extreme domination of quantitative data by the PNE, given the sheer size of PNE compared with other Fair Associations. However, while not included in general PNE data are referred to where appropriate.

Overall, 35 of BC’s fair associations responded to the qualitative survey and 31 to the quantitative survey. Two non-members responded to the qualitative survey and one non-member responded to the quantitative survey. Three agricultural fairs that are not members of BC Fairs were included in the interview program.

The impact of including or not including survey data provided by the non-members results in minimal difference in data forecasted to represent a 46-member base. Therefore they are included.

Acknowledgements

The authors would like to acknowledge the support of BC’s agricultural fair associations, community, government and other stakeholder contacts, and BC Fairs for their support and enthusiasm in this project. The commitment of the Boards of Directors and other representatives of BC’s fair associations to this work was outstanding.

Funding for this project has been provided by Agriculture and Agri-Food Canada through the Canadian Agricultural Adaptation Program (CAAP). In British Columbia, this program is delivered by the Investment Agriculture Foundation of BC.

Agriculture and Agri-Food Canada (AAFC) is committed to working with industry partners. Opinions expressed in this document are those of the authors and not necessarily those of AAFC or the Investment Agriculture Foundation.

Fairs Statistics

This section of the report summarizes some key statistics concerning the community of BC's agricultural fairs. The research identified some key high-level findings about BC's Fair Associations:

- **The 46 Fair Associations that are members of BC Fairs staged 990 events in 2012. That suggests the estimated 61 Fair Associations in BC staged 1,313 events**
- Most fairs, and most of those owning their own facilities, staged multiple events during the course of the year. Just 17 of the BC Fairs member Fair Associations deliver only one annual event
- BC Fairs member Fair Associations attracted more than 1.0 million attendees at their events, including 840,000 attendees at their “most important annual event”, suggesting BC's 61 agricultural fairs in total attracted more than 1.3 million attendees. The Annual Report of PNE indicates attendance at their annual event was 800,000
- The research shows that approximately 75% of attendees at events organized by the Fair Associations are residents of the local community. The remainder are mostly from regional or secondary markets
- 80% of the respondent Fair Associations report that they require a ticket for entry or they conduct gate counts, thus providing confidence in attendee forecasts
- Projected to include all 61 Fair Associations the Fair Associations that actually sell tickets sold, for their major annual event:
 - 522,104 single entry tickets
 - 24,603 multi day tickets
 - 10,580 family or group tickets
- BC Fair Associations are mostly operated by volunteers, although 60% of the respondents indicated they have one or more employees. The cumulative total number of employees reported is 440 employees. However, three quarters of the employees are seasonal part time or casual and are focused on staging events – mostly the annual agricultural fair
- Fair Associations report cumulative annual budgets of \$14.8 million, not including PNE, and indicated approximately 90% of their expenditure takes place in their own community or in their community's normal trading area.

The research revealed positive benefits and areas in which improvement would benefit the Fair Association and its events, the direct stakeholders, and the community.

- The Good:
 - Fairs contribute significant measurable and positive benefits for their communities and stakeholders
 - They reinforce tradition and provide an annual forum and celebration for urban and rural populations, the business community and agricultural sector to come together
- The Bad:
 - Many Fair Associations would benefit from more effective engagement of their communities and other stakeholders
 - Fairs are challenged by human and financial resource limitations.
 - Volunteers are stretched thin and hard to attract
- The Ugly:
 - Some fairs have a challenging future - they need to take positive action and re-focus to survive.

Positive Direction

All of the interviews conducted with Fair Associations began with a discussion about success stories and accomplishments of the Fair Association during the past two to three years. **Discussions about success stories revealed significant achievements in many areas, including:**

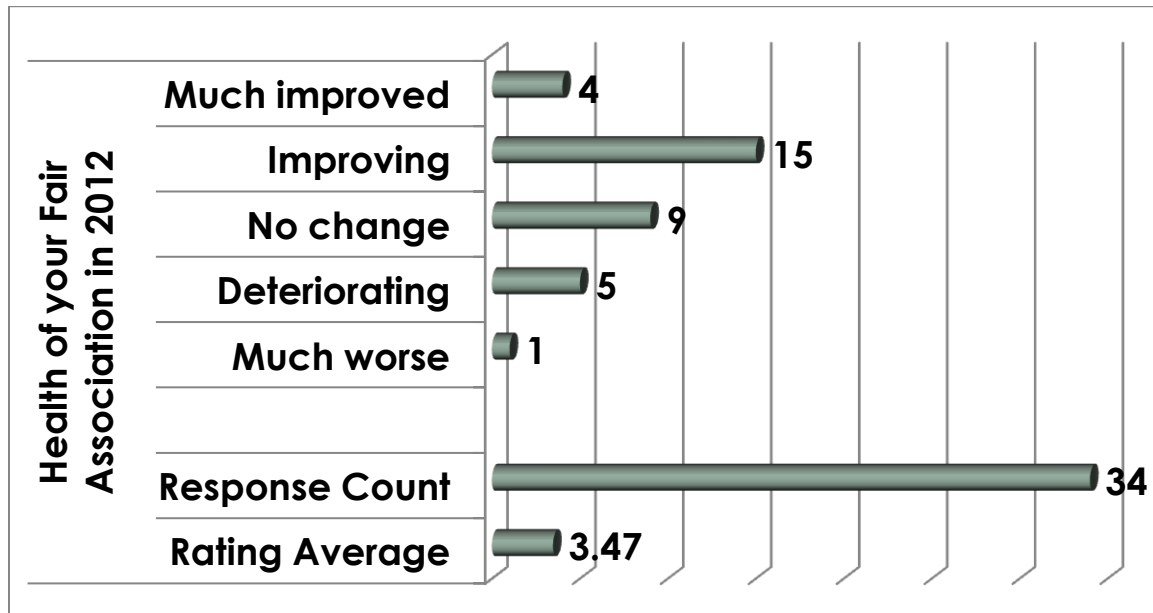
- Innovation in fair operations
- Creative programming and relationships
- Benefits for the communities
- Benefits for other stakeholders
- Enthusiasm
- Board development achievements
- Growth in their many deliverables.

However, it was noted that in many cases the Fair Associations have not talked in their community about their achievements. Thus progress and innovation achieved often go unnoticed. This is an important issue. In many communities the Fair Association may be able to increase local support and participation from business, local government and other community organizations by stronger communication and engagement.

During the interviews many Fair Associations indicated they tend to maintain a low profile in their community – some indicated that is the “Canadian way”. However, several challenges they face may be better addressed with broader community support. **Closer engagement of the community would directly benefit the visibility, success and support of the Fair Association.**

The Health of BC's Fair Associations

BC's Fair Associations report that compared with recent previous years, the general health of their Fair Association in 2012 was improving. Compared with 14% of the respondents reporting "no change", **56% of the survey respondents reported improvement in the health of their Fair Association** compared with 18% who reported deterioration. The following chart illustrates the ratings assigned by Fair Associations using a five point scale where 1 means "much worse" and 5 means "much improved".



Discussions with Fair Associations during the interviews indicated the improvements are a result of the renewed focus of their Board, growing consumer and community support and the confidence that results from continuing recovery in the economy.

General data

The survey asked respondents the question "In which community or district does the largest proportion of people who attend your major event live?" respondents were then asked to indicate the approximate population of those communities. These data were verified during analysis by reference to provincial population data for 2011 and the population estimates provided were judged to be appropriate or were corrected. The following analysis provides a perspective on the primary market served by the fairs.

The primary markets defined by the Fair Associations include many more than 46 of BC's communities or regions. The following table presents a summary of the 31 response, banded by categories of population size.

Population Range Served	Total population served	Number of fair associations reporting
75,000 and over	1,481,000	8
20,000 to 74,999	300,000	9
5,000 to 19,999	100,000	9
Less than 5,000	11,700	5
Total	1,892,700	31

Based on these data, it is likely **BC's 61 agricultural fairs serve 3.5-3.7 million people, or almost all (95%) of the 3.9 million residents of BC's 156 cities, towns, villages and regional district municipalities.**

There will be overlaps in service coverage. As fair associations grow they increasingly attract attendance from nearby or regional communities – some of which may also have their own, local agricultural fair. This issue was addressed in the interview program with local and more regionally focused fair associations. Interviewees confirm that many residents of their communities will attend both their own fair and a larger, more regional event or smaller, more local event.

The research sought to address this overlap through the survey by asking respondents about their secondary markets, with the question “What is the second most important community or district for you as a market for your major annual event”.

Not surprisingly, responses to this question identified larger scale population areas. Some respondents did not identify, or were unable to define, a secondary market. Further, responses to this question naturally revealed significant overlaps as many of the respondents that were able to define secondary markets were clearly regionally attractive.

The sum of the 25 responses that quantified their secondary markets identified a population area of 7.8 million people – nearly double the provincial population. It is also clear from discussions with several of these Fair Associations that they do, indeed, attract significant numbers of attendees from their secondary markets. Again extending these data to BC's 61 fairs suggests that most residents of BC are within the market of four or more fairs.

While the population included in this secondary market analysis is dominated by responses from larger, regionally focused fair associations it is important to note that six of the 25 responses to this question reported a secondary market size of 10,000 or less.

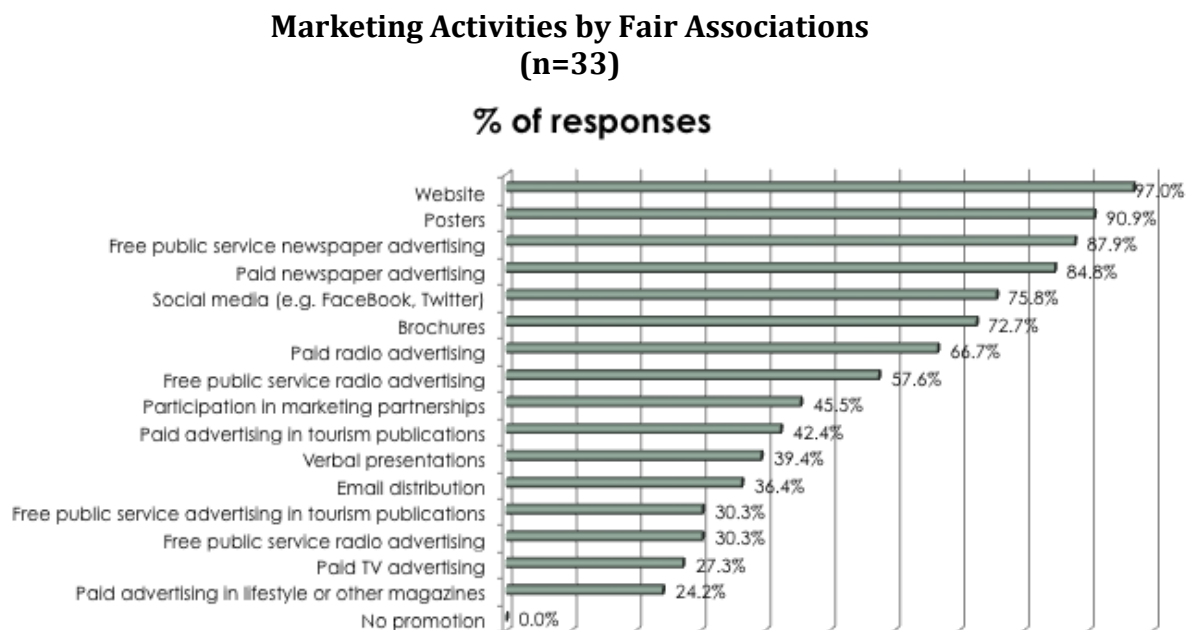
Event Marketing

The surveys reveal that most (87.5%) of the responding Fair Associations spend money on advertising and promotion to attract people who reside less than one hour away – generally their primary market. Discussions in the communities indicate that although residents know when and where the annual agricultural fair takes place it is still important to remind them and motivate them to attend, compete or exhibit.

The respondents indicating they do not spend money on advertising and promotion are in the smallest communities, where the Fair Association tends to operate only one single day agricultural fair event, but that event is one of the community's major events of the year. However, it appears they generally use local signage and self produced posters to promote their event. Promotion in those communities also takes place naturally by word of mouth through individuals showing, exhibiting, competing or volunteering at the event.

Marketing Investments

The following table indicates the percentage of respondents indicating that they used each of the various marketing tools listed to promote their events.



The use of electronic media by Fair Associations is clearly quite common. Several discussions during the interviews reinforced the value and benefits of social marketing.

Fair Associations are encouraged to continue to be progressive with respect to their marketing activities, but to be aware of the value they gain as a return on their marketing investment.

The Major Annual Event

For most of the Fair Associations the major annual event is the agricultural fair. The following table shows the percentage of Fair Associations that included each of the listed components in their major annual event.

Category	Major components	% of Fair Associations that include this component in their major annual event in 2012 (n=33)
Food and beverage		
	Food court/outlets	93.9%
Agricultural content		
	Agricultural exhibits	87.9%
	Agricultural showcase	75.8%
	Agricultural competition	75.8%
	Livestock show	69.7%
	Farmers Market	27.3%
	Rodeo	21.2%
Community		
	Heritage showcase	75.8%
	Educational events	69.7%
	Business showcase	54.5%
	Parade	45.5%
	Trade show	27.3%
	Consumer show	9.1%
Entertainment		
	Local community stage shows	78.8%
	Headline concerts	36.4%
Fun activities		
	Games and skill challenges	57.6%
	Midway	39.4%
	Horse racing	3.0%
	BMX events	3.0%

In addition to these key components the Fair Associations identified many other components of their major annual event, including:

- Aboriginal area
- Craft vendors, kids carnival, silent auction, raffle
- Draft and light horse show
- Logger sports and shows
- A “top hand” competition for cowboys
- Lawnmower racing
- Major celebrations (e.g., 100th year celebrations)
- Sectional displays

- Community Groups promotion
- Etc.

It is clear from the interviews with Fair Association Boards that the continued evolution of the fair as their major annual event is a key issue. Attendees expect to see the event components they are accustomed to seeing but also look for new and interesting components. Further insight came from discussions with other stakeholders and others in the community.

Some interesting challenges were discussed in depth during the interviews, including:

- The difference between what is a viable fair concept for a local community agricultural fair and a regional fair and exhibition
- The balance between agriculture and entertainment
- The difficulty experienced by some Fair Associations that have tried to attract a midway – and the way in which the midway impacts the operation of the fair
- The importance of actively engaging attendees with local producers
- The importance of exposing attendees to new knowledge about smaller scale farming and local agricultural production
- The opportunity and the challenge of building entertainment out of agriculture to increase the engagement of the attendees
- Balancing the fair experience to engage all demographic groups
- The challenges of appropriately engaging First Nations and various cultural groups
- The importance and entertainment value of heavy horse events and the cost of staging those events
- Declines in livestock participation (e.g., reducing presence of bull activity) but the importance of livestock in attracting and engaging the attendees
- Challenges in decision making about potential new activities

These discussions revealed some of the operating challenges faced by the Fair Associations with respect to their major annual event. **BC Fairs may consider approaches to help its members with these quandaries. Approaches may include:**

- **Building a forum for Fair Associations to discuss these topics with their peers on an ongoing basis, thus building on the success of the Fair Managers Forum at the Annual Convention.**
- **Developing and documenting specific outline strategies to assist Fair Associations to address regularly identified or clearly definable topics.**

Number of events

All of the Fair Associations operate at least one agricultural fair or a community fair with an agricultural focus. However, the research shows that just 11 (36%) of 31 Fair Associations answering this question in the quantitative survey reported that they stage only one event per year – their agricultural fair.

This report has noted previously an estimate that there are 15 Fair Associations in BC that are not members of BC Fairs. The research shows that at least some of these deliver more than one event per year, but it is presumed most are smaller organizations that deliver just one annual agricultural fair.

Based on the survey data, the following table provides an analysis of the events staged by the respondents.

Type of Event	% of Fair Associations staging these events	Number of events staged by all respondents (n=31)	Estimated total number of events staged by BC Fairs Members	Estimated Total Number of Events staged by all BC Agricultural Fair Associations
Agricultural fairs	100	32	47	63
Educational events	29	43	64	85
Farmers Markets	23	102	151	201
Entertainment events	23	105	156	207
Swap meets or flea markets	19	76	113	150
Festivals	13	4	6	8
Rodeos	13	4	6	8
Trade shows	10	17	25	33
Auctions	10	12	18	24
Consumer shows	3	4	6	8
Other events	26	270	401	531
Overall number of events in 2012		669	993	1316

In this table the estimated total presumes that the non-members of BC Fairs deliver a similar program of events to the BC Fairs members. Further, it is noted that one of the respondent fairs reports staging two agricultural fairs annually.

Attendance

Overall 2012 attendance at all events staged by BC's estimated 61 agricultural fairs is estimated to be 1.44 million, or an average of 23,540 per Fair Association, including 1.08 million attendee days at the 46 BC Fairs member associations.

Attendance at the major annual event of the 61 BC agricultural fairs is estimated total 1.16 million, with 872,000 at the 46 BC Fairs member Fair Associations' events. Survey respondents indicate their attendance to be an average of 18,945.

Local residents constitute the largest proportion of attendees at the major annual event. **Based on the survey responses it is estimated that a total of 847,000 local residents attend BC's 61 annual agriculture events** (639,000 at the major annual events operated by BC Fairs members). Further **313,000 non-residents visit a BC fair in a community at least an hour away from home.**

The cumulative population of the 61 agricultural fairs' primary markets is estimated to be 4.4 million. Although this report has noted overlaps in primary markets, most of BC's population is enclosed within the primary market areas described by the fairs. Therefore, it is not surprising that the market size equates to BC's 4.4 million residents. BC Fairs' 46 agricultural fairs members directly serve, within their primary market areas, a population of 2.7 million.

The projected attendance suggests **BC's agricultural fairs attract 19.1% of BC's residents to their major annual event.** A larger number of BC residents is included in the cumulative attendance at all of the events delivered by Fair Associations and the events delivered by other organizations in the Fair Associations facilities.

Attendee forecasts provided by the Fair Associations are supported by the fact that 80% of the survey respondents estimated their attendance based on actual gate counts or ticket sales.

Implications of Facility Ownership

The research shows that the ownership of facilities for the fair does not necessarily dictate the number of events the Fair Associations deliver. The following table shows the difference between Fair Associations that own all of their facilities, those that own no facilities and those that own some of their facilities.

The group of Fair Associations identified as owning some, but not all of the facilities used for their events tend to be larger – they own many facilities but still require more so they lease, rent or use additional facilities for their events.

Facility Ownership	Average overall number of events staged	Average overall annual attendance*	Average attendance at most important annual event
Fair Associations owning all of their facilities	16	10,909	11,379
Fair Associations owning no facilities	7	11,860	11,536

Fair Associations owning some of their facilities	48	51,852	36,408
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** Some Fair Associations were not able to estimate total attendance*

Several of the Fair Associations not owning all their facilities operate the facilities year round on behalf of the (generally local government) owner of the facilities but that is not always the case. Fair Associations in this group are not necessarily located close to large urban centres. Each of these groups contains several very progressive and growing Fair Associations.

The number of events Fair Associations stage annually depends on several factors. Fair Associations with extensive facilities will stage multiple events as they have the facilities, they have the opportunity and they need to generate income to support them. There is often also an expectation in the community that the owners should use the facilities in addition to providing them for other community users. More progressive Fair Associations without facilities also often stage more than one event annually as a part of their mission for the community or for agriculture.

Land and facilities

One quarter of the survey respondents (24.2%) report that their Fair Association owns all of the land they use for their events. A further 9% of the respondents report they own some of the land they use. Further, one third of the respondents (33.3%) show that their Fair Association owns all of the facilities in which they stage their events. The Fair Associations that do not own all of the land they use are most likely to use land owned by their local government.

Land Ownership

The following table shows the ownership of land used by the fair associations:

Owner of the land used for Fair Association events	% of Fair Associations reporting this owner
Fair Association is 100% owner	24.2%
Fair Association Partial Owner	9.1%
Fair Association does not own land	66.7%

Other owner of land used by the Fair Association	% of Fair Associations reporting this owner
Local government	48%
Community Park (owned by local government)	16%
Provincial or Federal Government	16%
Another Not-for-Profit Society	16%
Private owner	12%

Based on the survey responses, BC's estimated 61 Fair Associations use a total of approximately 777 hectares of land to stage their events. Approximately one third of that land is allocated to parking for attendees.

The survey respondents indicate they use their land regularly. Approximately 30% of the Fair Associations owning land report that their land is used year round and most the remaining respondents also report frequent use.

Facility Ownership and Use

One third of the survey respondents indicate they own all of the facilities used for their events. Some reported they own facilities on leased land. Among the fairs not owning their own land or facilities, 44% pay rent to use facilities for their events, 40% use facilities on the land they use at no cost and 16% of the Fair Associations reported there are no facilities on the land they use.

Fair Associations Owning their Facilities

The following table summarizes the ownership of different types of facilities by the Fair Associations.

Type of Facility Owned by Fair Associations	% of Fair Associations owning these facilities (n=33)
----------------------------------------------------	--------------------------------------------------------------

Livestock Arenas	33
RV/Camping facilities	18
Race tracks for horse racing	3
Barns	36
Entertainment stages	46
Grandstands	27
Exhibition, conference, convention or banqueting halls	39
Meeting rooms	36
Fair Association Administration Offices	36

Fair Associations have traditionally provided these kinds of facility in their communities. These facilities are core to many activities and events in their communities. Research in several jurisdictions, including this research, shows that these kinds of facility would not exist in many communities had the Fair Association not provided them at some time. Further, the research shows that some community residents view these facilities as community assets, having long forgotten that the Fair Association provided them.

In many communities where the Fair Association has not provided these facilities local municipality has done so – indicating the importance of having such facilities available in the community. This issue is addressed further below. In some cases municipalities have taken over the ownership and operation of these community facilities where the Fair Association, which provided the facilities and originally operated them, has become unable to do so.

Facility Condition

The research shows that the Fair Associations have maintained this community-valued infrastructure in reasonable order. Although the infrastructure is aging, the Fair Associations have emphasized the importance of providing facilities that are safe and in good condition. The following table shows the Fair Associations’ assessment of the condition of the facilities they own:

Type of Facility Owned by Fair Associations	% of Fair Associations reporting this condition description for these facilities (n=11)			
	Deteriorating to the extent they may not be usable in the foreseeable future	Poor condition	Acceptable condition	Good condition
Livestock Arenas			36	64
RV/Camping facilities	0	0	67	33
Race tracks for horse racing			100	
Barns	0	8	33	58
Entertainment stages	0	0	60	40
Grandstands	11	0	67	22
Exhibition, conference, convention or banqueting halls	0	8	39	54
Meeting rooms	0	8	33	58
Fair Association Administration Offices	0	8	42	50

Clearly, despite some challenging financial priorities, the Fair Associations have been able to prioritize the important job of maintaining the condition of the facilities to at least “acceptable” standards. However, this must remain an ongoing priority.

Facilities Used but not Owned by the Fair Association

The Fair Associations reported they use the following facilities owned by others:

Type of Facility	Number of Fair Associations that reported using these facilities NOT owned by the Fair Association (n=23)
Barn(s)	60.9%
Livestock arena(s)	52.2%
Exhibition, conference, convention or banqueting hall(s)	47.8%
Arenas and curling rink(s)	43.5%
Entertainment stage(s)	39.1%
Grandstand(s)	34.8%
Meeting room(s)	34.8%
Administration office(s)	30.4%
RV/campground(s)	26.1%
Racetrack(s) for horse racing	4.3%
Sports racetrack(s) (e.g., BMX)	4.3%

Fair Associations were asked to indicate the ownership of these facilities. Most of the facilities that are not owned by the Fair Associations were reported to be owned

by local governments (69.6%), followed by “other community organizations (26.1%). A small number of facilities were reported to be privately owned or owned by an agriculture or agri-business organization.

The research also shows that 78.3% of the 23 Fair Associations that responded they use facilities owned by other organizations have entered into a lease or rental agreement for the use of the facilities. Further 17.4% of these fair organizations manage the facilities year round on behalf of the owner.

A small proportion (13%) of these Fair Associations are responsible for maintenance and repairs for the facilities that they rent or lease. Most (65.2%) are not responsible for repairs and maintenance and 21.7% report they are responsible for repairs and maintenance on some of the facilities they use.

Use of Fair Association Facilities by Other Organizations

Twelve of the Fair Associations indicated the facilities they own or manage are used extensively by other organizations. Responses to questions in the survey about the number of events staged in their facilities by other organizations or tenants ranged up to “several hundred”. There were two predominant ranges of response: more than 100 (four responses) and less than 50 (eight responses).

The cumulative annual attendance at events staged by other organizations in the Fair Associations’ facilities was estimated by the Fair Associations to be an average of 10,300, or perhaps a cumulative 120,000 people. The following table shows the broad use of the fair facilities owned or managed by Fair Associations.

% of Fair Associations reporting that these organizations use these Fair Association facilities (n=9-15)

Type of Facility Owned by Fair Associations	No other organizations use them	Organizations or individuals who rent them	Individuals who pay user fees	Organizations that use the facilities free or at a discounted rate	Agricultural businesses or organizations	Entertainment Businesses	Corporations and other associations
Livestock Arenas		73	55	91	46		
RV/Camping facilities		67	67	83	50		
Race tracks for horse racing	100						
Barns		67	67	75	33		
Entertainment stages	27	67	40	47	27	40	
Grandstands	11	67	56	67	22	22	
Exhibition, conference, convention or banqueting halls		77	62	69	69	46	62
Meeting rooms	17	75	58	67	42	17	
Fair Association Administration Offices	100						

All but one of the 12 respondents in this category indicated that at least some community organizations used the facilities “free” or at a discounted rate. This is a significant measurable benefit for community organizations, agricultural organizations and other users given free or discounted access to the facilities and for the attendees at their events.

It is clear that the facilities owned or operated by the Fair Associations are a gathering place for the many aspects of community life, funded in many cases by the operation of the Fair Association's events.

The facilities owned by the Fair Associations are also used by organizations based outside the community, including corporations, entertainment businesses, agriculturally-focused businesses, associations and other organizations staging conventions, meetings, shows and other events in the community. This is acknowledged to be an important value for the community and encourages the inclusion of the community in a broader economic environment.

Tourism and Economic Stimulation

Tourism or destination marketing is an investment in economic growth. Two kinds of benefit accrue from non-residents attracted to the community for special events such as fairs and exhibitions:

- Increased general attendance, competition in agricultural events and the number and scope of exhibitors benefit the fair. Benefits include:
 - Building the fair's stature and value for attendees and the community
 - Increased operating revenue from exhibitor and attendance fees, on site spending, etc.
 - Secondary promotion as non-residents discuss or promote their participation in their own communities.
- Non-residents visiting the community spend money at local businesses.
 - They may spend money on overnight accommodation, fuel, food and beverage, retail, and other purchases.
 - Notably they may make purchases from other exhibitors at the fair.
 - Significantly, a benefit of attracting non-residents to the community is that their awareness of the community and its attributes (and merchants) is increased. Many of those non-residents attending the fair are believed to visit the community again at a later date.

Non residents visiting at fair time may be directly motivated to visit the community by the fair. Others may regularly visit the community and choose to attend the fair during a visit – thus their visit may not be motivated directly by the fair. However, regardless of the motivation to visit, **non-residents spend money during their visit both at the fair and elsewhere in the community and that is a direct economic benefit for the community.**

The tourism industry is focused primarily on making investments to achieve economic benefit. Marketing and visitor servicing motivates increasing spending in the community. Of course, it is important that visitors enjoy their visit – research has shown that people spend more money when they are having a good time and

they speak positively about their experience to their friends and relatives – the basis of referral.

The structure of tourism

From the perspective of BC's Fair Associations the tourism industry is segmented into focused components:

- Tourism businesses, who have invested in developing and operating their attraction, hotel, restaurant, transportation system, etc., and who invest in marketing individually and in partnership with other operators to attract customers to spend money with them
 - These businesses will participate in joint investments of time and money with Fair Associations for mutual benefit. Fair Associations participating in these initiatives should understand what each party will invest and how each party benefits from such an investment.
 - Some tourism businesses will provide general sponsorship to support the fair and to gain exposure – and hopefully customers - for themselves. It is incumbent on the fairs, as the recipient of such sponsorship, to explore with the donor how mutual benefits may be achieved.
 - In this respect the fair or other event is a kind of tourism attraction – and thus a tourism business.
- Visitor Centres are located in most communities to provide information for visitors about the tourism businesses
 - An important purpose of the visitor centre is to motivate visitors to spend as much time and money in the community as possible, by exposing them to all of the tourism attractions and other businesses in the community
 - Most visitor centres in BC are “provincial” visitor centres – they promote tourism attractions and businesses in all regions of the province in addition to a special emphasis on promoting the local community and region. They have trained staff or volunteers and receive provincial funding
 - Visitor centres are often operated by the local Chamber of Commerce – but sometimes by destination marketing organizations or other operators
 - In many cases tourism businesses pay to display their brochures at the visitor centre
 - BC Fairs has arranged to display the BC Fairs Annual Fair Guide at Visitor Centres
 - **The opportunity may exist for Fair Associations to motivate their local visitor centre to bring a mobile display and counsellor to promote the community's tourism assets at the fair**

- Local Community Destination Marketing Organizations are tourism marketing agencies for cities, towns and other specific tourism destinations. Many communities have a destination marketing organization.
 - The job of the destination marketing organization is to stage marketing initiatives to raise awareness of the destination and motivate people to visit. Strategies include advertising in targeted markets, attending trade and consumer shows, internet marketing and direct marketing initiatives
 - They build partnerships and packages and work with local tourism businesses to optimize their benefits from visitor spending
 - They are often membership driven but are generally not-for-profit societies funded by a combination of investment by the local tourism businesses, advertising and local or regional government grants and contributions
 - Destination marketing is an expensive proposition and it is often challenging for smaller Fair Associations to commit funds for this kind of investment. **Where there has a community destination marketing organization the local Fair Association should directly engage the organization to ensure their major events are included and promoted as a part of the destination's tourism inventory.**

- Regional Tourism Organizations are focused on marketing and developing their regional tourism destination
 - Under the provincial destination marketing organization "Destination British Columbia" umbrella there are seven Tourism Regions, each with its own active tourism association.
 - Regional tourism organizations develop and facilitate strategies to promote the attributes of their destination area. Strategies include production of regional tourism brochures and websites, participation in consumer and trade shows and extensive media relations.
 - They also facilitate the promotion of provincial tourism promotion tools of Destination British Columbia
 - **BC's Fair Associations. Coordinated by BC Fairs, should work together to engage their regional tourism organization to determine how to position and promote their event(s).**
 - The research indicates the regional tourism organizations are potentially valuable partners for BC's fairs industry but that potential has not been fully developed.

- Destination British Columbia is the provincial facilitator of tourism development and promotion.
 - Destination BC promotes travel to and within BC in selected target markets

- Many tourism development, research and promotion tools are made available by Destination British Columbia
 - The “Hello BC” tourism website offers a promotional opportunity for BC’s agricultural fairs and it is suggested that BC Fairs works with Destination BC and the local Fair Associations to ensure that fairs and other events are included in the “Things to Do: category of the website.
- Working directly with the regional tourism organizations, and with “HelloBC”, is likely the most appropriate approach for most of BC’s agricultural fairs industry to take the best advantage promotional and developmental opportunities developed by the regional tourism organizations and by Destination BC. However, it is also appropriate for BC Fairs to engage Destination BC to promote the value that BC’s Fair Associations contribute throughout British Columbia.

Local Tourism Operators

Discussions with hoteliers and restaurateurs during this research indicate that they benefit directly from fairs that take place in or very near to their community. To support this position, many hotels directly support the fair as sponsors.

The hoteliers and restaurateurs interviewed in this research indicate their most visible benefit of the fair is from exhibitors. The research shows that **most of the attendees at events staged by the Fair Associations are local residents**. Many of those attendees categorized as non-residents (they drive more than about an hour to travel to the event) bring an RV or camp. Many Fair Associations have taken advantage of that market by building their own campgrounds. Some of these visitors make their journey as a day trip and do not stay overnight.

Local retailers also benefit from fair and other events staged by the Fair Associations as people are attracted to their community, sometimes motivated to visit solely by the event and sometimes making a day out to include the event and other activities. Some local retailers exhibit at the various fairs and other events operated by the Fair Associations.

Retailers and other community businesspeople indicate that attendees, including both local residents and visitors, are exposed to retailers and other business people at the fair or event and return at a later date to do business with them.

Several of the Fair Associations indicated in the interviews that their local retailers do not actively promote or celebrate the annual fair, although they may support it with sponsorship and may exhibit at the fair. Discussion on that topic with local businesses and with Chambers of Commerce suggest that the Fair Associations can achieve stronger and more visible support by creating local promotions such as window signage for businesses, information sheets for distribution in local businesses and other “home grown” promotions. **It may be appropriate to engage the local business people and media through a “fair kick off” event at which**

these initiatives are launched, thus bringing the fair “front of mind”. However, it is important to acknowledge that the impetus rests with the Fair Association to motivate interest and excitements among the business community.

The timing of Fall Fairs is an interesting challenge for some communities. It has been suggested by some fair associations that the timing of fairs occurring in September, which accounts for many of BC’s agricultural fairs, is inconsistent with the general travel patterns of tourists in BC. The supposition is that visitors with children are more focused on “back to school” priorities. However, fair attendees include a broad demographic profile. Many “empty nesters” and older BC residents choose to travel when “school is back in”.

In the survey, 69.7% of respondents reported they spend money on advertising and promotion to attract attendees to their major events who are resident more than one hour away. More than two thirds (70%) of the fair associations responding that they spend money to attract attendance from their secondary market responded that they also invest in joint marketing initiatives. Their partners include organizations such as their local tourism organization, chamber of commerce, hoteliers and/or local government.

In summary, the discussions with tourism officials, Visitor Centres and hoteliers during this research suggests that **Fair Associations should seek out and work closer with their tourism and hospitality industry partners to explore ways to optimize the mutual benefits from the fair and their community.**

The Nature of Fairs

This section of the report explores the identity and nature of BC's Fair Associations and the events and programs they stage.

Identity of the Fair

The identity of agricultural fairs was explored through the interviews with Fair Associations and with local leaders included in the informal community interview program. This became an issue for exploration as it became evident through the research that agricultural fairs are in many respects very similar to other community fairs and some community-based festivals and other celebrations.

What makes agricultural fairs stand out is that they have a predominant focus on agriculture and a very long history as a core of their community. However, as decades have passed the communities, the nature of agriculture and the fairs themselves have evolved.

Discussion with Fair Associations indicates that they themselves have differing views of their identity. While all of the fairs emphasize the importance of their focus on agriculture some Fair Associations are clearly more focused on delivering a more comprehensive entertainment experience.

History, Positioning and Mandate

In many cases BC's agricultural fairs have been at the core of their community for more than 100 years. Some have been in existence since before many communities were incorporated.

In the early days the agricultural fairs presented an opportunity for local rural people to gather after a busy summer – and in many cases after a busy harvest. The attendees were simply the community of local farmers and other residents – in many cases in rural and agricultural communities. The population attending the fair included the operators of small farms and other agricultural producers. Competition led to identifying the most successful or most skilled producers or operators – a benefit for those aspiring to optimize their own production or operation.

A significant value for the fair was to bring together local residents, local suppliers and local producers. It was a forum for local agriculture. The fair also provided the opportunity for residents and local agricultural producers to learn about new and relevant approaches to agricultural production methods and opportunities.

Entertainment, much of it initially focused on agriculture, naturally became a part of the fair celebration.

As time passed by the farms became larger and more automated and, through corporate purchase strategies, became less likely to be owned locally. The need, and perhaps the ability, for the fair to serve the agricultural community gave way to the importance of supporting and celebrating the “community” focus of the fair.

The agricultural fair organizations continued to provide event infrastructure such as fairgrounds, riding arenas, barns, community halls, stages, meeting facilities, etc. They also maintained their focus on celebration of community at the annual gathering.

As the communities grew there was an increasing need for work opportunities. However, in many cases those who might have worked in agriculture in the previous, less mechanized farming methods left the community for work and education.

In the present time frame there is a returning focus on smaller scale, local production in agriculture, often with new methods. “Backyard” farmers and local agricultural production are seeing resurgence. Consumers are becoming increasingly interested in how what they eat affects their health and the environment and their interest is being piqued by media communication.

At the same time there has been some out-migration from cities as families choose less pressure-driven rural lifestyles. Further, families are experiencing time stresses resulting from work schedules, economic challenges, newer trends in activities for children, education, etc.

Due to changes in the food supply chain many residents of both urban and rural communities are not familiar with local agriculture. **The opportunity exists for the Fair Associations to clarify and enhance their roles in agriculture, in rural development and in their communities with an increasing focus on “local”.**

Agricultural Fairs are not a “one size fits all” proposition

The research shows that today agricultural fairs are viewed to be many things by different audiences:

- A community gathering place
- A family event
- A showcase
- A festive and fun occasion
- Entertainment
- A business opportunity
- A celebration of community pride
- A celebration of agriculture
- A place of learning and new experiences
- A tradition.

Clearly fairs mean different things to different people. It is complex for the Fair Associations to serve all these visions for the fair, so they have evolved with what the Board of Directors and attendees determine is appropriate. Thus agricultural fairs are different, although they continue to serve their agricultural and community mandates.

Agriculture, Entertainment and the Fair

Several of the discussions with Fair Associations and other interviewees show that agriculture is a key defining component of the fair. However, lines of distinction can become somewhat unclear as several “community fairs” and festivals that do not consider themselves to be “agricultural fairs” also have some kind of agricultural component.

The agricultural Fair Associations are quick to emphasize that a primary priority for their events and their association is to continue to build agricultural awareness. Several of the Fair Associations describe this as being to do with agricultural displays and competition. Their focus and programming is quite traditional.

The role of entertainment for the Fair Associations introduces a multi faceted discussion. Most Fair Associations agree that some form of entertainment is an essential part of the fair today. However, some Fair Associations indicate entertainment attracts people to the fair so they can convey agricultural messages and others say that entertainment is needed to keep people at the fair longer so they can convey agricultural messages.

Ultimately the fairs provide what they determine is an appropriate balance of agriculture, education and entertainment. All components are needed to focus on the broad interests of the community and key stakeholders, but how they are delivered varies. Some maintain a very traditional agricultural focus. Some are more focused on entertainment. Many create their entertainment component out of agriculture. Some are in between.

Trends

Several trends influence the future for agricultural fairs and for Fair Associations:

- The number of smaller, more specialized agriculture ventures is expanding and becoming much more visible
- “Backyard” farming is increasing
- Innovation in agriculture relative to smaller agricultural production units is expanding
- There is an increasing need for expertise among smaller agricultural operators
- Recently traditional farming is changing
 - The beef industry shrinking

- At the birth of the fairs 100 years ago farms were much smaller
- Larger farms are continuing to grow through corporate acquisition strategies and often now owned by non-agricultural investors
- Detailed agriculture trends are readily available online
- The strength of history (for example, 4-H in BC, also shown to be an important traditional feature of the agricultural or rural community, will celebrate its 100 years birthday in 2014 and many Fair Associations have chosen to celebrate this with them at their fair.)
- Fairs are traditional gathering places and showcases for local farmers and producers but the changes in the agricultural economy have resulted in changes in the participation of the agricultural community
- The fair has more to offer smaller, local producers than large scale landholding/farm owners
- Fairs have maintained their focus on their local population and community.

Conclusions and Recommendations

The research shows that some of BC's Fair Associations are focused primarily on delivering just one annual event. Others, with facilities to support, operate with the broader mandate of an exhibition, providing facilities for various users and staging multiple events. However, the research shows the breadth or focus of the mandate does not significantly affect the Board's view of success.

A distinct focus on agriculture is a core value of nearly all Fair Associations interviewed in this research. Several of the Fair Associations interviewed proudly celebrate their agricultural roots and measure their success based on support for their agricultural focus. Other Fair Associations celebrate their having grown to become major regional agriculturally focused attractions. Still others point to their powerful draw as an entertainment attraction with an agricultural or traditional theme.

Fair Associations agreed that the inclusion of some form of entertainment is important to engage their audience. Discussions in the communities emphasized the importance of the fair providing a comprehensive experience that engages attendees, rather than a series of static displays.

The nature and extent of the entertainment part of the fair experience was a significant talking point among the Fair Associations during the interview tour. Many Fair Associations discussed the importance of including a midway as a core of the entertainment component. Some noted that they could not attract, or had lost, their midway supplier. And some did not want a midway or had tried it previously and found it inconsistent with their particular fair concept.

There are limitations in the supply of dates for midways, particularly given the large number of fair associations holding their events on the same weekends and the

small number of midway companies servicing BC. It is clear from the interview program that while midways are extremely important for some Fair Associations others provide other forms of entertainment.

Discussion in the communities indicates that fair events need to be as interactive as possible. Static displays are described as not engaging and the opportunity exists to engage attendees with discussions, demonstrations, seminars, things to take away, etc.

Consistent with recommendations made by several community contacts it is recommended that the fairs evaluate their entertainment and agriculture components to see how entertainment and attendee engagement can be achieved by delivering agriculture through entertainment. In the traditional agricultural fairs, this is achieved by such features as heavy horse competition, engagement of children with livestock, etc. However, opportunities consistent with the changing nature of agricultural production should be explored to update the event – without losing the tradition.

Given the priority of agriculture for the Fair Associations it is important to explore another significant agriculturally focused area of opportunity. That is to “update” the agricultural focus (perhaps to where it was 100 years ago) by establishing a clear strategy with respect to current trends in agricultural production and the importance and value of supporting local producers and innovators. This may lead the Fair Associations into education as a an important benefit for their communities.

Key components of this strategy might be to build strong, year round communication to link appropriate stakeholders with local residents

- Position the Fair Association in local media as a key point of focus for information about small scale farming
 - Encourage interviews, contact, etc.
- Identify local agricultural producers, suppliers, educators and other stakeholders
 - Through ongoing engagement, encourage them to inform the Fair Association about their production, methods, timing, successes, harvests, etc.
 - Stage seminars, workshops, etc., delivered by local producers to introduce new methods
- Identify appropriate local communication vehicles to engage local and regional residents:
 - Produce regular stories in local newspapers and local TV/radio channels to promote the use of local products, such as:
 - Information about local production and the value and benefits of eating locally
 - Discussion about “what’s new” in the local agriculture marketplace

- Information about local innovation and where to see or taste it
 - Information about how to contact local suppliers
 - Discussions with local suppliers
- Promote local producers using the Fair Association's website, FaceBook and Twitter accounts (don't forget to include liability disclaimers!)
- Regular, seasonal announcements identifying "what's fresh" in local media releases and on Twitter and FaceBook
- Use email contact lists where appropriate
- Establish an area of concentration in Fair events focused on local producers
 - Encourage the local producers to stage seminars and workshops either at the fair or that can be signed up for at the fair.

Fair Association Boards

A total of nearly 700 Board Members serve BC's Fair Association Boards. The average size of Fair Association's Board of Directors is 11.7 members.

Composition of the Board

The following table shows that Boards report a good combination of new vision and longevity among their members, presenting the percentage of fairs reporting that they have Board members with selected years of experience as their Board Members. The table also shows the cumulative number of individual Board members engaged by years of service. Survey data for 34 valid responses are shown along with forecasts to the 46 members of BC Fairs and the estimated 61 agricultural fairs in BC.

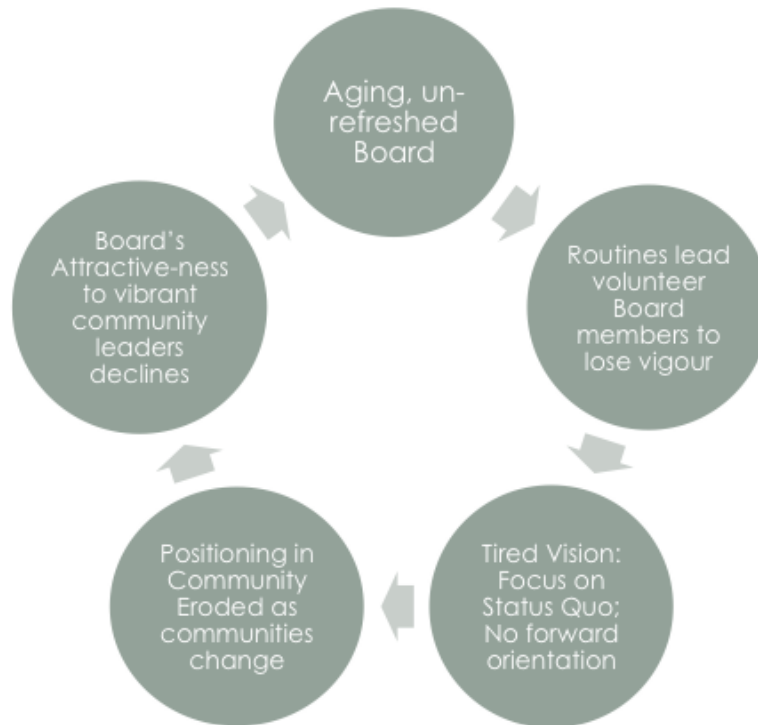
Years Served	Board Members served for the the following number of years						Total Board Members
	< 5	5 to 9	10 to 14	15 to 19	20 to 30	> 30	
% of Fair Associations	94%	79%	65%	29%	29%	9%	
Responses (n=34)	157	92	81	29	23	4	386
46 fairs	212	124	110	39	31	5	522
61 fairs	282	165	145	52	41	7	693

It was noted during the interviews that some people leave the Boards for a while and then return.

During the interviews with Fair Associations several Board representatives noted they wrestle with the challenge of attracting new and younger Board Members to join the Board and its working committees and departments. This is not an unusual challenge, particularly for organizations as mature as BC's agricultural fairs with "Working Boards". However, significant implications may result from Boards without regeneration.

The Board of Directors has as critical a role in a progressive, not-for-profit organization as it does in any other environment. The Board needs to provide vision, innovation and strong, motivational leadership. It is difficult for Board member to continue to deliver those skills year after year. However, some Boards interviewed indicated that their strongest leadership came from Board members who have been on the Board for more than 15 years. Boards are encouraged to continue to pursue "new blood" in order to remain relevant to their marketplace. The following graphic

shows that Boards can become stale and less capable of attracting new, motivated leaders to join them.



It is noted that the market for BC's fairs includes young families and younger people. It is particularly important for Boards and Committees to include members who can contribute a vision appropriate to younger and future customers and can understand clearly how to communicate with them.

Research in the volunteer community suggests that asking people directly to help to do something specific may attract new and younger Board members. New volunteers are more likely to respond to a request to pursue a clearly defined task or expected achievement within a finite time frame. As they become engaged and see their achievements are acknowledged and used they will become more inclined to take a greater leadership role.

Connected Boards

The Boards of Directors of the Fair Associations are well connected in their extended communities. The following chart shows the current occupation, or the prior occupation if retired, of the Board Members of responding Fair Associations.

Despite these connections, discussions with Fair Associations during the interview program suggested that many Boards do not specifically attempt to harvest the connections and industry linkages of their Board Members. They note that these well-connected Board Members bring their experience to the Board table but generally remain focused on the Fair Association Board priorities.

Occupation of Board Members	Projection to 46 BC Fairs Members	Projection to 61 Agricultural Fairs	% of Boards reporting at least one Director with this background
Agriculture or agri-business	118	156	72
Healthcare, financial, legal, media and professional services	40	53	63
Other industries or occupations	124	164	63
Home-maker	59	78	56
Public service, education, scientific research, information technology or libraries	59	78	53
Tourism, service, hospitality or entertainment,	39	51	50
Retail business	45	59	44
Manufacturing, processing or construction	35	46	41
Other renewable resource industries	17	23	16
Wholesaling, distribution, or transportation	6	8	13
Non-renewable resource industries	4	6	6
Total	545	722	

These are invaluable linkages as they span most sectors of the economy. It is recommended that Board Members consider how they may be able to reach further into their current or prior occupation for additional connections, resources, partnerships and strategic alliances to optimize the pursuit of the Fair Association Board's priorities.

Priorities and Direction of Fair Associations

The interview program included discussions with very progressive Boards and some less motivated. Some Boards had a clear vision for the future and a plan to pursue aggressive goals and some were more focused on delivering a quality event annually.

Regardless of their focus the Boards are 100% committed to their mission to deliver and enhance their agricultural fair and other events they may stage. Some may not fully grasp their opportunity, held back by limited human and financial resources.

Sustainability

During the past five years the Fair Associations have been tasked with the major challenge of finding innovative ways to support their sustainability or survival. The following table shows some of the initiatives they have pursued.

The table shows that the most successful initiatives were to do with programming changes focused on revenue generation, pursuit of grant funding for new initiatives, improvements in community engagement and specific revenue generation strategies.

It is interesting that the least successful initiatives were generally to do with expense reduction. Exploring this with the Fair Associations in the interview program revealed that there is nowhere left to cut as the Fair Associations traditionally have challenges generating cash to meet their expenses and always maintain their expenses as low as possible.

Answer Options (n=33)	Did not try this	Tried but did not achieve measurable improvement	Did this and saw measurable improvement	Did this and found it extremely successful	Rating Average (scale of 1-4 where 4 is high)
Changed programming to make events more attractive or more profitable	5	8	13	6	2.63
Pursued grant funds for new initiatives	5	10	11	7	2.61
Become more focused on engaging your community	2	14	12	5	2.61
Increased revenue from business sponsors	5	8	15	4	2.56
Increased revenue from user fees, rentals, or other operations	9	8	10	5	2.34
Developed partnerships with other community organizations	9	8	14	2	2.27
Reduced operating expenses	9	9	14	1	2.21
Reduced administrative expenses	17	7	8	1	1.79
Developed partnerships with other fair associations	25	2	4	1	1.41

Relevance, Trends, Challenges

In the history of their communities Fair Association Boards of Directors have been strong leaders. They have delivered many of the events and provided much of the infrastructure in the community.

While some Fair Associations remain clearly acknowledged community leaders, many appear to have become somewhat complacent with their positioning in the community and have not responded to changing times as quickly as may be appropriate. Thus they may have fallen behind the ongoing evolution of the community. As a result, people and organizations representing other mandates have taken a stronger leadership role and become positioned more prominently.

Discussions with Fair Associations explored this challenge. It appears true that some Fair Association Boards have become introspective and perhaps tired as the same small group of people meets the same challenges of staging their fair year after year.

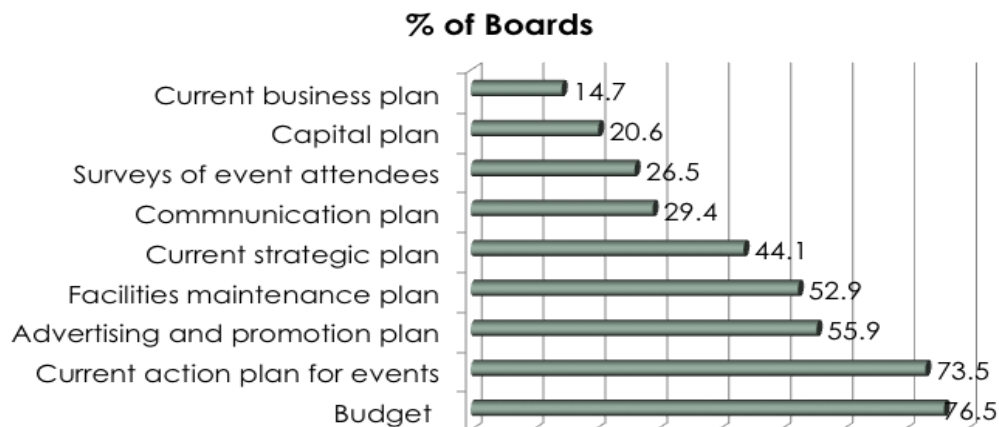
Without focused local consultation with stakeholders it is difficult for the Fair Association Boards to understand if they have lost some of their relevance to the needs and expectations and current trends reflecting their stakeholders.

Boards that find it necessary could then place a significant focus of attention on regaining relevance to their marketplace that may have been lost or eroded over many years. Tradition is so important, but as time passes the needs and expectations of communities and the many stakeholders of fairs and the Fair Associations change. But overall it remains important to support the tradition that is embodied in the fair.

It is strongly recommended that Boards undertake a process of stakeholder engagement to address the future direction of their association and their events. This should be undertaken in the format of strategic planning. Further comment about stakeholder engagement and strategic planning is conveyed below in this report

Planning Activities

The research shows that Fair Associations are more focused on short term issues than longer range direction. The following chart shows the planning tools reported to be used by the Boards.



The table shows that most Fair Associations have a current budget approved by their Board of Directors and an action plan for the current year's event(s). Slightly more than half have an advertising and promotion plan. These planning activities are all documents focused on current year operations.

However, items focused on the directing the future of the Fair Association, such as strategic plans, business plans, communication plans, and attendee surveys are a lower priority for many Fair Associations. However, exploring this issue during the interviews it became clear that some Boards were not familiar with the techniques

appropriate to address these issues and would benefit from guidance in that respect.

It is strongly recommended that Fair Association Boards pursue enhanced planning activities to maintain or regain relevance to the needs and expectations of the stakeholders, to identify and explore opportunities to be pursued and to regain more appropriate positioning in the community.

Fair Associations that own or manage facilities have a facilities maintenance plan. Some of them also have a capital plan. However, discussions in the interview program about capital projects indicated that these projects are mostly based on evolving needs related to facility condition rather than future needs. Fortunately, as has been shown earlier in this report, the Fair Associations have been able to keep their facilities in generally reasonable condition.

It is of concern that most Fair Associations do not appear to have a “war chest” of cash to address capital improvements. The Boards’ short-range views and lack of a focus on future direction contribute to that position as needs for future investments are not identified. However, likely the most significant reason is simply the challenge of raising excess cash from operations.

Further, during the past several years Fair Associations have been working hard to come to grips with a new financial reality following the significant retraction of financial support by the Government of BC Ministry of Agriculture. As a consequence, Fair Associations have been unable to build cash resources to fund future needs.

An increased focus on strategic and business planning and closer stakeholder engagement would contribute to identifying future needs that must be planned for and would drive the Fair Associations to build a financial reserve.

Fair Association Boards should be encouraged to intensify their focus on planning. Outline tools are included in this report to assist the Boards to move towards more future-orientated leadership. It is recommended that BC Fairs provides guidance on request for Fair Association Boards taking this important step.

Planning Priorities

The Fair Associations were asked to rate a series of planning priorities. The following table shows how those priorities ranked.

Planning Priority Areas

Average Rating Scale is 1-4
where 1 means "Not a priority
for our fair association and 4
means "We pursue this very
aggressively"

Developing programs and initiatives to promote awareness of the importance of local agriculture and agri-business	2.7
Seeking out active partners for the society among the business community	2.5
Seeking out active partners for the society among the agricultural and agri-business community	2.4
Developing programs and initiatives with other community organizations and local government to contribute to building the community	2.3
Facilitating or contributing to promotional events or activities that attract and enhance tourism to the community	2.3
Staging entertainment events for the community	2.2
Building partnerships with tourism organizations or tourism operators to attract and engage non-residents to visit the community and spend money there	2.0
Seeking out partnerships to stage entertainment events for the community	1.9
Developing programs and initiatives with the business community to help build the local economy	1.8

Board Development

It is apparent from the interview program that several Fair Association Boards wrestle with ongoing challenges that affect their ability to be the best they can be. The Boards of Directors of the Fair Associations have risen to many challenges and have excelled in their achievements. They have survived and grown, passing the test of time and the effects of economic fluctuations. However, as is the case in many Not-for Profit organizations, the process of being a Board of Directors challenges several Fair Association Boards.

Some examples of the challenges Boards identified are:

- Indistinct areas of responsibility for the Directors
- Communication
- Succession planning
- Lack of time
- Recruitment of Board members and other volunteers
- Organization and pursuit of priorities
- Insufficient financial resources
- "No-one to ask"
- Isolation
- Leadership
- Ethics
- Accountability
- Burnout
- Relationships with the community
- Managing meetings.

These issues have become so challenging in some communities that the Boards have been changed, either by “take over” by the members or by the resignation of the Board. Several current Boards are currently in the process of rebuilding their Fair Association in light of a significant change in the Board.

These are very common challenges for Boards. In most cases they can be overcome quite simply by reorientation and refocusing that would result from Board development training. A significant benefit of such training is that refocusing would ease the stress and “burnout” that some Boards experience.

Mentorship

Boards often seek additional knowledge or opinions but sometimes do not appear to have a forum in which to obtain them. Many Boards noted they have consulted BC Fairs on one or more occasions and received excellent support and valid, informed guidance.

Dialogue between Fair Association Boards has also proved valuable to address challenges, answer questions, and find new direction. Several Fair Association Board Members and employees have taken the initiative to consult with their colleagues in other Fair Associations and received enthusiastic support. Further, some Boards suggested that dialogue with other Fair Boards is so important that Board members should be required to attend one or two other fairs and meet with their Board representatives as an annual condition of being a member of the Board.

It is appropriate to encourage Fair Associations to assist each other as mentors. The survey addressed this issue and analysis and recommendations concerning the value of mentorship are provided later in this report.

Conclusions and Recommendations

Overall, the Fair Association Boards are achievers. Their members are dedicated and focused, committing significant amounts of time and energy to pursuing the direction of the Fair Association.

Recommendations below are focused on identifying opportunities for Boards to simplify their operations, enhance their achievements and reinforce their positioning in their communities. Some key priorities for planning future direction are:

- Explore and build the relevance of fairs to the stakeholders
- Understand stakeholders
- Understand the fair’s market
- Understand the Fair Associations business environment
- Develop thoughtful direction for the future

- Integrate learning into planning
- Communicate well with all stakeholder groups
- Reach out to your peers.

Planning approach

It is recommended that Boards develop their own clear vision for the future. This process would start the development of a simple and clear strategic plan to outline their direction for the forthcoming five years.

The process of building the strategic plan would significantly include the ongoing engagement of their local stakeholders to discuss priorities, opportunities and collaboration. A tool is included in this document to assist Boards to undertake their own strategic planning process. It is recommended that BC Fairs provides guidance to assist the Fair Associations to undertake sound planning

Following the development of strategic plans the next step in planning is to build business plans to guide the execution of the strategic plan. The business plan contains action plans, budgets and resource plans.

It is noted that in Alberta, where the Government of Alberta, Agriculture and Rural Development (ARD), provides funding for is nearly 300 Agricultural Fairs, the fair organizations are required to provide a properly prepared financial statement for the past year and a business plan for the forthcoming three years in order to receive their annual funding allocation. This requirement has encouraged Alberta's fair boards to focus more on future direction. The provincial association, the Alberta Association of Agricultural Societies, assisted ARD to develop the format for the business plan submissions.

Board Development

The value of board development is well known to contribute to clear, transparent and effective direction and management – and to relieve many pressures experienced by Boards. **It is appropriate for BC Fairs to encourage BC's Fair Associations to adopt ongoing Board development programming** – and perhaps to bring the benefits of Board development to other not-for-profit organizations in their communities. This is addressed later in this report.

It is strongly recommended that Boards engage in Board Training as a part of establishing stronger direction. In the interim, some recommendations that would assist several Fair Association Boards to provide stable and exciting direction include:

- Establish a succession plan to protect future leadership
- Prepare job descriptions for directors
- Create and document committee work or department plans to guide future directors

- Attract young, vibrant community leaders to take on specific initiatives that have clearly defined benefits.
 - Encourage and support them: they will see the value of being a part of the Board or volunteer program
- Focus on making the Fair Association Board “A Board to be on” in the community
- Initiate strong communication of goals, achievements, benefits, innovation and fun
- Use the experience and connections of Board members to open doors.

Relevance and Stakeholder Engagement

Establish an ongoing program of stakeholder and community engagement to explore needs, expectations and opportunities and keep the Fair Association visible. This will contribute to building direction for the future that is consistent with the direction of the community and will open doors to enhance local partnerships.

Guidelines for stakeholder engagement and communication planning are outlined later in this report. Key issues are:

- Encourage dialogue about the Fair Association in the community
- Communication with all stakeholder groups is an essential component of building support and credibility for the Fair Association.

Mentorship

Establish an approach to mentorship to encourage and facilitate interaction between Fair Associations as they face challenges and questions and as they explore options for the future.

Fair Associations and the Community

BC's agricultural fairs, like fairs in many jurisdictions are as old as the communities in which they are located. They are a part of the fibre of the community. Because they have been a part of the community for so long the residents and even other community facilitators and leaders may have lost sight of the key role the fair has played and continues to play for the community. The research concludes that because of its mandate and history, the Fair Association is ideally positioned to assume a critical role as the "glue" that holds much of the community together.

Significantly, the Fair Associations stimulate community pride. Several trends in communities will affect the way in which the Fair Association serves its community.

During the large scale farming and economic expansion people moved away from small communities. However while there is some resurgence of interest in living in smaller and less heavily populated communities, the demands of the population have changed.

There are tougher priorities and time management challenges. Even in smaller communities people have broader expectations from having lived and travelled elsewhere, and from what they see on television. There are challenges of priorities. People need to be motivated to get out to events or to get involved in planning and delivering them.

People want to know more about their food. They are learning about the value of locally produced food but they clearly seek better engagement so they can learn and experience the benefits. Facilitating this engagement is a clear area of opportunity for Fair Associations.

Fair Associations are Community Builders

Chambers of Commerce, Visitor Centres, local government officials and other community leaders interviewed during the research explored the value, and the potential value, of the fairs for the community's residential and business sector. They point to several very significant benefits for the community from the events staged by the Fair Associations. The following summary outlines their comments and comments from discussions on this topic with the Fair Associations.

- Fair Associations contribute both community and rural development benefits
- Fair Associations provide events that remind attendees and exhibitors of the importance of their community and local agricultural environment
- The events bring the community together.
 - They motivate people to get back "in touch" after a busy summer
 - They provide an annual celebration of community – and this research has shown that the community responds

- They provide a safe and wholesome environment for families to celebrate and relax together
 - They bring together multiple generations for an annual outing
- They showcase the community, its values, its business sector, its capability and its local agricultural producers
 - They celebrate the history and heritage of the community and its people as well as they celebrate its current status and goals
- They showcase the skills and competitiveness of local craftspeople and artists
- They provide entertainment that may not otherwise be available in the community
 - The large attendance at fair events and the availability of facilities provides the viability for both local entertainers and other “big name” entertainers to entertain
- They stage and fund relevant competition
 - Competition builds knowledge and skill levels. It enhances the visibility and pride of local competitors and provides them with a forum to compete against non-locals
- They provide event management skills and experience that are not otherwise available in several communities
 - Fair Associations are accustomed to attracting and handling major events and can assist other community players to stage their events
- They are a powerful vehicle to build awareness of linkages between rural and urban values
 - More than any other events they bring local and more rural populations together to celebrate their traditions and their roots
 - They celebrate the importance of agriculture and food production in the rural roots of BC
- They celebrate the importance of local agriculture and agricultural production
 - They provide an annual opportunity to celebrate the value and benefits delivered by local agricultural producers
 - They provide a forum for local and regional residents and businesses to learn about what their local agricultural producers do and how they can take advantage of those benefits
 - They raise awareness among local and regional residents about the food chain, the importance of agriculture and how local producers fit into that equation
- They offer the opportunity for the business community to come to a focus for a common benefit and for celebration
 - The business community supports this mission, but clearly in many communities needs to be motivated to actively participate in the celebration

- Fairs provide an opportunity for local and regional suppliers to display and promote their goods and services to their agricultural customers – and to meet new potential customers
- Local messaging and communication
 - Fairs provide an opportunity for messaging and communication that is relevant to the needs of many different kinds of stakeholder and audience
- They stimulate non-resident spending in the community
 - By attracting non-local residents to the community they stimulate economic growth and contribute to building the reputation of the community
 - They provide linkages for local businesspeople to regional and other customers they might otherwise not see
- Historically, in many communities fairs have provided facility infrastructure that is still used today
 - Fairs have provided or facilitated the provision of arenas, curling rinks, meeting and exhibition facilities, campgrounds, agricultural show facilities and many other facilities that would not have existed in the community had the Fair Association not provided them.
 - By continuing to own and/or operate these facilities they provide accommodation for many other kinds of community events.

The Fair Associations have the opportunity to expand on the value of all of these important and benefits for their community. Identifying and engaging their key stakeholders, enhancing their planning, delivering on their opportunities and engaging their community can guide the Fair Associations to expand these benefits.

As that happens the Fair Association will increasingly be considered a motivator and leader in the community and will itself benefit directly. Its benefits will include:

- Enhanced partnership opportunities focused on further increasing the community's benefits
- Increased access to a variety of sources of revenue
- Opportunities to offset expenses
- Less difficulty in attracting participation of young leaders to join the Fair Association's leadership team
- Enhanced stature in the community.

In turn, the Fair Association Board will become viewed as a 'board to be on' in the community based on its visible achievements and evidently strong leadership.

Implications of Population Trends and Segments

Several population trends influence the role of BC's Fair Associations in their communities. The first is the distribution of population between different kinds of rural and urban communities.

Statistics Canada Census data show that British Columbia's population in 2012 was distributed as follows:

Population Centre Size	Population
100,000 and over	2,743,150
30,000 to 99,999	533,349
1,000 to 30,000	514,195
Rural population	609,363
Total	4,400,457

The "rural" population living in smaller than the smallest population centres (of less than 1,000 population) is generally unchanged over the past four Census periods (16 years) while population growth has occurred most in the largest population centres, including the Census Metropolitan Areas.

An interesting fact is that an increasing number of rural areas, and many smaller urban communities, have come under the influence or commuting range of the larger urban population centres and metropolitan areas as they have expanded with increasing population.

Fair Associations identify that populations in all sizes of population centre are becoming increasingly interested in what they eat. Populations have been targeted by many initiatives that have raised awareness of the importance and value of local diets and its availability.

- **BC Fairs may identify partners or individual champions in the food chain, perhaps supported by a media partner, who would assist in bringing focus to the key topic of eating locally produced food directly in partnership with BC's fairs.**

A second key factor is that of ethnic populations. Statistics Canada Census data show that in 2011, 20.6% of Canada's population was foreign born and that was the highest proportion of all G8 countries. Further, 19.1% of Canada's total population classify themselves as a visible minority. Most of the BC residents classifying themselves as visible minorities are resident in the Lower Mainland and are thus a significant proportion of the market for many of the Fair Associations.

Several Fair Associations indicated that despite significant efforts they had great difficulty in engaging visible minorities in their fairs and other events.

- **BC Fairs may take a lead, perhaps supported by one or two of the Fraser Valley Fair Associations, to explore directly with ethnic community leaders how the Fair Associations might engage them better to celebrate their heritage as a part of the fair.**

First Nations have a long tradition of partnership with several fair organizations across Canada. Perhaps the most visible is their relationship with the Calgary Stampede.

BC's population of 232,290 First Nations people constitutes 5.4% of the total provincial population (Statistics Canada Census 2011). While some BC Fair Associations have successfully involved celebration of First Nations in their events many more indicate less satisfaction.

- **BC Fairs may take a leadership role to explore with the BC Ministry of Aboriginal Relations and Reconciliation how to engage First Nations better in Fair Association events, activities and leadership**, perhaps supported by a Fair Association that has successfully facilitated the celebration of First Nations priorities and populations.

Other Population Trends

Several other factors will influence planning for the future of the Fair Associations.

- Changing population
 - Aging population
 - Ethnic diversity
- Need for families to re-connect
- People need outlets to gather together
- Availability of time and energy for volunteering
- New methods of communicating influence how people keep in touch
- New priorities exist for families, work, and home
- Increasing financial constraints on many in the population.

Fair Associations need to accommodate these factors in their planning. For example, introducing new approaches to accommodate and entertain the aging and changing population, communication focused on reconnecting, communication methods based on current choices and approaches, building new approaches to volunteering.

Community Engagement

A strong program of community engagement is a key component of enhanced strategic direction. Leadership and progress are significantly focused through effective, two-way communication.

Discussions with Fair Associations indicate that in many cases their local communication is predominantly through local newspaper coverage and signage around the topic of the annual fair. This is somewhat limiting and does not encourage feedback that can be used in planning. As has been shown previously some Fair Associations also use surveys of attendees to learn about the attitudes and opinions of the attendees.

Some key priorities and opportunities for community engagement include:

- Media relations

- Speaking engagements and news communication at community organizations
- Community surveys to explore opinions and attitudes
- Focus group discussions on key planning topics
- Regular email distribution to highlight Fair Association news
- Continually updated websites and actively worked FaceBook pages and Twitter accounts

A simple outline planning tool to assist Fair Associations to develop a plan for community engagement is attached to this report.

Key Stakeholders

Many Fair Associations have relied mostly on the traditions of the Fair Association and the ideas and insight of the Board and Committees as they make decisions about their events. Although the survey indicates a reasonable level of engagement of stakeholder groups, discussion with Fair Associations about the needs and expectations of their stakeholders suggests that stakeholder engagement for consultation has been a lower priority for Boards.

The following chart from the survey summarizes the engagement of some critical stakeholder groups.

Engagement of Local Stakeholders	Minimal relationship, infrequent contact,	Occasional discussions	Good working relationship and regular contact	Active working relationship with plans to optimize mutual benefits
Local media	1	4	15	12
4-H	4	3	8	13
Service Clubs	3	9	7	11
Community Organ	3	10	9	11
Other Businesses	1	9	10	7
Local Government	3	12	7	11
Agriculture/Agribu:	4	10	9	7

The interview program explained this, indicating it is likely that the Boards' stakeholder engagement is more focused on current operations of the fair than on future opportunities. Further, the limited human resources of the Board also appear to have constrained stakeholder engagement. This is particularly challenging because stakeholder engagement should be an ongoing process.

Stakeholders include:

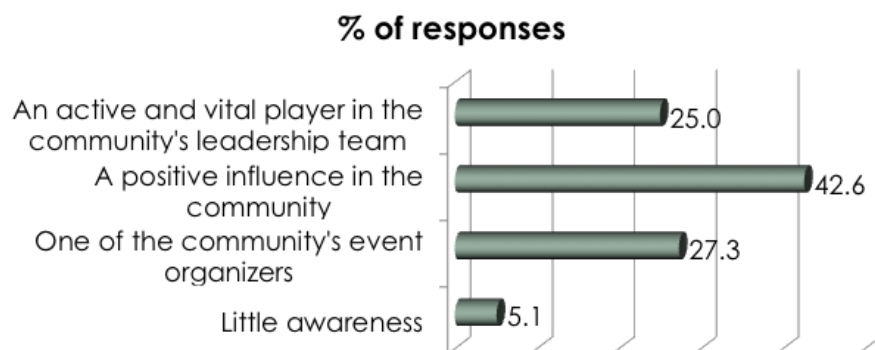
- People or businesses who may be influenced by the fair
- Those making money from the fair
- Those spending money in connection with the fair
- Attendees and those who don't attend
- Exhibitors

- Local community organizations
- Local government
- Local business community

Discussion about community and stakeholder engagement with Fair Association representatives at the BC Fairs 2013 Convention revealed the value of viewing the stakeholders in two distinct groups:

- Inside the gates
 - Fairgoers
 - Non fairgoers
 - Volunteers
 - Exhibitors and competitors
 - Contractors
- Outside the gates
 - Sponsors and strategic partners
 - Local governments (politicians and administration)
 - Local business organizations
 - Service clubs
 - Local businesses
 - Local community organizations.

In the survey respondents were asked to indicate how they perceive their local “outside the gates” stakeholders view them. The respondents could choose only one of the following options to describe how they believe the Fair Association is viewed. The following chart summarizes the response to this question:



In general, the informal community interviews that took place reinforce this view of positioning of the Fair Association in the community, although those discussions also suggest that the Fair Association is not “top of mind” indicating that the response “one of the community’s event organizers” may be more common, at the expense of other response options. There is no question that the fair itself and the Fair Association’s facilities are of great importance in the communities.

Conclusions and Recommendations

This component of the research concludes that the Fair Associations deliver strong benefits but that in many cases the benefits they deliver for their community could be better communicated and may be enhanced. **Fair Associations should directly clarify the benefits they deliver for their community and build a plan to enhance them.** Further, the Fair Associations should **establish and execute a communication plan to convey key messages to their primary community audiences.**

The Fair Associations may achieve significant progress in that respect if they **directly enhance their engagement of their communities and their primary stakeholders.** This would provide clearer input to determine opportunities and priorities and would add insight to contribute to decision-making.

Financial Analysis

Cumulative Income Statement

The following table presents a cumulative statement of revenue and expenses for BC's Fair Associations (not including PNE) based on data provided in the survey.

	Total reported	Average (n=25)	% of Total Revenue	Estimated total for 46 BC Fairs members	Estimated total for BC's 61 fairs
Revenue					
Grants: Federal Government and agencies	246,571	9,863	3.9	453,691	601,633
Grants: Government of BC and agencies	518,294	20,732	8.2	953,661	1,264,637
Grants: Local government	184,225	7,369	2.9	338,974	449,509
 Earned revenue from operations (e.g., ticket sales, fees, exhibitor fees, etc)	 3,504,180	 140,167	 55.3	 6,447,691	 8,550,199
Rental income	348,025	13,921	5.5	640,366	849,181
Interest income	17,048	682	0.3	31,369	41,598
Membership fees	15,156	606	0.2	27,887	36,981
Donations and fundraising	355,023	14,201	5.6	653,243	866,257
Sponsorships and advertising	780,633	31,225	12.3	1,436,364	1,904,744
GST recovery (net)	32,558	1,302	0.5	59,907	79,442
Revenue from other sources	339,159	13,566	5.3	624,052	827,547
Total revenue	6,340,872	253,635	100.0	11,667,204	15,471,728
Expenses					
Advertising and promotion (including website and social media)	432,738	17,310	6.8	796,238	1,055,881
Amortization and depreciation	126,497	5,059.88	2.0	232,754	308,653
 Awards, prizes and scholarships	 552,734	 22,109	 8.7	 1,017,031	 1,348,671
Rural development, leadership and training	20,876	835	0.3	38,412	50,938
Donations to other organizations	62,464	2,499	1.0	114,934	152,412
Insurance	189,555	7,582	3.0	348,782	462,515
Interest	20,267	811	0.3	37,292	49,452
Office and administration expenses	514,284	20,571	8.1	946,283	1,254,854
Memberships	10,069	403	0.2	18,526	24,567
Professional fees and accounting	47,261	1,890	0.7	86,960	115,317
Programming and operations (including all expenses and fees incurred directly in connection with staging events and activities)	2,038,836	81,553	32.2	3,751,458	4,974,760
Repairs and maintenance	472,310	18,892	7.4	869,051	1,152,438
Utilities and telephones	133,143	5,326	2.1	244,983	324,868
Wages, salaries and/or volunteer support	1,094,660	43,786	17.3	2,014,174	2,670,970
Rent and other expenses	351,198	14,048	5.5	646,205	856,924
Total expenses	6,066,894	242,676	95.7	11,163,085	14,803,221
 Excess of Revenue over Expenses	 273,978	 10,959	 4.3	 504,120	 668,507

The data presented in the table were provided in the quantitative survey. A total of 25 Fair Associations provided the data, converting it themselves from the format of

their own financial statement to a standard format that was presented in the survey. Projections were made based on the data provided to represent the cumulative operating results of the 46 BC Fairs member Fair Associations and the estimated 61 agricultural fairs in BC.

In overview, it is clear that the Fair Associations operate on shoestring budgets. Little excess revenue exists to fund growth, capital needs or new initiatives. Further, as many Fair Associations tend to employ cash or fund accounting methods it is possible that excess revenue reported in this table was used for smaller capital projects. Most of the fairs confirm they are operating with very challenging budgets.

Segmented Analysis

Several more detailed analyses were conducted, including analysis of the differences between:

- Fair Associations owning their own facilities, owning some facilities and not owning facilities
- Fair Associations segmented by location
- Fair Associations segmented by size of primary market
- Fair Associations segmented by volume of attendance.

Tables are included in Appendix 1 to this report with these analyses. However, while there are significant differences between the groups, many similar characteristics are found. Fair Associations can compare their own data with data contained in these tables.

Source and Application of Funds

The following table summarizes how the fairs use their funds.

Summary of source and use of funds	Averages (n=25) \$'000	% of Revenue	Total for 46 BC Fairs members \$'000	Total BC 61 Fair Associations \$'000
Source of Funds				
Earned Income, Rentals and sponsorships/advertising	185.3	73.1	8,524.4	11,304.1
Grants	38.0	15.0	1,746.3	2,315.8
Other Income	30.4	12.0	1,396.5	1,851.8
Total revenue	253.6	100.0	11,667.2	15,471.7
Use of funds				
Operational expenses	167.3	65.9	7,693.8	10,202.7
Support and administration	75.4	29.7	3,469.2	4,600.5
Total funds used	242.7	95.7	11,163.1	14,803.2

The table shows that the Fair Associations generate nearly three quarters of their revenue from operations, including receipts at the fair, rental income, advertising

Operating Expenses

The table shows that the predominant component of operational expenses is the cost of delivering the programs and events. Human resources costs consume the second highest component of operational expenses, followed by awards, prizes and scholarships and then advertising and promotion.

Human resources costs are included as operational expenses as they are mainly used in connection with the delivery of programming. However, several fair associations have full time management staff and others have part or full time bookkeeping staff.

Expense Analysis	Average (n=25)		Administration and Support	Average (n=25)	
	\$'000	% of Revenue		\$'000	% of Revenue
Operations					
Programs, events and activities	81.6	32.2	Office and administration	20.6	8.1
Awards, prizes, scholarships	22.1	8.7	Repairs and Maintenance	18.9	7.4
Donations to other organizations	2.5	1.0	Insurance	7.6	3.0
Advertising and promotion	17.31	6.8	Utilities, telephones	5.3	2.1
Wages and volunteers	43.8	17.3	Professional fees	1.9	0.7
			Rural development and leadership	0.8	0.3
			Interest	0.8	0.3
			Memberships	0.4	0.2
			Rent and uncategorized expenses	14.0	5.5
			Amortization and depreciation	5.1	2.0
Total	167.3	65.9	Total	75.4	29.7

The Fair Associations are strongly motivated to maintain strong programs that contribute to reinforcing a developmental mandate in their agricultural and rural roots, significantly funding awards, prizes and scholarships. Further supporting their community mandate, the Fair Associations engage other community organizations to deliver some components of the fair and they donate funds to those organizations through those agreements.

Just nine of the 25 fairs included reported this expense. However, the interviews revealed that in several cases the Fair Association does not receive funds collected by those other organizations (and consequently does not bear the expenses associated with them) as the funds accrue directly to those community partners.

Administrative Expenses

The administrative and support expenses are led by office and administration expense. That is followed by repairs and maintenance, reported by just 18 Fair

Associations. Similarly, just 16 of the fairs reported incurring utility costs and making the non-cash provision of amortization and depreciation.

Capital Investment

Limited capital investment was reported by the Fair Associations. Only eight of the responding fair associations, reflecting just two thirds of the Fair Associations with their own facilities, reported starting a capital project during the past five years. The following table shows capital investment reported by the fair associations.

Capital Investments	2008	2009	2010	2011	2012
Totals	-	110,000	629,000	1,709,564	74,644
Average for all fairs reporting (n=25)	-	4,400	25,160	68,383	2,986
Estimated total for 46 BC Fairs members	-	202,400	1,157,360	3,145,598	137,345
Estimated total for 61 BC fair associations	-	268,400	1,534,760	4,171,336	182,132
 # of fairs reporting	 0	 2	 4	 5	 5

This limitation is of serious concern of security. The buildings owned by the Fair Associations are aging and deteriorating but funds are not available to pursue safety and modernization consistent with the expectations of the users and attendees.

Fair Associations believe that grants and contributions are crucial to maintain these facilities that are viewed by many to be core community facilities. However, the Fair Association Boards must be congratulated for having maintained their facilities in what they determine to be “acceptable” condition despite significant cuts in financial support.

The financial analysis shows that there is not sufficient revenue left after meeting operating expenses to continue to maintain facilities appropriately to meet the needs and expectations of the growing population.

Opportunities and Challenges

Discussions with the Fair Associations indicate they perceive there may be additional opportunities to attract new partners to support their programs and direction. However, they are challenged by the time that can be committed to seeking out and securing new grants and financial relationships. It may be appropriate for BC Fairs to research and publish information about relevant grants. The community discussions indicated that several Regional District councils have staff that may assist fairs to apply for grants, but perhaps BC Fairs may also assist.

Fair associations reported challenges with respect to timing aspects and other constraints surrounding Community Gaming Grants. A significant issue is that granting decisions are sometimes not received until significantly late in the planning

process for the coming major events. The Fair Associations also note that they are most successful when they make immediate applications as soon as applications can be received. It is suggested that BC Fairs explore this challenge with the BC Lotteries Corporation to see if there is an opportunity to assist the Fair Associations more in this respect.

Another significant challenge identified by several of the Fair Associations is associated with the rules applied for beer tent licensing. Again, it may be appropriate for BC Fairs to explore this issue further and advise the Fair Associations accordingly.

Trends and Risks

While this research gathered data for just one year, thus providing a benchmark for future evaluation, the Fair Associations report that they have operated through some very challenging times during recent years. The erosion of financial support by the BC Ministry of Agriculture had significant impact on the operation and sustainability of the Fair Associations. The Fair Associations believe they have “tapped” most of the financial resources that are available to them and they must become increasingly innovative to maintain the tradition of their events and continue to serve their communities.

Sustainability is a significant priority for the Fair Associations. The following table summarizes some of the attempts they have made to maintain sustainability during the past five years.

Answer Options	Did not try this	Tried but did not achieve measurable improvement	Did this and saw measurable improvement	Did this and found it extremely successful	Rating Average (scale is 1-4 where 4 is high)
Changed programming to make events more attractive or more profitable	5	8	13	6	2.63
Pursued grant funds for new initiatives	5	10	11	7	2.61
Become more focused on engaging your community	2	14	12	5	2.61
Increased revenue from business sponsors	5	8	15	4	2.56
Increased revenue from user fees, rentals, or other operations	9	8	10	5	2.34
Developed partnerships with other community organizations	9	8	14	2	2.27
Reduced operating expenses	9	9	14	1	2.21
Reduced administrative expenses	17	7	8	1	1.79
Developed partnerships with other fair associations	25	2	4	1	1.41

It is clear that the Fair Associations have been innovative in addressing this serious concern.

Conclusions and Recommendations

It is vitally important that fairs “take care of the business of the Fair Association” in order to build a secure future. The Fair Associations have survived through a hundred years of economic variation and have maintained a key component of their community. However, if they are to pursue the opportunities available to them to expand their focus on their communities and the agriculture community they must seek out new revenue streams in related fields.

Human Resources

BC's Fair Associations are volunteer driven. The volunteer Boards of Directors are challenged by difficulties in attracting additional volunteers to participate in leadership and in planning and executing their events.

Very few Fair Associations have full time employees – not surprising as many of the Fair Associations tend to be focused on delivering only a small number of events annually. However, while several Fair Associations would like to expand their mandate for their community and in support of agriculture they are unable to fund the salaries that would be required to do so.

Employment

The analysis shows only minimal employment among the Fair Associations. A few Fair Associations employ management staff and some contract for administrative support – mostly focused on bookkeeping. More Fair Associations employ part time or casual workers in connection with the operation of their fair. Fair-operations based employees are mostly engaged for manual activities and security.

It is notable that several fairs revealed in the interviews that they contract with local community organizations and clubs to provide a variety of services such as gate and security management, beer tent operations, etc.

A total of 16 of the 25 Fair Associations completing this part of the quantitative survey indicated they had at least one employee. A total of 239 employees were reported, including 221 part time or seasonal and 18 full time.

This leads to a projection of a total 33 full time and 407 part time or seasonal employees for a total of 440 employees among the 46 BC Fairs members and a total of 583 employees, including 44 full time and 540 part time or seasonal for the estimated 61 agricultural Fair Associations in BC.

Only three of the Fair Associations reported having at least one full time employee. The remainder had only part time or seasonal employees.

Volunteers

Volunteer management is a challenge for many Fair Associations. They report their ongoing efforts to attract younger leaders to join their Boards and to lead or participate in Committees or “Departments”.

The following table shows the involvement of volunteers among the Fair Associations.

BC's Fair Association Volunteers	Average per Fair Association (n=33)	Estimated total for BC Fairs' 46 member fair associations	Estimated total for BC's 61 fair associations
Number of volunteers engaged in event planning and execution	111	5,109	6,775
Number of hours contributed per volunteer in connection with event planning and execution	1,253	57,638	76,433
Number of volunteers engaged in the operation and maintenance of the grounds and facilities of the fair association	40	1,829	2,425
Number of hours contributed per volunteer in connection with the operation and maintenance of the grounds and facilities of the fair association	351	16,138	21,401
Number of volunteers engaged as members of the Board of Directors and Committees of the Board	33	1,496	1,983
Number of hours contributed per volunteer in connection with their participation in activities of the Board of Directors and Committees of the Board	232	10,676	14,157
Number of volunteers engaged to assist in the administration of the societies day to day administration and management	4	203	269
Number of hours contributed per volunteer in connection with the administration and management of the society	243	11,191	14,840
Total Volunteers	188	8,636	11,452
Total hours contributed	2,079	95,643	126,831

It is clear from this table that the residents of the communities strongly support the fairs. The estimated total of **11,500 volunteers between them contribute 127,000 hours annually to support their local Fair Association** in order to maintain this long standing community tradition.

Overall, nearly 60% (57.6%) of the Fair Association's report it is more difficult to attract volunteers. Most of the remainder indicate there is little change in that respect.

The Fair Associations described their view of the way in which volunteer recruitment and retention has changed. The following table summarizes their responses.

Answer Options	Response Percent
There are less volunteers due to other demands on people's time	43.8%
There are less volunteers due to economic stresses affecting volunteers	18.8%
Volunteers are more selective about the work they do	12.5%
There is little change	12.5%
Volunteers are more selective about which organization they work for	9.4%
Other organizations in the community offer more interesting or attractive work for volunteers	3.1%

As is the case in many organizations engaging volunteers, the Fair Associations find the volunteer market is significantly occupied with other priorities that limit their ability to contribute. However, the fact that only 3.1% of the Fair Associations indicated volunteers prefer to contribute their time to other community organizations indicates strong community support for the mission of the Fair Associations.

Fair Associations were also asked about the use of volunteer pools in the community. Approximately 30% of the Fair Associations have used a volunteer pool. However, discussions with the Fair Associations on this topic during the interviews often noted that the Fair Association came out on the losing end of these arrangements: they contributed more volunteers to the pool than they gained and subsequently found their volunteer support declined.

Conclusions and Recommendations

Operating without paid staff the Fair Association Boards are mostly “Working Boards”. Thus the extent to which they are able to deliver an expanded mandate is limited by the available time and skills of the volunteer Board and Committee members and other volunteers.

Three key directions should be pursued to address these challenges:

1. **Fair Association Boards should identify strategic partners for new initiatives** as they identify new priorities and clarify their mandate with respect to their community role, build new programming around priorities with respect to local agricultural producers and other priorities associated with new direction.

- a. In some cases, as leaders, they may be able to motivate their partners with employees to take on the delivery of the initiatives. In essence, they will provide intellectual leadership and their partner may be the delivery agent.
 - b. In other cases financial resources will be required to pursue these new initiatives. It is quite clear from the financial analysis that it will take some years for excess funds to be generated to fund expanded mandates with employees and other required resources.
 - c. Further, it may be possible to engage volunteers for these initiatives. The volunteers would need to have sufficient time available to fully execute the initiatives. However, it may be easier to find volunteers for this purpose if they are specifically tasked and if Fair Association Board Members assist them to develop clear definition of their mandate, work plan and expected achievements. Achievements should be acknowledged clearly.
- 2. **Fair Associations may consider developing several strategic alliances** – which many clearly already have in place – to pursue specific planned major initiatives
 - a. Such alliances would provide a team approach to pursuing the new, and perhaps some existing, initiatives and would result in mutual benefits for both or all partners in the initiative.
 - b. There are many examples of successful strategic alliances in the social environment.
- 3. **Boards should pursue a clearer understanding of the volunteer strategies and re-think their approach to volunteer recruitment and engagement.** While voluntarism has been a feature of the “community” approach Fair Associations employ to deliver their programming, it may be that traditional approaches to volunteer recruitment and management prevail.
 - a. Research has shown that while a larger proportion of volunteers in the population are younger people, the volunteers who commit the most time per capita are older. Further, there is a drop off in voluntarism during the years when parents are committed to new careers and are bringing up young children.
 - b. Volunteers are increasingly challenged by their own time priorities and have consequently become increasingly selective about how they use their precious volunteer time.
 - c. Volunteers are more likely to commit if they are asked to do a specific and finite task rather than “be a volunteer”. Further they are more inclined to respond to a direct invitation than to respond to a “call for volunteers”.
 - d. Volunteers are significantly motivated by understanding what is required of them, being able to visualize their contribution and be acknowledged for having delivered.

Community Economic Benefits

This section of the report summarizes the quantitative benefits that are associated with BC's Fair Associations.

Direct Quantitative Benefits

Measurable benefits are estimated based on the survey data. Percentages are calculated directly from the Fair Associations' responses. Projections to the 46 members of BC Fairs and the estimated 61 Agricultural Fairs are directly extended from the number of valid responses.

Spending by Fair Associations

Fair Associations spend almost all of the revenue they are able to secure. Fair Associations estimate that they spend 90% of their expenditure budget in their local community or trading area.

The remaining 10% of spending mostly takes place in BC. The geographic distribution of spending was discussed in detail with several of the Fair Associations during the interviews. Discussions on this topic included Fair Associations located in or near major centres and those more remotely located. That proportion is consistent with findings related to fair organization expenditure in several other jurisdictions.

The analysis finds that the estimated **61 Fair Associations in BC spend approximately \$13.3 million dollars in 2012 in their communities and trading area and a further \$1.5 million elsewhere, mostly in BC**, contributing several million dollars to BC's Gross Domestic Product.

The source of the funds used for these expenditures include all sources of revenue described previously this report. While most of the funds are shown to be generated locally, other sources include spending at the event by non-residents and grant and partner-contributed funds, which may be from broader geographies and occasionally from outside of BC. Thus the Fair Associations are attracting local and export revenue and spending it within their community and trading area.

It should be noted that on-site spending accruing to the Fair Association includes items such as gate receipts, beer sales, some concessions, parking, camping, etc. In addition, the Fair Associations gain revenue from commissions, revenue splits, participation charges, etc. in connection with the involvement of major attractions and activities and food and beverage outlets.

Attendees at BC's fair events may spend approximately \$20-30 per person per day at the event, depending upon the extent of the entertainment component of the fair

and the entrance fees. Some attendees will spend significantly more. The research shows that attendees mostly attend on slightly more than one day per year.

Attendee spending on site at the major annual agricultural fair is estimated to be \$17 to \$25 million.

There is also imputed revenue associated with expenses offset by contributions to other organizations in return for free labour and services. For example, if a service club operates gate control, parking, or beer tent operations at no charge in return for a revenue split with the Fair Association. This revenue is not always recorded in the financial statements of the Fair Associations so revenue may be under represented in these calculations. It is, however, a significant benefit to the community and should be acknowledged as a positive impact of the Fair Association.

Spending by Locally Resident Fair Attendees

Most of the spending on site by fair attendees is used for operations and is included in the spending profile summarized above. However, research in several jurisdictions has shown that some local residents spend money on fuel and other transportation costs, meals outside the fair and some retail purchases.

These funds may account for an additional \$10-15 per local resident person attending the event. The beneficiaries of that spending are local businesses.

In addition to spending on site, local cash flow in the community resulting from local residents attending the agricultural fair may exceed \$9.5 million.

Non Resident Spending

This is tourism spending. Non-resident, or visitor spending in connection with their visit to the fair contributes new cash flow to the community. While most of their spending is likely on site, visitors may also spend money on overnight accommodation, food and beverage outside the gate, retail purchases, other entertainment and transportation.

This report has noted previously that some of the Fair Associations have provided RV/camping facilities to accommodate their non-resident visitors and as a revenue generator. A larger proportion of non-resident attendees spend money outside the gate but within the community as a direct result of their visit than is the case with local residents.

Other research has suggested non-residents spend an average of approximately \$30 per capita per day off-site, in connection with their visit to the fair. Most of this expenditure takes place in the community. Therefore it is estimated that the 313,000 non-resident attendees spend \$9.4 million in connection with their visit to an agricultural fair in a community located an hour or more away from their home.

Based on these data cumulative visitor spending on site and en route or in the destination community in connection with visits to BC's fairs may be \$15.7 million.

Additionally, many non-residents attend other events staged by the Fair Association or events that are staged in the Fair Association's facilities by other organizations. While difficult to estimate proportions or spending without more detailed research on that topic, every day that a non-resident is in the community as a result of those events is a direct benefit for the community's hospitality and other business sector and contributes to building the general perception of the community.

Benefits for Suppliers and Competitors

Suppliers and competitors gain directly from their participation in the event. In some cases, such as midway and other contracted attraction operators, their revenue from the event is very significant and results directly from attendee spending on site.

Suppliers such as equipment suppliers and other major exhibitors gain revenue as a result of their participation in the fair. While they can benefit from sales during the fair, they have reported in other research that they often benefit from later sales that result from contacts made or maintained during the fair.

These items are not reflected in the financial statements of the Fair Associations. Therefore they are not included in the spending profile of the Fair Association.

The third major group that benefits financially in connection with the fair is the group of competitors who win prizes. These prizes are reflected in the Fair Associations' financial statements. However, discussion with several competitors in connection with this research indicates their winnings seldom exceed the expenses they incur in competition.

The per capita volume of this spending depends primarily on the extent of the commercial aspects of the fair and the number of people attending the event.

Spending by Suppliers and Competitors

Suppliers and competitors attending a fair event provide significant economic benefit for the community's business sector and often also employ local people to address labour needs. Thus they are a major contributor to cash flow in the community.

Hospitality industry businesses quickly point to this group of visitors as the most likely identifiable group to do business with them, ranging from overnight accommodation (often for several nights), food and beverage, entertainment, etc. In addition, some retailers – notably in hardware, clothing, office supplies and automotive businesses and tack shops, also note the exhibitors and competitors as the primary group of spenders.

These spenders are non-residents of the fair's community and their spending contributes direct economic benefit for the community's businesses. To put this into perspective, commercial members of BC Fairs providing attractions for the fairs estimated that their spending in BC communities may exceed \$10.0 million annually.

This amount may not be spent in BC if the Fair Associations did not contract to present those attractions. Naturally, however, this spending is a function of expense related to revenue accruing to these important partners on site.

Sponsors, Contributors and Donors

Sponsors, contributors and donors bolster the spending of attendees to help fund the Fair Association's events. Their cash is provided for philanthropic reasons associated with supporting the community or is spent from marketing budgets in order to gain increased awareness or to connect with existing and new customers at the fair. Their spending is included in the Fair Association's revenue profile. Fair Associations should work with these partners to determine how to assist them achieve their goals from their support.

Community benefits

Specifically, the non-residents who visit are introduced to, or become more familiar with, the community's businesses, hospitality sector and other attributes of the community. It is clear from other research that people who come to the fair gain a new appreciation for the community and return at other times, when they may spend more money than during their fair visit.

Many predominant qualitative benefits accrue to the community. They are to do with community building and support and are described in an earlier section of this report.

Regional influence

It is clear from the interviews and the surveys that Fair Associations contribute value for both their community and their trading region. It is an expensive task to motivate people to travel and to influence them to spend money. With their marketing focus on both primary and secondary markets and their strong mission to deliver an outstanding experience for their attendees both the region and the community benefit.

Agriculture

The benefit for the agricultural economy is predominantly in several specific areas:

- The Fair Associations bring agriculture people together with their potential suppliers and their potential purchasers.

- The Fair Associations focus significantly on delivering messaging and motivation to build agricultural and rural awareness among local and visitor populations. They are hampered in this mission by their limited resources: they develop programming and encourage others to deliver it through innovation, demonstrations and displays.
- The Fair Associations deliver agricultural and rural entertainment and learning experiences with an agricultural focus that is relevant to their agricultural clientele and others. The annual celebration at the fair is an important annual “release” for the attendees
- The fairs may provide an opportunity for learning about new and emerging local agricultural techniques.

Conclusions and Recommendations

The research concludes that in addition to providing a valuable role in community building and in agricultural business awareness, BC’s agricultural fairs directly and indirectly contribute very significant economic benefits for their communities and for British Columbia. If the agricultural fairs ceased to exist there would be significant losses in all of these environments.

Strategic Analysis

The analysis provided in this section of the report is derived from the survey responses. This analysis provides insight, coupled with other findings described in this document, that suggest a foundation for Fair Associations and for BC Fairs to develop strong strategic direction.

It is evident from the research that many Fair Associations are facing some difficult challenges but they may not all have the resources to address them. Many have not concluded that they are running a business venture and they need to take care of the business. The business issues are quite conventional, but need to be addressed.

- Many fairs are challenged by sustainability or viability
- The fair must match or exceed the expectations of the customers. This requires a blend of creativity and a conventional business approach
- The Board's focus must be on the future
- Fairs need to find new ways to address human resources and financial limitations
- Many Boards are limited by the experience or time commitments of Board members
- Boards need to be innovative to deal with their realities and still move forward
- Boards need to attract skilled individuals, businesses and other community partners to help with specific missions.

Strengths and Weaknesses

Strengths and weaknesses are internally focused. They are associated with the people and the history of the Fair Association.

Strengths:

BC's Fair Associations:

- Provide a forum for the community to celebrate
- Reinforce agricultural values and pursuits
- Deliver on a tradition
- Provide traditional competition
- Provide relevant programming for their traditional audiences
- Some provide facilities and activities for their communities that would not be there otherwise.

Weaknesses

Some of BC's Fair Associations suffer from:

- Struggles with innovation and direction
- Communication

- Inadequate planning
- Business focus
- Community and stakeholder engagement
- Financial resources
- Volunteers and human resources.

To take advantage of strengths and offset weaknesses

BC's Fair Associations should:

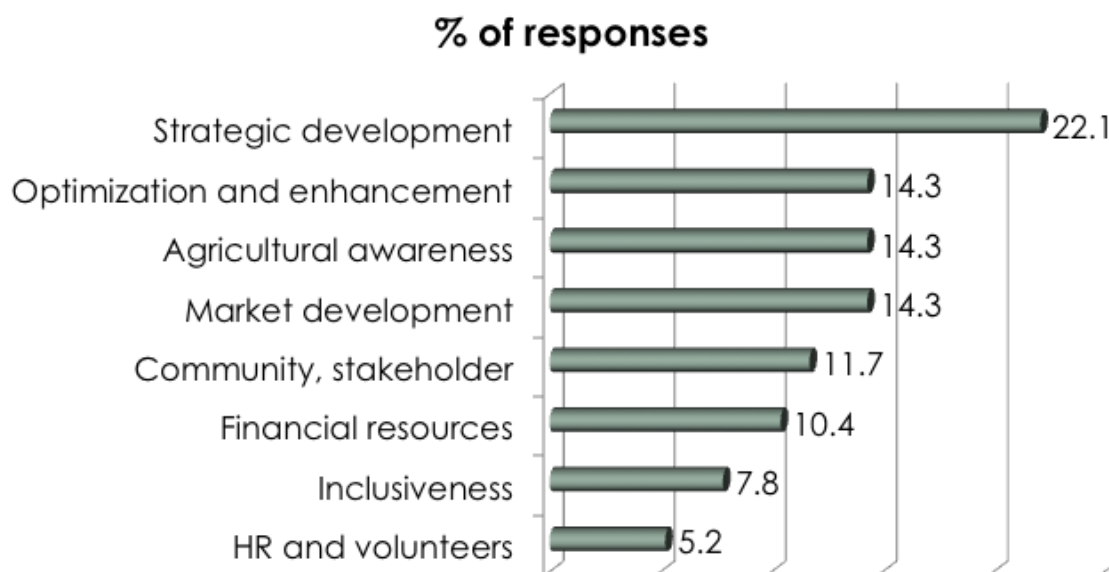
- Look forward
- Engage their community and their stakeholders
- Pursue business development
- Take advantage of skilled resources
- Integrate changing populations
- Explore and take advantage of opportunities.

Opportunities and Threats

Opportunities and threats are external factors. Using their strengths and offsetting their weaknesses the Fair Associations need to act aggressively to take advantage of the opportunities they have defined and offset the limiting threats and barriers.

Opportunities

Opportunities that the Fair Associations defined in the surveys are categorized below into groupings. It is clear that the Fair Associations identified opportunities in many areas that will directly enhance their organization and expand on the benefits that it delivers for the community.



Notably the Fair Associations saw opportunities to do with new trends in small scale and local agriculture and finding ways to create a more interactive experience at

their fair events. They noted the opportunity to produce more entertainment experiences for their attendees that are specifically based on learning about agriculture.

Further, the Fair Associations noted the ongoing opportunity to contribute to building relationships within their community and region for the benefit of their stakeholder and fair event attendees.

Threats:

Threats identified during the research are mostly perceived to be to do with the Fair Associations' financial fears:

- Continued erosion of the positioning of the fair and the Fair Association resulting from the challenge of ongoing funding inadequacies and competitive factors
- Increasing competition for funding
- Facility shortcomings
- Long-term stability.

Strategic Direction

Strategic direction is a road map for the Fair Associations and the Fair Association industry. Fair Associations need to determine where their focus lies and to set direction to pursue a clear vision for the future. With new focus, agricultural Fair Associations can become a key motivator and facilitator within their sphere of influence. Key factors to build strong strategic direction are:

1. Constantly maintaining a focus on the relevance of fairs to the stakeholders
 - a. Understand stakeholders
 - b. Understand markets
 - c. Understand business environment
 - d. Understand the factors that will influence direction for the future
2. Integrate this knowledge into planning
3. Define and communicate with all stakeholder groups
4. Reach out to peers (other Fair Associations)
5. Focus on strong communication of achievements, benefits, innovation and fun.

Focus, intensity and strong communication are vital priorities today. However, some Fair Associations have not pursued programming or communication initiatives that are consistent with changes in their community and in agriculture.

The opportunity exists for Fair Associations to return to their earlier roots in both their agricultural focus and their community building focus.

- In agriculture:
 - There is a renewed focus on small scale experimentation and production
 - Fair Associations should increasingly bring smaller farmers, agricultural producers and relevant agricultural innovators together for networking, learning and showcase opportunities
 - They should reinforce for their attendee populations, and others in their communities, the benefits and opportunities of small scale farming
- In community building:
 - Community leaders and Fair Associations believe there is a resurgence in the importance of community
 - Planning to refocus to serve that trend, Fair Associations should explore how that might look in the local community and deliver on it.

As Fair Associations consider future direction they should also appreciate that there is a significant difference in product concept among BC's Fair Associations. Some

have grown to become regional attractions and some have maintained their focus on their close in agricultural community.

This difference in direction for the Fair Associations is traditionally primarily driven by:

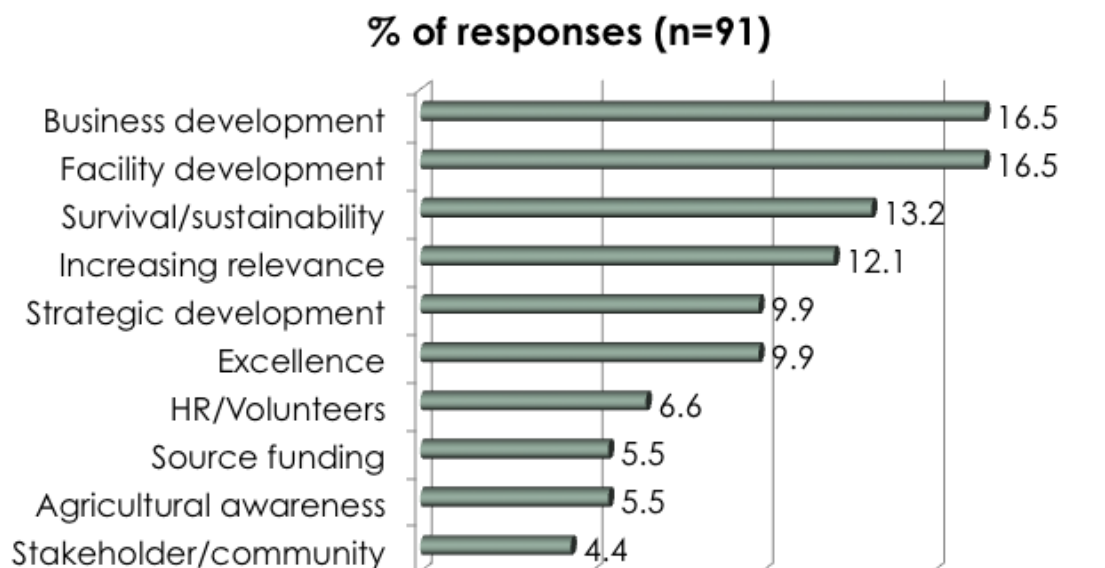
- The scope of vision of their Board of Directors for the kind of focus they want to maintain and their commitment to pursue it
- The perception held by the Fair Association Board about the expectations of their community, their stakeholders and their attendees.

With appropriate strategic development any Fair Association can be successful in its chosen positioning. However, the research shows clearly that neither ownership, or not, of facilities nor local market size significantly affect this balance. Some Fair Associations that own their own facilities have chosen to remain locally focused and some without have become widely acknowledged event. Some in large market areas have remained narrowly focused and others have grown significantly larger.

Strong and progressive Boards are essential for leadership – even if the chosen direction is to maintain traditions. However, trends in agriculture, socio economic factors, demographics, and communities are all crucial to planning decisions

New Priorities

Fair Associations were able to clearly define their goals for the future. The following chart summarizes the areas within which these priorities and goals were defined.



The survey question leading to that chart was open ended and respondents were asked to define up to three goals or areas of priority they consider to be important

over the forthcoming years. They were not ranked so this table includes all responses.

Partnerships and Strategic Alliances

Fair Associations were asked in the survey about existing partnerships and strategic alliances and about how they relate to other Fair Associations. The following table shows that **43% of the Fair Associations are involved in strategic partnerships with other organizations or businesses**. The survey question included the clarification that strategic partnerships have defined goals and reporting relationships, clear identification of who is responsible for what, how each organization expects to benefit from initiatives of the partnership, and clear indication of the investment of resources required from each partner.

The Fair Associations describe the mission of their strategic partnerships as:

- Marketing
- Promoting agricultural awareness
- Alliances with other community organizations to reduce the cost of operating the fair by sharing revenues with others who provide human and communication resources
- Community promotion
- Business development for the community
- Facility use.

Several other areas of focus were noted.

The survey also asked Fair Associations if they were involved in economic or community development committees or boards in their community. More than half of the Fair Associations reported they are not involved in these initiatives but 40% (n=33) are involved.

The remaining 9% of the responding Fair Associations indicated there is no such organization in their community. As leaders in the community, the Fair Associations in communities without such an organization should investigate how to establish an initiative of this kind.

The following table shows how Fair Associations relate to their peers in other Fair Associations.

Answer Options	Response Percent (n=32)
We have no working relationship with other fair associations	46.9%
We have negotiated dates and programming with nearby fair associations to avoid conflicts and optimize attendance at each fair association's events	46.9%
We share equipment with other fair associations to minimize duplication of little used equipment	34.4%
We have an active formal or informal mentorship relationship	21.9%
Joint initiatives exists with respect to sponsors and business partners	12.5%

Discussions in the interview program addressed this issue in further depth. The Fair Associations have many questions; some strategic, some tactical and some basic working questions that they perceive may be able to be answered by their peers.

The research shows that some Fair Associations have engaged their peers to address their challenges and received valuable guidance. This supports the value of initiating a forum to encourage mentorship among the Fair Associations. This issue is addressed later in this report.

4-H

The 4-H organization has a similarly long history, recording its 100th anniversary in BC in 2014. Some Fair Associations plan to celebrate the centenary of 4-H as a major theme at their 2014 annual agricultural fair event.

There has long been an informal alliance between 4-H and the Fair Associations. The fairs provide a competitive and exhibition outlet for 4-H that is strongly supported by most Fair Associations. The following table shows how the Fair Associations support 4-H.

Answer Options	Response Percent (n=33)
Provide facilities for 4-H events at no charge or at a discounted rate	66.7%
Provide special programming for 4-H as a part of your major annual events	63.6%
Meet with local 4-H leaders to explore opportunities for mutual benefit	45.5%
Include a 4-H representative on your Board of Directors	39.4%
Nothing	9.1%

All of the fairs agree that 4-H should continue to be supported by the Fair Associations. While two thirds answer unequivocally, one third indicates that support should be mutually beneficial.

Fairs and Government

It was a severe blow to BC's Fair Associations and to BC Fairs when the Government of BC Ministry of Agriculture withdrew its traditional funding support for fairs. While they have survived, consistently with their history of 100 years of service to their communities, their ability to serve their communities has been significantly eroded. They should be significantly respected for their skill in recovery.

A survey question asked Fair Associations about the issue of public funding for Fair Associations. Not surprisingly, all Fair Associations believe public funding is important for BC's Fair Associations. The Fair Associations provided a large number of unaided responses to explain why fairs should receive public funding. They included several themes:

- Supporting what are perceived to be the traditional community and agricultural motivation roles of the Fair Association in light of their extreme challenge to break even annually while continuing the tradition of the fair
- Supporting new initiatives to increase the value of potential advances in community, local agricultural awareness and education
- Building new focus on heritage and to celebrate the "fabric of the community"
- Supporting initiatives to attract new visitor spending in the community.

The responses show clearly that additional funding of fairs would support the fairs as a vital part of their community, motivating Fair Associations to pursue new and focused initiatives that would benefit agriculture and the community.

The following table shows that the Fair Associations believe public funding is most appropriate to support new initiatives and new projects.

Answer Options	Response Percent (n=32)
New initiatives	87.5%
Projects	93.8%
Core or administration funding	46.9%
Special partnerships	43.8%
Other (please specify)	12.5%

Additional responses noted the value of public funding to support critical issues including education, incentives for local agriculture operators to be involved and have more exposure to potential customers and clients, and the maintenance, repair, renovation and construction of facilities.

In the surveys Fair Associations were asked how they could actively support Government of BC initiatives or priorities in order to build a mutually beneficial partnership between the fairs industry and provincial government. The following table summarizes their responses.

Answer Options	Response Percent (n=33)
Promote awareness of the importance of agriculture	100.0%
Promote tourism	81.8%
Prioritize rural, regional or community pride	87.9%
Promote retention of rural values	93.9%
Promote the heritage of local communities	97.0%
Promote local and regional businesses	78.8%
Provide an opportunity for provincial government to promote their programs	78.8%

Unaided responses identified the potential to support health and the agricultural industry by providing educational information on the benefits of growing and buying local products and using the fair events as a two-way communication vehicle to explore government messages. Some Fair Associations noted they already do all of these things.

- Fairs must build a proposition that is equally valuable for government and the fairs
- Fairs strongly committed to support government initiatives
- Fairs can communicate government messages to targeted audiences.

Conclusions and Recommendations

Fair Associations have an extraordinary opportunity to continue to build on their history and contribution to their community. Key recommendations include:

- Set the future direction of the Fair Association through focused consultation with key stakeholders and strategic planning.
- Execute a year-round community engagement and communication plan to promote dialogue on the contribution and direction of the Fair Association.
- Pursue new initiatives to engage and promote local agricultural producers and innovators and connect them to customers.
- Add vibrant, educational and interactive entertainment within the agricultural component of the fair, supporting traditional programming, to expand the engagement of fair attendees.
- Prioritize development of the business of the Fair Association to drive new initiatives and programming, leading to enhanced value.

BC Fairs and its Members

The Fair Associations acknowledge the commitment of the BC Fairs Board and staff, noting they have continued to provide a high level of service despite significant budget reduction. This section of the report provides focus and recommendations for BC Fairs to pursue aggressive direction consistent with the expectations of Fair Associations and opportunities for BC's fairs industry. However, it is acknowledge that BC Fairs must seek additional financial and human resources in order to fulfill that mission.

Industry Challenges

The Fair Associations identified their perception of the challenges facing the fairs industry. These include:

- The changing agricultural environment
- Volunteer recruitment and retention
- Optimizing the relevance of the Fair Association to its targeted markets
- A new funding model and new strategies are required to increase the financial resources available for BC Fairs and for its member Fair Associations
- The emergence of other mandates which enter the traditional sphere of the agricultural fair
- Communication
- Identity and awareness
- Directional quandaries (e.g., agriculture vs. entertainment vs. education vs. agricultural market development)
- Perceptions regarding government support
- Isolation
- Regional differences and imbalances.

Needs and Expectations of Fairs

Through this research the Fair Associations have indicated that they perceive BC Fairs can help them to address several key priorities. These priorities are focused on future enhancements and strategic development for Fair Associations, their events and the industry.

Their motivation for Fair Associations to describe these areas of priority is simply that they want to excel in their mission in any way that they can. Most of the Fair Associations are very clearly progressive in their vision. Their achievements speak for themselves. Sadly some are tired but it is perceived they can be motivated to become more focused with additional guidance and support.

Priorities for Industry Development

The Fair Associations suggest the following areas of priority for BC Fairs, as their provincial association, to contribute to the growth and re-positioning of the industry. These are areas that challenge many Fair Associations as they pursue their own future direction. There is no ranking for these areas of priority. These suggestions are presented in three groups:

Programs that will directly provide assist the Fair Associations

- Initiate a Board development program to assist Fair Associations to enhance the performance of the Boards and make their Boards of Directors respected as the “Board to be on” in the community
- Provide a suite of planning tools and associated guidance (e.g., consumer survey tools and methods, strategic planning guidelines)
- Establish a mentorship program to help fair associations address opportunities and challenges among themselves
- Guide Fair Associations in community and stakeholder engagement
- Seek out a new funding model for Fair Associations
- Share knowledge through a mentorship and resources program
- Provide opportunities for individual Fair Associations to participate in broader strategic development initiatives.

Deliver industry strategies to enhance the business environment of BC’s Fair Associations

- Build strong and mutually beneficial working relationships with carefully targeted government agencies
- Seek new financial support to facilitate the priorities of the fairs industry
- Pursue business relationships with selected strategic partners
- Focus on leadership and education
- Build a strong identity and increase awareness for BC’s fairs
- Consider rebranding fairs and the fairs industry to clarify and update the industry
- Explore and develop new relationships with stakeholders at the provincial level.

Provide industry leadership

- Be a visible leader.
- Focus on the future
- Execute a comprehensive communication and promotion strategy to inform population, government and other stakeholders about BC’s fairs and their contribution

Detailed Initiatives BC Fairs to pursue on behalf of its Members

The following notes summarize the Fair Associations’ recommendations for the initiatives that BC Fairs may pursue. It is acknowledged that BC Fairs has very limited financial and human resources to pursue these initiatives. Therefore it will

be important for BC Fairs to prioritize these prospective initiatives and, where appropriate, to seek out financial partners to help execute them.

Active promotion of industry awareness

- Raise awareness of BC's Fair Associations, their mission and their achievements
- Promote active participation by the population in making local food choices
- Execute a public education campaign to promote and illustrate the role of BC's fairs with respect to the growth and progress of BC's local agricultural producers
- Increase awareness of the profile and contribution and direction of the fair industry in the eyes of all levels of government
- Report to government partners and other industry stakeholders on the progress of the industry and its member Fair Associations towards their stated strategic direction.

Agricultural initiatives

- Create a forum to showcase new agricultural initiatives & technologies
- Educate larger population centre dwellers and government about the challenges and opportunities of agriculture and rural living.
- Continue to support agricultural awareness priorities
- Encourage active and sustainable use of agricultural lands
- Become the "go to" organization for education, forums and current local agricultural issues in the community
- Gather and promote relevant agriculturally focused literature
- Promote local farming and local agricultural market initiatives
- Initiate a joint agricultural education communication program with government and industry partners.

Strategic development for the industry

- Provide monthly emails to Fair Associations on initiatives, priorities and opportunities
- Build niche development strategies for the industry
- In concert with regional tourism organizations, initiate regular tourism development and marketing communication and other initiatives focused on the role of Fair Associations in enhancing visitor spending; include engagement of tourism marketers and visitor centres
- Develop broad strategies to attract more young people to participate in the fairs industry
- Guide Fair Associations to achieve greater community engagement and participation
- Focus on separate priorities for small, medium and large fairs as not all initiatives apply to all Fair Associations
- Acknowledge the regional differences between BC's Fair Associations, modifying programming and other membership communication accordingly

- Pursue enthusiastic government involvement and partnership with Fair Associations
- Develop and execute initiatives and communication focused on education about agriculture and rural and smaller community life
- Guide Fair Associations to develop prioritize programming for people of all ages, all types of market, First Nations and other ethnic origins
- Establish a strong, ongoing dialogue and relationship with all appropriate departments and politicians in the Government of British Columbia
- Work with the agriculture industry to explore and define its expectations from fairs and its priorities that can be shared with fairs
- Conduct population research to determine factors such as awareness, interests, motivation, participation rates, behaviour and vision, needs and expectations of the general public relevant to the mission of the fairs.

Strategic partnership development

- Define agricultural priorities through ongoing discussion with BC Agriculture and agriculture industry representatives
- Pursue increased participation by agriculture industry players at the level of the fairs
- Develop appropriate agricultural partnerships
- Build increased collaboration with agricultural producer groups, perhaps focusing on new initiatives with local producers
- Explore partnership opportunities with farmers markets for joint promotion of “buy local” initiatives and to access possible funding
- Encourage promotion by the Government of BC to encourage attendance at the fairs by promoting “Buy local” and the importance of local agriculture.

Financial /funding support

- Seek out mutually beneficial partnerships with provincial government agencies and local government to support the positioning, programming and evolution of BC’s fairs and the industry
- Explore opportunities for a new financial model for the industry and for the Fair Associations.

Market development

- Develop an initiative with the BC Ministry of Agriculture to promote and support agricultural displays and competitions
- Guide Fair Associations to develop focused marketing strategies and plans and to optimize their marketing investment
- Provide recommendations for local advertising for Fair Associations.

Industry liaison

- Attract the remaining 15 agricultural Fair Associations to join BC Fairs
- Explore opportunities to expand the sphere of influence of BC Fairs by adding new membership categories or expanding the scope of membership

eligibility.

Industry standards

- Assist Fair Associations to enhance their operating standards at their events.

Fairs assistance

- Guide BC's Fair Associations to initiative projects to add appropriate new facilities for their local fairs
- Guide Fair Associations to optimize the use of community fairgrounds and facilities.

Communication

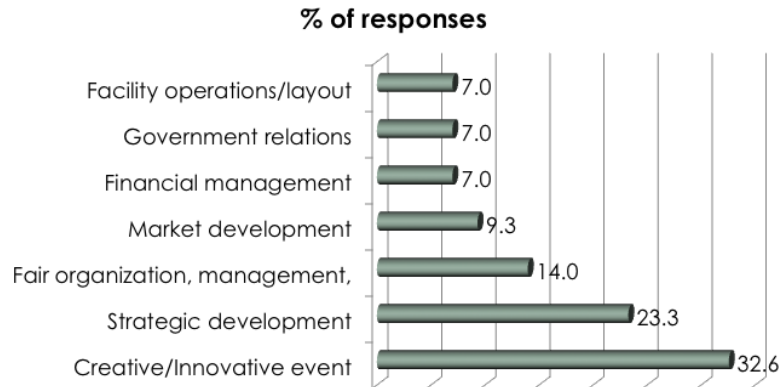
Communication is a vital issue for BC's fairs industry to address. Many communication priorities exist, including:

- BC Fairs Communication requirements
 - Communication between BC Fairs and the individual Fair Associations
 - Communication with the public about fairs, their role and their accomplishments
 - Communication with government and other stakeholders
 - Providing information resources for the industry, media, government, prospective partners and the population
- Local communication requirements for Fair Associations
 - Notifications and announcements
 - Ongoing community, partner and stakeholder engagement
 - Marketing activities

It is essential to prepare communication strategies and plans to manage these many communication needs effectively. Effective communication is an expensive priority. In general, the industry has not been the strongest communicator due to its very limited financial resources at the provincial (BC Fairs) level and at the community (Fair Association) level. However, communication must become a strong priority for BC Fairs and the Fair Associations and funding must be secured or set aside to execute strong communication programs. This is an ideal opportunity for partner investment or co-operation.

Mentorship and Collaboration

Fairs want to learn from each other. An open-ended survey question asked "What would you like to learn from the fairs you respect most?" The responses are summarized below.



Detailed responses to this question include:

Government relations

- *Dealing with bureaucrats*
- *Relationship building with local government/municipal support in the way of dollars/capital assets*

Fair organization management and leadership

- *Team Building, Sponsorship and Grant Writing*
- *Recruiting volunteers*
- *How they obtain volunteers*
- *Organizational Structure*
- *Volunteer sharing*

Creative/innovative event programming and delivery

- *How to develop creative, hands on agriculture exhibits for kids & families*
- *Different events*
- *Overall improvement to the Fair experience/promotion*
- *Increase participation from the agricultural community to increase competitive livestock shows*
- *Any thing to improve our fair*
- *Developing booklets for categories/entries*
- *Programming*
- *Entertainment*
- *Children's activities*
- *Rodeo Operations*
- *Operations*
- *Games*

Facility operations

- *Effective lay out of grounds to optimize space and the performance of the fair*

Market development

- *How to attract more attendees*
- *Marketing and promotion*
- *How they encourage participation*

Financial management

- *Financial*
- *Grant applications*
- *Their expense structure*

Strategic development

- *How we can successfully transition from being a small country fair to a much larger event.*
- *How they succeed*
- *How to build a diverse revenue base*
- *Building strong relationships with the community*
- *Achieving business and philanthropic financial support*
- *Community involvement*
- *Increase participation from community organizations*
- *New ideas*

Clearly the range of desired knowledge is broad, but it is clearly defined. BC Fairs can provide guidance on some of these priorities for its members. However, there is also an important opportunity for the Fair Associations to engage each other.

We learn well from our peers. The Fair Associations indicate that peer discussion is a significant value of the annual BC Fairs convention. The popularity of the Fair Managers' Forum is very evident.

The survey respondents identified the Fair Associations they perceived to be the industry leaders. They include large/small, remote/urban, wealthy/not so wealthy, and other Fair Associations. During the research these individual Fair Associations were consulted to determine their willingness to be a part of a mentorship program.

More detailed recommendations for the development of such a program will be provided directly to BC Fairs. However, Appendix 2 to this report contains a possible approach to delivering a mentorship program that would be facilitated by BC Fairs but operated by the members of BC Fairs.

BC Fairs Program Evaluation

The survey and interview programs asked Fair Associations to consider the value of several programs and initiatives of BC Fairs. While summary data from the survey are provided below, more detailed discussion will take place with the BC Fairs Board of Directors to examine the survey findings in further detail. Further, a

separate report with recommendations was provided to BC Fairs in connection with their examination of the BC Fairs Fair Evaluations Program.

The following table summarizes the survey responses to a question asking respondents to rate how valuable a series of BC Fairs programs and priorities were to them. The evaluation used a four point scale where “1” means “Little value” and “4” means “Extremely valuable”.

Program or Priority	Average Rating
Presenting a joint face and image for BC's agricultural societies	3.1
Lobbying on behalf of the industry	3.0
The annual BC Fairs convention	2.8
Research conducted for the industry	2.8
Promoting awareness of the value of agricultural societies	2.8
Networking	2.8
Regular communications from BC Fairs	2.8
Inclusiveness as a member of the industry	2.7
Advertising programs	2.7
Membership benefits such as insurance discounts, etc.	2.7
Mentorship and guidance for your society	2.6
Annual evaluations	2.4

The table shows clearly that the Fair Associations rated highest the programs associated with leadership of the industry. They were closely followed by the value of the BC Fairs Annual Convention and research conducted for the industry.

The survey also asked respondents to rate four communication tools used by BC Fairs. The following table summarizes the responses.

Communication tools	Rating on a four point scale where 0 means "Not at all valuable" and 3 means "Extremely valuable".
-	
Website	2.4
Annual Fair Guide	2.6
Newsletter	2.5
Annual Directory	2.6

Clearly the members rated these vehicles highly.

Conclusions and Recommendations

There is potentially a strong future for BC's fairs industry as it approaches and executes new priorities at the provincial and local levels. Fairs operate in what is currently a changing marketplace, but they have a strong track record of performance and delivery. There is extraordinary potential for growth with strong direction and leadership and new partnership opportunities.

The following overall recommendations are provided for BC Fairs based on the conclusions of the research:

- Implement a new communication plan for the industry to raise awareness and the visibility of BC's Fair Associations and their contribution; Consider industry re-branding to bring greater relevance to the benefits driven by the Fair Associations
- Establish a mentorship program to encourage peer interaction and support among member Fair Associations.
- Explore a new funding model for BC's fairs industry to facilitate continued growth and new initiatives focused on expanding the social, economic and agricultural benefits for communities.
- Seek out strategic alliances for the industry.
- Assist Fair Association Boards of Directors to enhance their professionalism and leadership.
- Engage First Nations and ethnic population groups to determine appropriate strategies to encourage them to participate more in agricultural fairs.

What Next

In February 2014 the BC Fairs Board of Directors will meet to discuss further background findings from this research and to consider strategies to integrate the findings into their planning for forthcoming years.

Appendix 1: Comparison of Financial Performance

The following pages provide comparisons of the financial performance of Fair Associations grouped by:

- Ownership of facilities
- Primary market size
- Attendance at main annual event
- Region of BC

The analyses are based on data provided by the Fair Associations that fully completed the financial portion of the Quantitative Survey. Each table includes two parts:

- Financial statement analysis showing the average of the valid response data
- Financial statement analysis showing the percentage of each revenue and expense account forms of total revenue, coded by colour to show the largest and smallest reported percentage value by category

Analysis of financial performance by ownership of facilities	Own all of their facilities	Own none of their facilities	Own most/some of their facilities	Overall
Incidence of responses	10	11	9	30
Valid responses	7	11	8	25
Average of valid responses	\$	\$	\$	\$
Revenue				
Grants: Federal Government and agencies	4,271	9,988	13,350	9,863
Grants: Government of BC and agencies	16,229	18,984	24,484	20,732
Grants: Local government	125	13,123	4,875	7,369
Earned revenue from operations (e.g., ticket sales, fees, exhibitor fees, etc)	159,383	70,204	202,032	140,167
Rental income	43,999	1,063	3,542	13,921
Interest income	2,253	48	94	682
Membership fees	607	436	764	606
Donations and fundraising	4,247	14,663	20,500	14,201
Sponsorships and advertising	10,187	34,835	40,768	31,225
GST recovery (net)	1,309	1,980	202	1,302
Revenue from other sources	6,400	24,948	2,491	13,566
Total revenue	249,010	190,271	313,102	253,635
Expenses				
Advertising and promotion (including website and social media)	5,922	19,547	22,034	17,310
Amortization and depreciation	7,440	-	9,302	5,060
Awards, prizes and scholarships	11,077	13,894	40,295	22,109
Rural development, leadership and training	642	906	803	835
Donations to other organizations	1,448	3,657	1,513	2,499
Insurance	14,911	3,093	6,394	7,582
Interest	1,347	5	1,348	811
Office and administration expenses	16,350	18,313	24,799	20,571
Memberships	460	236	531	403
Professional fees and accounting	984	1,464	3,033	1,890
Programming and operations (including all expenses and fees incurred directly in connection with staging events and activities)	37,979	70,143	125,176	81,553
Repairs and maintenance	24,370	4,752	31,181	18,892
Utilities and telephones	13,721	1,400	2,711	5,326
Wages, salaries and/or volunteer support	41,812	41,824	42,739	43,786
Rent and other expenses	40,775	3,200	3,821	14,048
Total expenses	219,239	182,435	315,680	242,676
Excess of revenue after expenses	29,771	7,837	(2,578)	10,959
	% of total revenue	% of total revenue	% of total revenue	% of total revenue
Revenue				
Grants: Federal Government and agencies	1.7	5.2	4.3	3.9
Grants: Government of BC and agencies	6.5	10.0	7.8	8.2
Grants: Local government	0.1	6.9	1.6	2.9
Earned revenue from operations (e.g., ticket sales, fees, exhibitor fees, etc)	64.0	36.9	64.5	55.3
Rental income	17.7	0.6	1.1	5.5
Interest income	0.9	0.0	0.0	0.3
Membership fees	0.2	0.2	0.2	0.2
Donations and fundraising	1.7	7.7	6.5	5.6
Sponsorships and advertising	4.1	18.3	13.0	12.3
GST recovery (net)	0.5	1.0	0.1	0.5
Revenue from other sources	2.6	13.1	0.8	5.3
Total revenue	100.0	100.0	100.0	100.0
Expenses				
Advertising and promotion (including website and social media)	2.4	10.3	7.0	6.8
Amortization and depreciation	3.0	-	3.0	2.0
Awards, prizes and scholarships	4.4	7.3	12.9	8.7
Rural development, leadership and training	0.3	0.5	0.3	0.3
Donations to other organizations	0.6	1.9	0.5	1.0
Insurance	6.0	1.6	2.0	3.0
Interest	0.5	0.0	0.4	0.3
Office and administration expenses	6.6	9.6	7.9	8.1
Memberships	0.2	0.1	0.2	0.2
Professional fees and accounting	0.4	0.8	1.0	0.7
Programming and operations (including all expenses and fees incurred directly in connection with staging events and activities)	15.3	36.9	40.0	32.2
Repairs and maintenance	9.8	2.5	10.0	7.4
Utilities and telephones	5.5	0.7	0.9	2.1
Wages, salaries and/or volunteer support	16.8	22.0	13.7	17.3
Rent and other expenses	16.4	1.7	1.2	5.5
Total expenses	88.0	95.9	100.8	95.7
Highest average response				
Lowest average response				

Analysis of Financial Performance by Primary Market Size

Primary Market Population	Less than 15,000	15,000-49,999	50,000-84,999	85,000 or more	Overall
Response distribution	11	8	5	6	30
Valid responses	9	7	4	5	25
Average of valid responses by category	\$	\$	\$	\$	\$
Revenue					
Grants: Federal Government and agencies	667	4,271	39,033	10,908	9,863
Grants: Government of BC and agencies	2,278	23,371	74,549	7,200	20,732
Grants: Local government	2,261	54	9,500	25,100	7,369
Earned revenue from operations (e.g., ticket sales, fees, exhibitor fees, etc)	36,932	100,100	450,861	133,529	140,167
Rental income	3,586	17,994	6,605	32,676	13,921
Interest income	103	121	84	2,988	682
Membership fees	233	619	1,745	350	606
Donations and fundraising	4,021	3,477	69,792	3,067	14,201
Sponsorships and advertising	4,519	16,917	107,556	38,263	31,225
GST recovery (net)	-	1,309	5,849	-	1,302
Revenue from other sources	2,733	2,659	3,578	56,328	13,566
Total revenue	57,332	170,891	769,149	310,409	253,635
Expenses					
Advertising and promotion (including website and social media)	3,063	4,346	61,087	26,080	17,310
Amortization and depreciation	5,253	686	16,699	1,525	5,060
Awards, prizes and scholarships	4,493	13,813	82,334	17,253	22,109
Rural development, leadership and training	289	1,693	1,606	-	835
Donations to other organizations	1,173	100	12,802	-	2,499
Insurance	3,365	9,657	10,712	9,765	7,582
Interest	88	1,242	2,080	493	811
Office and administration expenses	1,124	18,478	53,837	31,896	20,571
Memberships	317	302	1,072	162	403
Professional fees and accounting	279	2,805	4,584	1,356	1,890
Programming and operations (including all expenses and fees incurred directly in connection with staging events and activities)	18,711	44,036	346,464	35,266	81,553
Repairs and maintenance	4,122	13,433	71,553	10,994	18,892
Utilities and telephones	2,078	7,001	6,045	8,251	5,326
Wages, salaries and/or volunteer support	4,439	15,332	134,432	81,930	43,786
Rent and other expenses	6,110	6,861	5,379	45,333	14,048
Total expenses	54,903	139,786	810,685	270,305	242,676
Excess revenue after expenses	2,429	31,105	(41,535)	40,104	10,959

Percent of valid responses

Revenue					
Grants: Federal Government and agencies	1.2	2.5	5.1	3.5	3.9
Grants: Government of BC and agencies	4.0	13.7	9.7	2.3	8.2
Grants: Local government	3.9	0.0	1.2	8.1	2.9
Earned revenue from operations (e.g., ticket sales, fees, exhibitor fees, etc)	64.4	58.6	58.6	43.0	55.3
Rental income	6.3	10.5	0.9	10.5	5.5
Interest income	0.2	0.1	0.0	1.0	0.3
Membership fees	0.4	0.4	0.2	0.1	0.2
Donations and fundraising	7.0	2.0	9.1	1.0	5.6
Sponsorships and advertising	7.9	9.9	14.0	12.3	12.3
GST recovery (net)	-	0.8	0.8	-	0.5
Revenue from other sources	4.8	1.6	0.5	18.1	5.3
Total revenue	100.0	100.0	100.0	100.0	100.0
Expenses					
Advertising and promotion (including website and social media)	5.3	2.5	7.9	8.4	6.8
Amortization and depreciation	9.2	0.4	2.2	0.5	2.0
Awards, prizes and scholarships	7.8	8.1	10.7	5.6	8.7
Rural development, leadership and training	0.5	1.0	0.2	-	0.3
Donations to other organizations	2.0	0.1	1.7	-	1.0
Insurance	5.9	5.7	1.4	3.1	3.0
Interest	0.2	0.7	0.3	0.2	0.3
Office and administration expenses	2.0	10.8	7.0	10.3	8.1
Memberships	0.6	0.2	0.1	0.1	0.2
Professional fees and accounting	0.5	1.6	0.6	0.4	0.7
Programming and operations (including all expenses and fees incurred directly in connection with staging events and activities)	32.6	25.8	45.0	11.4	32.2
Repairs and maintenance	7.2	7.9	9.3	3.5	7.4
Utilities and telephones	3.6	4.1	0.8	2.7	2.1
Wages, salaries and/or volunteer support	7.7	9.0	17.5	26.4	17.3
Rent and other expenses	10.7	4.0	0.7	14.6	5.5
Total expenses	95.8	81.8	105.4	87.1	95.7
Excess revenue after expenses	4.2	18.2	(5.4)	12.9	4.3

Average

Highest average response
Lowest average response

Analysis of financial performance based on attendance at Major Annual Event

	Less than 10,000	10,000- 14,999	15,000- 39,999	40,000 or more	Overall
Attendance at major annual event					
Response distribution	4	4	7	15	30
Valid responses included	3	4	7	11	25
Averages of valid responses	\$	\$	\$	\$	\$
Revenue					
Grants: Federal Government and agencies	52,043	8,810	7,029	545	9,863
Grants: Government of BC and agencies	66,108	27,750	24,067	3,682	20,732
Grants: Local government	11,500	27,000	3,054	1,850	7,369
Earned revenue from operations (e.g., ticket sales, fees, exhibitor fees, etc)	695,295	174,340	79,185	15,149	140,167
Rental income	56,102	6,660	21,080	502	13,921
Interest income	4,874	128	259	9	682
Membership fees	2,275	386	598	237	606
Donations and fundraising	70,566	1,881	14,874	2,880	14,201
Sponsorships and advertising	134,972	46,822	11,595	9,751	31,225
GST recovery (net)	7,259	-	1,540	-	1,302
Revenue from other sources	7,659	63,435	5,859	1,948	13,566
Total revenue	1,108,653	357,212	169,139	36,554	253,635
Expenses					
Advertising and promotion (including website and social media)	78,204	21,323	7,520	5,472	17,310
Amortization and depreciation	22,265	2,819	6,918	-	5,060
Awards, prizes and scholarships	110,159	21,208	11,586	5,120	22,109
Rural development, leadership and training	-	2,118	1,221	351	835
Donations to other organizations	16,702	125	1,533	102	2,499
Insurance	17,253	10,141	11,309	1,643	7,582
Interest	2,771	890	1,177	14	811
Office and administration expenses	61,609	64,542	8,650	976	20,571
Memberships	1,200	181	550	173	403
Professional fees and accounting	7,022	1,945	315	1,474	1,890
Programming and operations (including all expenses and fees incurred directly in connection with staging events and activities)	418,144	84,098	45,944	11,491	81,553
Repairs and maintenance	85,944	11,857	21,559	1,467	18,892
Utilities and telephones	18,172	7,377	6,530	310	5,326
Wages, salaries and/or volunteer support	248,154	62,361	13,235	737	43,786
Rent and other expenses	74,569	2,654	8,755	5,054	14,048
Total expenses	1,162,168	293,637	146,801	34,385	242,676
Excess Revenue after Expenses	(53,515)	63,575	22,338	2,169	10,959

Percentage Distribution of Response Data by attendance grouping

	% of Total Revenue	% of Total Revenue	% of Total Revenue	% of Total Revenue	% of Total Revenue
Revenue					
Grants: Federal Government and agencies	4.7	2.5	4.2	1.5	3.9
Grants: Government of BC and agencies	6.0	7.8	14.2	10.1	8.2
Grants: Local government	1.0	7.6	1.8	5.1	2.9
Earned revenue from operations (e.g., ticket sales, fees, exhibitor fees, etc)	62.7	48.8	46.8	41.4	55.3
Rental income	5.1	1.9	12.5	1.4	5.5
Interest income	0.4	0.0	0.2	0.0	0.3
Membership fees	0.2	0.1	0.4	0.6	0.2
Donations and fundraising	6.4	0.5	8.8	7.9	5.6
Sponsorships and advertising	12.2	13.1	6.9	26.7	12.3
GST recovery (net)	0.7	-	0.9	-	0.5
Revenue from other sources	0.7	17.8	3.5	5.3	5.3
Total revenue	100.0	100.0	100.0	100.0	100.0
Expenses					
Advertising and promotion (including website and social media)	7.1	6.0	4.4	15.0	6.8
Amortization and depreciation	2.0	0.8	4.1	-	2.0
Awards, prizes and scholarships	9.9	5.9	6.8	14.0	8.7
Rural development, leadership and training	-	0.6	0.7	1.0	0.3
Donations to other organizations	1.5	0.0	0.9	0.3	1.0
Insurance	1.6	2.8	6.7	4.5	3.0
Interest	0.2	0.2	0.7	0.0	0.3
Office and administration expenses	5.6	18.1	5.1	2.7	8.1
Memberships	0.1	0.1	0.3	0.5	0.2
Professional fees and accounting	0.6	0.5	0.2	4.0	0.7
Programming and operations (including all expenses and fees incurred directly in connection with staging events and activities)	37.7	23.5	27.2	31.4	32.2
Repairs and maintenance	7.8	3.3	12.7	4.0	7.4
Utilities and telephones	1.6	2.1	3.9	0.8	2.1
Wages, salaries and/or volunteer support	22.4	17.5	7.8	2.0	17.3
Rent and other expenses	6.7	0.7	5.2	13.8	5.5
Total expenses	104.8	82.2	86.8	94.1	95.7
Excess Revenue after Expenses	(4.8)	17.8	13.2	5.9	4.3

Highest average response

Lowest average response

Analysis of financial performance by region	Vancouver Island, Gulf Islands, Sunshine Coast	Lower Mainland, Fraser Valley	Okanagan, Kootenays, Rockies	Central, North	Overall
Incidence of responses by category	10	5	6	9	30
Valid responses by category	8	4	5	8	25
Average of valid responses					
Revenue					
Grants: Federal Government and agencies	3,738	15,135	10,452	12,984	9,863
Grants: Government of BC and agencies	18,731	9,000	16,450	31,274	20,732
Grants: Local government	684	35,000	950	4,250	7,369
Earned revenue from operations (e.g., ticket sales, fees, exhibitor fees, etc)	114,594	58,317	315,303	97,206	140,167
Rental income	27,255	625	19,453	3,778	13,921
Interest income	1,911	90	161	75	682
Membership fees	750	201	1,031	400	606
Donations and fundraising	4,092	3,346	20,901	25,550	14,201
Sponsorships and advertising	6,956	41,079	32,695	49,649	31,225
GST recovery (net)	575	-	1,236	2,722	1,302
Revenue from other sources	5,326	64,638	4,728	1,794	13,566
Total revenue	184,611	227,431	423,360	229,682	253,635
Expenses					
Advertising and promotion (including website and social media)	5,398	20,486	18,669	26,783	17,310
Amortization and depreciation	3,820	1,906	17,663	-	5,060
Awards, prizes and scholarships	10,581	13,011	46,774	22,772	22,109
Rural development, leadership and training	1,360	-	524	921	835
Donations to other organizations	1,295	150	2,261	5,025	2,499
Insurance	9,424	6,265	10,504	4,574	7,582
Interest	1,126	591	1,759	13	811
Office and administration expenses	16,584	38,329	35,036	6,640	20,571
Memberships	488	215	755	191	403
Professional fees and accounting	686	625	1,437	4,011	1,890
Programming and operations (including all expenses and fees incurred directly in connection with staging events and activities)	23,990	55,682	164,310	100,329	81,553
Repairs and maintenance	18,223	402	39,956	15,642	18,892
Utilities and telephones	10,388	1,257	5,773	2,018	5,326
Wages, salaries and/or volunteer support	34,259	47,604	56,569	43,416	43,786
Rent and other expenses	30,116	594	8,011	8,480	14,048
Total expenses	167,739	187,116	410,002	240,814	242,676
Excess of Revenue after Expenses	16,873	40,316	13,358	(11,132)	10,959
Revenue	% of total revenue	% of total revenue	% of total revenue	% of total revenue	% of total revenue
Grants: Federal Government and agencies	2.0	6.7	2.5	5.7	3.9
Grants: Government of BC and agencies	10.1	4.0	3.9	13.6	8.2
Grants: Local government	0.4	15.4	0.2	1.9	2.9
Earned revenue from operations (e.g., ticket sales, fees, exhibitor fees, etc)	62.1	25.6	74.5	42.3	55.3
Rental income	14.8	0.3	4.6	1.6	5.5
Interest income	1.0	0.0	0.0	0.0	0.3
Membership fees	0.4	0.1	0.2	0.2	0.2
Donations and fundraising	2.2	1.5	4.9	11.1	5.6
Sponsorships and advertising	3.8	18.1	7.7	21.6	12.3
GST recovery (net)	0.3	-	0.3	1.2	0.5
Revenue from other sources	2.9	28.4	1.1	0.8	5.3
Total revenue	100.0	100.0	100.0	100.0	100.0
Expenses					
Advertising and promotion (including website and social media)	2.9	9.0	4.4	11.7	6.8
Amortization and depreciation	2.1	0.8	4.2	-	2.0
Awards, prizes and scholarships	5.7	5.7	11.0	9.9	8.7
Rural development, leadership and training	0.7	-	0.1	0.4	0.3
Donations to other organizations	0.7	0.1	0.5	2.2	1.0
Insurance	5.1	2.8	2.5	2.0	3.0
Interest	0.6	0.3	0.4	0.0	0.3
Office and administration expenses	9.0	16.9	8.3	2.9	8.1
Memberships	0.3	0.1	0.2	0.1	0.2
Professional fees and accounting	0.4	0.3	0.3	1.7	0.7
Programming and operations (including all expenses and fees incurred directly in connection with staging events and activities)	13.0	24.5	38.8	43.7	32.2
Repairs and maintenance	9.9	0.2	9.4	6.8	7.4
Utilities and telephones	5.6	0.6	1.4	0.9	2.1
Wages, salaries and/or volunteer support	18.6	20.9	13.4	18.9	17.3
Rent and other expenses	16.3	0.3	1.9	3.7	5.5
Total expenses	90.9	82.3	96.8	104.8	95.7
Excess of Revenue after Expenses	9.1	17.7	3.2	(4.8)	4.3
Highest average response					
Lowest average response					

Appendix 2: Mentorship Initiative

A **mentorship program** may be established to assist Fair Boards to benefit from the experience of selected peers in problem solving, planning, developing strategic direction and operations

- The mentorship program would include a panel of 5-7 members from Fair Associations identified as industry leaders in the 2013 qualitative research program. Consultation with several of those leaders indicates they would be prepared to participate in such a program. The composition of the panel would change from time to time.
- BC Fairs may appoint a Board of Staff Member to monitor the mentors area and facilitate resolution of issues that arise
- The mentorship program would operate in a “members only” area of the BC Fairs website
- Copies of the completed checklists and self-evaluations could be available online for the mentors panel to review
- At the suggestion of the mentors panel, a member of the panel may travel to meet with a Fair Board challenged by specific issues relevant to the experience and vision of a particular panel member
- A budget may be made available by BC Fairs to fund travel expenses; alternatively the recipient Fair Board may pay for these expenses.

A secondary “**Members to Members**” discussion forum may be established using the BC Fairs website or the FaceBook page. This forum is to encourage fairs to exchange ideas and experiences among themselves.

The concept of the mentorship program will be explored in further depth directly with the Board of Directors of BC Fairs.

Appendix 3: Fairs Toolkit

Strategic Planning

The purpose of strategic planning is to bring perspective to the future through focused examination of options and discussion among the appropriate stakeholders. The plan should look five years into the future.

The strategic plan is about the direction of the organization, not about one particular operational issue. It describes how the Fair Association Board wants their organization to look five years or so into the future and guides the organization towards the Board's vision. The strategic plan is a high level document: it will likely be 2-3 pages.

Developing a Strategic Plan

The following approach may be used to develop a strategic plan.

1. Build a vision for the future
 - Discuss recent achievements
 - Determine the values that will underpin your plan for the future
 - Look 5 years ahead. What should the fair look like?
 - i. Think of what you will be proud to have achieved if you look back from five years hence
 - ii. Discuss what strengths you have relative to the pursuit of your vision and what you think will hold you back.
2. Consult stakeholders regarding your business environment
 - i. A round table group meeting with your primary stakeholders is an effective way to consult them
 - ii. Ask them how they think your organization and its mandate should look five years into the future
 - iii. Ask them to identify what they perceive to be the highest priority areas for you over the next few years
 - iv. Blend their thinking about the future with your Board's thinking
 - v. Ask the stakeholders how they can help you to pursue your joint vision
3. Determine the job for your Board to pursue that vision
2. Set priority areas or goals
 - Define where you will prioritize your effort to make that happen
 - Set some clear deliverables for each of the priority areas or goals – things that will pursue the vision and this priority area and that you can achieve
 - Identify how to track your progress

3. Build a strategy to pursue the goals in light of the realities of your business environment
 - How will you pursue the goals and achieve the deliverables?
 - What resources, partners do you need to accomplish them?

It should take little more than a day or two to prepare for and develop the strategic plan.

It is valuable to have an external facilitator to guide the planning process.

The Board of Directors should formally adopt its strategic plan and then the Board should present it to the primary stakeholders of the Fair Association.

The strategic plan guides the organization in its decision-making and business operations. Each of the Committees of the Fair Association should understand how the strategic plan guides the operation of their committees. There should be a report on progress with pursuit of the strategic plan at Board Meetings and at least an annual report on progress to the stakeholders.

Never miss an opportunity to talk about the vision and goals of the Fair Association.

Business Plan

Build an annual business plan and budget to execute the deliverables of the strategic plan and to run the business of the Fair Association. The business plan shows how the Fair Association will move forward. It includes action steps, budgets and timing.

The business plan should be segmented into three components:

1. A section that provides for pursuit of each goal or priority area including a budget for each
2. A section that contains the core administration program after all operational components have been removed, including the remaining budget
3. A combined budget.

The business plan components should be developed by Board Committees (or staff) The Board should adopt the business plan. This is an internal document.

It may be possible to ask a local college to assist in developing the first business plan.

It may be appropriate for BC Fairs to develop and recommend a detailed structure for the business plan, for budgeting and for the structure of financial reporting.

Community and Stakeholder Engagement Planning

The research has concluded that Fair Associations would benefit from stronger and ongoing engagement of their primary stakeholders and their community. A similar approach is used in both cases.

To optimize the benefits of the fair in the community the fair needs to engage its community and other stakeholders

- Need an active plan for community engagement
- Clear messages
- Identify local targets (e.g., media, politicians, local government staffers, local businesses, Chamber, local organizations, etc.)
- Talk about successes, opportunities, challenges and future direction

Primary stakeholders

The purpose of stakeholder engagement for Fair Associations is to develop a mutually inclusive dialogue and mutually supportive action plan between the Fair Association and its community or other partners. It is also the foundation for new strategic alliances.

Stakeholders are people or organizations:

- Trading with the Fair Association
- Who may be influenced or impacted in some way by decisions made by the Fair Association
- Who may influence or impact the Fair Association with their decisions
- Who may be a potential partner for the Fair Association for an initiative or program because of the potential for mutual benefits.

Stakeholder engagement can be as simple as an enhanced communication plan (see “Communication Planning” below) or a more detailed plan to develop a strategic alliance (following).

Focused primary stakeholder engagement

Depending on the kind of stakeholder and the nature of your relationship an action plan might be:

1. Identify the stakeholder(s) and determine with your Board why they are important to the Fair Association
2. Determine what you would like to achieve through dialogue with them, for example:
 - a. Better knowledge or understanding
 - b. Local support
 - c. Joint initiative(s)
 - d. Etc.
3. Prepare a discussion or “pitch”
4. Meet with the stakeholder(s) to
 - a. Get to know each other and each other’s priorities and resources

- b. Promote the Fair Association's vision and goals
 - c. Introduce and discuss the mission for your meeting
 - d. Promote and determine the support for your mission
 - e. Determine how it will serve the goals of both the Fair Association and the stakeholder(s)
 - f. Develop a commitment and action plan to execute your mission
 - g. Determine who does what and how each benefits
 - h. Determine a way to track and share reports on progress with the agreed mission.
5. Keep in touch with them, reporting regularly on progress

General Priorities for Community Engagement

Some key priorities and opportunities for community engagement for the Fair Association include:

- Document a media engagement strategy to facilitate communication of messages
 - Include an online media kit to provide key data
 - Provide regular media releases about achievements new initiatives, etc.
 - Provide regular stories about relevant topics, e.g.: local agricultural producers, local entertainment, Fair Association priorities and future direction, challenges for the Fair Association, key issues for the fair, key partners of the Fair Association
 - Specific engagement of the media by planned interviews to address achievements and successes, new opportunities and challenges, etc.
- Conduct speaking engagements at local service clubs and Chamber of Commerce meetings, make presentations at local government council meetings and other public engagements to address future direction and specific new opportunities and initiatives; take the time to introduce discussion on successes and achievements
- Conduct surveys of attendees
- Hold occasional focus group discussions including specific groups of residents or stakeholders to explore specific issues important to decision making
- Provide linkages with other relevant organizations
- Always make sure people know who to talk to at the Fair Association and how to contact them
- Host annual "open house" meetings or meetings of stakeholders to discuss where the Fair Association is heading and how the Fair Association and the audience can work together to make this work the best for everyone (after all, it is their fair association!)

Communications Planning

Your messages must be clear and focused on relevant audiences. Communication is a two way street. It is important to be sure that the audience has received and understands your messages and has the opportunity to engage you about them.

The benefits or values of a communication plan:

- Build awareness about your organization
- Build support (financial, other support)
- Build reputation and stature
- Attract sponsors and volunteers
- Source resources and cooperation
- Attract new and vibrant Board Members
- Build strategic alliances and partnerships
- Dialogue leading to business and fair development
- Gain strategic planning guidance
- Elevate “inclusion” in community leadership – that’s where the fairs were!
- Understand change.

The job of a communication plan is:

- Inform selected audiences
- Motivate understanding
- Motivate support and passion
- Encourage dialogue
- Maintain current knowledge
- Get people involved
- Expand visibility
- Make sure the CORRECT information is out there
- Encourage people to talk about you

Components of a Communications Plan

To develop your communication plan you simply answer the following questions. You will need to do this for each of the main issues you wish to communicate about.

- What is the issue you want to communicate about?
- Who is the audience?
- What do we want them to know or believe?
- What do they know or believe now?
- What are the key messages to convey the correct knowledge?
- What is the best way to get these messages to this specific audience?
- What is the cost of the communication?
- Who can help get our messages out?
- What is the timing of that communication?
- How do we reinforce our messages?
- How do we know we were successful?

Executing the Communication Plan:

- The plan will include details of what you need to do and what the steps are, for example:
 - Presentations to appropriate audiences
 - Interviews with selected people
 - Articles for media or other markets
 - Advertising
 - Building alliances
 - Etc.
- Identify a “go to” person on your Board to take the lead
- Use a carefully selected and carefully briefed “champion” or two in the community to help
- For the media, consider preparing an on-line media area in your website with key facts and information.

Attendee and Visitor Surveys

Several Fair Associations indicated they would like some guidance on how to conduct surveys. The following approach is suggested for a simple survey approach that would help to gather some valuable information.

BC Fairs should have available for members a standard survey form and simple method for data collection for Fair Associations to use as a base. The questions below may be included. The Fair Associations would add their own additional questions.

Local colleges and universities will often be able to provide guidance in survey planning and may be able to help analyze the resulting data. To an extent appropriate for many of BC's fairs a simple tabulation using computerized spreadsheet software would suffice to provide valuable knowledge about attendees and visitors.

The best time and place to collect survey data is as people leave the grounds so they have had their full experience at the fair. However, that requires several volunteers and they should all be well trained so they can work quickly.

Alternatively, it is quite acceptable to locate a small number of interviewers at key high traffic locations on site.

The methodology for responses could be using tablets/computers, a self completion form, or a form completed by an interviewer.

Key issues to ask in a survey are:

1. Which community are you from?
 - a. If a visitor:

- i. Where are you from?
 - ii. How long will you spend in our community on this visit?
 - iii. Is your main reason for being in our community on this visit to attend our fair?
 - iv. How did you find out about our fair?
- b. If local or a visitor:
- c. Have you visited the (fair) in previous years?
- d. How many people are in your party here today?
- e. How many of them are children?
- f. How long do you expect to be at the fair today?
- g. Which areas of the fair have you visited? (include checklist)
- h. Which did you find the most interesting?
- i. Is there another area you have particularly enjoyed?
- j. How long did you spend in that area?
- k. Is there a specific part of the fair that caused you to come to the fair today?
- l. Is there anything you would like to see at the fair in future years?
- m. Are there other changes you would recommend?
- n. How long in total do you think you will spend at the fair today?
- o. Have you purchased food at the fair today?
- p. Can you estimate how much money your group will spend at the fair today?
- q. Are you from an agricultural background?

REQUEST FOR DECISION

— REGULAR MEETING —



To: Mayor and Council
From: Dolores Sheets
Date: August 21, 2017
Subject: Herbivore Cannabis Inc.
Recommendation: **RESOLVED THAT Council reconsiders the application from Herbivore Cannabis Inc. for a business licence for the property located at 7361 2nd Street, Grand Forks, BC.**

Background

Staff received a business licence application from Herbivore Cannabis Inc. on December 8, 2016 for a retail premise. The December 21, 2016 issue of the Grand Forks Gazette reported the business licence applicant stating that they were “operating in advance of the law” as a Cannabis dispensary. The application was denied in a letter dated January 18, 2017 stating that the City understood that an illegal activity was the intent of the business, and further, that the City cannot support or endorse illegal activities.

Staff received a response to that correspondence February 1st requesting a number of clarifications. The business licence applicant acknowledged that it is operating a cannabis dispensary. A letter was issued April 7, 2017 reiterating the City’s position that it cannot support or endorse illegal activities. The letter quoted Section 60 of the Community Charter that allows for a business licence to be refused in any specific case provided it is not unreasonable and that written reasons are given. It also advised the applicant that it could ask Council to reconsider the decision by replying in writing to that effect.

Herbivore Cannabis Inc. sent another letter June 19, 2017 requesting further elaboration and clarification on the rejection of their business licence, and for Council to reconsider the decision. In a letter dated July 4, 2017, the business owner was informed by the City that the decision would be reconsidered by Council at 7pm on August 21, 2017.

Business Licence Authority and Bylaw

Under section 60 of the *Community Charter*, an application for a business licence may be refused for reasonable cause. Section 60(1) states:

- (1) An application for a business licence may be refused in any specific case, but
 - (a) The application must not be unreasonably refused, and
 - (b) On request, the person or body making the decision must give written reasons for the refusal.

If staff refuses a business licence, the applicant is entitled to have Council reconsider the matter. Section 60(5) of the *Charter* states:

REQUEST FOR DECISION

— REGULAR MEETING —



(5) If a municipal officer or employee exercises authority to grant, refuse, suspend or cancel a business licence, the applicant or licence holder who is subject to the decision is entitled to have the council reconsider the matter.

Some examples of what constitutes reasonable cause to refuse a business licence include where Council considers that the business does not comply with a bylaw or is complicit in breaches of laws or regulations in relation to the business.

Under the *Community Charter*, the City has the authority to regulate businesses. The City of Grand Forks Business Licence Bylaw No. 1384, 1993 requires every person carrying on a business to obtain and maintain a licence (section 401). Section 408 requires the applicant to produce certificates or letters of approval as may be required by Federal, Provincial or Municipal authorities.

The term “business” is defined in part in the Bylaw as “carrying on a commercial or industrial undertaking of any kind or nature or the providing of professional, personal or other services for the purpose of gain or profit, but does not include an activity carried on by the government, its agencies or government owned corporations”.

Process

This staff report sets out the basis for the business licence inspector's refusal of the Herbivore Cannabis business licence. A copy of this report has been provided to the applicant. The applicant shall be given the opportunity to respond to this report. The applicant may submit written materials to be circulated in advance for consideration at the hearing and address Council directly at the time of the hearing.

At the hearing, Council may ask clarifying questions of the applicant and City staff. Council must then weigh the evidence and determine whether there is reasonable cause to refuse the business licence. In rendering a decision, Council may: 1) refuse to grant the licence; 2) grant the licence; 3) grant the licence subject to conditions or 4) adjourn the hearing.

Discussion

The Manager of Development & Engineering, acting as the business licence inspector, refused to issue a business licence for Herbivore Cannabis for the property located at 7361 2nd Street for the following reasons:

1. An illegal activity has been publicly announced as the intent of the business.
2. The City cannot support or endorse illegal activities.

The business licence applicant has acknowledged that it seeks a business licence to operate a dispensary for the retail sale of marijuana “in advance of the law”.

The federal law governing access to medical marijuana does not authorize access through marijuana dispensaries. In a public statement regarding the *Access to Cannabis for Medical Purposes Regulations*, Health Canada states storefronts selling marijuana, commonly known as “dispensaries”, are not authorized to sell cannabis and are illegal. According to Health Canada, these operations are illegally supplied and provide products that are unregulated and may be unsafe. Illegal storefront distribution and sale of cannabis in Canada are subject to law enforcement action.

Recently, local governments have been successful in court in enforcing their Business Licence Bylaws against entities operating medical marijuana dispensaries without a business licence. The business licence applications were rejected on the basis that the retail sale of marijuana was unlawful.

REQUEST FOR DECISION

— REGULAR MEETING —



Attachments

1. Business licence application
 2. December 21, 2016 article from Grand Forks Gazette
 3. Correspondence between City and Herbivore Cannabis Inc.
 4. Health Canada publication, August 2016 Understanding the new Access to Cannabis for Medical Purposes Regulations
 5. City of Grand Forks Business Licence Bylaw No. 1384, 1993
-

Recommendation: **RESOLVED THAT Council reconsiders the application from Herbivore Cannabis Inc. for a business licence for the property located at 7361 2nd Street, Grand Forks, BC.**

Options **1. RESOLVED THAT Council refuse to grant a business licence to Herbivore Cannabis Inc. at 7361 2nd Street, Grand Forks, BC.**

2. RESOLVED THAT Council grant a business licence to Herbivore Cannabis Inc. at 7361 2nd Street, Grand Forks, BC.

3. RESOLVED THAT Council grant a business licence to Herbivore Cannabis Inc. at 7361 2nd Street, Grand Forks, BC subject to conditions.

4. RESOLVED THAT Council adjourn the hearing and refer the matter back to staff for more information.

REQUEST FOR DECISION

— REGULAR MEETING —



Report Approval Details

Document Title:	RFD 2017 - Herbivore Cannabis August 21 2017-final.docx
Attachments:	<ul style="list-style-type: none">- Herbivore application.pdf- Pages from GF Gazette 2016-12-21.pdf- Business licence denial Herbivore.pdf- Correspondence 2017 - response to Teresa Taylor Herbivore April.pdf- Mayor Konrad reply letter to Teresa Taylor letter of June 19th.pdf- Health Canada Publication.pdf- Bylaw No 1384 Business Licence Bylaw.pdf- bylaw1384.pdf
Final Approval Date:	Jul 31, 2017

This report and all of its attachments were approved and signed as outlined below:

Dolores Sheets - Jul 31, 2017 - 12:19 PM

No Signature - Task assigned to Diane Heinrich was completed by assistant Daniel Drexler

Diane Heinrich - Jul 31, 2017 - 12:22 PM



RHER30
HERZ048

THE CORPORATION OF THE CITY OF GRAND FORKS

Application for Business Licence

PAID

DEC 8 2016

Please answer all applicable questions, sign in the space provided below and return this form, together with the appropriate licence fee to the Licence Department. **PLEASE BE AWARE THAT THE LICENCE FEE PAYMENT IS BASED ON THE CALENDAR YEAR (JANUARY TO DECEMBER, NO MATTER WHEN THE APPLICATION IS MADE).**

1. Trade name of business: Herbivore
2. Business civic address: 7361 2nd Street Grand Forks BC
3. Business mailing address: 5665 Spencer Rd. Grand Forks BC
VOH 1H5 info@theherbivore.ca
(address, postal code and email address of the business)
4. Business phone number: (778) 801-4007
5. Number of Employees: 1 Expected opening date: Dec. 1 2016
6. Type of Business: Retail/Corporation
7. Type of service/product sold/contract: retail
8. Owner of business: Teresa Taylor
(partnership/organizations/limited companies – please attach list of principle officers)
9. Address of Owner(s): 5665 Spencer Rd.
Grand Forks BC V0H 1H5
10. Previously held licence in Grand Forks Yes ☒ No Year
(circle yes or no)
11. Has licence ever been revoked Yes ☒ No Year
(circle yes or no)
12. Agents last sales area: _____
13. Name of applicant: Teresa Taylor (250) 442 8878

(full name, address and phone number of the applicant)

(cont'd on reverse)

*City of Grand Forks Business Licence Bylaw #1384 and all amendments

"HERBIVORE"

14. Provincial Certificate of Proficiency

(Applies to Trades qualification or Professional Services Number or Certificate)

Full name of certified: _____

Area of proficiency: _____

CROSS CONNECTION CONTROL PROGRAM

A Cross Connection Control Survey may need to be conducted if your business is deemed to be a High Cross Connection Risk. There may be costs associated with eliminating any cross connections found by officials of the City's Water Department. Should you have any concerns regarding this process, please contact the Water & Sewer System Coordinator at 250-442-8266, Extension 60244.

Initials

I/We hereby make application for a licence in accordance with particulars as stated above and declare that the above statement is true and correct. I/We undertake that, if granted, the licence applied for, I/We will comply with each and every obligation contained in all laws and bylaws now in force, and amendments thereto, in the City of Grand Forks, Province of British Columbia.

We consent that the information contained herein may be made available to the B.C. Assessment Authority, Revenue Canada Taxation and the City's website at www.grandforks.ca.

Signature of applicant: _____

Date of application: _____

December 7 2016

*for application
Jan 1 2017

FOR OFFICE USE ONLY

Classification: Regular

Zoning: _____

Licence fee: \$75.00

Receipt # 201466

Date Paid: Dec 8, 2016

Licensed as: Retail

PAID
DEC 8 2016
THE CORPORATION OF
THE CITY OF GRAND FORKS

Department approvals

Scan To Economic Development ☒

Building Inspection: _____

Manager of
Operations: _____

Cross Connection: YES ☐ NO ☐

If yes, send copy to Water Foreman

Fire Chief: _____ Public Health Certificate: _____

Licence Inspector: _____ Date of Final Approval: _____

Notes: _____

"The information on this form is collected under the authority of the *Community Charter Act* in order to process your payment agreement application. Personal information collected is protected pursuant to the *Freedom of Information and Protection of Privacy Act*. ENQUIRIES: Corporate Officer, the Corporation of the City of Grand Forks, 7217 4th Street, Grand Forks, BC V0H 1H0 Tel: 250.442.8266".

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Brian Thate
250-442-7370



RE/MAX

Cannabis dispensary opens

KATHLEEN SAYLORS
Grand Forks Gazette

A new Grand Forks business serving the medicinal marijuana community took residence in the back room of Kokomo's café earlier this month.

Herbivore is a therapeutic cannabis dispensary on Second Avenue in Kokomo's Cafe. Owner Teresa Taylor opened the business Dec. 1 as a way to get in on the ground floor of the burgeoning cannabis industry - in her words, "before a chain comes in."

For Taylor, daughter of former Grand Forks mayor and well-known cannabis activist Brian Taylor, cannabis is a family business. Involved for most of her life in cannabis activism, Taylor said a dispensary was a natural choice for the opening of her first retail business. Taylor's background to this stage is in graphic design.

The dispensary operates on a club-based model, meaning that users must provide documentation from their doctor that states they can use cannabis as a treatment for a condition on the approved conditions list. Taylor said those conditions can be broadly sorted into groups: mood, sleep and pain. After proving they have a qualifying condition, members may purchase as necessary.

Right now, Taylor said edible cannabis products are popular as most medicinal users are not looking to smoke. She said her typical customer is usually over the age of 50.

Taylor said her business is inherently tied to the political climate, as last October the country elected a marijuana-friendly government.

"The Liberal party winning gave me more confidence in moving ahead," she said. "Those of us operating now are operating in advance of the law, but it was a business decision."

Like The Kootenay's Medicine Tree,

• See DISPENSARY page 37



Perley concert draws crowd

The annual Dr. D.A. Perley Elementary School Christmas concert took over the school last week. The concert, which was open to parents, celebrated the holidays and gave the students a chance to show off their Christmas singing, dancing and acting skills.

See more photos on page 28.

Erin Perkins photo

Car-theft suspects taken into custody

KATHLEEN SAYLORS
Grand Forks Gazette

Two suspects were taken into custody this week after a string of vehicle thefts along Highway 3 left motorists stranded and police warning drivers to be cautious about hitchhikers.

Cpl. Jason Bayda with the Osoyoos RCMP detachment confirmed that two individuals have been taken into custody on an unrelated matter but are suspects in the ongoing investigation of a vehicle theft in the Oliver area.

"[The suspects] got into an accident in our area on Highway 3 in a vehicle that had been stolen previous in the Rock Creek area," Bayda said. "A local female

and her children stopped to render assistance, at that point they were forcibly removed from their vehicle, and their vehicle stolen and later located in Oliver."

Bayda said the pair are believed to be from the Prince George area.

Last week, Corporal Philip Crack of the Midway RCMP outlined a string of calls dealing with vehicle theft issues, spanning three RCMP detachments and multiple vehicles.

"At approximately 6:30 a.m. [Wednesday morning] members from Grand Forks RCMP responded to a report of a vehicle collision in Christina Lake area. When they got there they found the vehicle had been reported stolen out of Cranbrook, and there was no one around,"

Crack said.

Shortly after at 8 a.m. on Wednesday, Crack said Midway RCMP responded to a vehicle theft in Rock Creek PetroCan station.

"The person had picked up hitchhikers from the collision scene in Christina Lake," Crack said. "When he went inside to pay they took his truck."

The investigation moved into the Osoyoos area, where the suspects were taken into custody on unrelated matters but are believed to be involved in the string of thefts. The male suspect was arrested on an outstanding warrant and the female suspect is being held on breach of conditions. More information will be forthcoming once charges are laid.

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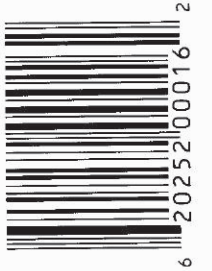
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ECONOMICAL LIVING: 2 bedroom, 1 bathroom well maintained, single level, low maintenance home has a tidy kitchen, open dining & living room, fenced yard and covered 14'x19' carport as well as plenty of room for storage in the crawl space, located in Midway. \$159,000. MLS# 2415934



Second Class
Registration # PM0034

Dispensary

Continued from page 1

the other dispensary in Grand Forks, Herbivore operates in a legal grey area. The biggest advantage to Taylor's model is that there is nothing prohibiting it, although it is not strictly legal either. Under the Access to Cannabis for Medical Purposes Regulation, which came into effect on Aug. 24, this year, medical use of cannabis is permitted when authorized by a health care practitioner, although the cannabis must be supplied by one of 37 Health Canada licensed producers. Right now, dispensaries in most communities are left largely alone, providing they abide by a socially accepted status quo.

Considering the legal ramifications of her business, Taylor said she engaged with the RCMP before opening.

"When you open a dispensary in any community it is wise to engage with law enforcement, whether it is RCMP or civic police, so that is something we did right away, letting them know we would be opening," Taylor said. "We wanted to assure them we would follow the status quo. We didn't want it to be a surprise."

Taylor said she has applied for a general retail business license from the city, which does not have bylaws specific to dispensaries at this time.

Business has been good thus far, Taylor said, especially considering the low profile she has tried to keep for her business.

"When I opened people [said], 'good for you, it's about time,'" Taylor said. "It is going really well considering we have not advertised at all. The word of mouth has been great. I wanted to be gentle in my approach."

Teresa Taylor opened Herbivore, a cannabis dispensary, on Dec. 1 at Kokomo's Cafe.

Kathleen Saylor's photo



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THE CORPORATION OF THE CITY OF GRAND FORKS

7217 – 4TH STREET, BOX 220 · GRAND FORKS, BC V0H 1H0 · FAX 250-442-8000 · TELEPHONE 250-442-8266



Teresa Taylor
Herbivore Cannabis Inc.
7361 2nd St
Grand Forks, BC V0H 1H0

January 18, 2017

Re: Business Licence Application

Dear Ms. Taylor,

Your application for a business licence has been denied for the following reasons:

- An illegal activity has been publicly announced as the intent of your business.
- The City cannot support or endorse illegal activities.

Please inform us if the intent of your business changes and we will be happy to revisit your application.

Regards,

A handwritten signature in blue ink, appearing to be "Dolores Sheets", with a long horizontal line extending to the right.

Dolores Sheets
Manager of Planning and Engineering
City of Grand Forks

cc:
Frank Konrad
Doug Allin
Jim Fenske

THE CORPORATION OF THE CITY OF GRAND FORKS



7217 – 4TH STREET, BOX 220 · GRAND FORKS, BC V0H 1H0 · FAX 250-442-8000 · TELEPHONE 250-442-8266

Settle down.

Teresa Taylor
Founder / CEO, Herbivore Cannabis Inc.
7361 2nd St
Grand Forks, BC V0H 1H0

April 7, 2017

Re: Business Licence Application

Dear Ms. Taylor,

I am replying to your email dated February 1, 2017.

“Please advise how the activity of Herbivore varies from that of TKMT.”

- The City addresses business licence applications as they come up and does not directly compare the specifics of business operations.

“Please advise which legal statute is it that Herbivore Cannabis Inc. has allegedly violated, and on which the decision was made.”

- As the RCMP wrote in their press release dated February 2, 2017, “there is no legal mechanism available in Canada today which allows for a self-described medical marihuana dispensary or compassion club to function”.

“I am requesting further explanation as to why I have been denied a business license with the City of Grand Forks.”

- The City cannot support or endorse illegal activities.

“[P]lease advise what procedure and/ or protocol TKMT followed in order to receive a business license, so that my business may follow those guidelines as well.”

- Please refer to Bylaw 1384 and its subsequent amendments, and the business licence application form.

Section 60 of the Community Charter allows an application for a business licence to be refused in any specific case provided it is not unreasonable and that written reasons are given.

You can ask Council to reconsider this decision. Please respond in writing if you would like to exercise that option.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dolores Sheets".

Dolores Sheets
Manager of Development and Engineering



THE CORPORATION OF THE CITY OF GRAND FORKS

OFFICE OF THE MAYOR

July 4, 2017

Teresa Taylor
5665 Spencer Road
Grand Forks, BC V0H 1H5

Re: Business Licence Application Denial Hearing

Dear Ms. Taylor,

I am replying to your letter dated June 19, 2017. Your letter requests clarification regarding the rejection of a business licence for Herbivore Cannabis Inc. There is no elaboration beyond the points already provided in correspondence January 18 and April 7, 2017, that is:

- An illegal activity has been publicly announced as the intent of your business.
- The City cannot support or endorse illegal activities.
- As the RCMP wrote in their press release dated February 2, 2017, "there is no legal mechanism available in Canada today which allows for a self-described medical marihuana dispensary or compassion club to function".

I note your request for Council to reconsider the decision to deny your business licence. We will do so in open meeting 7pm August 21, 2017 at City Hall – 7217 4th St, Grand Forks, BC.

Sincerely,

Frank Konrad
Mayor
City of Grand Forks



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of Canada

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du Canada

[Home](#) → [Health](#) → [Publications – Health](#) → [Publications – Drugs and health products](#)

Understanding the New Access to Cannabis for Medical Purposes Regulations

Health Canada

August 2016

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Introduction

The way individuals [access cannabis for medical purposes](#) is changing. As of August 24, 2016, the [Access to Cannabis for Medical Purposes Regulations](#) (ACMPR) will replace the Marihuana for Medical Purposes Regulations (MMPR).

Legal access to dried marijuana for medical purposes was first provided in 1999 using unique section 56 exemptions under the Controlled Drugs and Substances Act (CDSA). The decision in *R. v. Parker* in 2000 held that individuals with a medical need had the right to possess marijuana for medical purposes. This led to the implementation of the Marihuana Medical Access Regulations (MMAR) in 2001. The MMAR enabled individuals

with the authorization of their health care practitioner to access dried marijuana for medical purposes by producing their own marijuana plants, designating someone to produce for them or purchasing Health Canada supply.

Over time, court decisions resulted in a number of changes to the MMAR. In June 2013, the Government of Canada implemented the Marihuana for Medical Purposes Regulations (MMPR). The MMPR created conditions for a commercial industry responsible for the production and distribution of marijuana for medical purposes. Under the MMPR, individuals with a medical need could access quality-controlled dried marijuana produced under secure and sanitary conditions.

In June 2015, the Supreme Court of Canada, in *R. v. Smith*, decided that restricting legal access to only dried marijuana was unconstitutional. The Court decided that individuals with a medical need have the right to use and make other cannabis products. To eliminate uncertainty around a legal source of supply of cannabis, the Minister of Health issued section 56 class exemptions under the CDSA in July 2015, to allow, among other things, licensed producers to produce and sell cannabis oil and fresh marijuana buds and leaves in addition to dried marijuana, and to allow authorized users to possess and alter different forms of cannabis.

The ACMPR is Canada's response to the Federal Court of Canada's February 2016 decision in *Allard v. Canada*. This decision found that requiring individuals to get their marijuana only from licensed producers violated liberty and security rights protected by section 7 of the Canadian Charter of Rights and Freedoms. The Court found that individuals who require marijuana for medical purposes did not have "reasonable access".

The ACMPR are designed to provide an immediate solution required to address the Court judgement. Moving forward, Health Canada will evaluate how a system of medical access to cannabis should function alongside the Government's commitment to legalize, strictly regulate and restrict access to marijuana.

Overall, the ACMPR contain four parts.

Part 1 is similar to the framework under the MMPR. It sets out a framework for commercial production by licensed producers responsible for the production and distribution of quality-controlled fresh or dried marijuana or cannabis oil or starting materials (i.e., marijuana seeds and plants) in secure and sanitary conditions.

Part 2 is similar to the former MMAR regime. It sets out provisions for individuals to produce a limited amount of cannabis for their own medical purposes or to designate someone to produce it for them.

Parts 3 and 4 include:

- Transitional provisions, which mainly relate to the continuation of MMPR activities by licensed producers
- Consequential amendments to other regulations that referenced the MMPR (i.e., Narcotic Control Regulations, New Classes of Practitioners Regulations) to update definitions and broaden the scope of products beyond dried marijuana
- Provisions repealing the MMPR and setting out the coming into force of the ACMPR on August 24, 2016

As of August 24, 2016, Health Canada will accept applications from individuals who wish to register to produce a limited amount of cannabis for their own medical purposes or to designate someone to produce cannabis for them.

Under the ACMPR, Health Canada will continue to accept and process applications to become a licensed producer that were submitted under the former MMPR. Further, all licences and security clearances granted under the MMPR will continue under the ACMPR, which means that licensed producers can continue to register and supply clients with cannabis for medical purposes. New applicants can continue to apply for licences to produce under the ACMPR.

Health Canada's role

In administering the ACMPR, Health Canada has two main roles:

1. licensing and overseeing the commercial industry; and,
2. registering individuals to produce a limited amount of cannabis for their own medical purposes (or to have another individual produce it for them).

With respect to the licensed producers, Health Canada officials will continue to conduct a thorough review of the information on applications to ensure compliance with the regulations and associated Directives (i.e., the Security Directive). Health Canada will also continue to work closely with producers once they are licensed as a means of monitoring and ensuring compliance with the regulations and the CDSA, including through inspections.

As of August 24, 2016, Health Canada will begin to review applications from individuals who have the authorization of their health care practitioner and who wish to register to produce a limited amount of cannabis for their own medical purposes. This will involve reviewing the information submitted to ensure it complies with the regulations, and responding to requests from law enforcement to confirm the validity of a registration certificate.

In administering the regulations, Health Canada officials will work closely with a range of groups, including law enforcement, municipalities, provincial and territorial medical licensing authorities, and health care professionals, as well as Canadians who are interested in using the program.

What it means for health care practitioners

The role of health care practitioners is unchanged by the introduction of the ACMPR. As with the previous regulations, an individual who requires cannabis for medical purposes must first get a medical document from an authorized health care practitioner. Like under the MMPR, the medical document contains similar information to a prescription, including:

- the authorized health care practitioner's licence information
- the patient's name and date of birth
- a period of use of up to one (1) year
- a daily quantity of dried marijuana expressed in grams

In a hospital setting, the person in charge of the hospital can allow fresh or dried marijuana or cannabis oil to be administered to a patient or, sold or provided to a patient or an individual responsible for the patient.

Please refer to the guidance available on the Health Canada website for more information about the authorization of cannabis for medical purposes, including the Daily Amount Fact Sheet (Dosage).

What it means for licensed producers

Part 1 of the ACMPR covers the permitted activities and general responsibilities of licensed producers, including:

- requirements to obtain and maintain a licence
- establishment and personnel security measures
- authorized activities, including good production practices, packaging, shipping, labeling, import and export requirements, and record-keeping requirements
- client registration and ordering requirements

Part 1 includes the requirements of the MMPR and the relevant section 56 CDSA exemptions that responded to the decision in *R. v. Smith*, enabling the production and sale of fresh marijuana and cannabis oil in addition to dried marijuana.

Newly-permitted activities under the ACMPR include the production and sale of starting materials (i.e., marijuana seeds and plants) to those individuals who have registered under Part 2 to produce a limited amount of cannabis for their own medical purposes or to have it produced by a designated person, and the ability to sell an interim supply of fresh or dried marijuana or cannabis oil to registered persons while they wait for their plants to grow.

Licences and licence applications under the ACMPR consolidate the MMPR licence requirements for the production and sale of dried marijuana, the requirements for supplemental licences under the section 56 exemption, and the new requirements for the sale of marijuana seeds and plants.

Other notable changes from the MMPR include:

- New labelling requirements for cannabis oil to include the carrier oil used and for cannabis oil in dosage form to include the number of capsules or units in the container, the net weight, and the volume of each capsule or unit
- New labelling requirements for fresh and dried marijuana to include the percentage of THC and CBD that could be yielded, taking into the account the potential to convert THC-Acid and CBD-Acid into THC and CBD
- Provisions enabling individuals to receive their 30-day supply of cannabis within each 30-day period beginning on the date of the first sale
- Modifying that the accuracy of weight and volume of products in packages must now be between 95% and 105%, as opposed to between 95% and 101%
- Requiring all analytical testing to be done using validated methods (e.g., contaminants, disintegration, and solvent residue testing) and requiring disintegration testing for cannabis oil in capsules or similar dosage forms
- Requiring notification to the Minister of Health **prior** to commencing a recall

What it means for individuals who require access to cannabis for medical purposes

Individuals with a medical need, and who have the authorization of their health care practitioner, will now be able to access cannabis in three ways: they can continue to access quality-controlled cannabis by registering with licensed producers, they can register with Health Canada to produce a limited amount for their own medical purposes, or they can designate someone else to produce it for them.

Under the ACMPR, those who are currently registered to purchase from a licensed producer may continue to do so without any interruptions to their supply.

Individuals who do not currently have access to cannabis for medical purposes need to discuss their options with their health care practitioner. The practitioner may complete a medical document if it is decided that cannabis is a good treatment option.

Individuals can then use their medical document to either register with a licensed producer to obtain fresh or dried marijuana or cannabis oil, or with Health Canada to be able to produce a limited amount of cannabis themselves or designate someone else to produce it for them. As of August 2016, there are 34 licensed producers.

No matter how individuals obtain cannabis (i.e., under Part 1 or 2 of the ACMPR), their possession limit is the lesser of a 30-day supply or 150 grams of dried marijuana or the equivalent amount if in another form.

If an individual wants to produce a limited amount of cannabis for his/her own medical purposes, he/she must submit an application to register with Health Canada. An original medical document from the health care practitioner must be provided and the application must include information such as the location of where cannabis will be produced and stored.

Once successfully registered, the individual will receive a registration certificate from Health Canada. The certificate will include information required for the individual to show his/her legal authority to possess and produce cannabis. It will also include the location and maximum limits of the production and storage activities, as well as the individual's possession limit.

If an individual chooses to designate another individual to produce a limited amount of cannabis for him/her, he/she must submit an application to register with Health Canada (similar to if the individual was to produce it him/herself, but with information from the designated person). An original medical document from the health care practitioner and a declaration by the designated person, including information such as the location of where cannabis will be produced and stored, must be provided. The designated person must include a document issued by a Canadian police force proving the individual has not been convicted or received a sentence for a designated drug offence within the 10 previous years. A designated person can only produce for a maximum of two individuals including him/herself.

Once successfully registered, the registered person will receive a registration certificate from Health Canada. The designated person will also receive a document from Health Canada containing information outlining what activities are permitted. The certificate and the document could be used by either the registered person or the designated person, respectively, to demonstrate the legal authority to possess and produce cannabis.

Under the former MMAR, the only option to acquire starting materials was seeds obtained from Health Canada. In addition, individuals who were authorized to possess marijuana for their own medical purposes could only purchase an interim supply of dried marijuana from Health Canada while waiting for their production to be ready. The ACMPR permit newly registered persons to register with any of the producers licensed by Health Canada using a copy of their Health Canada registration certificate to obtain starting materials (seeds or plants) for production, and/or an interim supply of fresh or dried marijuana or cannabis oil while their own production is established.

The ACMPR outline in more detail the requirements for registered and designated persons upon successful registration, such as production, storage, transportation, and shipping.

The ACMPR also have formulas that indicate how many plants can be grown and how much cannabis can be stored, based on the daily quantity of dried marijuana authorized in the registered person's medical document.

In general, every one (1) gram of dried marijuana authorized will result in the production of five (5) plants indoors or two (2) plants outdoors. Individuals must indicate in their application whether they intend to produce marijuana plants indoors, outdoors, or partial indoors/partial outdoors. Individuals seeking to produce outdoors must confirm that the production site is not adjacent to a school, public playground, daycare or other public place mainly frequented by children.

Registered and designated persons are required to maintain any measures they think are necessary to protect the security of their cannabis. This could include, for example, installing a home alarm system or securing cannabis in locked cabinets. Health Canada has prepared an information bulletin that highlights the safety and security rules that must be adhered to under the regulations. This document further outlines a number of simple precautions that individuals can take to reduce risks to their health and safety.

If an adult, a registered person who has a designated producer can also participate in all of the activities that the designated person is authorized to conduct. This is a significant change from the former MMAR, which limited the ability of the registered person to take part in production by the designated person.

Another notable change from the former MMAR is that registered persons, as well as designated persons, will have the ability to alter the dried marijuana they harvest into other products, such as oils. In doing so, individuals are prohibited from using organic solvents (e.g., butane), given the health and safety risks posed by use of these products.

The inclusion of provisions enabling the production of products reflects the June 2015 decision in *R. v. Smith*. It should also be noted that registered clients of licensed producers also have this same ability to alter dried or fresh marijuana or cannabis oil into other products.

It is the responsibility of individuals to ensure that, in performing any alteration, they stay within the possession limit outlined on the registration certificate. Because the possession limit is articulated in grams of dried marijuana, individuals must manage their limit by taking into account the equivalency of their product to dried marijuana as is outlined in the regulations.

Part 2 of the ACMPR also describes other general measures, such as: how to cancel a registration; cannabis destruction requirements once production has stopped; and, instances in which Health Canada can share information with police or provincial/territorial health care licensing authorities.

What it means for law enforcement

Broadly speaking, the role for law enforcement has not changed. Law enforcement officials have a central role in enforcing the CDSA, including whether individuals who possess, produce, sell or provide and transport, deliver or ship cannabis are operating outside of the ACMPR framework.

Law enforcement officers can contact Health Canada to verify that a licensed producer is in fact licensed or that an individual is a registered person or designated person at any time and on a 24 hour basis.

Similarly, a law enforcement officer may contact a licensed producer to verify whether a person is a client of the producer or a person responsible for the client.

When requested, a police officer must be provided with proof that the possession or production of cannabis is legal. Depending on the situation, this could be a:

- Health Canada-issued producer's licence
- Health Canada-issued registration certificate
- Health Canada-issued designated person document
- Licensed producer-issued client label
- Licensed producer-issued "separate document" with the same information as a client label

What remains illegal

With the introduction of additional options, the ACMPR provide for reasonable access to individuals who require cannabis for medical purposes.

However, activities with cannabis conducted outside of the ACMPR, the NCR or an exemption pursuant to section 56 of the CDSA could be illegal.

Access to cannabis for medical purposes is only permitted under the terms and conditions set out in the regulations. Storefronts selling marijuana, commonly known as "dispensaries" and "compassion clubs," are not authorized to sell cannabis for medical or any other purposes. These operations are illegally supplied, and provide products that are unregulated and may be unsafe. Illegal storefront distribution and sale of cannabis in Canada are subject to law enforcement action.

Any individual registered to produce a limited amount of cannabis for him/herself may not sell, provide or give cannabis to another person.

A designated person may not:

- sell, provide or give cannabis to any person, except for the individual for whom he/she is authorized to produce in a registration; and,
- produce cannabis for more than two people registered with Health Canada, including him/herself, for whom he/she is authorized to produce in a registration.

Registered and designated persons may not produce in excess of the maximum limits outlined in a registration certificate.

It remains illegal for a company or an individual to advertise cannabis to the general public.

Date modified:

2016-09-30

The CORPORATION of the CITY
of GRAND FORKS
BYLAW NO. 1384

A Bylaw to require owners or operators of a BUSINESS to hold a valid and subsisting Licence for the carrying on of such Businesses; to fix and impose the Licence Fees and to provide for the collection of such Licence Fees and the granting and issuing and transferring of Licences.

WHEREAS under the provisions of the Municipal Act, RSBC, Chapter 290, the Council of the City may, by Bylaw require an owner or operator of a Business to hold a valid and subsisting Licence for carrying on Business within the City; fix and impose Licence Fees for :icences; and provide for the collection of Licence Fees and the granting, suspending and transferring of Licences;

NOW THEREFORE the COUNCIL of the CORPORATION of the CITY of GRAND FORKS, in open meeting assembled, ENACTS as follows:

PART 1 - INDEX

101. This Bylaw, for purposes of convenience only, is divided into the following parts:

<u>PART</u>	<u>TITLE</u>
1	Index
2	Title and Repeal
3	Interpretations
4	Licences
5	General Regulations
6	Schedule of Licence Fees
7	Schedule of Forms

**AMENDED
BY BYLAW
No. 1481, 1856, 1872**

PART 2 - TITLE AND REPEAL

201. This Bylaw may be cited, for all purposes, as the 'City of Grand Forks Business Licence Bylaw No. 1384, 1993'.
202. The 'City of Grand Forks Business Licence Bylaw No. 1277, 1989' is hereby repealed.

PART 3 - INTERPRETATIONS

- * 301. In the construction and interpretation of this Bylaw, the following words and terms shall have the meanings hereby assigned to them.
302. ACT: means the Municipal Act, being Chapter 290 of the Revised Statutes of British Columbia, 1979 and amendments thereto.
303. APPLICANT: means any person who makes application for a Licence under the provisions of this Bylaw.
304. BUILDING INSPECTOR: means the person appointed from time to time by the Regional District of Kootenay Boundary, and designated to carry out building inspection in the City of Grand Forks.
305. BUSINESS: means carrying on a commercial or industrial undertaking of any kind or nature or the providing of professional, personal or other services for the purpose of gain or profit, but does not include an activity carried on by the government, its agencies or government owned corporations and is divided into the following categories:
1. *Home Based Business;*
 2. *Regular Business;*
 3. *Large Business;*
 4. *Itinerant Business.*
306. CARRYING ON A BUSINESS: without restricting the generality of the term, shall include any person who advertises himself by newsprint publicity or otherwise as open for Business of any kind, or who deals in, or buys, sells, barter or displays, or offers by advertisement or otherwise, to buy, sell or barter commodities or other things of any kind, either on behalf of himself or others, or who advertises himself as open to render professional or other services to any other person for the purpose of gain or profit, shall be deemed to be carrying on, engaged in or practicing within the City, his respective profession, business, trade, occupation, employment, calling or purpose.
307. CITY: means the Corporation of the City of Grand Forks.
308. ELECTRICAL INSPECTOR: means the person appointed from time to time by the Provincial Government, and designated to carry out electrical inspections in the City of Grand Forks.
309. FIRE CHIEF: means the person appointed from time as Fire Chief of the City of Grand Forks, and designated to carry out fire inspections in the City of Grand Forks.

310. HEALTH INSPECTOR: means the person appointed from time to time by the Central Kootenay Health Unit, and designated to carry out health inspections in the City of Grand Forks.
311. LICENCE: means a Licence granted pursuant to this Bylaw for the carrying on of a Business:
312. LICENCE INSPECTOR: means the person appointed from time to time as Licence Inspector of the City for the purpose of enforcing and carrying out the provisions of this Bylaw and shall include any Acting or Assistant Licence Inspector.
313. PERSON: has the meaning given to it by Section 29 of the Interpretation Act RSBC 1979, c. 206;
314. PLUMBING INSPECTOR: means the person appointed from time to time by the Regional District of Kootenay Boundary, and designated to carry out plumbing inspections in the City of Grand Forks.
315. PREMISES: includes a store, office, warehouse, factory, building, enclosure, yard or other place occupied or capable of being occupied by any person for the purpose of any Business, and shall also mean any area situated within any one of the foregoing where more than one separate and/or distinct class or classification of Business is also carried on.
316. RETAIL SALE: means a sale to a purchaser for the purpose of consumption or use and not for resale.

PART 4 - LICENCES

401. LICENCE TO OPERATE NECESSARY

Every person carrying on a Business shall obtain and maintain a Licence, paying in advance for such Licence, the sum specified as Licence Fee in Part 6 of this Bylaw.

This subsection does not apply to any Business which is exempted by any Statute of the Province of British Columbia from being required to hold a Licence.

402. APPOINTMENT OF LICENCE INSPECTOR:

The Council, may by resolution, appoint a person to be the Licence Inspector.

403. AUTHORITY OF LICENCE INSPECTOR:

1. The Licence Inspector shall have the power to grant, suspend or transfer Licences as hereinafter provided and subject to the provisions of Section 513 of the Act.

2. Before any Licence is issued, the Licence Inspector may require that the applicant provide proof of qualifications to carry out the proposed Business.
3. Before any Licence is issued, the Licence Inspector may require satisfactory inspection reports from the Electrical Inspector, Plumbing Inspector, Building Inspector, Health Inspector or Fire Chief.

404. LICENCE TO BE POSTED:

Every Licence issued under this Bylaw, shall, where possible, be posted in a conspicuous place on the Premises or on the thing or article in respect of which the Licence is issued.

405. NOTIFICATION WHERE CHANGES AFFECT LICENCE:

Where the Licence Fee for any Business licenced under this Bylaw is based on the number or persons engaged in the Business, apartments, suites, units, rooms or the capacity of accommodation available, or in whatsoever manner the Licence Fee is based: no person shall change the number of persons engaged in the Business, apartments, suites, units, rooms or the capacity of accommodation available or any other condition upon which the Licence is based without first having notified the Licence Inspector and paid any additional Licence Fee which may be payable under this Bylaw as a result of that change.

406. APPLICATION TO BE MADE TO INSPECTOR:

The application for a Licence shall be in the the form of A or B, as contained in Part 7 of this Bylaw and shall be signed by the owner of the Business or his duly authorized agent, provided that in the case of partnerships or multiple owners, any one of such owners or partners may apply and such owner or partner applying shall be deemed to be the duly authorized agent of all the owners or of the partnership.

407. FEE TO BE PAID WITH APPLICATION:

1. The application form shall be delivered to the Licence Inspector and shall be accompanied by the Licence Fee prescribed in Part 6 of this Bylaw.
2. Every person who operates more than one store, branch, or Premises, in respect of any Business, shall take out a separate Licence for each such Premises.

408. ALL BUSINESS PREMISES TO BE APPROVED:

All Premises in or upon which the applicant proposes to carry on or conduct any Business in respect of which it is required to hold a Licence pursuant to the provisions of this Bylaw shall first be approved by the Licence Inspector before any such Licence is granted; and the applicant shall, upon request, produce certificates or letters of approval as may be required by Federal, Provincial or Municipal authorities.

409. LICENCE TRANSFERS:

No person to whom a Licence has been issued under this Bylaw shall change the location in which he carries on his Business, without first having applied to the Licence Inspector to have his Licence altered; and the powers, conditions, requirements and procedure relating to the granting or refusal of Licences and appeals thereon, shall apply to all such applications.

410. LICENCE TRANSFER FEES:

The fee payable in respect to any transfer of a Licence shall be as set out in Part 6 of this Bylaw.

411. LICENCE PERIOD:

1. Except as hereinafter provided, Licences shall be granted for a one (1) year period, to commence on the first (1st) day of January and to terminate on the thirty-first (31st) day of December in each and every year. The Licence Fee prescribed in this Bylaw shall be reduced by one-half (1/2) in respect of a person who becomes liable to be Licenced after the thirty-first (31st) day of July in any year.
2. Licences granted under Category 'E' (Itinerant) shall be deemed to commence on the first (1st) day of January and to terminate on the thirty-first (31st) day of December in each and every year.
3. No Licence Fee paid hereunder shall be refundable.

412. APPEALS FROM LICENCE SUSPENSION:

1. Any person whose Licence has been suspended by the Licence Inspector and who proposes to appeal such suspension to Council shall, within ten (10) days from the date of suspension, give to the City Clerk, notice in writing of his intention to appeal the said suspension.

2. The notice of intention to appeal shall state, in concise fashion, the grounds upon which the appeal is based.
3. The City Clerk shall thereupon refer the matter to Council in order to appoint a time and place for the hearing of the appeal.

413. OBSERVANCE OF SUSPENSION:

The suspension of a Licence by the Licence Inspector shall be made in writing, stating the effective date of suspension, signed by the Licence Inspector and served on the person holding such Licence, by registered mail to the address given by the Licensee on the application for the Licence. A notice of such suspension of Licence may be posted by the Licence Inspector upon the premises for which the Licence was issued and such notice shall not be removed until the Licence is reinstated, the former Licensee ceased to occupy the premises, or a new Business other than the one carried on by the former Licensee is started in the Premises. The Licence Inspector may also pick up any Licence held by the Licensee during such period of suspension.

PART 5 - GENERAL REGULATIONS

501. PENALTY

1. Every person who violates or who causes or allows to be violated any of the provisions of this Bylaw shall be guilty of an offence against this Bylaw and each day that such violation is caused or allowed to be continued shall constitute a separate offence.
2. Every person who fails to comply with any of the provisions of this Bylaw or who suffers or permits any act or thing to be done in contravention or violation of this Bylaw or neglects to do or refrains from doing anything required to be done by this Bylaw or who does any act or thing which violates any of the provisions of this Bylaw shall be deemed to have committed an offence under this Bylaw and is liable, upon summary conviction, to a fine of not more than Two Thousand (\$2,000.00) dollars.
3. Where a person is convicted for the failure to pay the Licence fee required, then the amount which should have been paid for such Licence fee shall be added to the penalty and form part of the penalty.

502. EFFECTIVE DATE

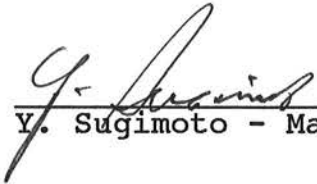
This Bylaw shall come into effect and force upon final reconsideration and adoption. The Schedule of Licence Fees (Part 6), shall not be implemented nor become effective until January 1, 1994.

Read a FIRST time this 7th day of June, 1993.

Read a SECOND time this 7th day of June, 1993.

Read a THIRD time this 5th day of July, 1993.

RECONSIDERED, PASSED and FINALLY ADOPTED this 12th day of July, 1993.


Y. Sugimoto - Mayor


J.L. Burch - Acting Clerk

C E R T I F I C A T E

I hereby certify the foregoing to be a true copy of Bylaw No. 1384 as adopted by the Municipal Council of the City of Grand Forks on the 12th day of July, 1993.

Clerk of the Municipal Council of the
City of Grand Forks

PART 6 - SCHEDULE OF LICENCE FEES

Category	Description Definition	Annual Fee
A.	HOME BASED BUSINESS As name implies is a business that is operated from a home.	\$ 50.00
B.	REGULAR BUSINESS Contractors and retail with under 20 employees	\$ 75.00
C.	LARGE BUSINESSES Contractors and retail with more than 20 employees	\$ 200.00
D.	ITINERANT BUSINESS No fixed place of business in the City of Grand Forks, Area 'C' or Area 'D'	\$ 250.00
	TRANSFER FEES (per transfer)	\$ 20.00

FORM A

The CORPORATION of the CITY of GRAND FORKS
APPLICATION FOR BUSINESS LICENCE

Please answer all applicable questions, sign in the space provided below and return this form, together with the appropriate Licence Fee, to the Licence Department.

1. Name of Applicant: _____

(full name, address, phone number of applicant)

2. Trade Name of Business: _____

3. Civic Address: _____

4. Mailing Address: _____

5. Phone No. _____ Postal Code: _____

6. No. of Employees: _____ Expected Opening Date: _____

7. Type of Business: _____

8. Type of Service, Product Sold, Contract: _____

9. Owner of Business: _____
(partnerships, organizations, limited companies - please attach list of principal officers)

10. Address of Owner(s): _____

11. Previously held Licence in Grand Forks: Yes () Year: _____

No ()

12. Has Licence ever been revoked: Yes () Year: _____

No ()

13. Agents - Last Sales Area: _____

Identification: _____
(Drivers Licence, Social Insurance Number, etc.)

see reverse

14. Provincial Certificate of Proficiency Number: _____

Full Name of Certified: _____

Area of proficiency: _____
(mechanic, natural gas, plumber, etc.)

I/We hereby make application for a Licence in accordance with particulars as stated above and declare that the above statement is true and correct and I/We undertake that, if granted, the Licence applied for, I/We will comply with each and every obligation contained in all laws and Bylaws now in force and amendments thereto in the City of Grand Forks, Province of British Columbia.

I/We acknowledge that the information contained herein will be made available to the British Columbia Assessment Authority and the Department of National Revenue, Taxation - if requested by them.

Signature of Applicant: _____

Date of Application: _____

FOR OFFICE USE ONLY

Classification: _____ Zoning: _____

Licence Fee: _____ Licenced as: _____

Date of final approval: _____

DEPARTMENT CHECKS

Building Inspector: _____ Fire Chief: _____

Public Health: _____ Electrical: _____

Natural Gas: _____ Other: _____

Licence Inspector: _____

FORM B

The **CORPORATION of the CITY of GRAND FORKS**
APPLICATION FOR TRANSFER OR CHANGE
OF BUSINESS LICENCE

Please answer all applicable questions, sign in the space provided below and return this form to the Licence Department.

Directed to: The Licence Inspector
420 Market Avenue
P. O. Box 220
Grand Forks, B. C.
VOH 1H0

Please be advised that _____
(Name of Licence Holder)

of _____
(civic and mailing address)

has:

| | Ceased Business effective: _____
(date)

| | Moved its place of business to: _____
(new civic address)

| | Changed ownership (Limited Liability Companies only):

(name of new owners)

| | Changed mailing address to: _____
(new mailing address)

Please adjust your records to reflect the foregoing changes accordingly.

(Signature of owner/representative)

(date)

THE CORPORATION OF THE CITY OF GRAND FORKS

Consolidated for Convenience
Not Official Version

BYLAW NO. 1384

AMENDMENT TO CITY OF GRAND FORKS BUSINESS LICENCE BYLAW NO. 1481

AMENDMENT TO CITY OF GRAND FORKS BUSINESS LICENCE BYLAW NO. 1856

AMENDMENT TO CITY OF GRAND FORKS BUSINESS LICENCE BYLAW NO. 1872

A bylaw to require owners or operators of a BUSINESS to hold a valid and subsisting Licence for the carrying on of such Businesses; to fix and impose the Licence Fees and to provide for the collection of such Licence Fees and the granting and issuing and transferring of Licences.

WHEREAS under the provisions of the Municipal Act, RSBC, Chapter 290, the Council of the City may, by Bylaw require an owner or operator of a Business to hold a valid and subsisting Licence for carrying on Business within the City; fix and impose Licence Fees for Licences; and provide for the collection of Licence Fees and the granting, suspending and transferring of Licences;

NOW THEREFORE the Council of the Corporation of the City of Grand Forks in open meeting assembled, **ENACTS** as follows:

PART 1 – INDEX

101. This Bylaw, for purposes of convenience only, is divided into the following parts:

<u>PART</u>	<u>TITLE</u>
1	Index
2	Title and Repeal
3	Interpretations
4	Licences
5	General Regulations
6	Schedule of Licence Fees
7	Schedule of Forms

PART 2 – TITLE AND REPEAL

201. This Bylaw may be cited for all purposes as the "City of Grand Forks Business Licence Bylaw No. 1384, 1993".

202. The "City of Grand Forks Business Licence Bylaw No. 1277, 1989" is hereby repealed.

301. **DEFINITIONS:**

Bylaw 1481

In the construction and interpretation of this Bylaw, the following words and terms shall have the meanings hereby assigned to them.

ACT: *means the Municipal Act, being Chapter 290 of the Revised Statutes of British Columbia, 1979 and amendments thereto.*

APPLICANT: *means any person who makes application for a Licence under the provisions of this Bylaw.*

BUILDING INSPECTOR: *means the person appointed from time to time and designated to carry out building inspection in the City of Grand Forks.*

BUSINESS: *means carrying on a commercial or industrial undertaking of any kind or nature or the providing of professional, personal or other services for the purpose of gain or profit, but does not include an activity carried on by the government, its agencies or government owned corporations and is divided into the following categories:*

Bylaw 1872

1. **Home Based Business:** *Is a business that is operated from a home or accessory building.*
2. **Regular Business:** *A Business with under 20 employees including a non resident business with under 20 employees other than an Itinerant Business.*
3. **Large Business:** *A Business with more than 20 employees including a non-resident business with more than 20 employees other than an Itinerant Business.*
4. **Itinerant Business:** *Every individual personally selling or soliciting the sale from door-to-door within the City of any goods, wares or merchandise, contracts for repairs, renovations, books, magazines or periodicals, whether of an educational nature or not or as an agent for another.*
5. **Event Business:** *Is a gathering of many business enterprises for a limited engagement such as trade shows, markets, or arts & craft sales.*

CARRYING ON A BUSINESS: *without restricting the generality of the term, shall include any person who advertises himself by newsprint publicity or otherwise as open for Business of any kind, or who deals in, or buys, sells, barter or displays, or offers by advertisement or otherwise, to buy, sell or barter commodities or other things of any kind, either on behalf of himself or others, or who advertises himself as open to render professional or other services to any*

other person for the purpose of gain or profit, shall be deemed to be carrying on, engaged in or practicing within the City, his respective profession, business, trade, occupation, employment, calling or purpose.

CITY means the Corporation of the City of Grand Forks.

ELECTRICAL INSPECTOR: means the person appointed from time to time by the Provincial Government, and designated to carry out electrical inspections in the City of Grand Forks.

FIRE CHIEF: means the person appointed from time to time as Fire Chief of the City of Grand Forks, and designated to carry out fire inspections in the City of Grand Forks.

Bylaw 1872

HEALTH INSPECTOR: means the person appointed from time to time by the Interior Health Authority, and designated to carry out health inspections in the City of Grand Forks.

LICENSE INSPECTOR: means the person appointed from time to time as Licence Inspector of the City for the purpose of enforcing and carrying out the provisions of this Bylaw and shall include any Acting or Assistant Licence Inspector.

PERSON: has the meaning given to it by Section 29 of the Interpretation Act RSBC 1979, c. 206.

PLUMBING INSPECTOR: means the person appointed from time to time, and designated to carry out plumbing inspections in the City of Grand Forks.

PREMISES: includes a store, office, warehouse, factory, building, enclosure, yard or other place occupied or capable of being occupied by any person for the purpose of any Business, and shall also mean any area situated within any one of the foregoing where more than one separate and/or distinct class or classification of Business is also carried on.

RETAIL SALE: means a sale to a purchaser for the purpose of consumption or use and not for resale.*

PART 4 – LICENCES

401. LICENCE TO OPERATE NECESSARY:

Every person carrying on a Business shall obtain and maintain a Licence, paying in advance for such Licence, the sum specified as Licence Fee in Part 6 of this Bylaw.

This subsection does not apply to any Business, which is exempted by any Statute of the Province of British Columbia from being required to hold a Licence.

402. APPOINTMENT OF LICENCE INSPECTOR:

The Council may by resolution, appoint a person to be the Licence Inspector.

403. AUTHORITY OF LICENCE INSPECTOR:

1. The Licence Inspector shall have the power to grant, suspend or transfer Licences as hereinafter provided and subject to the provisions of Section 513 of the Act.
2. Before any Licence is issued, the Licence Inspector may require that the applicant provide proof of qualifications to carry out the proposed Business.
3. Before any Licence is issued, the Licence Inspector may require satisfactory inspection reports from the Electrical Inspector, Plumbing Inspector, Building Inspector, Health Inspector or Fire Chief.

404. LICENCE TO BE POSTED:

Every Licence issued under this Bylaw shall where possible, be posted in a conspicuous place on the Premises or on the thing or article in respect of which the Licence is issued.

405. NOTIFICATION WHERE CHANGES AFFECT LICENCE:

Where the Licence Fee for any Business licensed under this Bylaw is based on the number or persons engaged in the Business, apartments, suites, units, rooms or the capacity of accommodation available, or in whatsoever manner the Licence Fee is based, no person shall change the number of person engaged in the Business, apartments, suites, units, rooms or the capacity of accommodation available or any other condition upon which the Licence is based without first having notified the Licence Inspector and paid any additional Licence Fee which may be payable under this Bylaw as a result of that change.

406. **APPLICATION TO BE MADE TO INSPECTOR:**

Bylaw 1872

The application for a Licence shall be on the form provided by the City from time to time and shall be signed by the owner of the Business or his duly authorized agent, provided that, in the case of partnerships or multiple owners, any one of such owners or partners may apply and such owner or partner applying shall be deemed to be the duly authorized agent of all the owners or of the partnership.

407. **FEE TO BE PAID WITH APPLICATION:**

1. The application form shall be delivered to the Licence Inspector and shall be accompanied by the Licence Fee prescribed in Part 6 of this Bylaw.
2. Every person who operates more than one store, branch or Premises, in respect of any Business, shall take out a separate Licence for each such Premise.

408. **ALL BUSINESS PREMISES TO BE APPROVED:**

All Premises in or upon which the applicant proposes to carry on or conduct any Business in respect of which it is required to hold a Licence pursuant to the provisions of this Bylaw shall first be approved by the Licence Inspector before any such Licence is granted and the applicant shall, upon request, produce certificates or letters of approval as may be required by Federal, Provincial or Municipal authorities.

409. **LICENCE TRANSFERS:**

No person to whom a Licence has been issued under this Bylaw shall change the location in which he carries on his Business, without first having applied to the Licence Inspector to have his Licence altered and the powers, conditions, requirements and procedure relating to the granting or refusal of Licences and appeals thereon shall apply to all such applications.

410. **LICENCE TRANSFER FEES:**

Deleted by Bylaw No. 1872.

411. **LICENCE PERIOD:**

Bylaw 1856

1. ***Except as hereinafter provided, Licences shall be granted for the full calendar year, commencing in January and ending in December. Applications received during the year shall be deemed to apply to the full year and a full year license fee will be collected.***

2. Licences granted under Category "E" (Itinerant) shall be deemed to commence on the first day of January and to terminate on the thirty-first day of December in each and every year.
3. No Licence Fee paid hereunder shall be refundable.

412. **APPEALS FROM LICENCE SUSPENSION:**

Bylaw 1872

1. Any person whose Licence has been suspended by the Licence Inspector and who proposes to appeal such suspension to Council shall within ten (10) days from the date of suspension give to the *Corporate Officer*, notice in writing of his intention to appeal the said suspension.
2. The notice of intention to appeal shall state in concise fashion, the grounds upon which the appeal is based.
3. The *Corporate Officer* shall thereupon refer the matter to Council in order to appoint a time and place for the hearing of the appeal.

413. **OBSERVANCE OF SUSPENSION:**

The suspension of a Licence by the Licence Inspector shall be made in writing stating the effective date of suspension, signed by the Licence Inspector and served on the person holding such Licence by registered mail to the address given by the Licensee on the application for the Licence. A notice of such suspension of Licence may be posted by the Licence Inspector upon the premises for which the Licence was issued and such notice shall not be removed until the Licence is reinstated, the former Licensee ceased to occupy the premises or a new Business other than the one carried on by the former Licensee is started in the Premises. The Licence Inspector may also pick up any Licence held by the Licensee during such period of suspension.

PART 5 – GENERAL REGULATIONS

501. **PENALTY:**

1. Every person who violates or who causes or allows to be violated any of the provisions of this Bylaw shall be guilty of an offence against this Bylaw and each day that such violation is caused or allowed to be continued shall constitute a separate offence.
2. Every person who fails to comply with any of the provisions of this Bylaw or who suffers or permits any act or thing to be done in contravention or violation of this Bylaw or neglects to do or refrains from doing anything required to be done by this Bylaw or who does any act or thing which violates any of the provisions of this Bylaw shall be deemed to have

committed an offence under this Bylaw and is liable, upon summary conviction, to a fine of not more than two thousand (\$2,000.00) dollars.

3. Where a person is convicted for the failure to pay the Licence Fee required then the amount, which should have been paid for such Licence Fee, shall be added to the penalty and form part of the penalty.

502. **EFFECTIVE DATE:**

This Bylaw shall come into effect and force upon final reconsideration and adoption. The Schedule of Licence Fees (Part 6) shall not be implemented nor become effective until January 1, 1994.

Read a **FIRST** time this 7th day of June, 1993.

Read a **SECOND** time this 7th day of June, 1993.

Read a **THIRD** time this 5th day of July, 1993.

RECONSIDERED, PASSED and FINALLY ADOPTED this 12th day of July, 1993.

(Y. Sugimoto)
Y. Sugimoto, Mayor

(Lynne Burch)
J.L. Burch, City Clerk

CERTIFICATE

I hereby certify the foregoing to be a true copy of Bylaw No. 1481 as adopted by the Municipal Council of the City of Grand Forks on the 12th day of July, 1993.

Clerk of the Municipal Council of the
City of Grand Forks

***PART 6 - SCHEDULE OF LICENCE FEES**

	<u>Category</u>	<u>Annual Fee</u>
A.	HOME BASED BUSINESS	\$75.00
B.	REGULAR BUSINESS	\$75.00
C.	LARGE BUSINESS	\$200.00
D.	ITINERANT BUSINESS	\$250.00
E.	EVENT BUSINESS	\$75.00

*****see Section 301 for definitions of business type***

THE CORPORATION OF THE CITY OF GRAND FORKS

Application for Business Licence

Please answer all applicable questions, sign in the space provided below and return this form, together with the appropriate Licence fee, to the Licence Department.

1. Name of applicant: _____

(Full name, address, phone number of applicant)
2. Trade name of business: _____
3. Business Civic Address: _____
4. Business Mailing Address: _____
5. Business Phone No.: _____ Postal Code: _____
6. No. of employees: _____ Expected opening date: _____
7. Type of business: _____
8. Type of service/product sold/contract: _____
9. Owner of business: _____
(Partnership/ organizations/ limited companies - please attach list of principal officers)
10. Address of Owner (s): _____

11. Previously held licence in Grand Forks _____ Yes _____ Year
_____ No _____
12. Has Licence ever been revoked _____ Yes _____ Year
_____ No _____
13. Agents - Last sales area : _____
Identification : _____
(Driver's Licence, Social Insurance Number, etc.).....see reverse

14. Provincial Certificate of Proficiency Number: _____

Full name of certified: _____

Area of proficiency: _____

CROSS CONNECTION CONTROL PROGRAM

A Cross Connection Control Survey may need to be conducted if your Business is deemed to be a High Cross Connection Risk. There may be costs associated with eliminating any cross connections found by officials of the City's Water Department. Should you have any concerns regarding this process, please contact the Water & Sewer System Coordinator at 442-8266, Local 244.

Initials

I/We hereby make application for a Licence in accordance with particulars as stated above, and declare that the above statement is true and correct. I/We undertake that, if granted the Licence applied for, I/We will comply with each and every obligation contained in all laws and Bylaws now in force, and amendments thereto, in the City of Grand Forks, Province of British Columbia.

I/We acknowledge that the information contained herein will be made available to the British Columbia Assessment Authority and Revenue Canada, Taxation - if requested by them.

Signature of applicant: _____

Date of Application: _____

FOR OFFICE USE ONLY

Classification: _____ Zoning: _____

Licence fee: _____ Receipt # _____ Date Paid: _____

Licensed as: _____

Department approvals

Building Inspection: _____ Manager of
Tech Services: _____

Cross Connection: Yes ☐ No ☐ If Yes, send copy to Water Foreman

Fire Chief: _____ Public Health Certificate: _____

Licence Inspector: _____ Date of Final Approval: _____

Notes: _____

The personal information on this form is collected under the authority of the Municipal Act. The information collected will be used to process your application for a Business Licence. If you have questions about the collection, use and disclosure of this information contact the "Coordinator" City of Grand Forks.

N:\forms\business.doc

THE CORPORATION OF THE CITY OF GRAND FORKS

**APPLICATION FOR TRANSFER OR CHANGE OF A
BUSINESS LICENCE**

Please respond to the applicable question, below, sign and return this form to:

The Licence Inspector
City of Grand Forks
P.O. Box 220
Grand Forks, B.C.
V0H 1H0

Business Name and Address as on current licence:

This is to inform the City of Grand Forks of the following changes to my business:

() Ceased business as of: _____

() Moved location of business to: _____

() Changed Mailing Address to: _____

(...) Changed Name of Business to: _____

() Changed Ownership to: _____

(This will require a new business licence application)

Signature of owner/applicant

Date

Thank you for your prompt attention, and a new or amended licence will be forwarded to you as soon as possible.

N:forms/business licence/transfer

From: designbytree@gmail.com on behalf of teresa taylor <teresa@teresataylor.ca>
Sent: August 8, 2017 1:50 PM
To: Info; Diane Heinrich; Daniel Drexler
Subject: Reconsideration Hearing Submission
Attachments: 07.082017 - Taylor (City of GF (TT) Letter).pdf



Hello,

Please find the attached letter for the reconsideration hearing. Also, please be advised that Herbivore Cannabis Inc. will not be making a presentation at the hearing, but asks that the content of the attached letter be included in the discussion and decision making process.

Regards,

Teresa

--

Teresa Taylor

DESIGNED FOR RURAL & SOCIAL ENTERPRISE

p:250-442-8878 | e:teresa@teresataylor.ca | w:www.teresataylor.ca | a: 5665 Spencer Road Grand Forks BC V0H1H5

FILE CODE
*WEB & CIO - Taylor, Teresa
(Businesses...) Submission for
Herbivore Cannabis*



Teresa Taylor
5665 Spencer Road
Grand Forks, B.C.
V0H 1H5, Canada

Mayor Konrad and City Council
c/o City of Grand Forks
7217 4th Street, Box 220
Grand Forks, B.C.
V0H 1H0, Canada.

August 7, 2017

Re: Business License Application [HERBIVORE, Account: RHER30, December 8, 2016]

Dear Mayor Konrad and Grand Forks City Council,

On January 18, 2017, I received communications from the City of Grand Forks (the "City") indicating that my application with the above captioned details for business license in relation to Herbivore Cannabis Inc. (the "Business") was denied for the following reasons:

- 1) An illegal activity had been publicly announced as the intent of the Business; and
- 2) The City cannot support or endorse illegal activities.

I responded to the January 18, 2017, letter from the City, requesting clarification regarding the rejection of my business license when the City of Grand Forks had approved a retail business license for another cannabis dispensary, but rejected my application.

There has been clear bias in the decision regarding the application of Herbivore Cannabis Inc. for a business license with the City. The Kootenay's Medicine Tree (TKMT) is transparent about their mission to provide "access" to cannabis products in our community.

I invite councillors to do some quick online research of The Kootenay's Medicine Tree, review their YouTube videos (including a documented presentation to the COTW, filmed by Les Johnson) and the TKMT menu of cannabis items available at their dispensary.

TKMT Cannabis Menu: <http://kootenaysmedicinetree.ca/cannabis-catalog>
TKMT Media: <http://kootenaysmedicinetree.ca/category/in-the-media>
COTW January 16, 2015 presentation: <http://www.gftv.ca/?m=201501>

I also invite council to try and firmly state that TKMT exists solely to provide "education." TKMT holds a business license for *retail* purposes, proving precedent of business licensing a cannabis dispensary by the City. Please accept this letter as my request that Council review the decision of January 18, 2017 to deny a business license to Herbivore Cannabis Inc. to operate in the City of Grand Forks.

Kind regards,

A handwritten signature in black ink, appearing to be "Teresa Taylor".

Teresa Taylor, Founder/CEO
Herbivore Cannabis Inc.

CC: Robert Laurie, Barrister and Solicitor

REQUEST FOR DECISION

— REGULAR MEETING —



To: Mayor and Council
From: Procedure Bylaw / Chief Administrative Officer
Date: August 21st, 2017
Subject: Reports, Questions and Inquiries from the Members of Council
Recommendation: **RESOLVED THAT ALL WRITTEN REPORTS SUBMITTED BY MEMBERS OF COUNCIL BE RECEIVED.**

BACKGROUND: Under the City's Procedures Bylaw No. 1946, 2013, the Order of Business permits the members of Council to report to the Community on issues, bring community issues for discussion and initiate action through motions of Council, ask questions on matters pertaining to the City Operations and inquire on any issues and reports.

Benefits or Impacts of the Recommendation:

General: The main advantage of using this approach is to bring the matter before Council on behalf of constituents. Immediate action might result in inordinate amount of resource inadvertently directed without specific approval in the financial plan.

Strategic Impact: Members of Council may ask questions, seek clarification and report on issues.

Policy/Legislation: The Procedure Bylaw is the governing document setting out the Order of Business at a Council meeting.

Recommendation: **RESOLVED THAT ALL WRITTEN REPORTS SUBMITTED BY MEMBERS OF COUNCIL BE RECEIVED.**

- OPTIONS:**
- 1. RESOLVED THAT ALL WRITTEN REPORTS SUBMITTED BY MEMBERS OF COUNCIL, BE RECEIVED**
 - 2. RESOLVED THAT COUNCIL DOES NOT RECEIVE THE REPORTS FROM MEMBERS OF COUNCIL.**

	
Department Head or CAO	Chief Administrative Officer

REPORT TO COUNCIL

TO: Mayor and Council
FROM: Councillor Christine Thompson
DATE: August 21, 2017
SUBJECT: Report to Council

Congratulations to the Grand Forks Flying Club, and in particular Ann Gordon and James Traynor, for organizing the amazing Air Show in celebration of Canada's 150th. I want to also acknowledge the Penners who opened their hangar at the airport and offered respite from the sun to those in wheelchairs and seniors, including me and my husband.

I attended the July 16th meeting of the Phoenix Foundation. The Board will miss both Leda Leander and John Hole who have tendered their resignations.

July 15th, and at the invitation of the Sunshine Valley Women's Institute, along with Mayor Konrad, I attended the rededication of the quilt they had presented some years ago to the City and that had hung outside Council Chambers. At this time, it hangs on the first floor of Gallery 2.

Respectfully submitted,

Councillor Christine Thompson

Whispers of Hope/BETHS Closure Announcement

I wanted to comment on the conversations I have been having with many residents, and the dozens of letters that have been written to the City by concerned citizens in support of Whispers/BETHS staying open. I empathize with the feelings of dismay and concern expressed by the writers. Many valid points and ideas have been conveyed in those letters, which I very much appreciate. My suggestion to council to have a town-hall meeting has been verified many times over in those letters and in personal conversations with people, and I would really like to see this take place so that we have a plan to take to the Minister Responsible for Mental Health and Addictions, and the Minister for Municipal Affairs and Housing, at the UBCM next month.

I have always been in favour of the work of Whispers of Hope and BETHS. The very first winter we lived in Grand Forks, having just retired from prison chaplaincy, I volunteered at BETHS. Working in the prisons for seven years, I counseled many prisoners who suffered from the same social and drug-related issues. Since then I have had numerous dealings with Whispers: I donate and shop there, exchange ideas with Whispers volunteers, and have eaten the delicious and nutritious meals provided by the soup kitchen. In various incarnations, Whispers has been providing an essential service for this community for decades, and BETHS has now added to that service. I firmly believe that we need to give those in need in our community a "hand up."

No easy solution existed for the complex and dangerous situation that developed around the Whispers/BETHS property this summer, and Council's decision to give notice to close these establishments was not an easy one to make. As a Council, we felt that some form of intervention had to take place for the safety of the city but this can only be a short-term solution to an evolving issue that is not going away anytime soon. At last year's UBCM, I attended a workshop on Tent Cities & Homelessness, and learned that City Councillors need to be informed and aware of what has been done successfully (and not so successfully) in other centers. The bottom take-away on the homelessness issue was, "Take action – early!" - get supports in place, ***work with outside agencies, societies, volunteers, and government to implement a workable plan.*** That is why Councillor Butler and I have advocated for a townhall meeting, or the immediate formation of a working group/committee to collectively look into the issue and formulate a way forward that best serves this community. My earnest hope is that our town will unite around the creation of a new and better plan for meeting the needs of the vulnerable and homeless living among us. Last year, I had the opportunity to be invited on a tour of the old Hardy View facility when Whispers was exploring the possibility of providing additional transition housing for their homeless clients. That prospect did not gain traction, but there are other options and possibilities that could be explored. Couldn't we all roll up our collective sleeves and come up with solutions that better the city for everyone?

Regardless of where we are at with organizing a group to engage this issue, Council will be planning to meet with the provincial ministries involved at the UBCM to put our City's situation before them.

Cannafest RV/Tenting in Donaldson Park

I would like to find out from staff how much the City received in camping/RV collections for the use of Dick Bartlett Park all the way to Silver Kettle, and the Arena parking area. I understand from literature circulated around town that fees of \$70 and \$40 respectively were charged for RVs and tents. A conservative estimate would put the proceeds from campers at around \$35,000. City works crews were busy doing "in kind" services to support the event, and I believe we could "sharpen the pencil" a little for next year in this area.

Resolution on Microcell Transmitter Placement Consultation at the UBCM Conference

I am thrilled that this resolution has gained a lot of grassroots attention! I have been working with individuals and groups throughout the province to inform British Columbians about issues surrounding microcell placement and the new 5G technology, and the microwave frequencies that these “tiny cell” transmitters will use. Province-wide, municipal councillors are being contacted by supporters of our resolution, with a request to support this motion at the UBCM. A form letter “To the Editor” is also circulating for those who want to bring attention to this important issue to their local papers.

Removal of City Trees

A couple of concerned residents contacted me about the removal of the trees outside of the Library. We were advised by City staff that they were asked to remove the trees by the Library due to their messiness and large water use. Looking further into the situation, it seems there is no official bylaw in place regarding tree planting/removal/replacement in the city, however, I believe this is currently being worked on and will come before Council for approval sometime in the near future. If you have concerns or ideas you'd like to share, I suggest getting in touch with the City through email, or by writing a letter.

Respectfully submitted,

Beverley Tripp

Councillor'S Report

August 21, 2017

Julia Butler

In his flyer to constituents this month, Richard Cannings, MP for South Okanagan-West Kootenay, discussed the Liberal Government's private infrastructure scheme. Coincidentally, council's previous motion, asking the FCM to petition the federal government to put legislation in place to prevent privatization of our water infrastructure, is coming up for review. I received an email from the FCM, asking for a third installment of background information and supporting documentation to help this motion move forward at the federal level.

Cannafest certainly was a huge boon to our economy this summer and gave us all a taste of what living in Grand Forks would be like if our population doubled! With the real estate market heating up as well, it got me to wondering how the citizens of Grand Forks feel about increasing our population. Although we have held pretty steady at around 4000 people for many years, it looks like the Okanagan wave could be headed our way. As Osoyoos discovered this year, once their population exceeded 5000 people, the cost of financing the police force becomes a huge burden on tax payers. As our previous CAO used to say, "Once you reach 5000, you have to hurry up and get to 10 000" to ease the financial burden on the tax payer. So, what is our ideal population? It is important to be proactive, as we are now reviewing our Official Community Plan and zoning bylaws. While striving for economic development, do we become a town of 10 000? Is it possible to retain our small town charm under 5000 and still attract business? I'd love to hear community feedback on this topic.

Community feedback has definitely been forthcoming over the topic of Whisper's of Hope! I have always encouraged open dialogue on hot community issues and councillor Tripp and I promoted a town hall meeting/stakeholder meeting on this issue before council's decision of August 1. The volunteers at Whisper's and BETHS are the cities greatest allies and front line workers in combating homelessness and mental health related crimes in our city. Prior to our ministerial meetings at the UBCM, I would like to see a select committee/stakeholder's meeting, to itemize: concerns, actions taken to date and requests from the Provincial government. As a collective voice of councillor's, RDKB reps, RCMP, IHA, doctors, mental health workers, non-profit volunteers, fire department, city staff, Habitat for Humanity, Woman's Transition House etc. we have a wealth of experience on the subject that could be formulated into a concise "ask" from the Provincial minister responsible for Mental Health and Addictions. When understanding why:

- the RCMP have their hands tied in dealing with the mentally ill in our community
- the courts aren't prosecuting the people we feel are threatening our community
- the fire department is struggling to manage camp fires lit by the homeless
- the doctors aren't committing those detained by the RCMP to treatment

- Whisper's isn't restricting access to certain clientele

then we can quit laying blame and start thinking outside the box!

I am truly frustrated with the snail's pace government operates at to affect change but as the Community Charter states, it is council's responsibility to, "foster the economic, social and environmental well-being of its community". I would encourage council to take a leading role to organize open dialogue prior to this year's UBCM, by immediately forming a select committee as outlined in the Community Charter section 142. The purpose of a select committee is to deal with a specific short term goal and must consist of a least one member of council. This issue will undoubtedly require the Mayor to strike a standing committee/task force as per section 141 of the Community Charter to deal with the issue on an ongoing basis, but for now it is important that we do our homework before going to the Minister. Stakeholders unable to attend meetings before the September 25 (beginning of the UBCM convention) can email their organizations' list of concerns, actions to date and "wish list" for the minister. After compiling the information, it can then be presented to council at the September 18 meeting for council's final approval before the convention and meeting with the minister. Therefore, I would like to propose the following motion:

WHEREAS the City of Grand Forks is dealing with complex issues involving homelessness, drug addiction and mental health,

THEREFORE BE IT RESOLVED: that council strike a select committee on August 21, 2017 and ending October 16, 2017 to provide council with cohesive feedback from all stakeholders in the Boundary regarding the aforementioned issue, as well as steps already taken by the community to deal with said issue and a specific unified request by the stakeholders to the Minister of Mental Health and Addictions.

Respectfully submitted,

Julia Butler

REQUEST FOR DECISION

— REGULAR MEETING —



To: Mayor and Council

From: Procedure Bylaw / Council

Date: August 21st, 2017

Subject: Report – from the Council's Representative to the Regional District of Kootenay Boundary

Recommendation: **RESOLVED THAT MAYOR KONRAD'S REPORT ON THE ACTIVITIES OF THE REGIONAL DISTRICT OF KOOTENAY BOUNDARY, GIVEN VERBALLY AT THIS MEETING BE RECEIVED.**

BACKGROUND: Under the City's Procedures Bylaw No. 1946, 2013, the Order of Business permits the City's representative to the Regional District of Kootenay to report to Council and the Community on issues, and actions of the Regional District of Kootenay Boundary.

Benefits or Impacts of the Recommendation:

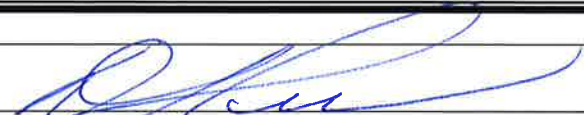
General: The main advantage is that all of Council and the Public is provided with information on the Regional District of Kootenay Boundary.

Policy/Legislation: The Procedure Bylaw is the governing document setting out the Order of Business at a Council meeting.

Recommendation: **RESOLVED THAT MAYOR KONRAD'S REPORT ON THE ACTIVITIES OF THE REGIONAL DISTRICT OF KOOTENAY BOUNDARY, GIVEN VERBALLY AT THIS MEETING BE RECEIVED.**

OPTIONS:

- 1. RESOLVED THAT MAYOR KONRAD'S REPORT ON THE ACTIVITIES OF THE REGIONAL DISTRICT OF KOOTENAY BOUNDARY, GIVEN VERBALLY AT THIS MEETING BE RECEIVED.**
- 2. RECEIVE THE REPORT AND REFER ANY ISSUES FOR FURTHER DISCUSSION OR A REPORT: UNDER THIS OPTION, COUNCIL PROVIDED WITH THE INFORMATION GIVEN VERBALLY BY THE REGIONAL DISTRICT OF KOOTENAY BOUNDARY DIRECTOR REPRESENTING COUNCIL AND REQUESTS FURTHER RESEARCH OR CLARIFICATION OF INFORMATION FROM STAFF ON A REGIONAL DISTRICT ISSUE.**

	
Department Head or CAO	Chief Administrative Officer

Request for Decision



To: Regular Meeting
From: **Manager of Development and Engineering**
Date: August 21, 2017
Subject: 72nd Sidewalk Design Options
Recommendation: **RESOLVED THAT Council choose an option for advancing the project.**

Background

The department has received design options and costing for implementation of the 72nd Ave Sidewalk Project between 27th St and 21st St. Initial engineering cost estimates indicate significantly higher costs than budgeted for a full sidewalk. A bike lane style path would provide separation for pedestrians from the motor vehicle traffic lanes while reducing the cost of the project.




Design options:

1. Extend asphalt to south to accommodate path beside existing road surface.
2. Construct full sidewalk with curb and gutter on south side.

	Design 1 – Bike Lane Style		Design 2 – Full Sidewalk
Pros	Less expensive	Pros	Traditional design
	Can be completed in 2017 within the current budget		More comfortable perception by the public
	Easier snow clearing		
	Easier storm water management		
Cons	Lower perception of separation of pedestrians from traffic	Cons	Creates additional storm water infrastructure and management
	Recommend consultation to confirm design decision.		Higher snow clearing costs.
			Cannot be completed in 2017 within the current budget

Benefits or Impacts

Strategic Impact

-  Analysis of costs and design selection enables prudent fiscal decisions
-  Responds to public desires while protecting the long-term interests of the community
-  Constructing the pathway / sidewalk increases walkability in the west end area

Attachments

Design overview and cost analysis

Recommendation

RESOLVED THAT Council choose an option for advancing the project.

Options

1. RESOLVED THAT Council directs Staff to proceed with Option 1 – Bike Lane Style.
2. RESOLVED THAT Council directs Staff to proceed with Option 2 – Reduced length full sidewalk.
3. RESOLVED THAT Council directs Staff to proceed with Option 3 – Deferral to 2018 with an increased budget.
4. RESOLVED THAT Council refers the matter back to staff for further information.

Report Approval Details

Document Title:	72nd Sidewalk Design Options August 2017.docx
Attachments:	
Final Approval Date:	Aug 11, 2017

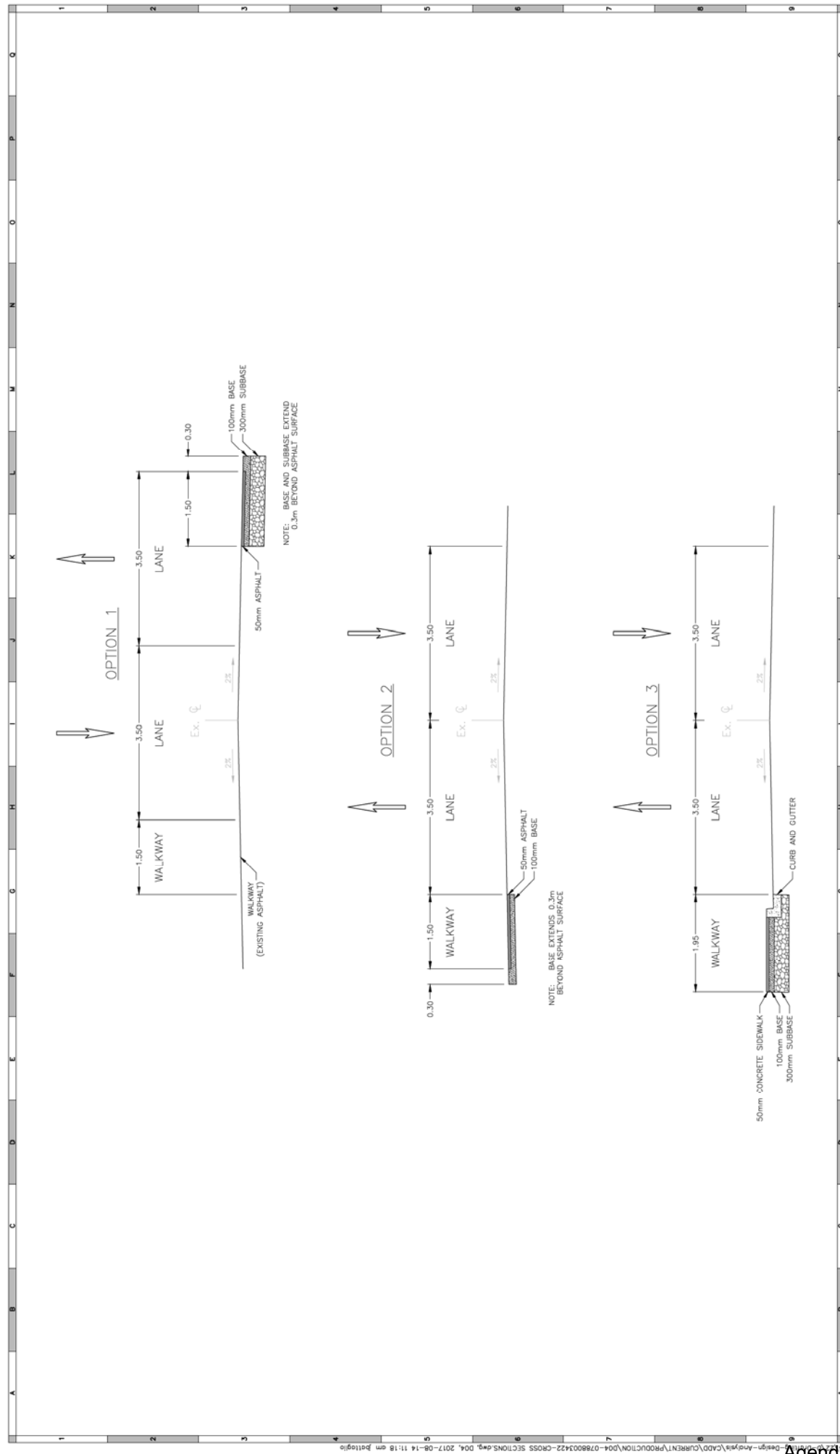
This report and all of its attachments were approved and signed as outlined below:

No Signature - Task assigned to Dolores Sheets was completed by assistant Graham Watt

Dolores Sheets - Aug 11, 2017 - 1:25 PM

No Signature - Task assigned to Diane Heinrich was completed by assistant Daniel Drexler

Diane Heinrich - Aug 11, 2017 - 1:57 PM



ATTENTION:
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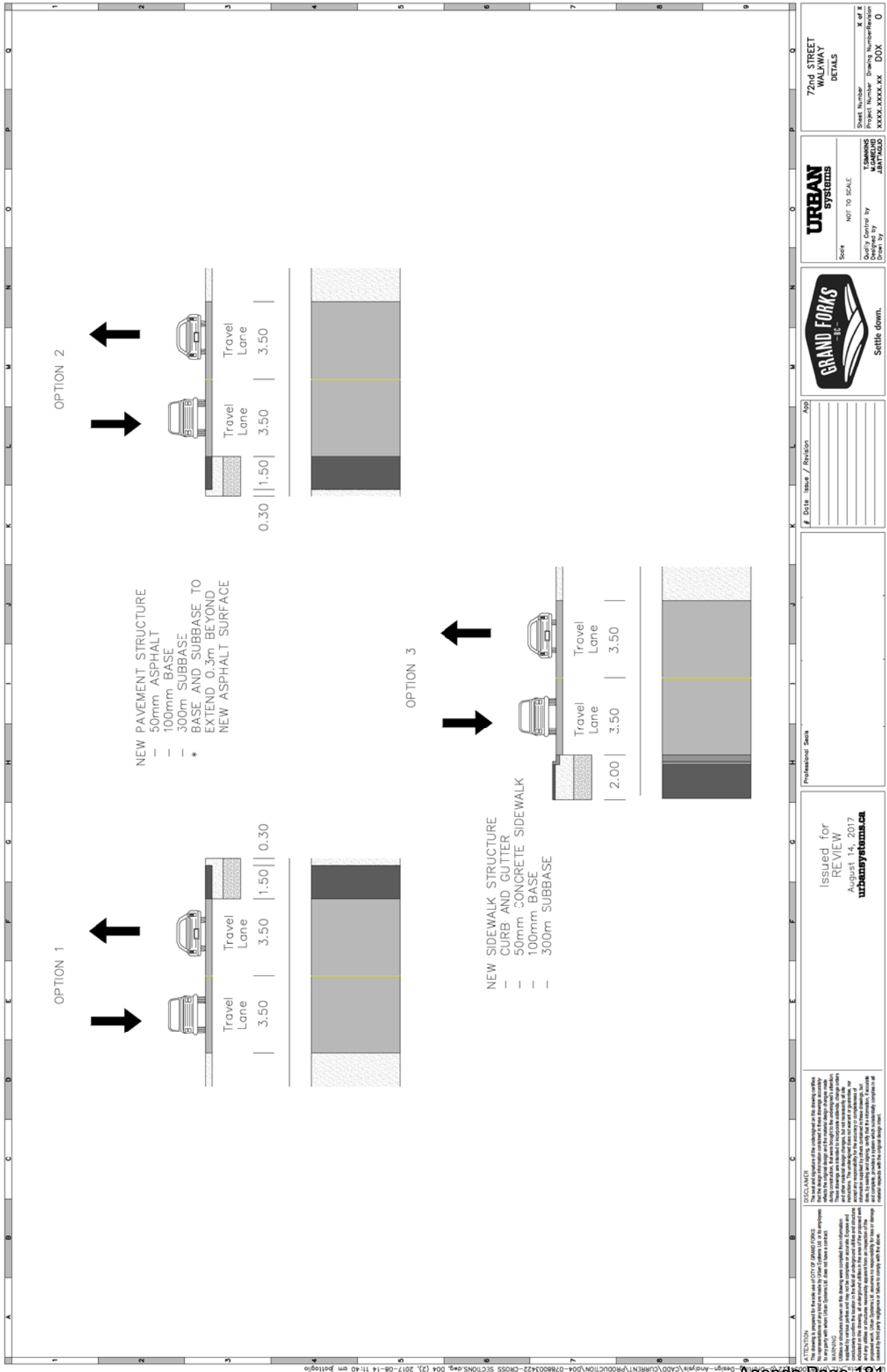
Issued for REVIEW
August 14, 2017
urban-systems.ca

Professional Seal

Grand Forks
Settle down.

URBAN SYSTEMS
Scale: NOT TO SCALE
Quality Control by: T. SAMMINS
Designed by: J. BANTING
Drawn by: J. BANTING

72nd STREET WALKWAY DETAILS
Sheet Number: XXXX-XXXX-XX
Project Number: XXXX-XXXX-XX
Drawing Number: XXXX-XXXX-XX
Revision: 0



Description	*Estimated Cost / m	Total length cost (665 m)	Length within budget (m)
Option 1: Extend Roadway North for walkway on South	\$320	\$212,800	588
Option 2: Extend Roadway South for walkway on South	\$265	\$176,225	710
Option 3: Extend Walkway South c/w c&g	\$490	\$325,850	384

*Includes Engineering, Contingency, paint markings and drainage

MEMORANDUM



DATE : August 21, 2017
TO: Mayor and Council
FROM: Chief Financial Officer
SUBJECT: Quarter 2, 2017 Financial Reports

The financial reports for the period ending June 30, 2017 are enclosed here for your review. These include statements of revenues, expenditures, capital expenditures and a continuity schedule of reserves.

These statements have been prepared from a management perspective, and consequently are presented on a different basis than the annual audited financial statements. The budget figures used in these reports are from the Five Year Financial Plan, Bylaw No. 2036, adopted on April 10, 2017.

The utility revenues reported here reflect a mid-June cut-off, and thus represent five and half months of billed consumption. Property, parcel and 1% utility taxes have been recorded in full for the year, other than any future supplementary cycle adjustments. Grant-in-lieu revenue will be recorded in the third quarter, as will the first half of the community works gas tax grant, which was received in early August.

Expenses should be reasonably representative of the six month period, other than purchased electricity which does not include charges for the month of June. This report includes payroll costs up to June 24.

Respectfully submitted,

Juliette Rhodes
Chief Financial Officer



CITY OF GRAND FORKS REVENUES

For the Six Months Ending Jun 30, 2017

	BUDGET FULL YEAR 2017	ACTUAL YTD QTR 2 2017	% OF BUDGET 2017
General Fund Revenues			
Property taxes	\$3,698,273	\$3,697,660	100%
Parcel & frontage taxes	155,185	155,289	100%
Grants and Payments in Lieu			
Grants in Lieu	15,780	-	0%
1% Utility	102,534	102,534	100%
Fees and Charges			
Franchise Fees	54,049	54,049	100%
Slag Sales	210,000	111,631	53%
Solid Waste Collection	226,900	114,184	50%
Airport	67,630	25,043	37%
Cemetery	18,500	20,425	110%
Campground	55,000	22,590	41%
Business Licences & Municipal Ticketing	30,000	30,200	101%
Land Development	22,000	18,796	85%
Building Rentals & Leases	110,637	72,656	66%
Miscellaneous Fees & Charges	-	150	
Operating Grants & Donations			
Small Communities Operating Grant	485,000	494,682	102%
Performance Measures	100,000	72,000	72%
Other Operating Grants	111,825	76,850	69%
Victim Assistance Funding	38,900	21,017	54%
Rural Fire Recovery	270,182	-	0%
Donations	40,000	19,764	49%
Capital Grants			
Community Works Gas Tax	220,606	-	0%
Other Capital Grants	172,000	5,000	3%
Other Revenues			
Other Recoveries	16,800	10,139	60%
Investment Income	52,000	28,390	55%
Penalties & interest	114,500	29,521	26%
Other Proceeds	55,413	-	0%
Total General Fund Revenues	6,443,714	5,182,570	80%
Water Utility Revenues			
Fees and Charges	919,170	443,621	48%
Other Recoveries	-	5,740	
Capital Grants	-	8,000	
Other Revenues	4,500	1,798	40%
Total Water Utility Revenues	923,670	459,159	50%
Electrical Utility Revenues			
Fees and Charges	4,902,904	2,460,688	50%
Other Recoveries	6,000	-	0%
Capital Grants	-	-	
Other Revenues	25,000	11,862	47%
Total Electrical Utility Revenues	4,933,904	2,472,550	50%
Wastewater Utility Revenues			
Parcel & frontage taxes	6,041	6,041	100%
Fees and Charges	896,084	430,358	48%
Other Recoveries	-	-	
Capital Grants	3,717,666	1,085,040	29%
Other Revenues	5,000	1,840	37%
Total Wastewater Utility Revenues	4,624,791	1,523,279	33%
TOTAL REVENUES	\$16,926,079	9,637,558	57%



CITY OF GRAND FORKS
EXPENDITURES
For the Six Months Ending June 30, 2017

	BUDGET FULL YEAR 2017	ACTUAL YTD QTR 2 2017	% OF BUDGET 2017
GENERAL FUND			
General Government			
Legislative Committees	2,500	-	0%
Legislative	256,240	134,020	52%
Administrative	451,480	230,750	51%
Performance Measures	100,000	84,237	84%
Finance	317,870	150,959	47%
Information Technology		-	
Elections	20,000	-	0%
Communications	34,500	16,087	47%
Protective Services			
Fire & Emergency	595,165	240,769	40%
Emergency Response		75,862	
Victim Services	38,900	20,118	52%
Bylaw Enforcement	156,473	81,061	52%
Building Inspection Services	87,573	52,288	60%
Wildlife Management	50,000	16,004	32%
Transportation Services			
Airport	163,200	54,994	34%
Roads	848,764	358,468	42%
Public Works Admin	229,500	128,783	56%
Net fleet revenue		(22,860)	
Asset Management		147	
Development Services			
Zoning & Planning	169,403	68,796	41%
Engineering	186,080	72,263	39%
Economic Development	48,500	13,067	27%
Property Management	102,850	29,250	28%
Environment	37,500	-	0%
Slag Remediation	10,000	4,846	48%
Contaminated Sites	10,000	-	0%
Environmental Health Services			
Solid Waste	220,300	92,222	42%
Public Health Services			
Cemetery	94,202	30,535	32%
Parks, Recreation and Cultural Services			
Parks	678,950	183,140	27%
Campground	36,200	17,848	49%
Fee For Service	293,768	110,060	37%
City Events	30,050	22,722	76%
Public Real Estate			
Facilities	227,532	110,332	48%
Parcel taxes for City property	28,300	26,047	92%
Total Operations	5,525,800	2,402,815	43%
Debt interest	40,353	22,243	55%
Amortization	1,238,021	613,058	50%
TOTAL GENERAL FUND	6,804,174	3,038,116	45%



CITY OF GRAND FORKS
EXPENDITURES
For the Six Months Ending June 30, 2017

	BUDGET FULL YEAR 2017	ACTUAL YTD QTR 1 2017	% OF BUDGET 2017
WATER UTILITY			
Operations	814,413	340,743	42%
Debt interest	7,026	1,244	18%
Amortization	350,864	168,123	48%
TOTAL WATER	1,172,303	510,110	44%
ELECTRICAL UTILITY			
Operations	701,766	296,450	42%
Electrical Purchases	3,460,300	1,485,299	43%
Debt interest	-	-	
Amortization	52,321	22,682	43%
TOTAL ELECTRICAL	4,214,387	1,804,431	43%
WASTE WATER UTILITY			
Operations	720,547	341,671	47%
Debt interest	73,407	23,315	32%
Amortization	218,683	89,598	41%
TOTAL WASTE WATER	1,012,637	454,584	45%
TOTAL EXPENSES	13,203,501	5,807,241	44%
DEBT PRINCIPAL PAYMENTS	314,789	133,087	42%



CITY OF GRAND FORKS
CAPITAL EXPENDITURES
For the Six Months Ending June 30, 2017

	BUDGET 2017	YTD QTR2 2017	% BUDGET 2017	FUNDING SOURCE
GENERAL OPERATIONS				
Silver Kettle Sidewalk	150,000		0%	General capital reserve
Public Works Fuel Tanks	75,000		0%	General capital reserve
Whispers of Hope Roof	15,000		0%	General capital reserve
5 tonne Dump Truck	250,000		0%	Equipment reserve
T-Tech trailer	13,679		0%	Equipment reserve
GIS Phase 2	2,759	2,474	90%	General capital reserve
Public Works Upgrades	20,000		0%	General capital reserve
JD Park Stadium Padding	15,000		0%	Slag reserve
Service Truck Replacement	60,000		0%	General capital reserve
PW Photocopier	15,000		0%	General capital reserve
Expo Sign changes	35,000		0%	Slag reserve
Library HRV	12,000		0%	Other - Library fund
Public Works - 22nd Street	750,000	79,304	11%	General capital reserve/debt
Wayfaring Signs	65,000		0%	Slag reserve
LED Lighting	50,000		0%	Slag reserve
Emergency Repair Fund	50,000	1,763	4%	General capital reserve
Holder Replacement	200,000		0%	Equipment reserve
Airport AWOS Upgrade	220,000		0%	General capital reserve/grant
ENGINEERING				
Flood Plain Mapping & Dike Restoration	50,000			General capital reserve
ELECTRICAL				
Riverside Reconductor	7,395	1,265	17%	Electrical capital reserve
Electrical Substation Engineering	48,709		0%	General capital reserve
Electrical System Upgrades	80,000		0%	General capital reserve
Substation Engineering	500,000		0%	General capital reserve
WASTE WATER				
Wastewater Treatment Plant UV	457,675	9,900	2%	Land sales reserve/grant
Headworks Grinder	34,343	3,525	10%	Land sales reserve
Water/Sewer Scada	5,575		0%	Land sales reserve
3rd Street Sewer Main Repair	35,309		0%	General capital reserve
City Park Lift Station Upgrade	15,000		0%	Sewer capital reserve
Bio-Solids Land Application Plan	25,000		0%	General capital reserve
Sewer Main Relining	25,000		0%	General capital reserve
Wastewater Treatment Plant Upgrades	4,010,000	55,000	1%	General capital reserve/grant
Sewer Phasing Plan	100,000	1,000	1%	General capital reserve/grant
Sewer Lift Station Pumps	15,000		0%	Sewer capital reserve
WATER				
West Side Fire Protection	928,784		0%	Debt
Water/Sewer Scada	5,575		0%	Land sales reserve
Residential Water Meter Project	22,538	20,609	91%	Gas tax reserve
Well #3 Pump and Motor	13,981	2,854	20%	General capital reserve
5th Street Watermain Replacement	312,428	140,903	45%	Gas tax reserve
Water Supply & Conservation	11,500		0%	Water capital reserve
TOTAL CAPITAL	8,702,250	318,597	4%	



CITY OF GRAND FORKS
RESERVE INCOME AND TRANSFERS
For the Six Months Ending June 30, 2017

	Climate Action	General Capital	Water Capital	Electrical Capital	Sewer Capital	Equipment	Land Sales	Parking	Slag	Gas Tax	Total
Balance - Jan 1, 2017	31,505	2,507,400	98,000	56,622	30,000	482,242	262,894	4,144	594,737	396,407	4,463,951
Interest income	162	12,560	491	284	150	2,798	2,840	20	3,769	5,316	28,389
Slag sales									111,631		111,631
Adjustment for capital projects										360	360
Balance - Jun 30, 2017	31,667	2,519,960	98,491	56,906	30,150	485,040	265,734	4,163	710,137	402,083	4,604,331

MONTHLY HIGHLIGHT REPORTS



DATE : August 21, 2017
TO : Committee of the Whole
FROM: Manager of Building Inspection & Bylaw Services
HIGHLIGHTS: For the Month of July, 2017

Bylaw Services Review

- ❖ 1 transient camp removed, ongoing concerns about the issue
- ❖ 2 unsightly property issues resolved, 2 new complaints received
- ❖ Security assistance provided during Grand Forks Invitational
- ❖ 51 watering violations recorded
- ❖ City Park washrooms and playground areas a focus of surveillance

Building Inspection Review

- ❖ 11 Building Permit applications received in June, yearly total now 56
 - ❖ 2017 construction value now at \$2,834,037.00 (2016 total was \$2,536,774.00)
 - ❖ 14 new residences (4 modular), 12 new commercial renovations under development
 - ❖ Construction inspections and proposal reviews ongoing
-

MONTHLY HIGHLIGHT REPORTS



DATE: August 21st, 2017
TO: Committee of the Whole
FROM: Corporate Services/Interim CAO/Events/IT
HIGHLIGHTS: For the Month of July, 2017

- ❖ Prepared and facilitated Council Meetings for the month of July
- ❖ Human Resources Duties for the month of July
- ❖ Generalized IT support for July
- ❖ Continuation of Event Planning- working with community groups – Canada Day, Snowbirds, Cannafest, Ultimate, GFI, individual smaller events
- ❖ Escribe Agenda software troubleshooting and adjustments
- ❖ Office 365 Migration implementation and troubleshooting
- ❖ Records Management Update planning

MONTHLY HIGHLIGHT REPORTS



DATE : August 21, 2017
TO : Committee of the Whole
FROM: Chief Financial Officer
HIGHLIGHTS: For the Month of July 2017

- ❖ Reviewed and updated information for ICBC fleet insurance renewal
- ❖ Prepared Permissive Tax Exemptions Bylaw 2040
- ❖ Prepared Financial Plan Amendment Bylaw 2036-A1
- ❖ Processed property tax payments, homeowner grants and applications for property tax deferment
- ❖ Preparing for tax sale; mailed tax sale notifications to property owners with delinquent taxes
- ❖ Prepared invoices for reimbursement of EOC and emergency flooding costs
- ❖ Prepared requests for grants and payments-in-lieu
- ❖ Responded to taxpayer enquiries regarding fees and charges, accounts receivable, and property taxes
- ❖ Continued optimization of Vadim system for financial reporting

MONTHLY HIGHLIGHT REPORTS



Monthly Highlight Report



To: Regular Meeting
From: **Manager of Operations**
Date: August 21, 2017
Subject: Highlights from July
Recommendation: **THAT COUNCIL receives the monthly highlight report for information.**

Occupational Health and Safety focus for August 2017 Confined Space Entry and Lock Out and Isolation Program

Activities

Public Works

- ❖ Support for a number of successful Events within Grand Forks, G.F.I., Canada
Day, BMX Provincials, Slow Pitch Ball Tournament, Snow Birds Show, Ultimate Frisbee Tournament
- ❖ Flail Mowing throughout town
- ❖ Dust Control Alleys completed
- ❖ Irrigation system repairs / corrections all parks & grounds
- ❖ Lagoon desludging preparation
- ❖ Tree Pruning low limbs Market and 2nd St. completed
- ❖ Creation of Tree wells throughout City Parks and grounds

Water and Sewer

- ❖ Hydrant inspection program
- ❖ Lift station maintenance and upgrade at Valmar
- ❖ Six water and sewer service repairs
- ❖ Ongoing work on desludging and wastewater treatment plant
- ❖ Well security upgrades
- ❖ New zone water meter

Electrical

- ❖ Street light repairs
- ❖ Tree trimming
- ❖ Pole changes (3)
- ❖ Meter reading
- ❖ Disconnects/Reconnects
- ❖ Cross arm changes
- ❖ Electrical department had 3 planned outages in July for repairs and 1 unplanned outage

Recommendation

THAT COUNCIL receives the monthly highlight report for information.

Monthly Highlight Report



To: Regular Meeting
From: **Manager of Development and Engineering**
Date: 2017-08-21
Subject: Monthly Highlight Report for July 2017
Recommendation: **THAT COUNCIL receives the monthly highlight report for information.**

Capital projects

- Continued the design options & grant reporting for the WWTP – UV Disinfection Project
- Reposted tender for 22nd Street paving; completed opening and initial review
- Awarded tender for lagoon desludging
- 5th Street/Priede Bridge watermain project substantially complete
- Wastewater Treatment Plant and Sewer Phasing Plan: design and work planning; completed tender preparation for Centrifuge Upgrade

Continued implementation of the asset management and GIS software

Interdepartmental meetings & collaboration: capital projects; communication, natural assets, Geographic Information Systems; Sensitive Ecosystem Inventory

Continued Development Permit and Development Variance Permit completion and filing; initiated rezoning process for one property

Business licence review and sign-off; support for Building Permit review

Continued development of specifications for the highway wayfinding signs and locations for the phase 2 signs.

Received over 14 enquiries regarding zoning, setbacks, and land availability for development; 5 subdivision/development enquiries; 9 enquiries from new/future residents re: zoning/land use; 5 servicing enquiries.

Continued research and technical review for Official Community Plan and Zoning Bylaw update process; facilitation of Council workshop

Completed initial Sensitive Ecosystem Inventory field inspections/evaluations

Recommendation

THAT COUNCIL receives the monthly highlight report for information.

MONTHLY HIGHLIGHT REPORTS



DATE : July 6, 2017
TO : Committee of the Whole
FROM: Fire Chief
HIGHLIGHTS : For the month of June

- ❖ Total calls for June : 31 (9 fire-related, 5 rescue [incl flood], 17 first responder) Year-to-Date: 204
- ❖ Environment Canada Seasonal Weather Briefing – Summer conditions will likely be quite warm and very dry.
- ❖ Volunteer Training – NFPA 1001 (certification) exams scheduled for July, all students have been reviewing skills in preparation.
- ❖ Annual service and BC inspection for City fire apparatus
- ❖ Volunteers participated in Canada Day Parade and at GFI.
- ❖ Work progressing on training ground utilization agreements and operating guidelines (requirements) for use of the facility.
- ❖ Fire inspections as relating to business licensing.

REQUEST FOR DECISION

— REGULAR MEETING —



To: Mayor and Council
From: Chief Financial Officer
Date: August 21, 2017
Subject: 2017-2021 Financial Plan Amendment Bylaw, No. 2036-A1
Recommendation: RESOLVED THAT Council receives for introduction and discussion "2017-2021 Financial Plan Amendment Bylaw, No. 2036-A1" and refers the first three readings of the Bylaw to the September 5th, 2017 Regular Meeting of Council.

BACKGROUND:

Council recently passed a resolution to amend the 2017-2021 Financial Plan to include a capital expenditure of \$1,000,000 for the electrical voltage conversion project, with \$150,000 to be funded from external contributions and the balance of \$850,000 to come from reserves.

In addition, staff would like to include some minor changes related to the wastewater treatment plant and lift stations, and is proposing the following:

That the amounts of \$15,000 each allocated for the City Park Lift Station Upgrade and Sewer Lift Station Pumps be combined into a single project, Lift Station Equipment, and be reduced by \$10,000 for a new combined total of \$20,000.

That the Headworks Grinder project be increased by \$10,000 to \$44,343.

These changes to wastewater capital have no overall financial impact, but will enable staff to fully complete the projects and bring the treatment plant back to its initial fully functioning ability.

The net result of the above adjustments for 2017 is an increase of \$150,000 in grant revenue and an increase in capital expenditures of \$1,000,000. Total capital expenditures over the five year financial planning period are unchanged, as the voltage conversion project was originally included in the capital plan at \$500,000 each year for 2018 and 2019.

Benefits or Impacts of the Recommendation:

General: Amending the Financial Plan ensures that the City's additional expenditures are properly authorized and in compliance with provisions of the *Community Charter*.

Financial: By proceeding with this capital expenditure in 2017, instead of in 2018/2019 as originally planned, the City's portion of funding for this project will be reduced from \$1,000,000 to \$850,000.

Policy/Legislation: Section 165 (2) of the *Community Charter*

Attachments: 2017-2021 Financial Plan Amendment Bylaw, No. 2036-A1

REQUEST FOR DECISION

— REGULAR MEETING —



Recommendation:

RESOLVED THAT Council receives for introduction and discussion “2017-2021 Financial Plan Amendment Bylaw, No. 2036-A1” and refers the first three readings of the Bylaw to the September 5th, 2017 Regular Meeting of Council.

- OPTIONS:**
1. COUNCIL COULD CHOOSE TO SUPPORT THE RECOMMENDATION
 2. COUNCIL COULD CHOOSE TO NOT SUPPORT THE RECOMMENDATION
 3. COUNCIL COULD CHOOSE TO REFER THE MATTER BACK TO STAFF FOR FURTHER INFORMATION.

Department Head or CAO	Chief Administrative Officer

THE CORPORATION OF THE CITY OF GRAND FORKS

BYLAW NO. 2036-A1

A Bylaw to Amend the Five Year Financial Plan For the Years 2017 - 2021

WHEREAS pursuant to Section 165 of the *Community Charter*, "Five Year Financial Plan Bylaw, 2017-2021, No. 2036" was adopted on April 10, 2017, and

WHEREAS the financial plan may be amended by bylaw at any time;

NOW THEREFORE the Council of the Corporation of the City of Grand Forks, in open meeting assembled, ENACTS as follows:

1. Five Year Financial Plan Bylaw, 2017-2021, No. 2036 is hereby amended by deleting Schedules "B" and "C" in their entirety, and replacing them with Schedules "B" and "C" attached to and forming part of this bylaw.
2. This bylaw may be cited, for all purposes, as the "2017-2021 Financial Plan Amendment Bylaw, No. 2036-A1".

INTRODUCED this 21st day of August, 2017.

Read a FIRST time this ____ day of September, 2017.

Read a SECOND time this ____ day of September, 2017.

Read a THIRD time this ____ day of September, 2017.

FINALLY ADOPTED on this ____ day of _____, 2017.

Mayor Frank Konrad

Corporate Officer Diane Heinrich

CERTIFICATE

I hereby certify the foregoing to be a true copy of Bylaw No. 2036-A1 as adopted by the Municipal Council of the City of Grand Forks on this ____ day of _____, 2017.

Corporate Officer of the Municipal Council of the
City of Grand Fork

CORPORATION OF THE CITY OF GRAND FORKS
2017-2021 Financial Plan Amendment Bylaw 2036-A1
Schedule "B" Amended Five Year Financial Plan 2017-2021

	2017	2018	2019	2020	2021
	Budget	Budget	Budget	Budget	Budget
Revenues					
Property Taxes	\$ 3,698,273	\$ 3,827,713	\$ 3,961,683	\$ 4,100,342	\$ 4,243,854
Parcel and Frontage Taxes	161,226	161,226	161,226	161,226	5,826
Grants in Lieu of Taxes	15,780	16,332	16,904	17,496	18,108
Percentage of Revenue Tax	102,534	104,000	104,000	104,000	104,000
Sales of Services and User Fees	7,512,874	7,779,026	8,037,607	8,305,239	8,582,238
Grants	5,266,179	999,000	965,000	970,000	975,000
Other Revenues	319,213	244,500	507,248	507,248	507,248
Total Revenues	17,076,079	13,131,797	13,753,668	14,165,551	14,436,274
Expenses					
Purchases for resale	3,505,300	3,575,406	3,646,914	3,719,852	3,794,249
General Government	1,182,590	1,083,602	1,099,524	1,120,864	1,142,631
Protective Services	928,111	821,794	798,381	814,178	830,292
Transportation Services	1,196,464	1,220,393	1,244,801	1,269,697	1,295,091
Environmental & Health Services	220,300	224,706	229,200	233,784	238,460
Public Health Services	94,202	96,086	98,008	99,968	101,967
Planning and Development	564,333	370,193	376,627	383,190	389,884
Parks, Recreation and Cultural Services	1,294,800	1,260,386	1,279,107	1,298,202	1,289,379
Water Services	814,413	830,701	847,315	864,261	881,546
Electrical Services	701,766	715,801	730,117	744,719	759,613
Wastewater Services	720,547	734,958	749,657	764,650	779,943
Amortization	1,859,889	2,064,696	2,125,317	2,141,467	2,215,701
Debt Interest	120,786	162,319	313,756	288,969	287,502
Total Expenses	13,203,501	13,161,041	13,538,724	13,743,801	14,006,258
Surplus (Deficit) for the year	\$ 3,872,578	\$ (29,244)	\$ 214,944	\$ 421,750	\$ 430,016
Adjusted for non-cash items					
Amortization	1,859,889	2,064,696	2,125,317	2,141,467	2,215,701
Total Cash from Operations	\$ 5,732,467	\$ 2,035,452	\$ 2,340,261	\$ 2,563,217	\$ 2,645,717
Adjusted for Cash Items					
Proceeds from Borrowing	1,428,784	5,100,000	-	-	-
Capital Expenditures	(9,702,250)	(6,675,000)	(1,734,000)	(2,187,000)	(1,847,000)
Debt Principal Repayments	(314,789)	(370,007)	(479,261)	(433,200)	(311,310)
Transfer from Reserves	4,228,800	1,575,000	1,734,000	2,187,000	1,847,000
Transfer to Reserves	(1,100,000)	(1,400,000)	(1,600,000)	(1,900,000)	(2,100,000)
Transfer to Surplus	(273,012)	(265,445)	(261,000)	(230,017)	(234,407)
	\$ (5,732,467)	\$ (2,035,452)	\$ (2,340,261)	\$ (2,563,217)	\$ (2,645,717)
Financial Plan Balance	\$ -	\$ -	\$ -	\$ -	\$ -

CORPORATION OF THE CITY OF GRAND FORKS
2017-2021 Financial Plan Amendment Bylaw 2036-A1
Schedule "C" Amended Five Year Financial Plan 2017-2021

CAPITAL EXPENDITURES - 2017			FUNDED FROM										
Description	Fund	Amount	General Capital	Electrical Capital	Water Capital	RESERVES Sewer Capital	Equipment	Land Sales	Gas Tax	Slag	DEBT	GRANTS	OTHER
2016 Carry Forward Projects													
Silver Kettle Sidewalk	General	150,000	150,000										
Public Works Fuel Tanks	General	75,000	75,000										
Whispers of Hope Roof	General	15,000	15,000										
5 tonne Dump Truck	General	250,000					250,000						
T-Tech trailer	General	13,679					13,679						
GIS Phase 2	General	2,759	2,759										
Riverside Reconnector	Electrical	7,395		7,395									
Electrical Substation Engineering	Electrical	48,709	48,709										
West Side Fire Protection	Water	928,784									928,784		
Water/Sewer Scada	Water	5,575						5,575					
Residential Water Meter Project	Water	22,538							22,538				
Well #3 Pump and Motor	Water	13,981	13,981										
5th Street Watermain Replacement	Water	312,428											
Wastewater Treatment Plant UV	Sewer	457,675						151,009				306,666	
Headworks Grinder	Sewer	44,343				10,000		34,343					
Water/Sewer Scada	Sewer	5,575						5,575					
3rd Street Sewer Main Repair	Sewer	35,309	35,309										
2017 New Projects													
Public Works Upgrades	General	20,000	20,000										
JD Park Stadium Paddling	General	15,000								15,000			
Service Truck Replacement	General	60,000	60,000										
PW Photocopier	General	15,000	15,000										
Expo Sign changes	General	35,000											
Library HRV	General	12,000								35,000			12,000
Public Works - 22nd Street	General	750,000	250,000								500,000		
Wayfaring Signs	General	65,000								65,000			
LED Lighting	General	50,000								50,000			
Emergency Repair Fund	General	50,000	50,000										
Flood Plain Mapping & Dike Restoration	General	50,000	50,000										
Holder Replacement	General	200,000											
Airport AWOS Upgrade	General	220,000					200,000					165,000	
Electrical System Upgrades	Electrical	80,000	80,000										
Substation Engineering	Electrical	500,000	500,000									150,000	
Electrical Voltage Conversion	Electrical	1,000,000	850,000										
Lift Station Equipment	Sewer	20,000				20,000							
Bio-Solids Land Application Plan	Sewer	25,000	25,000										
Sewer Main Relining	Sewer	25,000	25,000										
Wastewater Treatment Plant Upgrades	Sewer	4,010,000	682,000								3,328,000		
Sewer Phasing Plan	Sewer	100,000	17,000									83,000	
Water Supply & Conservation	Water	11,500			11,500								
GRAND TOTAL		9,702,250	3,019,758	7,395	11,500	30,000	463,679	196,502	334,966	165,000	1,428,784	4,032,666	12,000

Request for Decision



To: Mayor and Council
From: Finance
Date: 2017-08-21
Subject: 2018 Annual Permissive Tax Exemption Bylaw
Recommendation: RESOLVED THAT Council receives for introduction and discussion Bylaw No. 2040 "2018 Permissive Tax Exemptions" and refers the first three readings of the Bylaw to the September 5th, 2017 Regular Meeting of Council.

Background

Section 224 of the Community Charter provides the authority for Council to grant tax exemptions for other local authorities, non-profit organizations, and property owned by places of worship which is not exempt under other statutory provisions.

The following areas of land surrounding the buildings for public worship are eligible for exemption under Section 224(2)(f) of the Community Charter:

- The United Church - 920 Central Avenue
- The Pentecostal Church - 2826 75th Avenue
- The Catholic Church - 7249 9th Street
- The Anglican Church - 7252 7th Street
- The Mennonite Brethren Church - 7048 Donaldson Drive
- Christ Lutheran Church - 7328 19th Street
- Grand Forks Christian Centre - 7525 4th Street
- Jehovah's Witnesses Church - 7680 Donaldson Drive

The estimated value of 2018 municipal taxes for the above permissive exemptions is \$1,209.

The following properties are owned by the City, and are subject to lease agreements requiring the City to pay property taxes if an exemption is not available. Granting these properties a permissive exemption will save the City that portion of taxes which is due to other authorities.

- The Baptist Church – 7850 2nd Street – eligible under 224(2)(d):
- Whispers of Hope - 7212 Riverside Drive – eligible under Section 224(2)(d)

In addition, BC Assessment has recommended that the bylaw include the property leased by the Regional District of Kootenay Boundary at 8120 Donaldson Drive (former SPCA Building) which is eligible under Section 224(b) and has been granted a tax exemption in prior years.

The bylaw will also exempt certain non-profit organizations under Section 224(2)(a) of the *Community Charter* as follows:

Name	Estimated 2018 Exemption
Grand Forks Curling Club - 7230 21 st Street	\$ 11,486
Grand Forks Masonic Building Society - 366 Market Avenue	\$ 516
Sunshine Valley Child Care Society - 978 72 nd Avenue	\$ 2,036
Slavonic Seniors Citizens - 686 72 nd Avenue	\$ 656
Hospital Auxiliary Thrift Shop - 7239 2 nd Street	\$ 2,642
Royal Canadian Legion - 7353 6 th Street	\$ 3,629
Grand Forks Senior Citizens Drop-in Centre (City Park) - 565 71 st Avenue	\$ 4,086
Phoenix Manor Society - 876 72 nd Avenue	\$ 3,294
Boundary Lodge – 7130 9 th Street	\$ 3,207

The estimated total value of permissive exemptions for the non-profits above is \$31,552. The total amount of exemptions proposed here represents 0.9% of estimated property tax revenues for 2018, and equates to \$11 annually per property.



This tax exemption bylaw is planned for first three readings on September 5th and final reading on September 18th 2017, and must be adopted by October 31, 2017. As per legislation, the City will be advertising the tax exemption notice for two consecutive issues of the Grand Forks Gazette in late August and early September.

Benefits or Impacts

General

Granting tax exemption to these applicants assists the organizations in continuing the operation of their facilities and in providing services to the residents of the community.

Strategic Impact

-  The above tax exemptions will reduce taxes collectible by the City by an estimated \$32,761. The tax savings on City owned leased properties will be approximately \$2,800.
-  A permissive tax exemption is a means for Council to recognize and support volunteer groups and non-profit agencies in the community that provide services or programs which enhance the quality of life for its residents.

Policy/Legislation

Section 224 of the Community Charter.

Attachments

Draft 2018 Annual Tax Exemption Bylaw No. 2040
Applications Received for Permissive Tax Exemption

Recommendation

RESOLVED THAT Council receives for introduction and discussion Bylaw No. 2040 “2018 Permissive Tax Exemptions” and refers the first three readings of the Bylaw to the September 5th, 2017 Regular Meeting of Council.

Options

1. RESOLVED THAT Council accepts the recommendation.
2. RESOLVED THAT Council does not accept the recommendation.
3. RESOLVED THAT Council refers the matter back to staff for further information.

Report Approval Details

Document Title:	RFD - CFO - 2018 Permissive Tax Exemptions.docx
Attachments:	- By2040 Permissive Tax Exemption 2018.docx - 2018 Permissive applications.pdf
Final Approval Date:	Aug 9, 2017

This report and all of its attachments were approved and signed as outlined below:

No Signature - Task assigned to Diane Heinrich was completed by assistant Daniel Drexler

Diane Heinrich - Aug 9, 2017 - 4:01 PM

THE CORPORATION OF THE CITY OF GRAND FORKS

BYLAW NO. 2040

A Bylaw to Exempt from Taxation Certain Parcels of Land Used for Religious Worship Purposes, Hospital Purposes, Recreation Purposes and Charitable or Philanthropic Purposes Pursuant to the Provisions of the Community Charter

WHEREAS it is deemed expedient to exempt certain parcels of land from taxation for the fiscal year ended December 31, 2018;

AND WHEREAS subject to the provisions of Section 224 of the *Community Charter*, the Council may, prior to the 31st day of October in any year, by bylaw, exempt lands and improvements from taxation in the following year;

NOW THEREFORE, that Council of the City of Grand Forks, in open meeting assembled, ENACTS, as follows:

1. Pursuant to Section 224(2)(f) of the *Community Charter*, there shall be exempt from taxation for the fiscal year ended December 31, 2018 with respect to land and improvements, the following parcels of land:
 - Lots 1 and 2, Block 36, District Lot 108, S.D.Y.D., Plan 72, located at 920 Central Avenue as shown outlined in bold on a sketch attached hereto and marked as Schedule "A" (United Church); and
 - That portion of Lot 1, District Lot 520, S.D.Y.D., Plan 8653, except Plan H-17064, located at 2826 - 75th Avenue and described as follows - Commencing at the most northerly corner of said Lot 1; thence southeasterly following in the easterly limit of said Lot 1 for 35.50 metres, thence southwesterly, perpendicular to the said easterly limit, for 30.00 metres, thence northwesterly, parallel with the said easterly limit, for 35.50 metres more or less to the intersection with the northerly limit of said Lot 1, thence northeasterly, following in the said northerly limit for 30.00 metres more or less to the point of commencement and containing an area of 1,065 square metres, more or less as shown outlined in bold on a sketch attached hereto and marked as Schedule "B" (Pentecostal Church); and
 - Lots 30, 31 and 32, Block 36, District Lot 108, S.D.Y.D., Plan 72 located at 7249 - 9th Street as shown outlined in bold on a sketch attached hereto and marked as Schedule "C" (Catholic Church); and
 - That portion of Parcel D (KM26760), Block 24, District Lot 108, S.D.Y.D., Plan 23; located at 7252 - 7th Street as shown outlined in bold on a sketch attached hereto and marked Schedule "D" (Anglican Church); and

- That portion of Lot G, District Lot 380, S.D.Y.D., Plan KAP56079, located at 7048 Donaldson Drive and described as follows -commencing in the southerly boundary of said Lot G distant 13 metres from the most westerly corner of said Lot G: thence northerly, parallel with the westerly boundary of said Lot G, for 38.1 metres more or less to intersection with the northerly boundary of said Lot G, thence easterly following in the northerly boundary of said Lot G for 71 metres, thence southerly, parallel with the said westerly boundary, for 38.1 metres more or less to intersection with the said southerly boundary, thence westerly, following in the said southerly boundary for 71 metres more or less to the point of commencement and containing 2705 square metres as shown outlined in bold on a sketch attached hereto and marked as Schedule "E" (Mennonite Brethren Church); and;
- That portion of Parcel A, (X23915), Block 16, District Lot 380, S.D.Y.D., Plan 35 located at 7328 - 19th Street and described as follows - commencing at the most southerly corner of said Parcel "A"; thence northwesterly following in the westerly limit of said Parcel "A", for 17.00 metres; thence northeasterly, perpendicular to the said westerly limit for 24.60 metres; thence southeasterly, parallel with the said westerly limit for 17.00 metres more or less to intersection with the southerly limit of said Parcel "A"; thence southwesterly following in the said southerly limit for 24.60 metres more or less to the point of commencement and containing an area of 418.2 square metres more or less as shown outlined in bold on a sketch attached hereto and marked as Schedule "F" (Christ Lutheran Church of Grand Forks); and;
- That portion of Lot 1, District Lot 108, S.D.Y.D., Plan KAP45199 located at 7525 - 4th Street and described as follows - commencing at the most easterly corner of said Lot 1; thence northerly following in the easterly limit of said Lot 1, for 23.20 metres; thence westerly, parallel with the southerly limit of said Lot 1, for 29.00 metres; thence southerly, parallel with the easterly limit of said Lot 1, for 23.20 metres more or less to intersection with the said southerly limit; thence easterly following in the said southerly limit; thence easterly following in the said southerly limit for 29.00 metres more or less to the point of commencement and containing 672.8 square metres more or less as shown outlined in bold on a sketch attached hereto and marked as Schedule "G" (Grand Forks Christian Centre Church); and
- Commencing at a point in the westerly boundary of Lot 2, District Lot 520, S.D.Y.D., Plan KAP53800, located at 7680 Donaldson Drive and described as follows - distant 28.6 metres from the most southerly corner of said Lot 2: thence northerly following in the westerly boundary for 25.1 metres, thence easterly, perpendicular to the said westerly boundary for 35.05 metres more or less to intersection with the easterly boundary of said Lot 2, thence southerly following in the said easterly boundary for 25.1 metres, thence westerly, perpendicular to the said westerly boundary for 35.05 metres more or less to the point of commencement and containing 880 square metres more or less as shown outlined in bold on a sketch attached hereto marked as Schedule "H" (Jehovah's Witnesses Church).

2. Pursuant to Section 224(2)(d) of the *Community Charter*, there shall be exempt from taxation for the fiscal year ended December 31, 2018 with respect to land and improvements, the following parcel of land:
 - Lot 1, District Lot 585, S.D.Y.D., Plan KAP27903, located at 7850 - 2nd Street (Grand Forks Baptist Church).
 - Lot 1, District Lot 108, Plan EPP 32379 located at 7212 Riverside Drive (Whispers of Hope);
3. Pursuant to Section 224(2)(b) of the *Community Charter*, there shall be exempt from taxation for the fiscal year ended December 31st, 2018 with respect to land and improvements, the following parcels of land:
 - Lot 1, District Lot 380, S.D.Y.D., Plan KAP54909 located at 7230 - 21st Street (Grand Forks Curling Rink);
 - Lot 1, District Lot 520, S.D.Y.D., Plan KAP59893, located at 8120 Donaldson Drive, (Kootenay Boundary Animal Control).
4. Pursuant to Section 224(2)(a) of the *Community Charter*, there shall be exempt from taxation for the fiscal year ended December 31st, 2018 with respect to land and improvements, the following parcels of land:
 - Lot 5, Block 10, District Lot 108, S.D.Y.D., Plan 23, located at 366 Market Avenue (Grand Forks Masonic Building Society); and
 - Lot A, District Lot 108, S.D.Y.D., Plan 38294, located at 978 - 72nd Avenue (Sunshine Valley Child Care Society);
 - Lot 8, Block 25, Plan 23, District Lot 108, S.D.Y.D. located at 686 - 72nd Avenue (Slavonic Seniors Citizens Centre).
 - Lot A (DD LA9161), District Lot 108, S.D.Y.D., Plan 6691, located at 7239 - 2nd Street (Hospital Auxiliary Thrift Shop)
 - Lots 23, 24, 25 and 26, Block 29, District Lot 108, S.D.Y.D., Plan 121, located at 7353 - 6th Street (Royal Canadian Legion)
 - Lots 10 and 17 – 20, Block 18, Plan 86, District Lot 108, S.D.Y.D. located at 565 – 71st Avenue (City Park) (Grand Forks Seniors' Society).
 - Parcel B, Block 45, District Lot 108, Plan 72, located at 876 - 72nd Avenue (Phoenix Manor Society).
 - Lot A, Plan 29781, District Lot 108, Land District 54, located on 7130- 9th Street (Boundary Lodge Assisted Living).

5. This bylaw may be cited, for all purposes as the “2018 Annual Tax Exemption Bylaw No. 2040”.

INTRODUCED this 21st day of August, 2017

Read a FIRST time this ____ day of September, 2017

Read a SECOND time this ____ day of September, 2017

Read a THIRD time this ____ day of September, 2017

FINALLY ADOPTED this ____ day of October, 2017

Mayor Frank Konrad

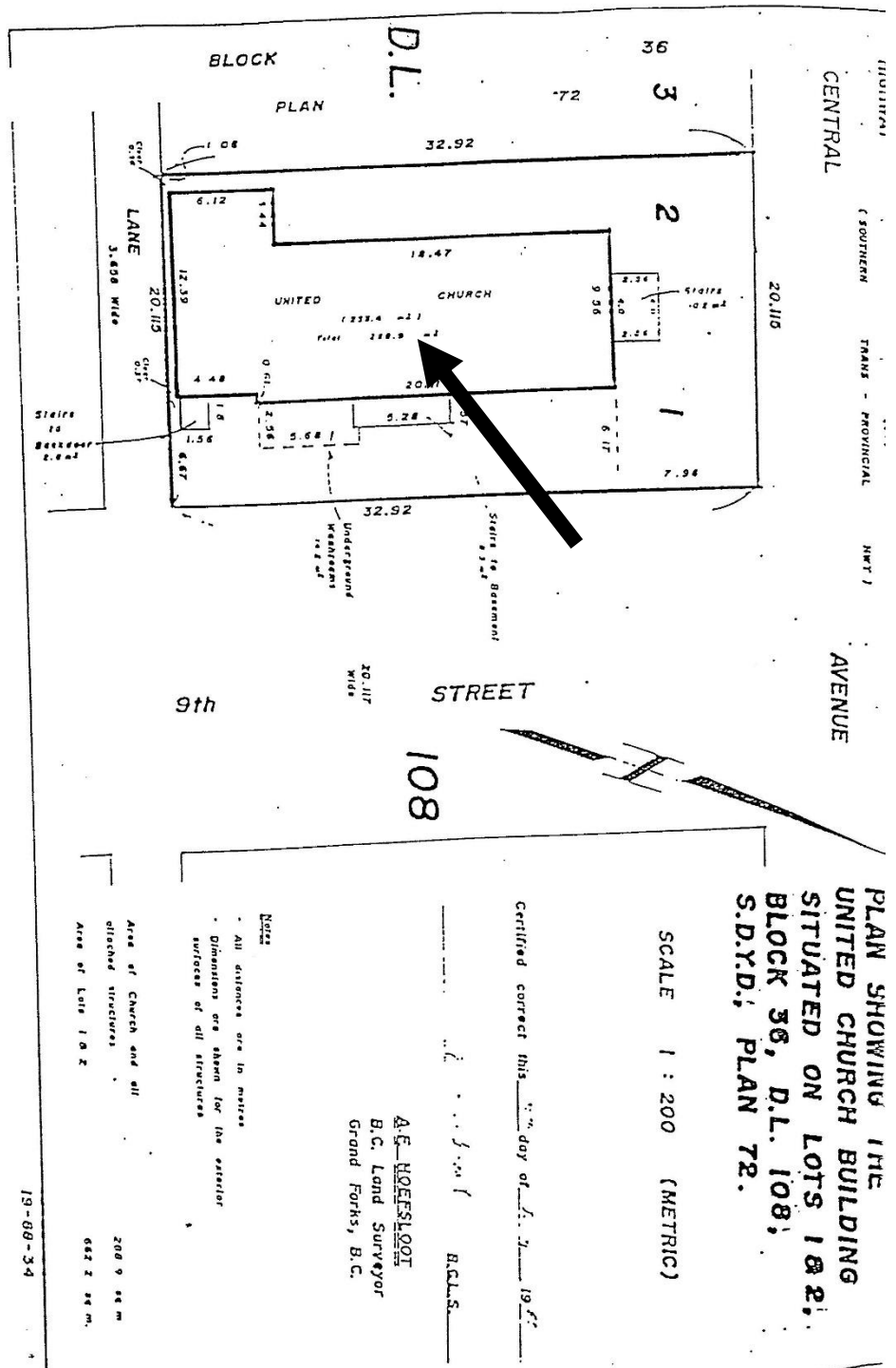
Corporate Officer – Diane Heinrich

C E R T I F I C A T E

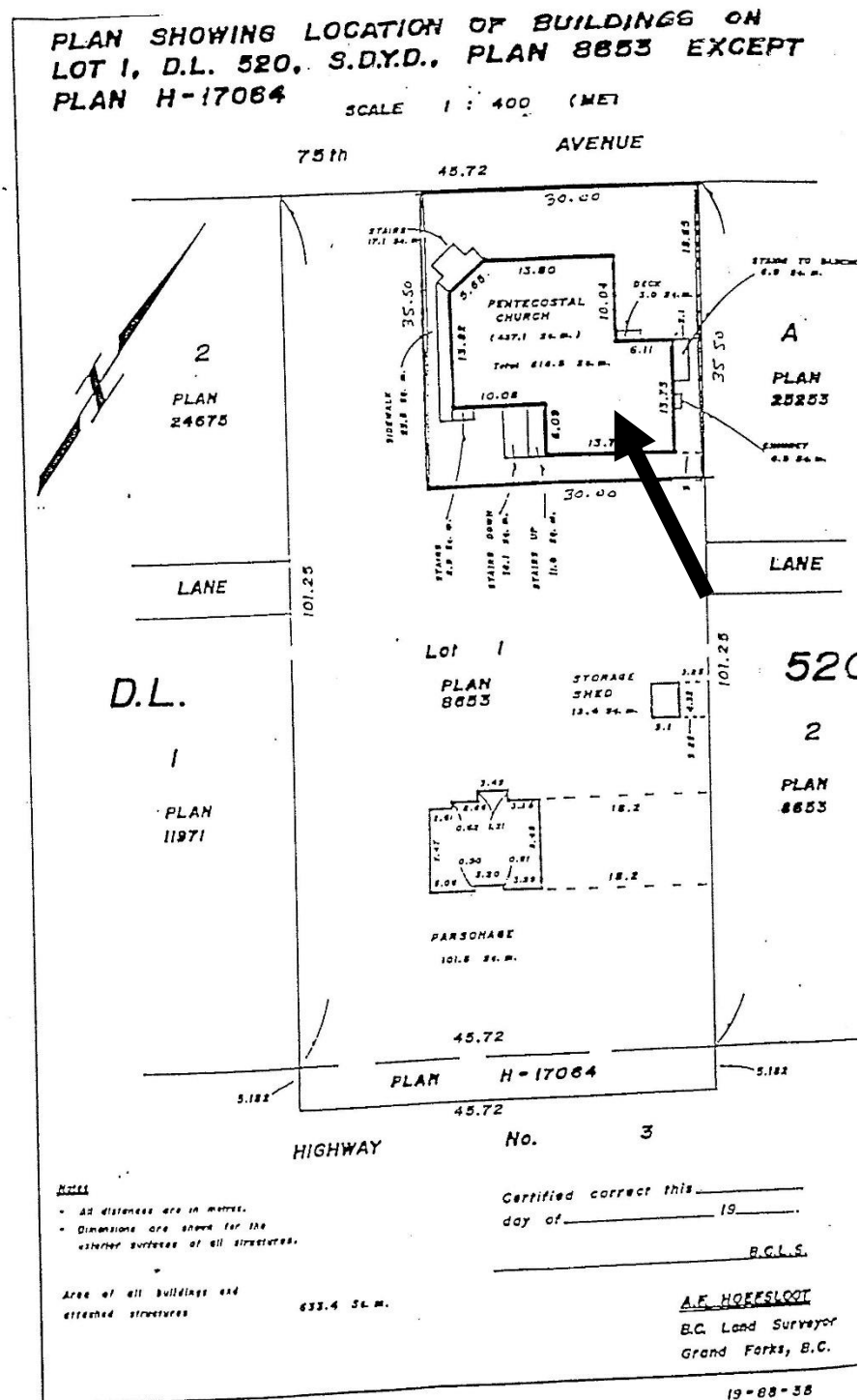
I hereby certify the foregoing to be a true copy of Bylaw No. 2040
as adopted on the ____ day of _____, 2017

Corporate Officer of the Municipal Council
of the City of Grand Forks

Schedule "A"



Schedule “B”

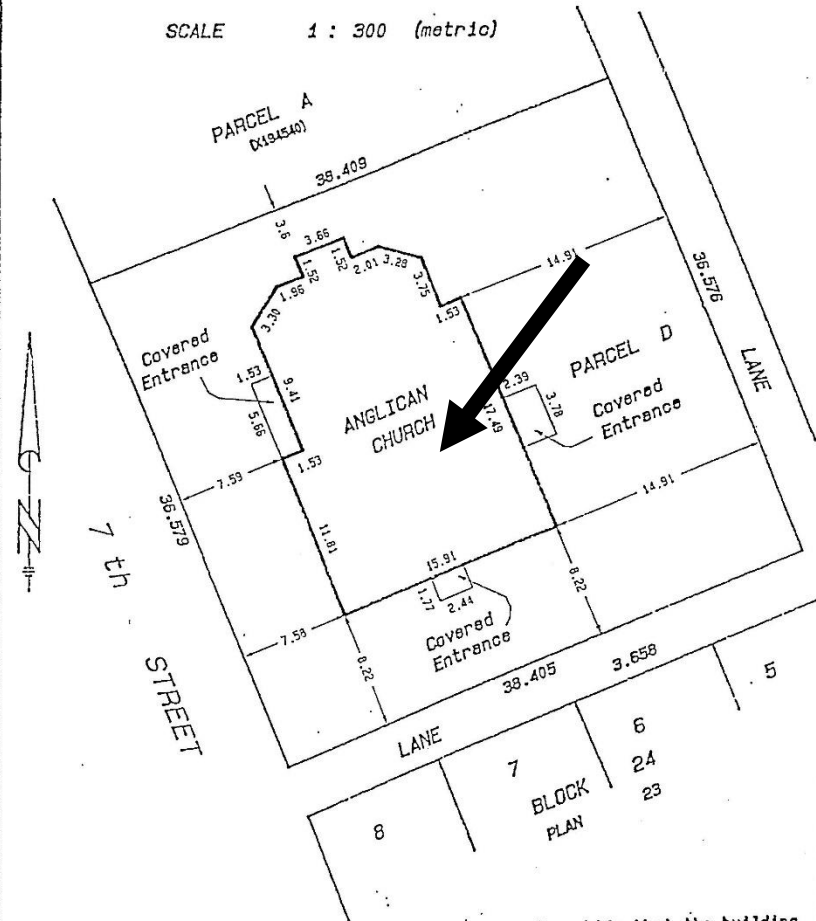




Schedule "D"

B.C. LAND SURVEYOR'S CERTIFICATE OF LOCATION OF BUILDING ON PARCEL D (KM26760) BLOCK 24, D.L. 108, S.D.Y.D., PLAN 23.

SCALE 1 : 300 (metric)



Street Address:
7252 - 7th Street

NOTES

- all distances are in metres.
- this plan is to be used for municipal purposes only and not for property line location. I will not accept any responsibility for unauthorized use.
- this plan is not valid unless it contains an original signature and seal.

I certify that the building
is located as shown. Dated
this 21st day of September 1998

A.F. Hoefsloot
B.C.L.S., C.L.S.

A.F. HOEFSLOOT

B.C. Land Surveyor, Canada Lands Surveyor
P.O. Box 2740, Grand Forks, B.C.
Y0H 1H0 442-5557

© A.F. Hoefsloot, B.C.L.S., 1998

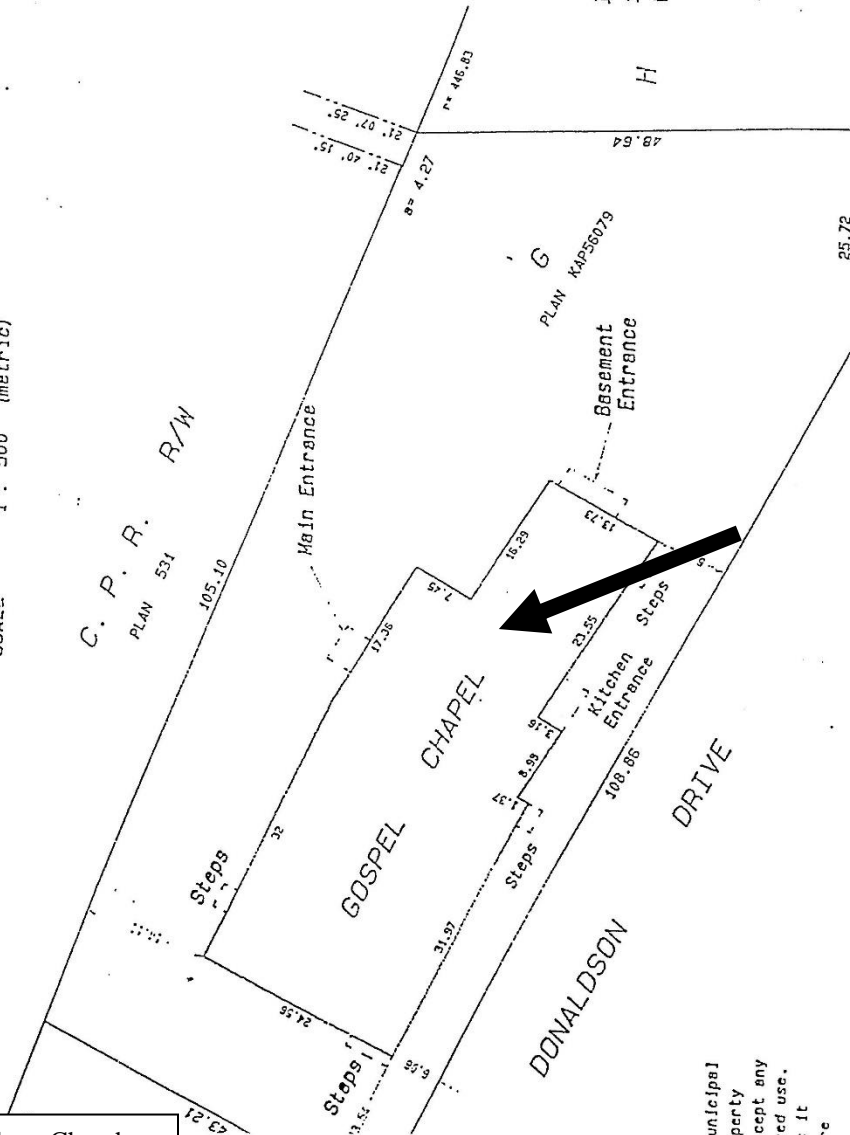
98-19-34

B.C. LAND SURVEYOR'S CERTIFICATE
OF LOCATION OF BUILDING ON LOT G, D.L. 380,
S.D.Y.D., PLAN KAP56079.

SCALE 1 : 500 (metric)

C. P. R.
PLAN 531 R/W

Mennonite Brethren Church



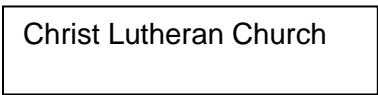
I certify that the building
is located as shown. Dated
this 3rd day of 2nd 1911.

B.C.L.C.

A.F. HOEFSLOOT
B.C. Land Surveyor, Canada Lands Sur.
P.O. Box 2740, Grand Forks, B.C.

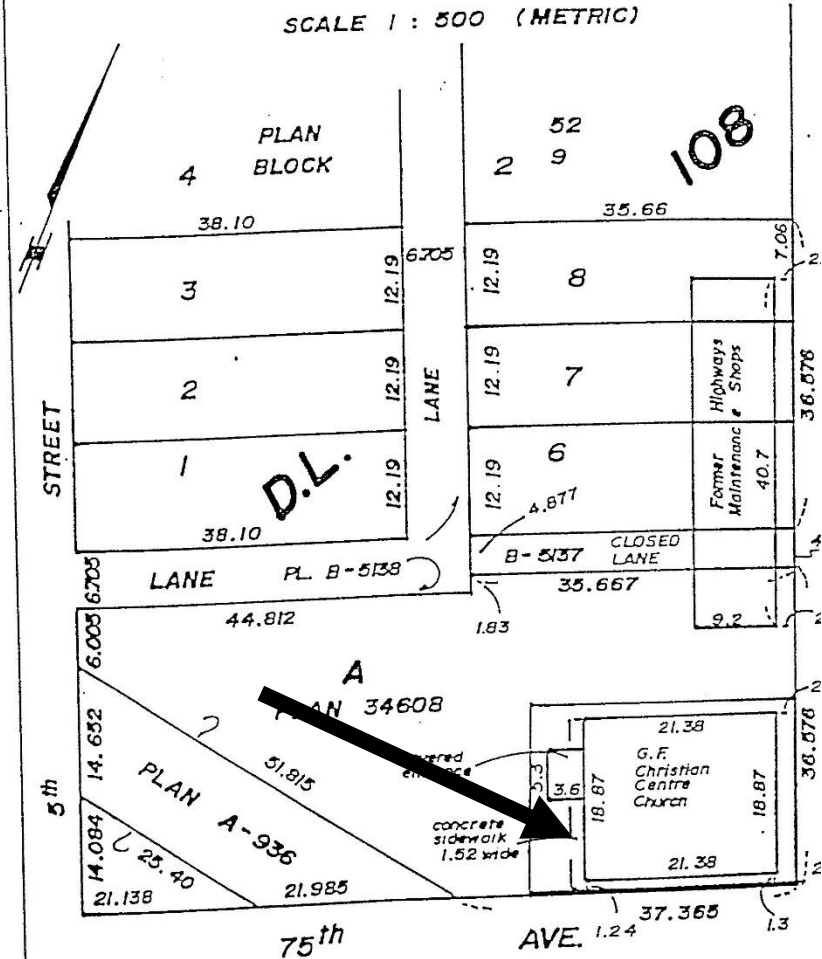
Street Address:
7048 Donaldson Drive, Grand Forks, BC

unilateral
party
except any
used use.
: It
e



Schedule “G”

Lot 1, District Lot 108, S.D.Y.D., Plan KAP45199



NOTES

*All distances are in metres.
This plan is to be used for municipal
purposes only and not for property
line location.
I will not accept responsibility for any
unauthorized use.*

I certify that the buildings are located
as shown. Dated this 11th day of July
1969.

B.C.L.S.

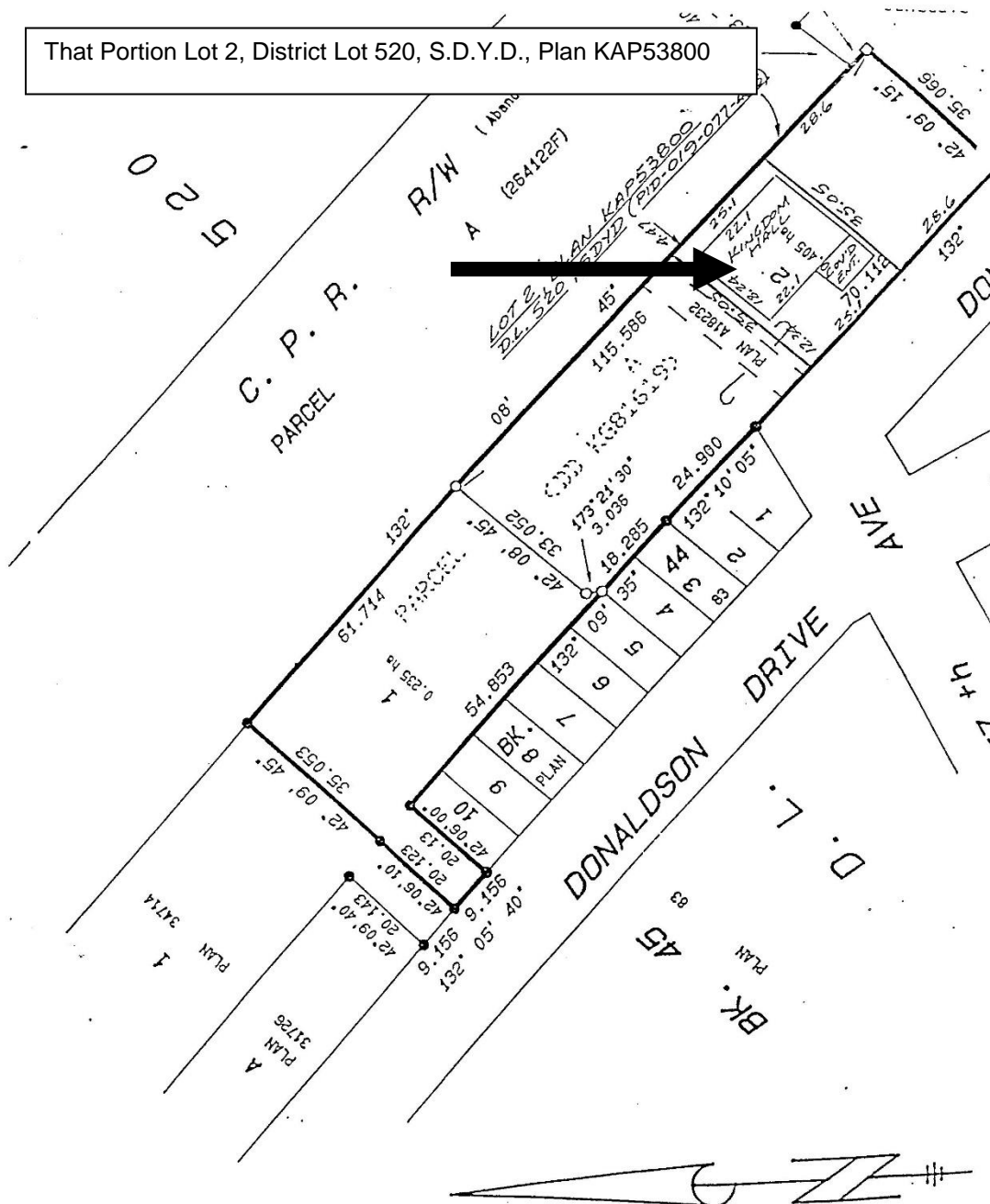
A.F. HOEFSLOOT
B.C. Land Surveyor
Grand Forks, B.C.

© A.F. Hoetsloot, B.C.L.S. 1989

89-19-

Schedule "H"

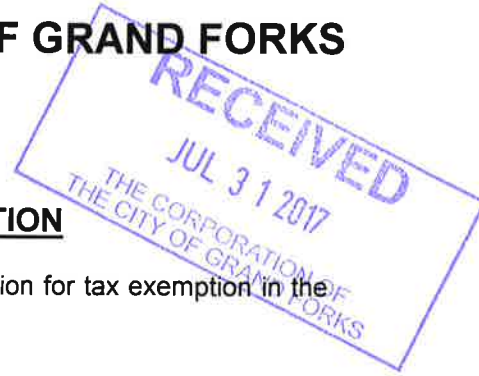
That Portion Lot 2, District Lot 520, S.D.Y.D., Plan KAP53800



Jehovah Witness Church



THE CORPORATION OF THE CITY OF GRAND FORKS



APPLICATION FOR PERMISSIVE TAX EXEMPTION

Note: Application must be received by **July 31, 2017** at City Hall for consideration for tax exemption in the following year.

Name of Organization: Grand Fork Curling Club

Mailing Address: PO Box 528
Grand Forks BC V0H 1H0

Contact Person & Title: Bobbi Dagg

Telephone Number: 250-442-3916 **E-mail:** gfcc@telus.net

Registered Non-Profit? Yes ☒ No ☐ **Registration Number:** S-6964

Registered Charity? Yes ☐ No ☐ **Registration Number:** _____

PROPERTY DESCRIPTION FOR WHICH AN EXEMPTION IS BEING CLAIMED:

* You may list all the properties on one application form, as long as they are being used for the same purpose.

Civic Address(es): 7230 21st street
Grand Forks B.C.

Legal Description(s) _____

Folio Number(s): _____

Is any part of the property used for non-charitable, non-philanthropic or for-profit purposes?

Yes ☒ No ☐ **If yes, please explain:** facility Rentals



THE CORPORATION OF THE CITY OF GRAND FORKS

Please describe your organization's activities. Include a short history of your organization and briefly describe its goals and objectives. (Attach a separate sheet if necessary.)

We are a Non Profit organization, still running as a curling club since 1812. We hold 3 Bonspelés and have a active youth involvement.

Please describe how your organization is accessible to, and benefits the residents of Grand Forks.

Being as Sports are such a huge Part of community involvement and community health. We are trying to keep costs down so we can have more involvement.

Please provide details on other sources of funding.


Authorized Signature

DOCUMENTATION REQUIRED

- Copy of most current financial statements
- Copy of budget for the current and following year (if available)

APPLICATION FOR TAX EXEMPT STATUS

Name of applicant: Grand Forks Masonic Building Society

Society Registration # S-0004638

Mailing address: Box 657 Grand Forks BC V0H 1H0

Civic address of property for which the Exemption is being applied for:
366 Market Avenue Grand Forks BC

Legal description of property: Lot 5, Block 10, Plan 23, SDYD


Contact persons: T. Gooderham PM, B. Ortis PM

Telephone #'s: (250) 442-3025, (250) 442-3062

Email: grandforksoptical@gmail.com

We are registered as a non-profit, member funded society. We pay our yearly expenses out of our dues and fund raising. We rent our hall to our sister organization, The Eastern Star, also a non-profit organization. Other rentals include First Aid training and the Ravi Dancers. Our fund raising includes garage sales, member donations and a yearly dinner. None of our property is used for any other purposes other than fund raising for our building expenses (insurance, utilities and repairs). We do not currently produce a budget, but will begin this procedure for the coming year.

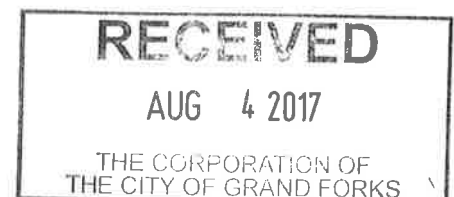
I hope that this format answers all of your concerns.



T. Gooderham PM



B. Ortis PM



*supplementary
information*

APPLICATION FOR TAX EXEMPT STATUS

Name of applicant: Grand Forks Masonic Building Society

Mailing address: Box 657 Grand Forks BC V0H 1H0

Civic address of property for which the Exemption is being applied for:
366 Market Avenue Grand Forks BC

Legal description of property: Lot 5, Block 10, Plan 23, SDYD

Contact persons: T. Gooderham PM, B. Ortis PM


Telephone #'s: (250) 442-3025, (250) 442-3062

Email: grandforksoptical@gmail.com

July 11, 2017

Current financial statement is enclosed. As membership dues are our primary source of income, the only other income we generate is through the rental of our hall. We are looking at some improvements to the building over the next few years, funding to be raised from our members and fund raising through pancake breakfasts and garage sales. To date, we have upgraded the heating system and are looking at LED lighting to help reduce operating costs.

As a fraternity, Masons are pledged to assist those that are less fortunate throughout the world. Locally, our membership dues assist students in post-secondary education. To date, our Lodge has seen over \$24,000 disbursed to students throughout the Kootenay/Boundary area. We continue to financially support the BC Cancer Car program, with over 786,000 patient trips to date. Masons are first and foremost supporters of our communities. Hospitals, local and regional, are provided funds for various purchases of needed equipment through the Shriner's organization, as all Shriners are Masons.


T. Gooderham PM
B. Ortis PM

Grand Forks Masonic Building Society
Financial Statement as of 30 June 2017

Balance Forward 1 July 2016 \$ 766.14

Deposits -

4 August '16	150.00	
2 September '16 - Rava Dance Troop	175.00	
14 September '16 - Good Sam - Table Rent	60.00	
7 October '16 - D Tiller - Hall Rent 1 st Aid	75.00	
12 October '16 - OES - Hall Rent	720.00	
28 October '16 - Harmony Lodge - Hall Rent	500.00	
8 November '17 - Yard Sale Proceeds	327.75	
16 November '16 - OES Ins Payment	150.00	
Harmony Lodge - Rent	1,000.00	
7 April '17 - OES - Hall Rent	360.00	
16 May '17 - Harmony Lodge - Hall Rent	750.00	
		\$ 4,267.75
		\$ 5,033.89

Cheques

737	City of GF - Utilities	165.84	
738	Fortis BC - N Gas	26.50	
739	VOID		
740	D Dale - Ins	500.00	
741	VOID		
742	Fortis BC - N Gas	56.45	
743	City of GF - Utilities	165.18	
744	Rudy Thiessen, - Plbg Repair	75.00	
745	Dave Dale - Ins	500.00	
746	Fortis BC - N Gas	71.05	
747	D Dale Ins	546.00	
748	Min of Finance	25.00	
749	City of GF - Utilities	164.78	
750	City of GF - Utilities	170.61	
751	Fortis BC - N Gas	57.65	
752	Fortis BC - N Gas	224.73	
753	Dave Dale Ins	500.00	
754	Fortis BC - N Gas	172.99	
755	City of GF - Utilities	286.54	
756	Fortis BC - N Gas	78.67	
757	Fortis BC - N Gas	51.72	
758	Dave Dale Ins	500.00	
759	City of GF - Utilities	197.02	
760	Fortis BC - N Gas	41.05	
	Service Charges	63.50	\$ 4,640.28
Balance			\$ 393.61

(2)
Grand Forks Masonic Building Society

Bank Balance as of 30 June 2017 \$ 393.61

Outstanding Bills	Dave Dale Insurance	\$ 1,000.00
	City of Grand Forks - Parcel Tax	\$ 49.92



David G Marshall
Treasurer - Masonic Building Society



THE CORPORATION OF THE CITY OF GRAND FORKS



APPLICATION FOR PERMISSIVE TAX EXEMPTION

Note: Application must be received by **July 31, 2017** at City Hall for consideration for tax exemption in the following year.

Name of Organization: Sunshine Valley Child Care Society.

Mailing Address: BOX 435 GRAND FORKS
VOH 1H0

Contact Person & Title: Fatima Faria Executive Director

Telephone Number: 250-442-5314 **E-mail:** SVCKS@telus.net

Registered Non-Profit? Yes ☒ No ☐ **Registration Number:** 5-0013786

Registered Charity? Yes ☒ No ☐ **Registration Number:** 108053075 PROO1

PROPERTY DESCRIPTION FOR WHICH AN EXEMPTION IS BEING CLAIMED:

* You may list all the properties on one application form, as long as they are being used for the same purpose.

Civic Address(es): 978 72ND AVE
GRAND FORKS, BC.

Legal Description(s) PLAN KAP 358294 DISTRICT LOT: 108
LAND DISTRICT 54 SIMILKAMEEN DIV of Yale District

Folio Number(s): 21000405005 P/D 007-836-775

Is any part of the property used for non-charitable, non-philanthropic or for-profit purposes?

Yes ☒ No ☐ If yes, please explain: Child Care

FILE CODE
Sunshine Valley Child
C/O - Care Society - Applic
(PT&UB000) Tax Exemption
Agenda Page 225 of 292



THE CORPORATION OF THE CITY OF GRAND FORKS

Please describe your organization's activities. Include a short history of your organization and briefly describe its goals and objectives. (Attach a separate sheet if necessary.)

See Attached.

Please describe how your organization is accessible to, and benefits the residents of Grand Forks.

We are the only licensed group childcare centre from Birth to 12 in the entire Boundary. SVCCS benefits many families & supports them through childcare, outreach, programs & workshops held at Little Peoples Centre & BCCRR. We are active with local seniors & connecting children with other community members & resources for families.

Please provide details on other sources of funding.

PARENT FEES, Community Donations, Phoenix Foundation Grants, Ministry of Children & Family Development, Fundraising.

Authorized Signature

DOCUMENTATION REQUIRED

Copy of most current financial statements
Copy of budget for the current and following year (if available)

SUNSHINE VALLEY CHILD CARE SOCIETY is a non-profit, registered charitable society. It began in May 1977 in the Wildlife Hall. In March 1978 it moved into its present location. The Board of Directors, comprised of members from all facets of the community, is elected at the Society's Annual General Meeting. Any individual who subscribes to the purposes of the Society may become a member by paying the annual membership fee.

MISSION STATEMENT

We, SUNSHINE VALLEY CHILD CARE SOCIETY, recognize and respond to the changing childcare needs for children and families by providing and encouraging, relevant programs and support services within the Boundary Region.

GOALS OF SUNSHINE VALLEY CHILD CARE SOCIETY

- ◆ To facilitate and promote healthy growth of children and families.
- ◆ To recognize and respect the uniqueness of the individual and the family.
- ◆ To offer developmentally appropriate programs and support services to all children and families in our community.
- ◆ To provide a safe, nurturing environment that is multicultural and non-sexist.
- ◆ To educate, by providing relevant programs, information, training events, resources, and professional development.
- ◆ To work in partnership with other service providers by encouraging communication, awareness and networking.
- ◆ To engage in funding partnerships with other groups and organizations when appropriate.
- ◆ To promote and maintain an ongoing commitment to a team model approach.

Parental and community support is imperative for the Centre's operation. We welcome and encourage active participation and support for all of its activities.

We currently operate 4 programs for children from birth to 12 years old. Infant and Toddler daycare, a Preschool program, a Group daycare for 2 ½ year olds to kindergarten age and a School age program for 6 to 12 year olds. We also offer support services to community members seeking child care and education on child development.

11:58 AM

Sunshine Valley Child Care Society

07/05/17

Balance Sheet

Accrual Basis

As of March 31, 2017

	Mar 31, 17
ASSETS	
Current Assets	
Chequing/Savings	
1000 · CASH & CREDIT UNION	
1001 · CASH ON HAND (actual cash)	247.07
1030 · CU SHARE ACCOUNTS	
1031 · CU-Non-guaranteed equity share (#20147 5)	100.00
Total 1030 · CU SHARE ACCOUNTS	100.00
1069 · CU CHEQUING ACCOUNTS	
1060 · CU- General Chequing (#20147 5)	7,488.60
1062 · CU- Gaming Account (#40691 8)	19,604.56
Total 1069 · CU CHEQUING ACCOUNTS	27,093.16
Total 1000 · CASH & CREDIT UNION	27,440.23
1600 · RESTRICTED CASH	
1041 · CU- Plan 24 Savings (#20147 5)	7,664.45
1042 · CU- Investment Share Savings (#20147 5)	870.78
Total 1600 · RESTRICTED CASH	8,535.23
Total Chequing/Savings	35,975.46
Accounts Receivable	
1200 · Accounts Receivable	34,027.09
Total Accounts Receivable	34,027.09
Other Current Assets	
1205 · OTHER RECEIVABLES	
1201 · GST/HST 50% Receivable	1,681.10
Total 1205 · OTHER RECEIVABLES	1,681.10
1210 · Allowance For Doubtful A/C	(13,892.33)
1499 · Undeposited Funds (Cash clearing)	2,579.67
Total Other Current Assets	(9,631.56)
Total Current Assets	60,370.99
Fixed Assets	
1450 · Building (net of amortization)	
1460 · Accumulated Depreciation (on Building only)	(77,850.96)
1450 · Building (net of amortization) - Other	237,438.45
Total 1450 · Building (net of amortization)	159,587.49
1500 · Equipment & Furniture (at cost)	
1505 · Accumulated Depr-Equipment	(92,666.99)
1500 · Equipment & Furniture (at cost) - Other	101,894.11
Total 1500 · Equipment & Furniture (at cost)	9,227.12
1550 · Computer Equipment (Computer Equipment)	
1555 · Accumulated Depr-Computer	(2,816.36)
1550 · Computer Equipment (Computer Equipment) - Other	3,547.92
Total 1550 · Computer Equipment (Computer Equipment)	731.56
Total Fixed Assets	169,546.17
TOTAL ASSETS	229,917.16
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2200 · Accounts Payable	9,945.98

11:58 AM

Sunshine Valley Child Care Society

07/05/17

Balance Sheet

Accrual Basis

As of March 31, 2017

	Mar 31, 17
Total Accounts Payable	9,945.98
Other Current Liabilities	
2205 · Accrued liabilities	2,235.79
2210 · Boundary Child Care R & R	157.91
2291 · WAGES PAYABLE	
2300 · Vacation Pay Accrued	
2101 · Vacation Pay Paid Out	(5,069.40)
2300 · Vacation Pay Accrued - Other	4,865.31
Total 2300 · Vacation Pay Accrued	(204.09)
2430 · Sick Leave Accrual (estimated)	12,953.10
Total 2291 · WAGES PAYABLE	12,749.01
2301 · EMPLOYEE DEDUCTIONS PAYABLE	
2335 · DUE TO RECEIVER GENERAL	
2310 · Employment Insurance	743.82
2320 · CPP Payable	(26.62)
2330 · Income Tax Payable	0.01
Total 2335 · DUE TO RECEIVER GENERAL	717.21
Total 2301 · EMPLOYEE DEDUCTIONS PAYABLE	717.21
2401 · EMPLOYEE BENEFITS PAYABLE	
2440 · Medical Services Plan (BC medical)	(65.87)
2470 · WCB Accrual	466.83
Total 2401 · EMPLOYEE BENEFITS PAYABLE	400.96
Total Other Current Liabilities	16,260.88
Total Current Liabilities	26,206.86
Long Term Liabilities	
2690 · DEFERRED CONTRIBUTIONS	
2697 · Gaming Program Grant-Childcare	19,500.00
2720 · Sick leave replacement reserves	12,953.00
2730 · Vacation replacement reserve	1,622.00
2750 · Reserve for Building Improvemnet	10,000.00
Total 2690 · DEFERRED CONTRIBUTIONS	44,075.00
Total Long Term Liabilities	44,075.00
Total Liabilities	70,281.86
Equity	
3100 · Investment in capital assets	169,546.17
3560 · Unrestricted net assets	(1,327.56)
3910 · Internally Resticted Funds (Transfer in/out to internally restricted fun...	(972.00)
Net Income	(7,611.31)
Total Equity	159,635.30
TOTAL LIABILITIES & EQUITY	229,917.16

11:57 AM

Sunshine Valley Child Care Society

07/05/17

Profit & Loss

Accrual Basis

April 2016 through March 2017

	Apr '16 - Mar 17
Ordinary Income/Expense	
Income	
4000 · PROGRAM FEES (Fees charged for child care)	
4002 · Daycare Revenue	
4420 · CCOF Program - Daycare	20,859.62
4440 · Subsidies - Daycare	60,419.73
4002 · Daycare Revenue - Other	50,457.51
Total 4002 · Daycare Revenue	131,736.86
4004 · Preschool Revenue	
4422 · CCOF Program - Preschool	1,649.48
4442 · Subsidies - Preschool	900.00
4004 · Preschool Revenue - Other	11,991.85
Total 4004 · Preschool Revenue	14,541.33
4006 · Infant Toddler Revenue	
4426 · CCOF Program - Infant Toddler	17,244.00
4443 · Subsidies - Infant Toddler	14,481.63
4006 · Infant Toddler Revenue - Other	48,264.36
Total 4006 · Infant Toddler Revenue	79,989.99
4012 · School Age Program	
4424 · CCF Program - School Age	2,748.20
4444 · Subsidies - School Age	15,550.99
4012 · School Age Program - Other	16,569.27
Total 4012 · School Age Program	34,868.46
4015 · Supported Child Care (KFP)	25,681.45
Total 4000 · PROGRAM FEES (Fees charged for child care)	286,818.09
4400 · FUNDING FOR WAGES	
4411 · BCCRR 10% Admin funding	9,206.62
Total 4400 · FUNDING FOR WAGES	9,206.62
4466 · Gaming Program Grant	19,500.00
4600 · MISCELLANEOUS & INTEREST INCOME	
4425 · Donations & Fundraising Income	2,524.00
4460 · Miscellaneous Income	1,212.53
4475 · Yearly Memberships (Yearly Society Memberships)	12.00
Total 4600 · MISCELLANEOUS & INTEREST INCOME	3,748.53
Total Income	319,273.24
Gross Profit	319,273.24
Expense	
5000 · PROGRAM COSTS	
5010 · Advertising & Promo (Programs)	204.50
5011 · Board Meeting Expense	40.31
5020 · Telus - Administration	2,014.08
5025 · Telus - Little People's DC & PS	1,216.31
5035 · Bank Charges Expense	415.00
5065 · Groceries Expense	99.77
5070 · Insurance, Liability	4,305.00
5078 · Memberships, dues & fees	40.00
5080 · Miscellaneous Expense	3,818.95
5100 · Office Supplies Expense	765.95
5127 · Photocopier Expense	21.79
5140 · Postage Expense	118.19
5145 · Professional Fees - Audit & Leg	1,839.87
5160 · Supplies - General	2,434.03
5165 · Supplies - Daycare & Preschool	1,417.48
5170 · Supplies - Infant Toddler	529.28
5179 · Supplies - School Age Program (Purchases for school age program)	190.46
5180 · Travel Expense	668.50

11:57 AM

Sunshine Valley Child Care Society

07/05/17

Profit & Loss

Accrual Basis

April 2016 through March 2017

	Apr '16 - Mar 17
5190 · Internet & Computer Expense (Telus Internet, Computer professional f...	1,127.18
5200 · Workshops & staff training	729.70
Total 5000 · PROGRAM COSTS	21,996.35
5001 · FACILITY COSTS	
5015 · Fortis BC Gas Expense (LPC)	819.08
5155 · Repairs & Maintenance	10,218.88
5182 · Utilities - Electr,water,sewer	5,354.84
Total 5001 · FACILITY COSTS	16,392.80
5002 · WAGES & BENEFITS	
5300 · Wages, Administration	56,464.31
5302 · Wages, Daycare	75,074.05
5303 · Wages, Infant Toddler	69,687.91
5304 · Wages, Preschool	8,213.05
5308 · Wages, School Age Program	19,956.18
5310 · Wages, Supported Child Care	20,413.05
5320 · Payroll costs, CPP and EI	18,134.61
5324 · WorkSafe BC	2,059.19
5328 · Sick Leave expense (paid out)	3,499.86
5333 · Medical expense	837.00
5406 · Vacation pay expense	14,156.19
Total 5002 · WAGES & BENEFITS	288,495.40
Total Expense	326,884.55
Net Ordinary Income	(7,611.31)
Net Income	(7,611.31)

2017-08-04



Attention: Juliette Rhodes
Chief Financial Officer
The Corporation of the City of Grand Forks

Re: Tax Exemption for 2018

As per our conversation July 31, 2017, and your suggestion, attached is our application for Permissive Tax Exemption for 2018. Copy of most current financial statement will follow as soon as physically possible.

Thank you for your understanding, empathy, consideration and suggestions.

Sincerely,
Elizabeth Sernenoff
GF. Slavonic Senior Citizens Society.



THE CORPORATION OF THE CITY OF GRAND FORKS

APPLICATION FOR PERMISSIVE TAX EXEMPTION

for 2018

Note: Application must be received by **July 31, 2017** at City Hall for consideration for tax exemption in the following year.

Name of Organization: Grand Forks Slavonic Senior Citizens Society
Branch No. 143

Mailing Address: P.O. Box 2848
Grand Forks BC V0H 1H0

Contact Person & Title: Elizabeth Semenoff - President

Telephone Number: 250-442-2609 **E-mail:** elizsemenoff@yahoo.ca

Registered Non-Profit? Yes ☒ No ☐ **Registration Number:** 13,290

Registered Charity? Yes ☐ No ☐ **Registration Number:** _____

PROPERTY DESCRIPTION FOR WHICH AN EXEMPTION IS BEING CLAIMED:

* You may list all the properties on one application form, as long as they are being used for the same purpose.

Civic Address(es): 686 72nd Ave.

Legal Description(s) lot 8, Block 25, Plan 23
District lot 108, Similkameen Div. of Vale.
Land District PID: 003 - 303 - 721

Folio Number(s): 210 00203.000

Is any part of the property used for non-charitable, non-philanthropic or for-profit purposes?

Yes ☐ No ☒ **If yes, please explain:** _____



THE CORPORATION OF THE CITY OF GRAND FORKS

Please describe your organization's activities. Include a short history of your organization and briefly describe its goals and objectives. (Attach a separate sheet if necessary.)

Please describe how your organization is accessible to, and benefits the residents of Grand Forks.

We have available a pleasant easily accessible and affordable safe-smoke free-setting for smaller group and family-type activities... Our popular monthly vegetarian potluck luncheons provide opportunities for varied meals and interaction with others.

Please provide details on other sources of funding.

Memberships, Fundraising, Donations from Regular and Occasional Users.

Elizabeth Sernenoff
Authorized Signature
GF Slavonic Senior Citizens
Society

DOCUMENTATION REQUIRED

Copy of most current financial statements
Copy of budget for the current and following year (if available)

Grand Forks Slavonic Senior Citizens Society

Branch No. 143

PO Box 2848 Grand Forks BC V0H 1H0

To: Corporation of the City of Grand Forks
Application for Tax Exempt Status for the Year 2018

The Grand Forks Slavonic Senior Citizens Society was officially registered with the province of British Columbia as a non-profit Society July 6, 1977.

The purposes of the Society are “to provide a non-profit co-operative organization to make recreational facilities available for the seniors of the Grand Forks district—for discussion of current events, (to) engage in crafts, hobbies, entertainment, fellowship, education (for) betterment of the senior citizens.” Any person who subscribes to the purposes of the Society may apply for membership—voting members being 50 years and over, non-voting members being under the age of 50 years.

Through considerable hard work, diligence and creativity of its members the Society succeeded in purchasing property and renovating the premises which were ready for occupancy in 1987. Some years later the building was extended to provide more space for activities. These activities include fellowship, food, card games, billiards/pool, shuffleboard, singing—which generally take place Saturdays and varied weekdays and evenings. We also have equipment for wide-screen movie/program presentations, carpet bowling and bingo. Regular membership meetings are generally held monthly or as needed.

As a grateful recipient in a New Horizons project for seniors entitled ACCESS—Adapting Community Computer Services for Seniors (initiated by Community Futures in partnership with the local Public Library) we aim to utilize lifelong learning opportunities to upgrade our media skills.

We continue to lose a significant number of our most active members to attrition (as the majority were octogenarians and older). Younger members would be able to provide some much-desired vitality! We would be thrilled to have interested and committed volunteers come forward to help initiate

and coordinate additional programs. As well we are hopeful of seeking out suitable/compatible partnerships.

Our largest expenditures include utilities and insurance (the cost of which continues to rise). Income is generated through membership dues/fees at \$40.00 annually. Those who wish to keep up their membership but due to age/infirmity/accessibility are unable to participate regularly contribute \$10.00 annually.

Those who do not bring food for the popular monthly vegetarian potluck lunch donate \$6.00 in lieu. Occasionally there are special meals prepared by volunteer members—for a suggested donation of \$6.00 per person. For a drop-in fee of \$2.00 members are able to participate in the various activities. Regular and occasional users of the facility provide donations for the privilege.

We are most grateful to the Corporation of the City of Grand Forks for a \$1000.00 Grant in Aid (2011) which was used primarily to address safety/maintenance/usability issues (financial statement provided in 2013).

Upgrading of lighting was completed courtesy of the FortisBC/LiveSmart BC Lighting Installation Program (FLIP). As well, thanks to the New Horizons for Seniors Program, considerable upgrading—primarily of floors, windows, washrooms and kitchen—was made possible. Phase three—heating/cooling and hot water systems upgrade—~~was~~ completed in early 2015. Future projects requiring attention will include roof work, games room, lower level and program development.

As with many other societies/groups we are struggling to balance our income and expenditures. These are challenging times which will require creative and innovative thinking and strategies to be able to respond to the emerging needs of our members/community/society.

We thank you for your support and consideration!

Respectfully submitted,

A handwritten signature in cursive script that reads "Elizabeth Semenoff".

Elizabeth Semenoff, President Grand Forks Slavonic Senior Citizens Society



THE CORPORATION OF THE CITY OF GRAND FORKS



APPLICATION FOR PERMISSIVE TAX EXEMPTION

Note: Application must be received by **July 31, 2017** at City Hall for consideration for tax exemption in the following year.

Name of Organization: Grand Forks Hospital Auxiliary

Mailing Address: PO Box 1074

Grand Forks, BC

Contact Person & Title: Kal Wright, President

Telephone Number: 250-442-7655 **E-mail:** wrightvr@telus.net

Registered Non-Profit? Yes ☒ No ☐ **Registration Number:** _____

Registered Charity? Yes ☐ No ☐ **Registration Number:** _____

PROPERTY DESCRIPTION FOR WHICH AN EXEMPTION IS BEING CLAIMED:

* You may list all the properties on one application form, as long as they are being used for the same purpose.

Civic Address(es): 7239 2nd Street, Grand Forks, BC

PID 026-565-781

Legal Description(s) Parcel A Plan KAP6691 District lot 108

SDYD Land West Portion (DD LA9161)

Folio Number(s): _____ 80005 (Roll)

Is any part of the property used for non-charitable, non-philanthropic or for-profit purposes?

Yes ☐ No ☒ **If yes, please explain:** _____



THE CORPORATION OF THE CITY OF GRAND FORKS

Please describe your organization's activities. Include a short history of your organization and briefly describe its goals and objectives. (Attach a separate sheet if necessary.)

The Grand Forks Auxiliary to The Boundary Hospital was established in 1946. The purpose of the organization is to raise funds in order to provide comfort and aid to Boundary Hospital Patients and to financially support health related programs within the Boundary and West Kootenay areas of the interior Health Region

Please describe how your organization is accessible to, and benefits the residents of Grand Forks.

Our organization is accessible ^{via} retail outlet, or by phone. We support the residents of GF providing low-cost clothing & household items as well as donations of said items to victims of fire, flood and personal tragedy, as well as scholarship to students graduating in Grand Forks & Midway.

Please provide details on other sources of funding.

Donations are the only source of funding for our organization

Authorized Signature

DOCUMENTATION REQUIRED

- Copy of most current financial statements
- Copy of budget for the current and following year (if available)

GRAND FORKS AUXILIARY TO THE BOUNDARY HOSPITAL SOCIETY

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2016

(unaudited - see Notice to Reader)

Contents

Notice to Reader

FINANCIAL STATEMENTS

Statement of Operations

Statement of Changes in Net Assets

Statement of Financial Position

Notes to Financial Statements

NOTICE TO READER

On the basis of information provided by management, I have compiled the statement of financial position of the Grand Forks Auxiliary to the Boundary Hospital Society as at December 31, 2016 and the statements of operations and changes in net assets for the year then ended.

I have not performed an audit or review engagement in respect of these financial statements and accordingly, I express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

Grand Forks, BC
January 30, 2017

George Savitskoff
PUBLIC ACCOUNTANT

GRAND FORKS AUXILIARY TO THE BOUNDARY HOSPITAL SOCIETY**STATEMENT OF OPERATIONS****FOR THE YEAR ENDED DECEMBER 31, 2016**

(unaudited - see Notice to Reader)

	2016	2015
REVENUE		
Thrift store	\$ 221,727	\$ 228,916
Gift bars	2,483	2,335
Memberships	456	450
Donations	2,772	4,576
Provincial sales tax commissions	433	454
Interest	2,666	2,445
	<u>230,537</u>	<u>239,176</u>
EXPENSES		
Advertising and promotions	1,145	1,289
Amortization	2,538	2,538
Appreciation events	2,211	1,859
Conferences and meetings	873	2,623
Dues and training	1,387	800
Garbage and janitorial	13,492	14,043
Hospital contributions	128,918	144,512
Insurance	3,494	2,870
Materials and supplies	5,093	6,437
Office	1,942	1,983
Repairs and maintenance	14,739	3,867
Scholarships and donations	18,540	58,250
Telephone and utilities	5,816	6,025
	<u>200,188</u>	<u>247,096</u>
OPERATING SURPLUS (DEFICIT) FOR THE YEAR	\$ 30,349	\$ (7,920)

GRAND FORKS AUXILIARY TO THE BOUNDARY HOSPITAL SOCIETY

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED DECEMBER 31, 2016

(unaudited - see Notice to Reader)

	2016		2015	
	Investment in Capital Assets	Unrestricted	Total	Total
Balance, beginning of year	\$ 230,419	\$ 406,534	\$ 636,953	\$ 644,873
Add:				
Operating surplus for the year	-	30,349	30,349	-
Less:				
Operating deficit for the year	-	-	-	(7,920)
Amortization	(2,538)	2,538	-	-
BALANCE, END OF YEAR	\$ 227,881	\$ 439,421	\$ 667,302	\$ 636,953

GRAND FORKS AUXILIARY TO THE BOUNDARY HOSPITAL SOCIETY

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2016

(unaudited - see Notice to Reader)

	2016	2015
ASSETS		
CURRENT ASSETS		
Cash and short term deposits	\$ 438,534	\$ 411,675
Accrued interest receivable	2,044	-
	440,578	411,675
PROPERTY AND EQUIPMENT (note 2)		
	227,880	230,419
	\$ 668,458	\$ 642,094

LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	\$ 1,156	\$ 2,999
Provincial sales tax payable	-	2,142
	1,156	5,141

NET ASSETS		
INVESTMENT IN CAPITAL ASSETS	227,881	230,419
UNRESTRICTED FUNDS	439,421	406,534
	667,302	636,953
	\$ 668,458	\$ 642,094

APPROVED ON BEHALF OF THE BOARD:

 President
 Treasurer

GRAND FORKS AUXILIARY TO THE BOUNDARY HOSPITAL SOCIETY

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2016

(unaudited - see Notice to Reader)

1. SUMMARY OF ACCOUNTING POLICIES

- (a) The society follows the deferred method of recognition of externally designated contributions which matches the revenue to the related expenditure.

(b) Contributions and Pledges

Contributed capital assets are recorded at fair value and the donated portion shown as a deferred contribution. The latter is taken into revenue at the same rate as the asset is amortized.

Contributed material and services are not recorded in the financial statements.

Pledges receivable are recorded when received.

(c) Revenue Recognition - Donations

The cut-off date for donations is the same as the cut-off date for receipts issued in a year, and is based on the postage date on the envelope for mail, or the date the donation is received.

Legacies, or bequests are recorded when received.

(d) Property, Equipment and Amortization

Property and equipment acquired during the year are written off as an expenditure during the year and capitalized through the investment in capital assets account.

Property and equipment are recorded at cost and are amortized over their respective useful lives using the straight line method at the following annual rates:

Building	1%
Equipment and furnishings	20%

Additions during the year are amortized at one-half their normal rate and no amortization is recorded during the year of disposition.

2. PROPERTY AND EQUIPMENT

	Cost	Accumulated Amortization	Net 2016	Net 2015
Land	\$ 34,182	\$ -	\$ 34,182	\$ 34,182
Building	218,679	25,332	193,347	195,534
Equipment and furnishings	5,364	5,013	351	703
Incorporation costs	129	129	-	-
	\$ 258,354	\$ 30,474	\$ 227,880	\$ 230,419



**The Royal Canadian Legion
Branch 59**
7353 6th Ave, PO Box 836
Grand Forks, BC V0H 1H0
Tel: 250-442-8400
Fax: 250-442-8459
Email: rclbr59@gmail.com

July 14, 2017

The Corporation of the City of Grand Forks
Box 220
Grand Forks, BC V0H 1H0

To Whom It May Concern,

TAX EXEMPTION FOR 2018

The Royal Canadian Legion Br 59 Grand Forks is submitting for Tax Exemption for 2017. We cannot provide you with a budget for the current and following years because to date this Branch has not completed or followed a budget.

Please find enclosed the following paperwork as our submission:

- a. Application Form and attachments; and
- b. Copy of 2016's Financial Statement.

Submitted for your consideration.

Thank you,

A handwritten signature in blue ink, appearing to read "T. Doody".

T. Doody
President
RCL Br 59 Grand Forks
Ph: 250-666-0302
Email: rclbr59@gmail.com

Describe how your organization is accessible to, and benefits the residents of Grand Forks?

We are a Private Club, but we continually open our doors to the community on a regular basis by putting on dinners, sports, etc.

We maintain a list of organizations we annually donate to: BETHS (Boundary Emergency Transition Housing Society), Whispers of Hope, our local Seniors Club, Boundary Food Bank, BFIS, Boundary Women's Shelter, Fall Fair Society, Christina Lake Food Hamper, and Gospel Chapel. We also donate to both volunteer Fire Departments in Grand Forks and Christina Lake annually and try to fulfil other requests that come in as funds allow.

We have also donated to Youth organizations: Boundary Youth Soccer, Junior Curling, BMX Club. We donate funds and the free use of our hall to Boundary 841 Air Cadets.

We are proud of our Scholarship donations which are provided to students for their continued educational needs.

Our services to Veterans in our community through our Poppy Trust Fund is on the rise with assistance given already this year to three families.

We continue to hold a **Breakfast with Santa** each year for the children and families within our community with the proceeds going to the Christmas Hampers Toys for the children. We also put on many dinners throughout the year open to the community to attend.

In the event of a fire or flood disaster, our legion can be counted on for support. Our local Seniors Club was flooded out and our Branch stepped up and donated the use of our hall for free to them so their events could continue.

We also host Legion conventions in our Zone of West Kootenay which includes the attendance of the other eight Branches within our Zone: Rossland, Castlegar, Trail, Nelson, Salmo, Kaslo, Slocan and Nakusp. This helps business in our community with an influx of revenue, as well as advertising our wonderful community.

We strive to keep our legion active and responsible.

Describe your organization activities. Include a short history of your organization and briefly describe its goals and objectives:

The activities carried out within the walls of our Branch are varied and open to the community. We offer fun sport activities: Darts, Horseshoes and Texas Hold'em; we put on quite a few dinners throughout the year; September 17th we will be hosting our first Free Veterans Luncheon (open to all Veterans in the community not just Legion members); in September, we are starting bi-weekly Seniors Coffee Hours; and we hold social functions like Dances. We participate in parades and celebrations within our community with our Colour Party. We also organize and run the local Remembrance Day Services.

Our organization was established in 1926, and we are pleased to be celebrating 91 years of service to our community this year.

The Legion's main objective is to provide a strong voice and to improve the lives of Veterans, including serving Canadian Armed Forces and RCMP, and their families. This has been our principal objective since our inception and we will continue to work for it today and every day forward. It's our duty. Our goal is to annually promote Remembrance and serve our community and country.

We are a non-profit organization and we contribute greatly to various charitable organizations in Grand Forks and district areas – along with other organizations who have requested financial assistance in the province for over 40 years.



THE CORPORATION OF THE CITY OF GRAND FORKS

APPLICATION FOR PERMISSIVE TAX EXEMPTION

Note: Application must be received by **July 31, 2017** at City Hall for consideration for tax exemption in the following year.

Name of Organization: The Royal Canadian Legion Br 59 Grand Forks

Mailing Address: Box 836
Grand Forks, BC V0H 1H0

Contact Person & Title: Terry Doody

Telephone Number: 250-666-0302 **E-mail:** rc1br59@gmail.com

Registered Non-Profit? Yes ☒ No ☐ **Registration Number:** 108096975

Registered Charity? Yes ☐ No ☐ **Registration Number:** _____

PROPERTY DESCRIPTION FOR WHICH AN EXEMPTION IS BEING CLAIMED:

* You may list all the properties on one application form, as long as they are being used for the same purpose.

Civic Address(es): 7353 6th Ave, Grand Forks, BC

Legal Description(s) Lots 18, 19, 20 Block 29 DL 108
SDVD, Plan 21

Folio Number(s): 210 00247.000 210 00247.005
210 00247.010 210 00247.015
210 00247.020 210 00247.025
210 00247.030

Is any part of the property used for non-charitable, non-philanthropic or for-profit purposes?

Yes ☐ No ☒ **If yes, please explain:** _____



THE CORPORATION OF THE CITY OF GRAND FORKS

Please describe your organization's activities. Include a short history of your organization and briefly describe its goals and objectives. (Attach a separate sheet if necessary.)

See Attached

Please describe how your organization is accessible to, and benefits the residents of Grand Forks.

See Attached.

Please provide details on other sources of funding.

Public donations

T. Doody, President
Authorized Signature

DOCUMENTATION REQUIRED

Copy of most current financial statements
Copy of budget for the current and following year (if available)

R.C.L. Gaming Account**Transactions by Account Report 2016-01-01 to 2016-12-31****Sorted by: Transaction Number**

Date	Comment	Source #	Tr...	Debits	Credits	Balance	
5010	Charitable Donations					-	Dr
2016-01-27	Amanda Hoodi...	chq 310	J9	500.00	-	500.00	Dr
2016-02-17	Bound Youth S...	chq 314	J17	300.00	-	800.00	Dr
2016-02-17	Junior Curling	chq 315	J18	300.00	-	1,100.00	Dr
2016-04-21	CL Firefighters ...	chq 326	J47	100.00	-	1,200.00	Dr
2016-04-21	Whispers of Ho...	chq 327	J48	500.00	-	1,700.00	Dr
2016-04-21	Bound Food B...	chq 328	J49	500.00	-	2,200.00	Dr
2016-05-18	V Pavan schol...	chq 333	J57	250.00	-	2,450.00	Dr
2016-05-18	BMX Club	chq 334	J58	300.00	-	2,750.00	Dr
2016-05-18	GF Fire & Res...	chq 335	J59	500.00	-	3,250.00	Dr
2016-05-18	CL Fire & Resc...	chq 336	J60	500.00	-	3,750.00	Dr
2016-07-05	Beths	chq 347	J82	500.00	-	4,250.00	Dr
2016-09-21	BFIS	chq 359	J110	500.00	-	4,750.00	Dr
2016-09-21	Bound Women'...	chq 360	J111	500.00	-	5,250.00	Dr
2016-09-21	GF Senior;s	chq 361	J112	500.00	-	5,750.00	Dr
2016-10-11	Fall Fair Society	chq 366	J121	25.00	-	5,775.00	Dr
2016-10-24	BETHS	chq 370	J124	500.00	-	6,275.00	Dr
2016-10-24	GF Food Bank	chq 371	J125	500.00	-	6,775.00	Dr
2016-10-24	Whispers of Ho...	chq 372	J126	500.00	-	7,275.00	Dr
2016-11-22	CL Food Hamper	chq 379	J142	500.00	-	7,775.00	Dr
2016-11-22	Gospel Chapel...	chq 380	J143	500.00	-	8,275.00	Dr
2016-11-22	RC Air Cadets	chq 381	J144	500.00	-	8,775.00	Dr
2016-12-19	GF Fire & Res...	chq 387	J162	500.00	-	9,275.00	Dr
2016-12-19	GF food Bank	chq 388	J163	500.00	-	9,775.00	Dr
2016-12-19	Bndry Women'...	chq 389	J164	500.00	-	10,275.00	Dr
				10,275.00	-		

Donations for last year (2016). We stopped doing Bingo's, so our donations are not as high as the years before.

Royal Canadian Legion Br.59
Income Statement 2016-01-01 to 2016-12-31

REVENUE

Sales Revenue

Sales - Liquor With Mix	7,887.04
Sales - Draft - Glass	23,977.59
Sales - Draft - Mug	24,487.41
Sales - Draft - Jug	306.76
Sales - Guinness Draft	14,597.82
Sales - Wine, Ciders, Coolers	7,996.96
Sales - Bottled Beer	10,560.26
Sales - Confectionary	7,536.55
Sales - Off-Sales Beer (Cans)	754.90

Net Sales	98,105.29
-----------	-----------

Other Revenue

2016 Dues	12,098.00
Rent	1,500.00
Rental dep	100.00
Ways & Means	1,804.15
Snowball	3.25
Keno Commissions	5,948.79
Interest Income	115.09
Miscellaneous Revenue	803.80
Furniture Fund	1,180.15
P.S.T. Vendor's Commission	599.61
Donations	1,509.38
Sunday Donations	2,043.40
Zone Donations & Expenses	391.27
Sports	317.75
Breakopen Ticket Sales	20,737.00
Legion Resale Supplies	175.35

Total Other Revenue	49,326.99
---------------------	-----------

From Gaming

Admin. Fee	993.18
Labour Meat Draw	742.00

Total Gaming	1,735.18
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TOTAL REVENUE	149,167.46
----------------------	-------------------

EXPENSE

Lounge Purchases

Liquor	2,626.45
Draft	19,636.84

Royal Canadian Legion Br.59
Income Statement 2016-01-01 to 2016-12-31

Guinness - Draft	7,518.64	
Bottled Beer	4,798.05	
Off Sales - Beer	525.32	
Wine, Ciders, Coolers	3,415.10	
Pop / Non-Beer	1,552.41	
Confectionary	1,921.53	
Total Lounge Purchases		41,994.34
Resale Supplies		197.67
R & M Building (Lounge)		438.97
Supplies - Lounge		1,148.08
R & M Building		8,516.88
Breakopen Tkts. Purchases		4,099.33
R & M Eq. (Lounge)		4,028.46
R & M Eq. (Hall)		120.38
Litter Dep. (Misc.)		72.60
Draft Litter Dep.		151.27
Recycle Fees		138.52
Office		701.97
Interest & Bank Charges		607.79
Advertising		188.10
Total Cost of Goods Sold		62,404.36
Payroll Expenses		
Wages & Salaries	45,727.51	
EI Expense	1,202.18	
CPP Expense	1,019.09	
WCB Expense	305.34	
Total Payroll Expense	48,254.12	
General & Administrative Expe...		
Insurance	4,168.00	
Administration	1,286.90	
P.R.	36.85	
Janitorial - Hall	443.57	
Janitorial - Lounge	450.96	
Security	303.77	
Conventions - Zone meetings	6.00	
Honours & Awards	158.50	
Breakopen Paid Out	13,504.00	
Licences & Permits	1,258.65	
Inventory Adjust	-236.86	
Breakopen Tkt. Inv. Adjust	-234.58	
Utilities - Lounge (55%)	7,250.04	
Utilities - Hall (45%)	4,576.01	
Sports	100.00	

Royal Canadian Legion Br.59

Income Statement 2016-01-01 to 2016-12-31

Ways & Means	1,152.32
Zone Meetings	342.89
2016 Per Capita Tax	9,425.21
West Kootenay Per Cap Tax	388.50
Cash Short / Over	-334.56
Advertising & Promotions	40.50
Bad Debts	-30.00
Property Taxes	2,037.36
Miscellaneous Expenses	971.32
Total General & Admin. Expen...	47,065.35
TOTAL EXPENSE	157,723.83
NET INCOME	-8,556.37

RECEIVED

JUL 7 2017

THE CORPORATION OF
THE CITY OF GRAND FORKS

APPLICATION FOR PERMISSIVE TAX EXEMPTION

Note: Application must be received by July 31, 2017 at City Hall for consideration for tax exemption in the following year.

Name of Organization: Grand Forks Seniors' Society (previously Seniors Center Branch 68)

Mailing address: Grand Forks Seniors' Society, Box 553, Grand Forks, BC V0H 1H0

Contact Person & Title: Ralph White, President Grand Forks Seniors' Society

Telephone Number: 250-442-3038 **E-mail:** seniorcitizens68@gmail.com

Registered Non-Profit? Yes - ☒ No ☐ **Registration Number:** S0004367BC001

Registered Charity? Yes ☐ No - ☒ **Registration Number:**

PROPERTY DESCRIPTION FOR WHICH AN EXEMPTION IS BEING CLAIMED:

Civic Address(es): 565 – 71st Avenue, Grand Forks

Legal Description(s): Block 18 Plan 89

P.L. 108 SDYD

Folio Number(s)

Is any part of the property used for non-charitable, non-philanthropic or for-profit purposes?

Yes ☐ No – ☒ If yes, please explain:

FILE CODE

*G.F. Seniors
C/O - Society - Applic.
(UB+PT.000) Tax Exemption*

Please describe your organization's activities. Include a short history of your organization and briefly describe its goals and objectives. (Attach a separate sheet if necessary.)

The purpose of the Grand Forks Seniors' Society is to provide a forum for seniors who are residents of Grand Forks, and the Regional District of Kootenay Boundary in British Columbia, Canada to meet and engage in various activities.

Since 1974 we have provided a place for Seniors to meet and enjoy social activities. We have on going Cribbage Card Games, Carpet Bowling, Crafts and Quilting.

Please describe how your organization is accessible to, and benefits the residents of Grand Forks.

A great hall for the community to use for senior's activities, meetings, weddings, funerals (Celebration of Life), dances, family reunions, adult and childrens' birthday parties. We have a very reasonable rental rate, so all people can afford our facility.

Please provide details on other sources of funding.

Our source of funding is the income from hall rentals. Occasionally we obtain Grants from New Horizons for major capital expenses. The last grant was to replace our flooring.



Authorized Signature

DOCUMENTATION REQUIRED

Copy of most current financial statements – For 2016 and Jan. to May 2017 (incl.)

Copy of budget for the current and following year (if available) – **(We do not make a budget).**

4:58 PM

07/06/17

Accrual Basis

Grand Forks Seniors' Society
Balance Sheet
 As of December 31, 2016

	Dec 31, 16
ASSETS	
Current Assets	
Chequing/Savings	
10100 · BANK	
10400 · #000 Non-Guar.Equity Shares	25.00
10500 · Petty Cash	58.78
10600 · #002 Comm.Builder Cheq.557140	19,182.77
10650 · Bond Buster 1yr. #1662634	12,203.99
10680 · Coffee Fund	-50.00
Total 10100 · BANK	31,420.54
Total Chequing/Savings	31,420.54
Total Current Assets	31,420.54
Fixed Assets	
15000 · Furniture and Equipment	13,701.56
15050 · Computer, Printer, Aecessories	3,202.02
15100 · Buildings - Operating	118,000.00
Total Fixed Assets	134,903.58
TOTAL ASSETS	166,324.12
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
24300 · Memberships Next Year (2017)	1,460.00
Total Other Current Liabilities	1,460.00
Total Current Liabilities	1,460.00
Total Liabilities	1,460.00
Equity	
30000 · Opening Balance Equity	152,642.93
32000 · Unrestricted Net Assets	2,699.58
Net Income	9,521.61
Total Equity	164,864.12
TOTAL LIABILITIES & EQUITY	166,324.12

4:53 PM

Grand Forks Seniors' Society

Trial Balance

2017-07-06

As of December 31, 2016

Accrual Basis

	Dec 31, 16	
	Debit	Credit
10400 · #000 Non-Guar.Equity Shares	25.00	
10500 · Petty Cash	58.78	
10600 · #002 Comm.Builder Cheq.557140	19,182.77	
10650 · Bond Buster 1yr. #1662634	12,203.99	
10680 · Coffee Fund		50.00
13000 · Prepaid Memberships	0.00	
15000 · Furniture and Equipment	13,701.56	
15050 · Computer, Printer, Aecessories	3,202.02	
15100 · Buildings - Operating	118,000.00	
24300 · Memberships Next Year (2017)		1,460.00
30000 · Opening Balance Equity		152,642.93
32000 · Unrestricted Net Assets		2,699.58
41210 · Bank Dividends		3.55
41303 · Art/Craft/Bake Sale		298.75
41305 · Bake Sale		240.00
41310 · Crib		2,619.00
41320 · Carpet Bowling		610.00
41330 · Choir		231.00
41380 · Senior Dances		987.00
41390 · Kung Fu		691.00
41340 · Quilters / Crafts		589.00
41350 · Quilt Connection		76.00
41360 · Quilting - Loose Threads		179.00
41370 · Modern Quilting		6.00
41510 · Hall Rentals		7,425.00
41520 · Rental Security Deposits		3,100.00
42010 · Membership Dues 2015	0.00	
42020 · Membership Dues 2016		2,145.00
42030 · Membership Dues 2017	0.00	
43410 · Grant - New Horizons		25,000.00
43450 · Donations		870.55
43451 · Donation Thanksgiving Dinner		1,824.00
46430 · Miscellaneous Revenue		65.00
46432 · Coffee Fund		171.00
60920 · Business Registration Fees	125.00	
62140 · Legal Fees	235.20	
62150 · Outside Contract Services	19.94	
62160 · Advertising & Promotions	77.81	
62165 · Sunshine Cards	6.99	
62170 · Miscellaneous	15.50	
62810 · Hall Renovations & Materials	19,839.53	
62830 · Repair & Maintenance	542.44	
62880 · Electrical	149.00	
62890 · Dumping Fees	14.30	
63010 · Janitorial Services	3,600.00	
63020 · Janitorial Supplies	837.11	
64010 · Returned Security Deposit	3,000.00	
64210 · West Kootenay Seniors Assoc.	48.50	
64220 · S.C.A. of BC (Provincial)	516.00	
64230 · KCOSA	50.80	
65010 · Bank, Service Charge	17.25	
65020 · Postage, Mailing Service	19.43	
65040 · Supplies-Office	217.23	
65080 · Alarm Protection / Emer. Lights	251.37	
65120 · Engraving Memorial Plaques	16.35	
65220 · Insurance - Building/Liability	2,347.00	
65230 · Seniors Thanksgiving Dinner	2,520.00	
65260 · Other Costs	26.03	
66010 · Telephone, Telecommunications	531.28	
66020 · Natural Gas - Fortis	794.07	
66030 · Utilities - Elect.,Water, Sewer	1,739.50	
66040 · Taxes - City	51.61	
TOTAL	203,983.36	203,983.36

Grand Forks Seniors' Society

Statement of Financial Income and Expense

January through December 2016

	Unclassified	TOTAL
Ordinary Income/Expense		
Income		
41200 · INTEREST, DIVIDENDS		
41210 · Bank Dividends	3.55	3.55
Total 41200 · INTEREST, DIVIDENDS	3.55	3.55
41300 · ACTIVITIES		
41303 · Art/Craft/Bake Sale	298.75	298.75
41305 · Bake Sale	240.00	240.00
41310 · Crib	2,619.00	2,619.00
41320 · Carpet Bowling	610.00	610.00
41330 · Choir	231.00	231.00
41380 · Senior Dances	987.00	987.00
41390 · Kung Fu	691.00	691.00
Total 41300 · ACTIVITIES	5,676.75	5,676.75
41339 · QUILTERS, TOTAL		
41340 · Quilters / Crafts	589.00	589.00
41350 · Quilt Connection	76.00	76.00
41360 · Quilting - Loose Threads	179.00	179.00
41370 · Modern Quilting	6.00	6.00
Total 41339 · QUILTERS, TOTAL	850.00	850.00
41500 · RENTALS - HALL - SOUND SYS.		
41510 · Hall Rentals	7,425.00	7,425.00
41520 · Rental Security Deposits	3,100.00	3,100.00
Total 41500 · RENTALS - HALL - SOUND SYS.	10,525.00	10,525.00
42000 · MEMBERSHIP DUES		
42010 · Membership Dues 2015	0.00	0.00
42020 · Membership Dues 2016	2,145.00	2,145.00
42030 · Membership Dues 2017	0.00	0.00
Total 42000 · MEMBERSHIP DUES	2,145.00	2,145.00
43400 · GRANTS, DONATIONS		
43410 · Grant - New Horizons	25,000.00	25,000.00
43450 · Donations	870.55	870.55
43451 · Donation Thanksgiving Dinner	1,824.00	1,824.00
Total 43400 · GRANTS, DONATIONS	27,694.55	27,694.55
46400 · OTHER TYPES OF INCOME		
46430 · Miscellaneous Revenue	65.00	65.00
46432 · Coffee Fund	171.00	171.00
Total 46400 · OTHER TYPES OF INCOME	236.00	236.00
Total Income	47,130.85	47,130.85
Gross Profit	47,130.85	47,130.85
Expense		
60900 · Business Expenses		
60920 · Business Registration Fees	125.00	125.00
62140 · Legal Fees	235.20	235.20
62150 · Outside Contract Services	19.94	19.94
62160 · Advertising & Promotions	77.81	77.81
62165 · Sunshine Cards	6.99	6.99
62170 · Miscellaneous	15.50	15.50
Total 60900 · Business Expenses	480.44	480.44

Grand Forks Seniors' Society
Statement of Financial Income and Expense
January through December 2016

	Unclassified	TOTAL
62800 · FACILITIES AND EQUIPMENT		
62810 · Hall Renovations & Materials	19,839.53	19,839.53
62830 · Repair & Maintenance	542.44	542.44
62880 · Electrical	149.00	149.00
62890 · Dumping Fees	14.30	14.30
Total 62800 · FACILITIES AND EQUIPMENT	20,545.27	20,545.27
63000 · JANITORIAL		
63010 · Janitorial Services	3,600.00	3,600.00
63020 · Janitorial Supplies	837.11	837.11
Total 63000 · JANITORIAL	4,437.11	4,437.11
64000 · RENTAL EXPENSE		
64010 · Returned Security Deposit	3,000.00	3,000.00
Total 64000 · RENTAL EXPENSE	3,000.00	3,000.00
64200 · MEETING / CONVENTION EXPENSE		
64210 · West Kootenay Seniors Assoc.	48.50	48.50
64220 · S.C.A. of BC (Provincial)	516.00	516.00
64230 · KCOSA	50.80	50.80
Total 64200 · MEETING / CONVENTION EXPENSE	615.30	615.30
65000 · OPERATIONS		
65010 · Bank, Service Charge	17.25	17.25
65020 · Postage, Mailing Service	19.43	19.43
65040 · Supplies-Office	217.23	217.23
65080 · Alarm Protection / Emer. Lights	251.37	251.37
65120 · Engraving Memorial Plaques	16.35	16.35
Total 65000 · OPERATIONS	521.63	521.63
65200 · OTHER TYPES OF EXPENSES		
65220 · Insurance - Building/Liability	2,347.00	2,347.00
65230 · Seniors Thanksgiving Dinner	2,520.00	2,520.00
65260 · Other Costs	26.03	26.03
Total 65200 · OTHER TYPES OF EXPENSES	4,893.03	4,893.03
66000 · UTILITIES / TAXES		
66010 · Telephone, Telecommunications	531.28	531.28
66020 · Natural Gas - Fortis	794.07	794.07
66030 · Utilities - Elect.,Water, Sewer	1,739.50	1,739.50
66040 · Taxes - City	51.61	51.61
Total 66000 · UTILITIES / TAXES	3,116.46	3,116.46
Total Expense	37,609.24	37,609.24
Net Ordinary Income	9,521.61	9,521.61
Net Income	9,521.61	9,521.61

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07/06/17

Accrual Basis

Grand Forks Seniors' Society

Balance Sheet

As of July 6, 2017

	Jul 6, 17
ASSETS	
Current Assets	
Chequing/Savings	
10100 · BANK	
10400 · #000 Non-Guar.Equity Shares	25.00
10500 · Petty Cash	58.78
10600 · #002 Comm.Builder Cheq.557140	12,713.44
10650 · Bond Buster 1yr. #1662634	12,203.99
10680 · Coffee Fund	-50.00
Total 10100 · BANK	24,951.21
Total Chequing/Savings	24,951.21
Total Current Assets	24,951.21
Fixed Assets	
15000 · Furniture and Equipment	13,701.56
15050 · Computer, Printer, Aecessories	3,202.02
15100 · Buildings - Operating	118,000.00
Total Fixed Assets	134,903.58
TOTAL ASSETS	159,854.79
LIABILITIES & EQUITY	
Equity	
30000 · Opening Balance Equity	152,642.93
32000 · Unrestricted Net Assets	12,221.19
Net Income	-5,009.33
Total Equity	159,854.79
TOTAL LIABILITIES & EQUITY	159,854.79

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2017-07-06

Accrual Basis

Grand Forks Seniors' Society

Trial Balance

As of May 31, 2017

	May 31, 17	
	Debit	Credit
10400 · #000 Non-Guar.Equity Shares	25.00	
10500 · Petty Cash	58.78	
10600 · #002 Comm.Builder Cheq.557140	12,713.44	
10650 · Bond Buster 1yr. #1662634	12,203.99	
10680 · Coffee Fund		50.00
13000 · Prepaid Memberships	0.00	
15000 · Furniture and Equipment	13,701.56	
15050 · Computer, Printer, Acessories	3,202.02	
15100 · Buildings - Operating	118,000.00	
24300 · Memberships Next Year (2017)	0.00	
30000 · Opening Balance Equity		152,642.93
32000 · Unrestricted Net Assets		12,221.19
41210 · Bank Dividends		1.26
41310 · Crib		880.00
41320 · Carpet Bowling		228.00
41330 · Choir		17.00
41380 · Senior Dances		174.00
41390 · Kung Fu		297.00
41340 · Quilters / Crafts		227.00
41350 · Quilt Connection		36.00
41360 · Quilting - Loose Threads		68.00
41510 · Hall Rentals		2,225.00
41520 · Rental Security Deposits		800.00
42030 · Membership Dues 2017		2,100.00
60910 · Office Supplies	174.90	
62810 · Hall Renovations & Materials	4,172.06	
62830 · Repair & Maintenance	284.37	
63010 · Janitorial Services	1,500.00	
63020 · Janitorial Supplies	70.57	
64010 · Returned Security Deposit	800.00	
64210 · West Kootenay Seniors Assoc.	48.00	
64220 · S.C.A. of BC (Provincial)	480.00	
65110 · Registrar of BC	40.00	
65120 · Engraving Memorial Plaques	14.34	
65220 · Insurance - Building/Liability	2,375.00	
65260 · Other Costs	34.02	
66010 · Telephone, Telecommunications	177.31	
66020 · Natural Gas - Fortis	924.39	
66030 · Utilities - Elect.,Water, Sewer	967.63	
TOTAL	171,967.38	171,967.38

Grand Forks Seniors' Society
Statement of Financial Income and Expense
 January through May 2017

	Unclassified	TOTAL
Ordinary Income/Expense		
Income		
41200 · INTEREST, DIVIDENDS		
41210 · Bank Dividends	1.26	1.26
Total 41200 · INTEREST, DIVIDENDS	1.26	1.26
41300 · ACTIVITIES		
41310 · Crib	880.00	880.00
41320 · Carpet Bowling	228.00	228.00
41330 · Choir	17.00	17.00
41380 · Senior Dances	174.00	174.00
41390 · Kung Fu	297.00	297.00
Total 41300 · ACTIVITIES	1,596.00	1,596.00
41339 · QUILTERS, TOTAL		
41340 · Quilters / Crafts	227.00	227.00
41350 · Quilt Connection	36.00	36.00
41360 · Quilting - Loose Threads	68.00	68.00
Total 41339 · QUILTERS, TOTAL	331.00	331.00
41500 · RENTALS - HALL - SOUND SYS.		
41510 · Hall Rentals	2,225.00	2,225.00
41520 · Rental Security Deposits	800.00	800.00
Total 41500 · RENTALS - HALL - SOUND SYS.	3,025.00	3,025.00
42000 · MEMBERSHIP DUES		
42030 · Membership Dues 2017	2,100.00	2,100.00
Total 42000 · MEMBERSHIP DUES	2,100.00	2,100.00
Total Income	7,053.26	7,053.26
Gross Profit	7,053.26	7,053.26
Expense		
60900 · Business Expenses		
60910 · Office Supplies	174.90	174.90
Total 60900 · Business Expenses	174.90	174.90
62800 · FACILITIES AND EQUIPMENT		
62810 · Hall Renovations & Materials	4,172.06	4,172.06
62830 · Repair & Maintenance	284.37	284.37
Total 62800 · FACILITIES AND EQUIPMENT	4,456.43	4,456.43
63000 · JANITORIAL		
63010 · Janitorial Services	1,500.00	1,500.00
63020 · Janitorial Supplies	70.57	70.57
Total 63000 · JANITORIAL	1,570.57	1,570.57
64000 · RENTAL EXPENSE		
64010 · Returned Security Deposit	800.00	800.00
Total 64000 · RENTAL EXPENSE	800.00	800.00
64200 · MEETING / CONVENTION EXPENSE		
64210 · West Kootenay Seniors Assoc.	48.00	48.00
64220 · S.C.A. of BC (Provincial)	480.00	480.00
Total 64200 · MEETING / CONVENTION EXPENSE	528.00	528.00

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2017-07-06

Accrual Basis

Grand Forks Seniors' Society

Statement of Financial Income and Expense

January through May 2017

	Unclassified	TOTAL
65000 · OPERATIONS		
65110 · Registrar of BC	40.00	40.00
65120 · Engraving Memorial Plaques	14.34	14.34
Total 65000 · OPERATIONS	54.34	54.34
65200 · OTHER TYPES OF EXPENSES		
65220 · Insurance - Building/Liability	2,375.00	2,375.00
65260 · Other Costs	34.02	34.02
Total 65200 · OTHER TYPES OF EXPENSES	2,409.02	2,409.02
66000 · UTILITIES / TAXES		
66010 · Telephone, Telecommunications	177.31	177.31
66020 · Natural Gas - Fortis	924.39	924.39
66030 · Utilities - Elect.,Water, Sewer	967.63	967.63
Total 66000 · UTILITIES / TAXES	2,069.33	2,069.33
Total Expense	12,062.59	12,062.59
Net Ordinary Income	-5,009.33	-5,009.33
Net Income	-5,009.33	-5,009.33

2018

APPLICATION FOR TAX EXEMPT STATUS FOR 2017

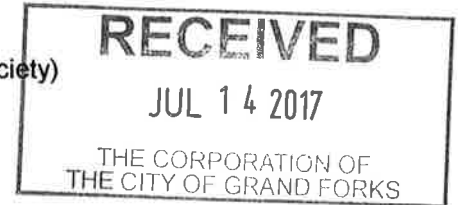
Note: Application must be received by July 31st at City Hall for consideration for tax exemption in the following year.

Name of applicant: Phoenix Manor Society
(formerly Abbeyfield Centennial House Society)

Mailing address: Box 902, Grand Forks, BC V0H 1H0

Civic Address of the Property(s)

For Which the Exemption is being applied for: 876 – 72nd Ave. Grand Forks BC



Legal Description of the Property(s): Parcel B Portion (KF1958) Block 45 Plan 72 DL 108

Contact person: Homer Good
Title: Chairman
Telephone number: 250-442-5302
Email: goodh@telus.net

*Registered Charity
No. 86752 3490 RR0001*

Total Budget: \$145,800

Most Current Financial Statement must be attached to this form.

Other sources of funding:

The residents of PHOENIX MANOR provide all of our income through their monthly rents. We originally budgeted for 80% occupancy. Currently our break-even is about 85% occupancy due to increasing costs. In July 2013 we had to raise the rents to the residents and refinanced our mortgage to reduce the payment to cover our increasing operating costs. This is a severe burden to some of the residents, who are all single senior citizens, many with limited incomes.

Describe your organization. Include a short history of your organization and briefly describe its goals and objectives. (Attach a separate sheet if necessary.)

PHOENIX MANOR SOCIETY had its beginnings as Abbeyfield Centennial House Society.

Abbeyfield Centennial House Society was incorporated in 1997 with the mandate of establishing an "Abbeyfield Home" in Grand Forks. Pioneer Village Society donated its assets to Abbeyfield Centennial House Society to make establishing the home a possibility. Those assets were all from non-governmental sources. With a huge amount of volunteer hours by the directors and many community donations the home was built. The home can accommodate ten single seniors. The residents have a safe and secure home including meals, in a non-institutional setting. This provides the good nutrition and companionship that is commonly lacking for single seniors.

The name of the society was changed to PHOENIX MANOR SOCIETY in 2013 when the local society disaffiliated from the Canadian Abbeyfield Society for financial reasons. PHOENIX MANOR SOCIETY retains the original mandate and core values. It is not for profit and is a registered charity. Volunteers carry out all management, some routine maintenance, improvements and social activities. The Officers and Directors of PHOENIX MANOR SOCIETY are all volunteers and receive no remuneration.

How does your organization benefit the Community of Grand Forks?

PHOENIX MANOR SOCIETY provides a quality senior's residence and the only, not for profit, supportive care facility, in Grand Forks. This allows our residents to continue living in the community with dignity while avoiding the necessity of residing in a public care facility at substantial public expense. The home was built and is operated using local suppliers and trades persons whenever reasonably possible. Local seniors are given preference for accommodation. PHOENIX MANOR SOCIETY employs five local persons. This means that there are up to fifteen persons contributing to local business who might well otherwise have to reside outside of Grand Forks.

Many other, not for profit, supportive care homes in BC are given tax exemptions.

The board of PHOENIX MANOR SOCIETY continues in its goal of providing affordable seniors housing in a non-institutional environment. Assistance from the City of Grand Forks in offsetting some of our cost increases through tax exemption will assist in achieving our long-term success. Tax exemptions in the past have contributed greatly to our financial health. We urge council to continue to recognize the contribution of this home and its seniors through granting a tax exemption for 2018



Homer Good
Chairman

PHOENIX MANOR SOCIETY

FINANCIAL STATEMENTS

DECEMBER 31, 2016

PHOENIX MANOR SOCIETY

FINANCIAL STATEMENTS

DECEMBER 31, 2016

INDEX

STATEMENT A -Statement of Operations

STATEMENT B -Statement of Changes in Fund Balances

STATEMENT C -Statement of Financial Position

NOTES TO FINANCIAL STATEMENTS

PHOENIX MANOR SOCIETY
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2016

STATEMENT A

	Operating Fund	Capital Asset Fund	Replacement Reserve Fund	Total 2016	Total 2015
REVENUES					
Tenant rent	\$ 156,630	\$ -	\$ -	\$ 156,630	\$ 133,901
Insurance proceeds	-	-	-	-	19,179
Phoenix Foundation	611	-	-	611	616
Donations	150	-	-	150	-
Patronage dividend and interest	99	-	285	384	451
Members Dues	35	-	-	35	35
Disposition of capital assets	-	(902)	-	(902)	(1,518)
	<u>157,525</u>	<u>(902)</u>	<u>285</u>	<u>156,908</u>	<u>152,664</u>
EXPENDITURES					
Advertising	730	-	-	730	1,281
Amortization	-	17,636	-	17,636	17,382
Bookkeeping fees	3,371	-	-	3,371	4,893
Cable	2,766	-	-	2,766	2,766
Dues and fees	175	-	-	175	398
Electricity, water and sewer	6,082	-	-	6,082	4,434
Food	20,135	-	-	20,135	18,976
Heating and hot water	2,416	-	-	2,416	3,178
Insurance	5,831	-	-	5,831	5,682
Mortgage interest	132	-	-	132	1,314
Office supplies and service charges	680	-	-	680	528
Property taxes	92	-	-	92	40
Repairs and maintenance	19,542	-	-	19,542	14,093
Security	459	-	-	459	441
Service contracts, cleaning and gardening	3,739	-	-	3,739	1,492
Supplies	706	-	-	706	684
Telephone	2,186	-	-	2,186	2,062
Tenant entertainment	746	-	-	746	714
Travel and training	594	-	-	594	680
Wages and benefits	<u>65,999</u>	<u>-</u>	<u>-</u>	<u>65,999</u>	<u>69,121</u>
	<u>136,381</u>	<u>17,636</u>	<u>-</u>	<u>154,017</u>	<u>150,159</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ 21,144	\$ (18,538)	\$ 285	\$ 2,891	\$ 2,505

See accompanying notes to financial statements

PHOENIX MANOR SOCIETY
STATEMENT OF CHANGES IN FUND BALANCES
FOR THE YEAR ENDED DECEMBER 31, 2016

STATEMENT B

	Operating Fund	Capital Asset Fund	Replacement Reserve Fund (Note 1)	Total 2016	Total 2015
BEGINNING BALANCE	\$ 6,734	\$ 370,802	\$ 60,456	\$ 437,992	\$ 419,638
Excess (deficiency) of revenues over expenditures - Statement A	21,144	(18,538)	285	2,891	2,505
Interfund transfers					
Capital assets purchased	(7,213)	7,213	-	-	-
Replacement assets purchased	(1,771)	1,771	-	-	-
Principal payments on mortgage		23,044	(23,044)	-	-
Transfer to replacement reserve fund	(9,360)		9,360	-	-
Cash Transfers from Replacement Reserve	<u>4,099</u>	<u></u>	<u>(4,099)</u>	<u>-</u>	<u>-</u>
ENDING BALANCE	\$ 13,633	\$ 384,292	\$ 42,958	\$ 440,883	\$ 422,143

See accompanying notes to financial statements

PHOENIX MANOR SOCIETY
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2016

STATEMENT C

	Operating Fund	Capital Asset Fund	Replacement Reserve Fund	Total 2016	Total 2015
ASSETS					
CURRENT ASSETS					
Cash	\$ 14,425	\$ -	\$ -	\$ 14,425	\$ 3,088
Prepaid expenses	-	-	-	-	4,457
	<u>14,425</u>	<u>-</u>	<u>-</u>	<u>14,425</u>	<u>7,545</u>
INVESTMENTS - Note 1	-	-	42,958	42,958	60,457
CAPITAL ASSETS - Notes 2	<u>-</u>	<u>384,292</u>	<u>-</u>	<u>384,292</u>	<u>393,846</u>
	<u>\$ 14,425</u>	<u>\$ 384,292</u>	<u>\$ 42,958</u>	<u>\$ 441,675</u>	<u>\$ 461,848</u>
LIABILITIES					
CURRENT LIABILITIES					
Accounts payable	\$ 792	\$ -	\$ -	\$ 792	\$ 811
LONG-TERM DEBT	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>23,045</u>
	<u>792</u>	<u>-</u>	<u>-</u>	<u>792</u>	<u>23,856</u>
FUND BALANCES					
INVESTMENT IN CAPITAL ASSETS	-	384,292	-	384,292	370,803
UNRESTRICTED - Statement B	<u>13,633</u>	<u>-</u>	<u>42,958</u>	<u>56,591</u>	<u>67,189</u>
	<u>13,633</u>	<u>384,292</u>	<u>42,958</u>	<u>440,883</u>	<u>437,992</u>
	<u>\$ 14,425</u>	<u>\$ 384,292</u>	<u>\$ 42,958</u>	<u>\$ 441,675</u>	<u>\$ 461,848</u>

APPROVED ON BEHALF OF THE

Jim Burch

_____, Director

See accompanying notes to financial statements

PHOENIX MANOR SOCIETY
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016

Note 1 INVESTMENTS

Investments comprise of loans receivable to the Capital Asset Fund and investments established for the Replacement Reserve Fund.

Replacement Reserve Fund

Is a Fund created to pay for major capital repairs to the Phoenix Manor Society.

	2016	2015
Grand Forks District Savings Credit Union		
Business savings account	\$ 10,499	\$ 28,251
One year term with interest at 0.65%, matures March 15, 2017	<u>32,459</u>	<u>32,206</u>
	<u>\$ 42,958</u>	<u>\$ 60,457</u>
The changes in the replacement reserve fund consist of the following:		
Balance, beginning of year	\$ 60,456	\$ 55,186
Add: Transfer from operating fund for the year	9,360	9,360
Interest income	285	320
Less: Transfers to operating fund	(4,099)	(4,408)
Credit Union mortgage principal payment	<u>(23,044)</u>	<u>-</u>
	<u>\$ 42,958</u>	<u>\$ 60,458</u>
Capital asset purchases for the year consists of:		
Flooring	\$ 7,213	\$ -
Dishwasher	1,192	-
Washing machine	579	-
Kitchen Cabinets	-	3,860
Range and Microwave	-	1,122
Upstairs Foyer TV	-	150
Dryer	-	393
Dishwasher	<u>-</u>	<u>705</u>
	<u>\$ 8,984</u>	<u>\$ 6,230</u>

Note 2 CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value	
			2016	2015
Land	\$ 65,300	\$ -	\$ 65,300	\$ 65,300
Building	560,890	251,314	309,576	318,242
Furniture	11,714	4,561	7,153	7,775
Pavement and sidewalk	<u>6,654</u>	<u>4,391</u>	<u>2,263</u>	<u>2,529</u>
	<u>\$ 644,558</u>	<u>\$ 260,266</u>	<u>\$ 384,292</u>	<u>\$ 393,846</u>

Grand Forks & District Housing Society
Boundary Lodge Assisted Living
Unit 300, 7130 9th Street
Grand Forks, BC V0H 1H4
(250) 443-0006
(250) 443-0015



RE: Tax Exemption for 2018
From: Boundary Lodge Assisted Living

Attention: Juliette Rhodes- Chief Financial Officer

Please find attached the 2018 Tax Exemption Application for Boundary Lodge Assisted Living. Please let me know if you require any further information.

Total 21 Pages including cover

Barbara Klein
Administrative Assistant
Boundary Lodge

2 of 2

The Corporation of the City of Grand Forks

Tax Exemption for 2018

APPLICATION FOR PERMISSIVE TAX EXEMPTION

Note: Applications must be received by July 31, 2017 at City Hall for consideration for tax exemption in the following year.

Name of Organization: Grand Forks & District Housing Society DBA: Boundary Lodge Assisted Living.

Mailing Address: 7130 9th Street, Unit 300

Grand Forks BC

V0H 1H4

Contact person & Title: Barbara Hein- Administrator

Telephone Number: 250-443-0006

Registered Charity: YES **Registration Number:** 87104 4764 RR 0001

PROPERTY DESCRIPTION FOR WHICH AN EXENPTION IS BEING CLAIMED:

Civic Address: 7130 9th Street

Legal Description: Plan 29781, Lot A, DL # 108, Land District 54

Folio Number: 210 00416.000

Is any part of the property used for non-charitable, non-philanthropic or for-profit purposes? - NO

Describe your organization. Include a short history of your organization and briefly describe its goals and objectives. (Attach a separate sheet if necessary):

In 2005 Grand Forks & District Housing Society partnered with BC Housing and Interior Health to manage and operate a 17 unit Assisted Living Facility with 24 hour care for those in need. Boundary Lodge Assisted Living employs 22 staff and has an exceptional Board of Directors with a common goal of providing affordable housing and care services for all individuals we support. Boundary Lodge is a Registered Charitable Society.

How does your organization benefit the community of Grand Forks?

Boundary Lodge is a great asset to our community, it offers affordable (funded) assisted living housing to individuals in the community. Boundary Lodge also provides nutritious Meals on Wheels Monday to Friday to individuals living in their own homes. These meals are delivered by our dedicated volunteer drivers.

Boundary Lodge also operates a community based Senior Connection Day program each week. This program is designed to meet the needs of individuals still residing in their own homes by providing social interaction, nutrition, and involvement with the current tenants in Boundary Lodge. Boundary Lodge is happy to offer a Respite room in our Lodge which allows individuals residing at home and family member's relief care when they require it. We provide 24 hour care with meals and qualified staff.


Authorized Signature

DOCUMENTATION REQUIRED

Copy of most current financial statements- Attached

Copy of the budget for the current & following year (if available) - Attached

11:08 AM

19/07/17

Accrual Basis

Grand Forks & District Housing Profit & Loss Budget Overview April 2017 through March 2018

	Apr '17 - ...
Ordinary Income/Expense	
Income	
4000 · TOTAL ASSISTED LIVING RECEIPTS	
4010 · Interior Health Contributions	
4040 · Senior connection program - IH	10,319.80
4010 · Interior Health Contributions - Other	362,411.66
Total 4010 · Interior Health Contributions	372,731.26
4110 · Tenant Contribution - IH	
4120 · hospitality services	131,176.50
4130 · Meals	
4132 · Meals - tenants	680.00
4133 · Meals Staff lunches	912.00
4134 · Meals - seniors connection	1,028.00
4135 · Guest Meals	577.00
4136 · Meals on Wheels, receipts	9,738.00
Total 4130 · Meals	12,935.00
4150 · Bottle Refund	0.01
Total 4110 · Tenant Contribution - IH	144,111.51
Total 4000 · TOTAL ASSISTED LIVING RECEIPTS	516,842.77
4021 · SOC Donations	50.00
4500 · TOTAL SHELTER RECEIPTS	
4510 · BC Housing Contributions	
4520 · BC housing subsidy payments	42,780.00
Total 4510 · BC Housing Contributions	42,780.00
4610 · Tenant Contributions	
4620 · tenant rent/shelter	99,214.50
4630 · respite accomodation	4,393.00
4640 · hydro surcharge	0.00
4650 · cable repayable	0.00
Total 4610 · Tenant Contributions	103,607.50
Total 4500 · TOTAL SHELTER RECEIPTS	146,387.50
4990 · donations received	1,025.00
4992 · Interest	6,368.26
4993 · IH Interest Earned	732.81
Total Income	671,405.34
Gross Profit	671,405.34
Expense	
Reconciliation Discrepancies	-761.37
5000 · TOTAL ASSISTED LIVING EXPENSES	
5010 · Direct Care	
5020 · Supplies, direct care	991.15
5050 · Wages and contracts, direct car	
5080 · ALW Worker	215,683.36
5090 · Senior connections programme	7,500.00
Total 5050 · Wages and contracts, direct car	223,183.36
5010 · Direct Care - Other	196.19
Total 5010 · Direct Care	224,370.70

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Accrual Basis

Grand Forks & District Housing Profit & Loss Budget Overview April 2017 through March 2018

	Apr '17 - ...
5910 · Payroll benefits	
5920 · Payroll costs, CPP	19,409.55
5930 · Payroll costs, EI	11,400.99
5940 · WCB accrual	6,311.24
5950 · Employee benefits package	19,343.80
5960 · Vacation pay	3,748.52
5970 · Paid time off	30,439.77
5980 · RRSP expense	11,041.59
Total 5910 · Payroll benefits	101,695.46
Total 5000 · TOTAL ASSISTED LIVING EXPENSES	326,066.16
5210 · TOTAL HOSPITALITY & ACCOMODATION	
5220 · licenses , permits & Insurance	1,170.35
5225 · Entertainment	2,228.70
5227 · Craft & Activities Supplies	606.04
5230 · Food costs	52,739.51
5232 · Meals on Wheels	300.00
5240 · minor equipment	309.10
5260 · Supplies, accommodations	
5262 · housekeeping/laundry supplies	7,064.18
5264 · supplies (care component)	289.04
5260 · Supplies, accommodations - Other	194.17
Total 5260 · Supplies, accommodations	7,547.39
5280 · Wages & Contracts Hospitality	
5282 · multi-service worker/chef	67,383.14
Total 5280 · Wages & Contracts Hospitality	67,383.14
Total 5210 · TOTAL HOSPITALITY & ACCOMODATION	132,484.23
5310 · TOTAL ADMINISTRATION & OVERHEAD	
5410 · Office overhead and supplies	
5420 · bank service charges	491.28
5450 · office overhead/supplies - iha	5,636.32
5460 · telephone	2,535.28
5410 · Office overhead and supplies - Other	3,839.78
Total 5410 · Office overhead and supplies	12,504.56
5470 · Criminal Record Checks	56.00
5510 · audit & legal, IHA	9,670.25
5520 · education and development	699.00
5530 · Travel & Meals	772.70
5610 · Wage & Contracts, administratio	
5620 · AL coordinator, admin	54,999.88
5680 · clerical financial (iha)	34,999.90
Total 5610 · Wage & Contracts, administratio	89,999.78
Total 5310 · TOTAL ADMINISTRATION & OVERHEAD	113,702.39
5790 · SOC Flowers	120.00
6210 · Accommodation services	
6220 · s/contracts (security) - bhc	204.50
Total 6210 · Accommodation services	204.50

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Accrual Basis

Grand Forks & District Housing Profit & Loss Budget Overview April 2017 through March 2018

	<u>Apr '17 - ...</u>
6710 · TOTAL PROPERTY COSTS	
6750 · Total maint & Repairs	
6751 · Yard Maintenance	42.04
6752 · Maint Contractors	26,087.50
6754 · building repairs	13,100.25
6756 · equipment maintenance	6,185.35
6758 · repairs	2,141.58
6760 · supplies (maintenance)	4,808.42
6770 · Gardening	169.05
6750 · Total maint & Repairs - Other	122.06
Total 6750 · Total maint & Repairs	<u>52,456.25</u>
6790 · property tax and licenses	51.61
6810 · utilities	
6820 · sewer	1,138.17
6830 · garbage pickup	
6837 · Dump	2.75
6830 · garbage pickup - Other	2,324.74
Total 6830 · garbage pickup	<u>2,327.49</u>
6840 · gas	11,187.79
6850 · hydro	38,244.74
6860 · water	1,004.60
Total 6810 · utilities	<u>53,902.79</u>
6815 · Cable	1,113.10
Total 6710 · TOTAL PROPERTY COSTS	<u>107,523.75</u>
Total Expense	<u>679,339.66</u>
Net Ordinary Income	<u>-7,933.32</u>
Other Income/Expense	
Other Income	
4995 · RR Interest earned on Replacer	264.07
Total Other Income	<u>264.07</u>
Net Other Income	<u>264.07</u>
Net Income	<u><u>-7,669.25</u></u>

GRAND FORKS AND DISTRICT HOUSING SOCIETY
(Operating as Boundary Lodge Assisted Living)
Financial Statements
Year Ended March 31, 2017

Prepared By	Reviewed by

GRAND FORKS AND DISTRICT HOUSING SOCIETY
(Operating as Boundary Lodge Assisted Living)
Index to Financial Statements
Year Ended March 31, 2017

INDEPENDENT AUDITOR'S REPORT

FINANCIAL STATEMENTS

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Statement of Financial Position	4 - 5
Statement of Cash Flows	6
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BC Housing Financial Framework (Schedule I)	11



KEMP HARVEY BURCH KIENTZ INC.

Chartered Professional Accountants

J.R. (Jim) Burch, FCPA, FCGA
Sylvia Burch, CPA, CGA
Sarah Kientz, BBA(App), CPA, CGA

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kempharvey.com

INDEPENDENT AUDITOR'S REPORT

To the Members of Grand Forks and District Housing Society (Operating as Boundary Lodge Assisted Living)

We have audited the accompanying financial statements of Grand Forks and District Housing Society, (Operating as Boundary Lodge Assisted Living), which comprise the statement of financial position as at March 31, 2017 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

(continues)

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Independent Auditor's Report to the Members of Grand Forks and District Housing Society (continued)

Basis for Qualified Opinion

In accordance with the BC Housing operating agreement, the replacement capital assets purchased with BC Housing funds are expensed during the year instead of being capitalized and amortized over their useful life. Under Canadian accounting standards for not-for-profit organizations, all tangible capital assets should be accounted for by the same method, which in this case would result in them all being capitalized and amortized. The total replacement capital assets purchased during the year were \$13,100 which results in the net income being understated by \$13,100. It is not practical to quantify the effect of past purchases on the current year net income.

Qualified Opinion

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Grand Forks and District Housing Society as at March 31, 2017, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Report on other Legal and Regulatory Matter

As required by the British Columbia Societies Act, we report that, in our opinion, the accounting principles in Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

Grand Forks, British Columbia

Kemp Harvey Burch Kientz Inc.
CHARTERED PROFESSIONAL ACCOUNTANTS

DRAFT FOR DISCUSSION PURPOSES ONLY

GRAND FORKS AND DISTRICT HOUSING SOCIETY

(Operating as Boundary Lodge Assisted Living)

Statement of Operations

For the Year Ended March 31, 2017

	Society	Interior Health	BC Housing	Replacement Reserve	2017	2016
REVENUE						
Contract funding, Interior Health	\$ -	\$ 376,619	\$ -	\$ -	\$ 376,619	\$ 370,228
Contract funding, BC Housing	-	-	38,561	-	38,561	29,213
Tenants	-	131,857	99,215	-	231,072	253,581
Other individuals	-	12,291	4,393	-	16,684	19,257
Interest and miscellaneous	-	2,124	5,128	861	8,113	9,959
Donations	300	775	-	-	1,075	2,564
	300	523,666	147,997	861	672,124	684,802
EXPENSES						
Amortization	189	-	-	-	189	527
Audit	-	6,419	3,251	-	9,670	9,687
Bad debts	-	1,038	56	-	1,094	2,567
Donations	-	-	-	-	-	2,000
Food costs	-	52,465	-	-	52,465	49,232
General administration	120	10,252	1,570	-	11,942	14,315
Insurance & licenses	-	3,914	610	-	4,524	3,974
Maintenance, buildings	-	-	13,107	-	13,107	16,060
Maintenance, equipment	-	1,109	-	-	1,109	3,824
Maintenance, grounds	-	-	29,200	-	29,200	32,392
Maintenance, replacement reserve	-	-	-	13,100	13,100	-
Meals and entertainment	-	3,001	-	-	3,001	4,458
Other supplies	-	1,187	-	-	1,187	943
Program, Seniors connections	-	6,949	-	-	6,949	8,673
Property taxes	-	-	52	-	52	-
Service contracts	-	-	225	-	225	245
Staff development	-	699	-	-	699	671
Supplies, laundry and housekeeping	-	7,547	-	-	7,547	8,594
Utilities	-	-	53,873	-	53,873	51,960
Wages, administrative	-	72,816	13,970	-	86,786	91,123

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See accompanying notes to financial statements

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GRAND FORKS AND DISTRICT HOUSING SOCIETY
(Operating as Boundary Lodge Assisted Living)
Statement of Operations (continued)
For the Year Ended March 31, 2017

	Society	Interior Health	BC Housing	Replacement Reserve	2017	2016
Wages, direct & non-direct care	-	320,241	-	-	320,241	294,901
Wages, hospitality & accommodations	-	65,044	-	-	65,044	64,107
	309	552,681	115,914	13,100	682,004	660,253
OPERATING SURPLUS (DEFICIT)	(9)	(29,015)	31,383	(12,239)	(9,880)	24,549
ESTIMATED RENT SUBSIDY ADJUSTMENT	-	-	-	-	-	56
ACCUMULATED SURPLUS (DEFICIT)	\$ (9)	\$ (29,015)	\$ 31,383	\$ (12,239)	\$ (9,880)	\$ 24,605

GRAND FORKS AND DISTRICT HOUSING SOCIETY
 (Operating as Boundary Lodge Assisted Living)
 Statement of Changes in Net Assets
 Year Ended March 31, 2017

	Society	Interior Health	BC Housing	Replacement Reserve	2017	2016
NET ASSETS - BEGINNING OF YEAR						
As previously reported	\$ 1,450	\$ 182,451	\$ 356,100	\$ 104,686	\$ 644,687	\$ 622,313
Prior period adjustment (Note 3)	-	-	2,231	-	2,231	-
As restated	1,450	182,451	358,331	104,686	646,918	622,313
Operating surplus (deficit)	(9)	(29,015)	31,383	(12,239)	(9,880)	24,605
Replacement reserve provision	-	-	(15,000)	15,000	-	-
NET ASSETS - END OF YEAR	\$ 1,441	\$ 153,436	\$ 374,714	\$ 107,447	\$ 637,038	\$ 646,918

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 Page 3

GRAND FORKS AND DISTRICT HOUSING SOCIETY
(Operating as Boundary Lodge Assisted Living)
Statement of Financial Position
March 31, 2017

	Society	Interior Health	BC Housing	Replacement Reserve	2017	2016
ASSETS						
CURRENT						
Cash	\$ 5,218	\$ 148	\$ 13,052	\$ -	\$ 18,418	\$ 23,698
Accounts receivable	-	4,102	-	-	4,102	1,680
Inventory (Note 2)	-	5,629	-	-	5,629	4,746
Goods and services tax recoverable	-	-	1,768	-	1,768	3,090
Prepaid expenses	-	-	-	-	-	3,354
Interfund receivable (payable)	(5,196)	376	(4,828)	(8)	-	-
	22	10,255	19,848	(8)	29,917	36,568
TANGIBLE CAPITAL ASSETS (Note 4)	1,419	-	-	-	1,419	1,607
LONG TERM INVESTMENTS (Note 5)	-	171,527	369,989	107,455	652,971	653,286
	\$ 1,441	\$ 185,782	\$ 389,637	\$ 107,447	\$ 684,307	\$ 691,461

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GRAND FORKS AND DISTRICT HOUSING SOCIETY

(Operating as Boundary Lodge Assisted Living)

Statement of Financial Position

March 31, 2017

	Society	Interior Health	BC Housing	Replacement Reserve	2017	2016
LIABILITIES AND NET ASSETS						
CURRENT						
Accounts payable	\$ -	\$ 7,055	\$ 6,608	\$ -	\$ 13,663	\$ 13,696
Wages payable	-	20,528	-	-	20,528	12,887
Employee deductions payable	-	4,763	-	-	4,763	10,893
Unearned revenues	-	-	3,565	-	3,565	2,817
	-	32,346	10,173	-	42,519	40,293
SECURITY DEPOSITS						
	-	-	4,750	-	4,750	4,250
	-	32,346	14,923	-	47,269	44,543
NET ASSETS						
Unrestricted	1,441	-	-	-	1,441	1,449
Restricted, Interior Health Authority	-	153,436	-	-	153,436	182,451
Restricted, BC Housing	-	-	374,714	-	374,714	358,331
Restricted, Replacement reserve	-	-	-	107,447	107,447	104,687
	1,441	153,436	374,714	107,447	637,038	646,918
	\$ 1,441	\$ 185,782	\$ 389,637	\$ 107,447	\$ 684,307	\$ 691,461

COMMITMENTS (Note 6)

ON BEHALF OF THE BOARD

Director

Director

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GRAND FORKS AND DISTRICT HOUSING SOCIETY

(Operating as Boundary Lodge Assisted Living)

Statement of Cash Flows

Year Ended March 31, 2017

	Society	Interior Health	BC Housing	Replacement Reserve	2017	2016
OPERATING ACTIVITIES						
Cash receipts from contributions	\$ 300	\$ 519,064	\$ 142,973	\$ -	\$ 662,337	\$ 676,690
Cash paid to suppliers and employees	(120)	(548,767)	(115,879)	(19,100)	(677,866)	(658,083)
Interest received	-	2,124	5,128	860	8,112	9,960
Goods and services tax	-	-	1,322	-	1,322	385
Cash flow from operating activities	180	(27,579)	33,544	(12,240)	(6,095)	28,952
INVESTING ACTIVITY						
Investments and restricted cash	-	27,955	(23,384)	(4,056)	315	(104,375)
FINANCING ACTIVITIES						
Interfund receivable (payable)	-	(276)	(920)	1,296	-	-
Transfers between funds	-	-	(15,000)	15,000	-	-
Security deposits received	-	-	500	-	500	250
Cash flow from (used by) financing activities	-	(376)	(15,420)	16,296	500	250
INCREASE (DECREASE) IN CASH FLOW	180	-	(5,460)	-	(5,280)	(75,173)
Cash - beginning of year	5,038	148	18,512	-	23,698	98,871
CASH - END OF YEAR	5,218	148	13,052	-	18,418	23,698
CASH CONSISTS OF:						
Cash	\$ 5,218	\$ 148	\$ 13,052	\$ -	\$ 18,418	\$ 23,698

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GRAND FORKS AND DISTRICT HOUSING SOCIETY

(Operating as Boundary Lodge Assisted Living)

Notes to Financial Statements

March 31, 2017

1. PURPOSE OF THE SOCIETY

Grand Forks and District Housing Society (the "Society") is a not-for-profit organization incorporated under the Societies Act of British Columbia. The Society is a registered charity and is exempt from the payment of income taxes under the Income Tax Act.

The Society operates to provide low cost, specialized housing to seniors. It has one project "Boundary Lodge Assisted Living", operating in partnership with BC Housing and Interior Health Authority.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPPO).

Fund accounting

Grand Forks and District Housing Society follows the restricted fund method of accounting for contributions.

The Society fund accounts for activities outside of the contracts with Interior Health and BC Housing.

The Interior Health Fund accounts for program delivery and administrative activities relating to Boundary Lodge Assisted Living care activities funded by Interior Health.

The BC Housing Fund accounts for facility operations, maintenance and administrative activities relating to the BC Housing operating agreement for the Boundary Lodge Assisted Living facility.

The Replacement Reserve Fund accounts for assets, liabilities and expenditures related to assets under the BC Housing operating agreement.

Revenue recognition

Restricted contributions unrelated to the Interior Health or BC Housing contracts are recognized as revenue of the Society Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund.

Unrestricted contributions are recognized as revenue of the Society Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Tenant rent is recognized as revenue of the appropriate fund on the first day of the month the revenue is earned.

Other individual revenue is recognized when the services have been provided.

Payments received in advance, are recorded as unearned revenues until services are provided.

Contributions received for the Replacement Reserve Fund are reported as contributions in the BC Housing fund and as interfund transfers to the Replacement Reserve Fund.

Interest income earned is recognized as revenue of the appropriate restricted fund when earned, or in the case of non-redeemable term deposits, when received.

(continues)

GRAND FORKS AND DISTRICT HOUSING SOCIETY
(Operating as Boundary Lodge Assisted Living)
Notes to Financial Statements
March 31, 2017

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. The Society subsequently measures its financial instruments at amortized cost, and test for impairment at each reporting date. Transaction costs on the acquisition, sale or issue of financial instruments are expensed when incurred.

Financial assets measured at amortized cost include cash, term deposits and accounts receivable.

Financial liabilities measured at amortized cost are accounts payable.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates. Areas of estimation include doubtful accounts, replacement cost of inventories and useful lives of tangible capital assets.

Restricted cash & investments

Investments, which consist primarily of term deposits with original maturities at date of purchase of twelve months or more, are carried at cost.

Inventory

Inventory of food and kitchen supplies is valued at the lower of cost or replacement value, with the cost being determined on a specific item basis.

Tangible capital assets

Tangible capital assets are stated at cost or deemed cost less accumulated amortization. Tangible capital assets are amortized over their estimated useful lives on a straight-line basis at the following rates and methods:

Kitchen & maintenance equipment	5 years	straight-line method
Computer & office equipment	3 years	straight-line method

The Society regularly reviews its tangible capital assets to eliminate obsolete items. Tangible capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

Estimates of useful lives of tangible capital assets are reviewed each year and adjusted on a prospective basis, if needed.

Contributed services

The operations of the organization depend on both the contribution of time by volunteers and donated materials from various sources. The fair value of donated materials and services cannot be reasonably determined and are therefore not reflected in these financial statements.

(continues)

GRAND FORKS AND DISTRICT HOUSING SOCIETY*(Operating as Boundary Lodge Assisted Living)***Notes to Financial Statements****March 31, 2017****2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**Allocation of expenses

The Society has entered into two contracts, one with Interior Health Authority and one with BC Housing. There are a number of expenses that are common to both contracts. These expenses include auditing fees, insurance, administrative wages and general administration costs. These expenses are allocated according to approved budgets plus a CPI increase of 1.6%.

3. PRIOR PERIOD ADJUSTMENT

The 2016 financial statements have been restated to reflect adjustments made as a result of a BC Housing Financial Review of the year ending March 31, 2016 of the Society, dated September 21, 2016. The net effect is that the accumulated surplus of operating fund was understated by \$2,231.

4. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated amortization	2017 Net book value	2016 Net book value
Kitchen & maintenance equipment	\$ 3,396	1,979	\$ 1,417	\$ 1,607
Computer & office equipment	5,617	5,617	-	-
	<u>\$ 9,013</u>	<u>\$ 7,596</u>	<u>\$ 1,417</u>	<u>\$ 1,607</u>

GRAND FORKS AND DISTRICT HOUSING SOCIETY
(Operating as Boundary Lodge Assisted Living)
Notes to Financial Statements
March 31, 2017

5. INVESTMENTS AND RESTRICTED CASH

	2017	2016
Savings account, Tenant security deposits	\$ 4,750	4,250
18 month non-redeemable term, matures February 10, 2018, interest at 1.2%	130,723	129,757
5 year non-redeemable term, matures July 7, 2019, interest at 2.25%	61,765	60,403
5 year non-redeemable term, matures March 3, 2021, interest at 1.65%	58,504	57,552
18 month non-redeemable term, matures March 3, 2018, interest at 1.2%	56,338	55,917
18 month non-redeemable term, matures September 3, 2017, interest at 1.15%	54,924	54,298
5 year non-redeemable term, matures June 27, 2019, interest at 2.25%	52,282	51,128
3 year non-redeemable term, matures July 7, 2017, interest at 1.75%	51,770	50,877
18 month non-redeemable term, matures May 16, 2017, interest at 1.2%	50,578	50,000
1 year redeemable term, matures August 19, 2017, interest at 0.65%	11,941	11,864
1 year redeemable term, matures August 19, 2017, interest at 0.65%	11,941	11,864
Redeemed February 2017	-	11,977
Savings account, replacement reserve	107,455	103,399
	\$ 652,971	\$ 653,286

All accounts and term deposits are held at the Grand Forks Credit Union.

Under the terms of the agreement with BC Housing, the Replacement Reserve account is to be added to in the amount determined by the budget provision per annum plus interest earned. In accordance with the agreement, these funds along with the accumulated interest are held in a separate account at the Grand Forks Credit Union and is insured by the Credit Union Insurance Corporation. The Replacement Reserve Funds may only be used for capital asset repairs and replacements with the approval of BC Housing.

6. COMMITMENTS

As at May 08, 2009, the Society entered into a lease agreement for the "Boundary Lodge" facility for the nominal fee of \$1. The lease expires when both parties consent to it, in writing.

7. ECONOMIC DEPENDENCE

The care and rent funding are dependent on the renewal of the contracts with Interior Health Authority and BC Housing. The contract with Interior Health Authority ends November 30, 2020. The contract with BC Housing is renewed on a yearly basis.

GRAND FORKS AND DISTRICT HOUSING SOCIETY
(Operating as Boundary Lodge Assisted Living)
Notes to Financial Statements
March 31, 2017

8. FINANCIAL INSTRUMENTS

The Society is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Society's risk exposure and concentration as of March 31, 2017.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Society is exposed to credit risk from accounts receivable and investments in term deposits. The credit risk from tenants not paying is not considered to be significant. The term deposits are held at a reputable financial institution and the risk of non-performance is considered to be remote.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Society is exposed to this risk mainly in respect of its receipt of funds from provincial government funding and and tenant contributions.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. The Society is exposed to interest rate risk primarily through changing interest rates in relation to its term deposits and manages this risk by varying the length of the terms.

9. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.