



Elk Valley Services Committee Meeting Agenda

June 6, 2019
3:00 pm

Members: *Director McKerracher (Chair), Director Wilks (Vice Chair), Director Qualizza,
Director Sosnowski and Director Doehle*

Voting Rules

Unless otherwise indicated on this agenda, all Directors have one vote and a simple majority is required for a motion to pass.

Who Votes Count

1. **Call to Order**
2. **Addition of Late Items**
3. **Adoption of the Agenda**
4. **Adoption of the Minutes**
 - 4.1 April 4, 2019 Meeting
5. **Delegations and Invited Presentations**
6. **Correspondence**
7. **Unfinished Business**
8. **New Business**
 - 8.1 Elk Valley Transit – Expansion Memorandum of Understanding EV Directors Weighted
 - 8.2 Municipal and Regional District Tax – Tourism Fernie
9. **Bylaws**
10. **Late Agenda Items**
11. **Reports from Directors**
12. **Adjournment**

MINUTES OF THE REGIONAL DISTRICT OF EAST KOOTENAY ELK VALLEY SERVICES COMMITTEE MEETING HELD AT THE REGIONAL DISTRICT OFFICE IN CRANBROOK BC ON APRIL 4, 2019

PRESENT

Committee Chair Dean McKerracher	District of Elkford
Director David Wilks	District of Sparwood
Alternate Director Kevin McIsaac	City of Fernie
Director Mike Sosnowski	Electoral Area A
Director Stan Doehle	Electoral Area B
Board Chair Rob Gay	Electoral Area C

ABSENT

Director Ange Qualizza	City of Fernie
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STAFF

Shawn Tomlin	Chief Administrative Officer
Shannon Moskal	Corporate Officer
Connie Thom	Executive Assistant (Recording Secretary)

Committee Chair Dean McKerracher called the meeting to order at 2:50 pm.

ADOPTION OF THE AGENDA

Agenda

MOVED by Director Wilks
SECONDED by Alternate Director McIsaac

THAT the agenda for the Elk Valley Services Committee meeting be adopted.
CARRIED

ADOPTION OF THE MINUTES

Minutes

MOVED by Director Sosnowski
SECONDED by Director Wilks

THAT the Minutes of the Elk Valley Services Committee meeting held on March 7, 2019 be adopted as circulated.
CARRIED

NEW BUSINESS

48420
Elk Valley Victim
Assistance Program

MOVED by Director Wilks
SECONDED by Director Sosnowski

THAT the CAO be authorized to sign the funding agreement with the Province of British Columbia for the Elk Valley Victim Assistance Program for the term April 1, 2019 to March 31, 2020.
CARRIED

ADJOURNMENT

Adjourn to Closed

MOVED by Director Wilks
SECONDED by Director Sosnowski

THAT the meeting adjourn to a Closed Elk Valley Services Committee meeting to consider the following matter:

Elk Valley Victim Assistance Program Manager – Section 90(1)(a) of the *Community Charter* personal information about an identifiable individual who is being considered for a position appointed by the RDEK.

CARRIED

The meeting adjourned at 2:52 pm.

CERTIFIED CORRECT



Request for Decision

File No: Shh 231 003

Date May 14, 2019
Author Shannon Moskal, Corporate Officer
Subject Elk Valley Transit – Expansion MOU

REQUEST

To approve the Expansion Memorandum of Understanding.

OPTIONS

1. That the CAO be authorized to sign the BC Transit Expansion Memorandum of Understanding for the Elk Valley Transit System.
2. That BC Transit be requested to revise the Expansion Memorandum of Understanding for the Elk Valley Transit System as follows: _____.

RECOMMENDATION

Option 1

BACKGROUND/ANALYSIS

It is BC Transit's policy to prepare a 3-year Expansion Memorandum of Understanding when a local government partner wants to add services, equipment or other assets to their transit system.

The attached Expansion Memorandum of Understanding (MOU) from BC Transit was developed based on the Board's decision to proceed with the implementation of a service review in 2018/19. By signing the MOU, the Board is only committing to the initiative identified in 2020/21 (no planned expansion). The 2021/22 initiatives are placeholders in case the Board decides to proceed with an expansion initiative after completion of the service review which is currently underway. A new MOU will be prepared next year to confirm the Board's intent to proceed with anything in 2021/22.

Attachment



April 29, 2019

Attn: Shannon Moskal
Regional District of East Kootenay
19-24th Avenue
Cranbrook, BC
V1C 3H8

Re: 3 Year Expansion Initiatives

Dear Shannon,

As your transit system has service initiatives requiring expansion funding, we have attached a Memorandum of Understanding (MOU) to formalize the process of securing provincial funding on your behalf. This MOU summarizes specific initiatives for the subsequent three operating years of 2020-2021 through to 2022-2023. These initiatives are derived from recommendations outlined in the most recent service plan(s) received by your Board and validated in collaboration with local government staff.

Expansion initiatives are an important component to sustaining and growing a successful transit system. This investment in your transit system comes with several considerations. To support Board decision making, we have provided updated order-of-magnitude costing for each Transit initiative. These are based on the estimated annual increase to revenue service hours.

There are a few key considerations when reviewing your initiatives. It is important to realize that where proposed expansion is dependent on other infrastructure investment, this dependency will be noted in the proposed expansion initiatives table. Similarly, if your expansion requires additional vehicles, this is also identified and is factored into your estimated total costs. Please keep in mind that should fleet be procured to support your initiative following agreement to the MOU and a determination is made that expansion is no longer desired by the local government, the lease fees related to the new vehicles will still be added to your operating budget for a minimum of a one-year period. Finally, in the event expansion requests exceed the available funding, it is important to note a prioritization process is used to determine which projects receive funding.

By communicating proposed expansion initiatives as far in advance as possible we are trying to achieve three important goals:

1. Ensure 3 year expansion initiatives are aligned with the expectations of local governments.

2. Attain a commitment from local governments that allow BC Transit to proceed with the procurement and management of resources necessary to implement transit service expansions.
3. Provide local government partners with enhanced 3 year forecasts that identify longer term funding requirements.

Upon confirmation of your Board's commitment to the expansion initiatives, we will include your request in BC Transit's draft Service Plan to the Province to seek the matching funding required for operating and capital costs. If your proposed expansion requires additional vehicles in 2020-2021, a commitment from your Board is required by June 28, 2019 to ensure sufficient time for BC Transit to include your requirements in our procurement process.

Following confirmation of the provincial budget, I will confirm with you if sufficient funding was secured and initiate an implementation plan, including the development of more detailed costing based on routing and schedules. I look forward to working with you on the continued improvement of your transit service and encourage you to contact me if you have any questions regarding these proposed expansion initiatives.

Yours truly,



Chelsea Mossey

Manager, Government Relations
BC Transit

Expansion Memorandum of Understanding

Date	April 29, 2019
Expiry	June 28 st , 2019
System	Elk Valley

Expansion Initiatives Agreement

The following outlines expansion initiatives identified for your transit system along with a high level annual costing based on the hourly rates of your system. Please confirm these initiatives are aligned with the expectations of your local government. Upon confirmation of your local government's intent to commit to the expansion and budget, we will proceed with the request to secure funding from the Province on your behalf.

PROPOSED EXPANSION INITIATIVES						
AOA Period	In Service Date	Annual Hours	Vehicle Requirements	Estimated Annual Revenue	Estimated Annual Total Costs	Estimated Annual Net Municipal Share
2020/21						
		Description				
2021/22	Sept-21	1,000	0	\$3,629	\$110,064	\$48,134
		Description	Implement service design options from 2019 Service Review based on public engagement in spring/summer of 2019			
2021/22						
		Description				

Approval

On behalf of the Regional District of East Kootenay, I am confirming to BC Transit to proceed with the request for funding to the province on our behalf for the 2020/21 Fiscal year, and that we are committed to budget accordingly for the 3 year expansion but will review and confirm on an annual basis as per the advice provided and with the knowledge a more detailed budget will follow as service details are confirmed.

Signature: _____ Date: _____

Name: _____ Position: _____

On behalf of BC Transit, prepared by



Signature:

Date: April 29, 2019

Name: Chelsea Mossey

Position: Manager, Government Relations



Request for Decision

Shh 066 001

Date May 22, 2019
Author Shannon Moskal, Corporate Officer
Subject Municipal and Regional District Tax – Tourism Fernie

REQUEST

To support Tourism Fernie's application to increase Fernie's 2% Municipal and Regional District Tax (MRDT) to 3%.

OPTIONS

1. That the Board acknowledges it has been consulted and supports Tourism Fernie's application to increase the Municipal and Regional District Tax collected in the Fernie area to 3%.
2. That Tourism Fernie's application to increase the Municipal and Regional District Tax collected in the Fernie area to 3%, not be supported.

RECOMMENDATION

Option 1

BACKGROUND/ANALYSIS

Attached is a letter from Tourism Fernie requesting the RDEK's support for their application to the Province to increase the Municipal and Regional District Tax collected in the City of Fernie and a portion of Electoral Area A (see attached map) to 3%. A 2% tax is currently collected. The additional funds would allow Tourism Fernie to spend more funding on effective destination marketing, destination management and research.

In 2015, the Province increased the maximum MRDT rate that may be imposed to 3%. Designated recipients that wish to increase their MRDT rate need to submit an application to the Province. In their application, Tourism Fernie must provide evidence that the RDEK was consulted and agrees with the tax being imposed in the designated accommodation area on behalf of Tourism Fernie. In the case of a conflict between a municipality, regional district or eligible entity about who the designated recipient is for an application or whether the tax should be imposed in a municipality, priority will be given to the position of the municipality.

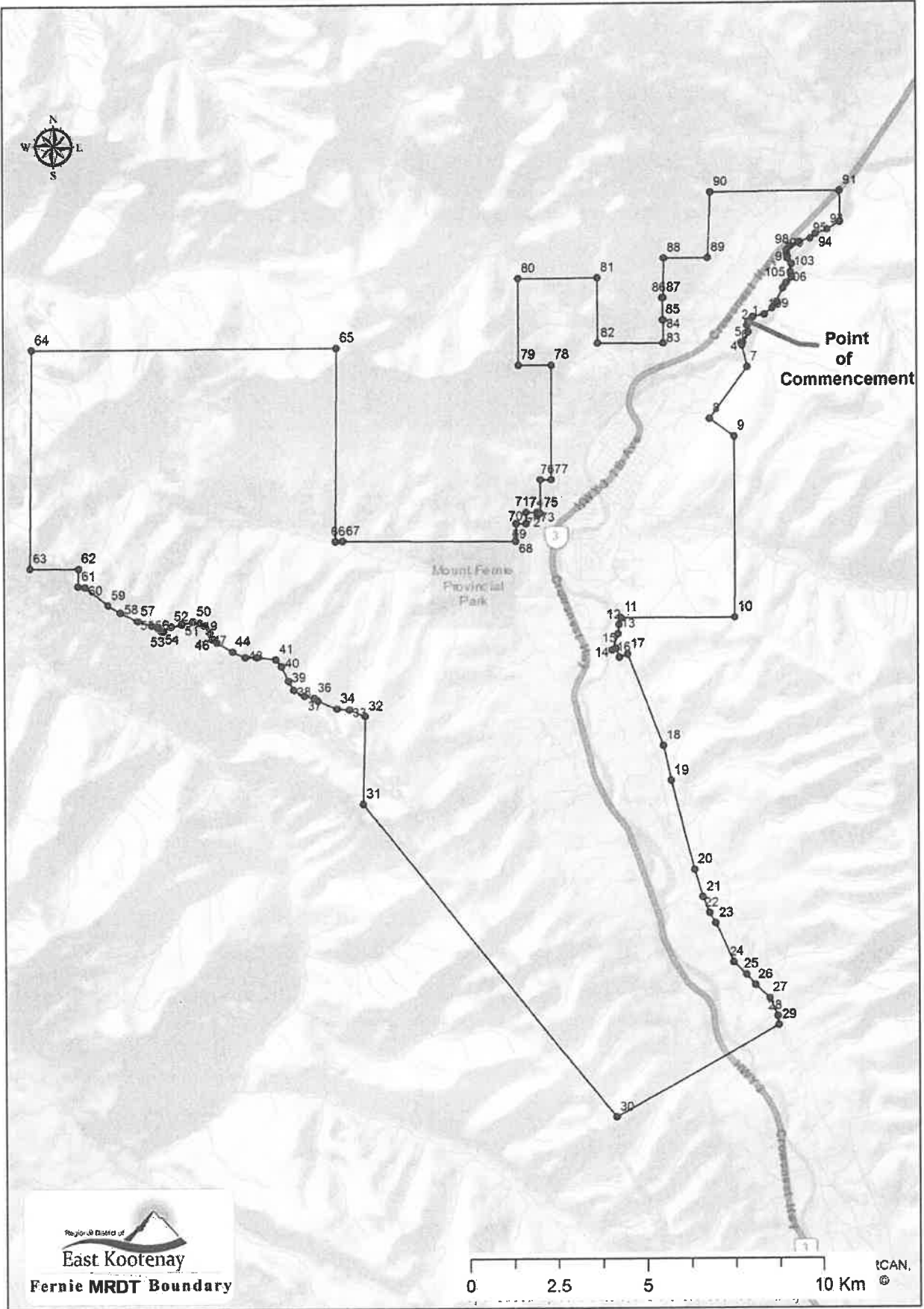
SPECIFIC CONSIDERATIONS

Previous Board Action

In 2016, the Board supported Tourism Fernie's application to renew the 2% MRDT imposed within the City of Fernie and a portion of Electoral Area A and their request to become the eligible entity.

Regional Sustainability Strategy

Economy – The Strategy's vision for the East Kootenay is to sustain a diverse economy where business growth and development are supported, the region's location and lifestyle opportunities are capitalized on, and the natural environment is conserved. It identifies that this may include branding and marketing as well as sector specific initiatives such as those benefitting tourism.



May 22, 2019

Regional District of East Kootenay
19-24th Avenue South
Cranbrook BC V1C 3H8



Dear Shannon Moskal,

Please accept this letter as a formal request for a letter of support from the RDEK to Tourism Fernie for its application to the Province to increase Fernie's 2% MRDT (AHRT/Hotel Tax) to 3%. We are seeking your support and to receive this letter by June 11, 2019.

The decision to apply for this increase is a result of industry consultation, a motion made by Tourism Fernie's Board of Directors, Tourism Fernie's Strategic Plan and objectives within the draft Tourism Master Plan currently in its final stages of development. Over half of BC communities have already transitioned to 3% MRDT and others in process. The additional funds would allow Tourism Fernie to spend more funding on effective destination marketing, destination management and research. This will help continue our goal of a successful and sustainable year-round tourism destination.

As part of this application we have developed the enclosed 5 Year Business Strategy and have been further consulting with local accommodators, the municipality and industry stakeholders. The Provincial application process requires local government, including Regional Districts that may be a part of the MRDT boundary, to provide a letter of support for the increase.

At this juncture we have consulted a majority of the accommodators who are officially required to 'sign-off' on the increase. We currently have 75% of accommodators in support with the remainder still in process. The application requires at least 51% in support. We have also provided a copy of the Strategy to our stakeholders in general for any comments, and yesterday presented to City Council including a request for a letter of support.

For further details please feel free to contact me at any time.

Thank you for your time and consideration,

A handwritten signature in black ink, appearing to read "Jikke Gyorki", with a long horizontal flourish extending to the right.

Jikke Gyorki
Executive Officer
Tourism Fernie
jikke@tourismfernie.com
C: 250-430-7878



FIVE YEAR BUSINESS STRATEGY 2020-2024

Developed for:
APPLICATION FOR 3% MRDT

Jikke Gyorki, Executive Officer
jikke@tourismfernie.com

Updated MAY 1, 2019

Introduction

This Tourism Fernie new 5 Year Business Strategy has been developed for the purpose of applying for an increase in Fernie's current 2% MRDT to 3% MRDT. This decision is a result of a motion made by Tourism Fernie's Board of Directors and objectives within the draft Tourism Master Plan currently in its final stages of development. This plan has been informed through a combination of a review of the previous five-year business plan which was developed in 2016 for our 2017 MRDT renewal, identification of industry trends and opportunities, and industry stakeholder consultation and engagement sessions. These activities took place between the winter of 2018 and spring of 2019, including;

- Input from Kootenay Rockies Tourism and Destination BC in May 2019
- Input from tourism industry stakeholders in May 2019
- Consultation with the RDEK in May 2019
- Presentation to City of Fernie Mayor & Council on May 21, 2019
- Tourism Fernie AGM presentations on March 14, 2019
- Tourism Master Plan stakeholder engagement surveys and sector focus group sessions in October & November 2018.
- Accommodator sector meetings on January 31, 2018, October 30, 2018, February 7, 2019 & May 2, 2019.
- Monthly Tourism Fernie Board Meetings and quarterly Committee Meetings

In total, more than 700 people participated in one or more of the above. This plan, including the goals, objectives, strategies and key actions are based on results from these consultations as well as from the situation analysis and organization's strategic planning meetings and processes.

The primary reasons for the increase in MRDT are:

- Many BC communities are going to 3% - currently 40% of communities are either at 3% or on their way to 3% (since 3% option became available in Fall 2015 – MRDT program has been around since 1987)
- More \$\$ for marketing and thus increasing overnight visitation and supporting destination management initiatives
- More \$\$ for marketing in a competitive destination tourism world
- Because we can
- Guests are already used to paying the tax
- Tourism Fernie needs more revenues to be effective in executing its plan, addressing the needs of the industry and competing against other tourism destinations

Strategic Context & Overview

The Tourism Fernie 5 Year Business Plan serves as the embodiment of the overall vision, mission, and tourism goals while serving as a road-map for the years ahead. While the plan presents goals and strategies to 2024, greater detail and focus will be outlined in annual strategic plans. The business plan remains flexible and fluid enough to enable strategies to adjust to industry trends and demands as well as any unexpected challenges and opportunities while still ensuring the organizational structure embodies a balance of cost effectiveness, accountability and professionalism.

Tourism Context

Globally, tourism in 2016 represented 10% of the world's GDP with visitor spending calculated at \$1.2 trillion. Nationally, tourism is 2% of Canada's GDP with visitor spending in 2016 at \$91.6 billion, of which 22% is from international travellers and 78% from Canadians travelling within Canada. Over 115 million visitors travelled to or within Canada.

Provincially, in 2017, tourism contributed more to the GDP than any other primary resource industry. In 2016 over 20.5 million overnight visitors travelled to and within BC.

GDP BY PRIMARY RESOURCE INDUSTRY

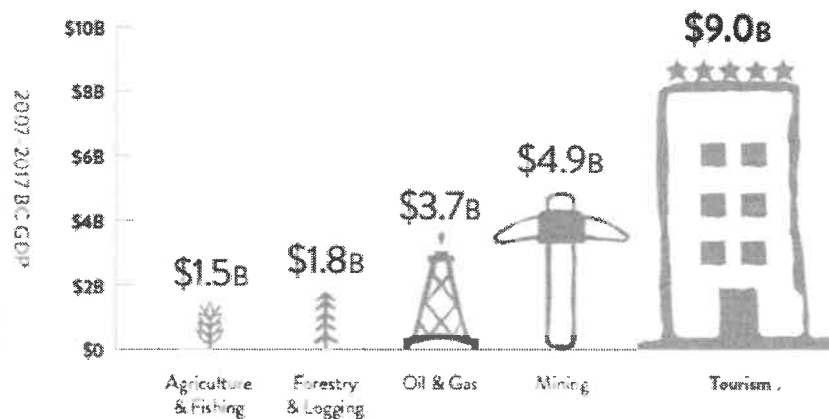


Image 1: British Columbia GDP 2017. Source: 2017 Value of Tourism Destination BC

B.C.'s Strategic Framework for Tourism was released in February 2019 by the Ministry of Tourism, Arts & Culture to guide tourism in the province. Fernie is working to align with this framework through its Tourism Master Plan which is also guiding this Five Year Business Strategy. Elements from the provincial framework include:

VISION: Our vision is to build a strong, sustainable tourism sector that benefits all British Columbians. Our new strategic framework is built on a foundation of sustainability which calls for equal consideration of the benefits of the sector along with its economic, sociocultural and environmental impact.

- Supporting People & Communities
 - A strong and diverse tourism workforce
 - Support for communities
 - Reconciliation through tourism
 - Make tourism more inclusive and accessible
- Sustainably Growing the Visitor Economy
 - Build a better and sustainable tourism destination
 - Drive demand to ensure B.C. remains a top travel destination
- Respecting Nature & the Environment
 - Sustaining *SUPER, NATURAL BRITISH COLUMBIA*
 - Support tourism viability in B.C.'s natural spaces

Within the Kootenay Rockies region visitor spending in 2014 was \$777 million and represented over 11% of the province's overnight visitors. Over 20% of visitors to the region are international. In Fernie visitor spending in 2015 was calculated at over \$100 million with annual visitation at over 307,000 of which the leisure visitors are an estimated 20+% international and 40+% Albertan. Visitors to Fernie have an average spend of \$580 per overnight visitor and an average length of stay of 3.4 nights. The annual average daily room rate is \$191.67.

Leisure Visitor Origins (Tourism Fernie Surveys)	
Summer Season:	
	12% BC
	40% AB
	11% SK/MB
	8% ON & Other CAN
	22% USA/MEX
	7% UK/AUS/EUR
Winter Season:	
	8% BC
	40% AB
	9% SK/MB
	10% ON & Other
	6% USA
	22% UK/AUS/NZ
	5% EUR

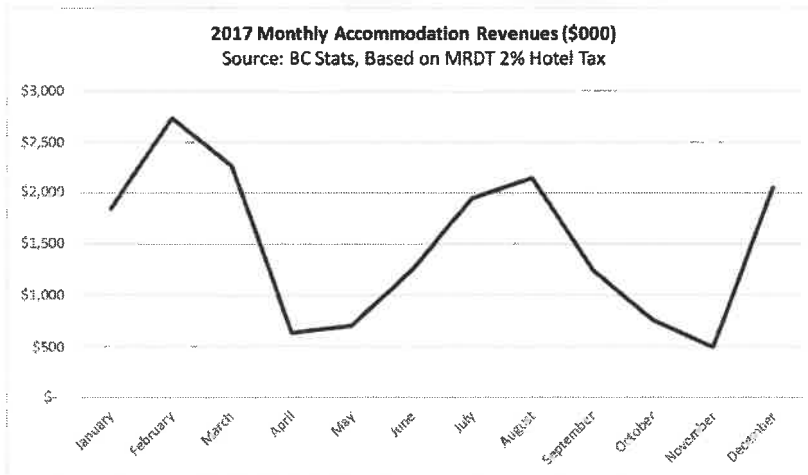
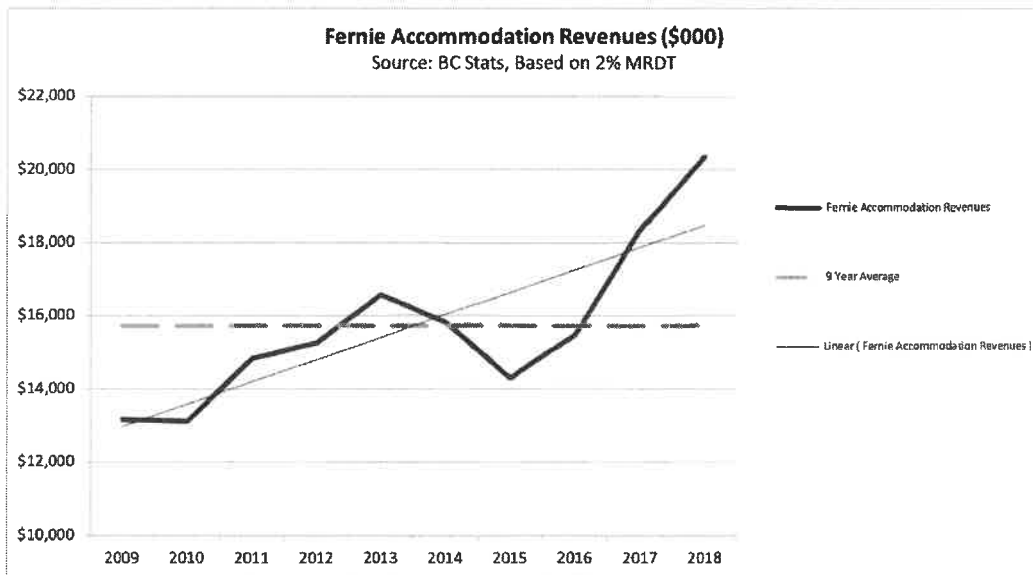
Fernie's current and growing international appeal has a lot to do with being an authentic Rocky Mountain town with powder skiing at its core. As a multi-industry community benefiting from mining, tourism and forestry, Fernie is rich with history, diversity and culture. Tourism has been a part of the community's fabric for 100 years thanks to the work of many local individuals including JF Spalding who in the early 1900's spearheaded the Tourist Assn of SE BC & Southern AB, and produced the Automobile Road Guide for BC, AB & SK. Back then the focus was on Fernie as 'A Paradise for Motorists, Anglers, Huntsmen and Health & Vacation Seekers.'

Today Fernie's visitor experiences are vast and diverse and while they still rely on the surrounding Rocky Mountain views and environment for its development, success and sustainability, they also rely on the community's authenticity, people and historic assets.

Most people think first of the alpine skiing at Fernie Alpine Resort when asked about what Fernie is known for, followed by mountain biking, hiking, cat skiing, historic downtown and river-based activities such as fly fishing, rafting etc. Fernie is less known for its non-winter experiences, arts, culture, wellness, culinary and soft nature-based experiences.

Accommodation revenues (based on MRDT) in Fernie in 2017 was over \$18,250,000, specific to approximately 850 lodging units. This does not include the STR/AirBnB accommodations or any lodgings of under 4 units (ie B&B's, Chalets). For 2018, room revenues surpassed \$20 million thanks to a strong tourism year and the addition of some STRs in the last quarter that started collecting MRDT in October 2018.

Accommodations in Fernie are diverse, most situated in town or at Fernie Alpine Resort, and the addition of a few unique lodges nearby such as Island Lake Lodge, Birch Meadows Lodge and Brooks Creek Ranch. Leisure, sport and corporate visitors come year-round, however, there are seasonal fluctuations with winter and summer driving the most visitation and tourism revenues.



- Lodging Revenue**
- in order of lowest to highest months
- November
 - May
 - April
 - October
 - June
 - September
 - July
 - August
 - December
 - January
 - March
 - February

Tourism Master Plan for Fernie

The development of a Community Tourism Master Plan for Fernie is currently in process with completion in late spring 2019. The plan is helping guide this Five Year Business Strategy. The following working Vision was developed from community and stakeholder engagement. This Vision is guiding the planning process:

Dynamic and proactive community and industry collaboration is the foundation to Fernie's successful tourism economy; where thoughtfully honed authentic visitor experiences benefit residents and visitors alike; where the local people, culture, environment and landscape are revered for its indispensable role; where Fernie's quality of life is improved and sought after by respectful visitors year-round; where businesses thrive sustainably.

The planning process has identified four areas of focus to achieve the Vision.

1. Diversity of Visitors Year Round
 - a. Grow visitors into multi-day, year-round economic and community contributors.
2. Shareable Visitor Experiences
 - a. Develop and enhance Fernie's visitor infrastructure, amenities, tourism products, experiences and people.
3. Stronger Tourism Foundations
 - a. Ensure collaboration, community support, people and financing for tourism success.
4. Sustainable Management
 - a. Manage peak times, locations and amenities where visitation is impacting the community or natural environment.

The Tourism Master Plan for Fernie will be available in June. For further details visit www.tourismplanfernie.com

Visitor Survey & Local Tourism Highlights

- 97% of visitors to Fernie would recommend Fernie to their friends/family.
- Most travel with 1) Spouse 2) Family 3) Friends
- Ages 30-60 are the primary visitors, evenly spread. Followed by 22-30, then 61-70 age group.
- Top 7 reasons visitors currently come to Fernie:
 - Mountains/Scenery
 - Return Visitor
 - Visiting Friends & Family
 - Word of Mouth
 - Skiing/Snowboarding
 - Attending an event
 - Biking
- Top 7 Things Visitors Do:
 - Take in local dining and nightlife
 - Visit historic downtown

- Ski & Snowboard
- Participate in an event
- Shopping
- FAR & ILL summer visits
- Hiking
- Biking
- Average annual lodging occupancy is just over 50%, with the highest occupancy months in order being 1) February 2) March 3) January 4) December 5) August 6) July
- Visitors overwhelmingly love Fernie. Various 'areas of improvement' from recent visitor perspectives include, but not limited to:
 - Ski Resort (dining, shopping, nightlife options, atmosphere, older lifts/facilities)
 - Downtown store hours in evenings & Sundays, especially in peak season. People want to shop after eating dinner and on Sundays.
 - Need for more and better signage and maps – all areas – bike trails, hike trails, ski trails, town (washrooms, parking, rv park), hwy
 - More tenting/camping – treed
 - Things to do on bad weather days
 - More/better tourist info display kiosks including downtown
 - Late night food options
- 62% of businesses surveyed in Fernie as part of the Tourism Master Plan indicated that over 50% of their revenues are a result of visitors, 87% say at least 25% of their revenues are a result of visitors
- 85% of businesses agree or strongly agree that the benefits of tourism outweigh the negative impacts
- 69% of residents agree or strongly agree that the benefits of tourism outweigh the negative impacts.
- 10% of residents felt there were too many visitors coming to Fernie.

Key Opportunities – for growing visitation

- Increasing FIT and group overnight visitation/occupancy during the shoulder seasons, slower times in peak season and mid-week. Example target market opportunities include: zoomers, weddings, long-haul, ski, girl's trips, families, spa & wellness travellers, soft activities, cultural tourism, couples, etc
- Increasing ADR and length of stay
- Increasing non-ski season room nights on-mountain
- Implementation of the Tourism Master Plan
- Grow shoulder season visitation through events, sport tourism and corporate tourism
- Common community brand and visitor messaging
- Enhancing visitor experiences, services and amenities

Key Challenges – for growing visitation

- Seasonality of tourism in Fernie
- Managing and addressing capacity challenges with environment, amenities and facilities
- Managing visitor expectations
- Retaining Fernie's authenticity and community feel

- Impacts and negative WOM of private logging - impacts to views, recreation and trails
- Industry staffing (lack of) and access to long-term seasonal and year-round rentals/homes
- Limited metrics & tourism funding
- Access and transportation
- Limited commercial space
- Effective signage
- Adequate infrastructure

External threats to accommodation revenues and local tourism economy:

- Competitive marketplace
- AB economy
- Oil and coal prices
- Climate Change / snow levels / wildfires & smoke / flooding
- Currency exchange rates
- Local/area mining and forestry industry impacts
- Sharing economy / Online platforms
- Access / transportation
- Labour shortages / housing availability
- Border requirements / challenges

Current Trends & Key Learnings

- With stronger collaboration our industry will more effectively address challenges and succeed
- Consumer desire for authentic and enriching experiences. Importance of maintaining Fernie's character, community feel.
- Growing digital world and the requirement for quality content and information for inspiration and trip planning
- Growing tourism responsibly and sustainably through effective decision-making, partnerships and capacity management
- Need for more data – more visitor surveys, more accommodation data
- Opportunities to drive further diversity through cultural & heritage tourism, LGBTQ tourism, Indigenous tourism, Accessible tourism, Sport tourism, volunteer tourism, event tourism, wedding tourism, meetings and conferences.
- Planning and adapting to the impacts of weather variations, climate change
- Increase in demand for nature-based experiences and access to nature
- Aging population and the strength of the zoomer market
- Increasingly competitive marketplace. Many destinations to choose from. Need to be unique.
- Growth and evolution of the sharing economy and online platforms
- Future of ride hailing in BC and the impact on rural BC communities

Targets, Goals, Objectives, Key Actions & Funding

The overall goal for the five-year period is to create a thriving year-round tourism economy for Fernie. A strategic priority for Tourism Fernie is to work in partnership whenever possible with a wide range of industry stakeholders and tourism businesses to develop and execute marketing and destination management initiatives.

A one percent increase in the Municipal and Regional District Tax (MRDT) revenue to 3% will provide Tourism Fernie with approximately \$150,000 in additional annual funds. The enhanced funds will enable the ability to increase marketing spend while having funds to support destination management, including implementation of the Tourism Master Plan action items and continuing to support transportation initiatives. To achieve this, specific goals, targets and key actions have been outlined below. Further details on tactics and budgets are provided within the annual plans produced each November.

5 Year Targets

Double MRDT revenues for April, May, October & November
Increase June & September MRDT revenues by 25%
Increase peak season MRDT revenues by 10%
Net Promoter Score of over 65%
Minimum 80% organization satisfaction (very to extremely) rate by stakeholders

Goal 1 |

INCREASE FERNIE'S OVERNIGHT VISITATION AND ROOM REVENUES THROUGH EFFECTIVE AND INNOVATIVE MARKETING

The development and execution of destination and co-op marketing initiatives represent approximately 70% of Tourism Fernie's 5-year budget. With the primary mandate of increasing overnight visitation a mix of marketing methods are required. These methods include:

- Advertising & promotional initiatives
- Content & asset development initiatives
- Travel media & travel trade initiatives
- Social media initiatives
- Website initiatives
- Collateral initiatives
- Consumer show initiatives
- Events, conventions & sport tourism initiatives
- Branding

KEY ACTION AREAS

- Executing a diversity of destination marketing initiatives based on best practices, innovation, trends, data and ROI
- Partnering with members and local, regional and provincial stakeholders and organizations on marketing initiatives that allow for effective leveraging of marketing dollars and objectives.
 - Seasonal co-op advertising and promotional campaigns providing opportunities to members to buy-in to generate leads under the Fernie brand
 - Seasonal and year-round destination co-op marketing initiatives that Tourism Fernie buys into for effective leveraging of marketing dollars and objectives
 - Partnering with other communities and experience sectors on advertising, content marketing and asset development initiatives under the DBC Co-op Marketing Program
- Development, enhancement and distribution of quality content by Tourism Fernie and via partnerships with members, to inspire, motivate and drive consumers to act. Content areas include: imagery, videos, travel guide, experiences and walking tours guides, blogs, e-Newsletters, itineraries and more.
- Continued investment and enhancement of social media marketing initiatives primarily via Instagram, YouTube and Facebook.
- Continued investment and enhancement of TourismFernie.com to ensure quality destination content for consumers using the site for trip planning and inspirational and informational purposes. To continue to drive consumers to act and book through our members.
- Attending and/or supporting high quality, high ROI consumer and travel trade shows in partnership with our members
- Organizing and hosting travel media and trade trade visits in partnership with our members and Destination BC
- Through partnerships, support existing, or partner to support new, non-peak period events that drive, or have the expectation to drive, trackable and incremental overnight visitation. Includes bidding on 3rd party events to host in Fernie and applying for Tourism Events Program funding where applicable. Preference to multi-day events. Events could be defined as festivals, sport events, tournaments, conferences etc.
- Development of common community brand and visitor messaging

MEASUREABLE PERFORMANCE

Key Performance indicators (KPI) will include;

- MRDT revenues and DBC accommodator metrics program results and tracking
- Visitation to key activities, festivals and events measured by surveys
- Advertising, media, website metrics
- Member & stakeholder satisfaction, through annual survey
- Growth and engagement in Social Media channels
- Evidence of initiatives executed

Goal 2 |

SUSTAINABLE TOURISM GROWTH THROUGH EFFECTIVE COLLABORATION AND PARTNERSHIPS IN DESTINATION MANAGEMENT

Destination management is the coordinated management of all elements that make up a destination, including industry collaboration and sustainability, access and transportation, visitor services and messaging, advocacy, research, product development, infrastructure, pricing and amenities. Destination management is only effective through community and industry partnerships in its planning and execution.

The development and execution of destination management initiatives within this 5 year strategy represent approximately 15% of Tourism Fernie's 5-year budget. The Tourism Master Plan process has clearly resulted in the need to allocate additional time and resources into destination management activities to ensure the community's tourism industry grows successfully and sustainably in the long term. This can only be achieved through effective collaboration and partnerships. Key areas of focus include:

- Implementation of the Tourism Master Plan
- Product experience development and enhancements
- Industry relations, communications and training
- Collection and distribution of industry metrics
- Support for transportation initiatives
- Visitor services enhancements

KEY ACTIONS:

1. Stronger working relationships with larger member organizations
2. Tourism Master Plan leadership and implementation through collaboration
3. Collaborate with local Chamber of Commerce and Visitor Centre to enhance the visitor messaging experience, to make it easier for visitors to stay longer and spend more, and to host business educational sessions to help industry increase knowledge and skills in various areas such as marketing, service, product development etc.
4. Working with the local tourism industry to increase awareness, support and understanding of tourism within the community.
5. Industry data collection and sharing, visitor surveys
6. Partnering with stakeholders on winter ski transportation program and determining abilities for a summer season shuttle
7. To ensure the success of tourism in Fernie ensure the continued support for local tourism funding and the long-term sustainability of Tourism Fernie
8. Development of new market-ready packages and products/experiences
9. In collaboration with accommodators, manage a monthly metrics program, increase sector knowledge and effectiveness, and increase ADR & length of stay
10. Updated Value of Tourism metrics

11. Partnership with the Visitor Centre, Chamber and City of Fernie for effective destination branding, messaging, visitor servicing, visitor surveying, industry development & training initiatives, industry advocacy and support, community support for tourism, and RMI RDS planning & implementation

MEASUREABLE PERFORMANCE

Key Performance Indicators (KPI) will include;

- Outcomes and progress reports from Tourism Master Plan implementation
- Fernie’s Net Promoter Score
- Increased rating and performance within the Tourism Sentiment Index reports
- New and/or improved experiences and packages produced
- Participation at industry events and sessions
- List of collaborative initiatives
- Increase of industry data and collection
- Evidence of accomplished actions
- Transportation initiative partnerships and reports
- Stakeholder satisfaction survey results

Sources of Funding

It is the overall goal of Tourism Fernie to be financially well positioned on an annual basis with the ability to be adaptive, responsive, and have the flexibility to shift with market conditions and trends while aligning the business strategy and annual tactical plan with consumer demands.

Below represents the sources of funding and areas of expenditures for the first year with a plan to grow revenues each year.

REVENUES:

3% MRDT	\$600,000
Collaborative Initiatives	\$100,000
Memberships	\$ 25,000
Other/Surplus	<u>\$ 35,000</u>
	\$760,000

EXPENSES:

Marketing Initiatives	70%
Destination Management	15%
Administration	12%
Transportation	3%

Brand Positioning



Our brand voice will communicate a variety of messages that will change dependent on the target market we are speaking to. In all instances however, the following key messages should be central to the communication:

Cool, small-town charm: Fernie's funky main street with its turn-of-the-century brick buildings framed by post card-perfect mountains provides this rugged and unpolished little town with a unique charm.

Mountain culture: From the pick-up trucks and mountain bikes that travel its streets, to the ski bums and guide shops that line them, Fernie's distinct mountain culture is evident at almost every turn.

Stunning scenery: Fernie is a magnificent outdoor setting from which to experience the beauty and majesty of the Canadian Rocky Mountains.

Authentic and real: Fernie is a casual, comfortable, and laid-back place where a local community still thrives. A community first, destination second, Fernie is not a packaged experience for the mass tourist.

Adventurous and outdoorsy: Fernie is a place where adventure seekers, mountain enthusiasts, and outdoor recreationalists of all kinds come to experience the stunning natural surroundings and range of outdoor activities.

Down-to-earth: Fernie's people are humble, honest, natural, and welcoming with a resiliency that stems from their hard-working roots.

Enduring history: Fernie has a rich history that is alive and thriving to this day.

Community-minded: Fernie's people work together for the betterment of their town, its residents and its visitors. They take pride in their community and welcome visitors who share their values.

Euphoric: Fernie is an escape from the hurried pace of every day life. It provides euphoric experiences to its visitors and residents through unique moments of anticipation, achievement and the beauty of its natural surroundings

Target Markets

Tourism Fernie's marketing initiatives will target markets that are expected to provide the best return on investment. Based on industry research, trends and stakeholder input target markets are focused primarily on high-yield markets, defined as higher-income, longer stay and non-peak travellers.

In recent consultation with local accommodators, as part of discussions about increasing MRDT to 3%, the following 13 target audiences were identified as important and/or high value:

1. Long Haul/International, including travel trade (US, Aus, UK)
2. Alberta / Drive market
3. Long Stay markets
4. Zoomers – 45+ age group (includes Active Baby Boomers)
5. Outdoor Adventure Seekers (all seasons: ski, bike, hike, fish, sled, soft nature)
6. Weddings
7. Families
8. Culture, heritage, arts, culinary travellers
9. Groups & Corporate Events
10. Wellness travellers
11. Couples
12. Women
13. LGBTQ

Targets based on Tourism Fernie's Strategic Plan:

Primary Traveller Profiles (based on Destination Canada EQ):

- Free Spirit Travellers
- Authentic Experiencer Travellers
- Rejuvenators/No Hassle Travellers
- Gentle Explorer Travellers

Primary Geographic Markets:

- Canadian: AB, BC, ON, SK, MB, QU
- USA: WA, MT, CA, IL, TX, NY
- Overseas: UK, AUS, GER

Tourism Fernie supports quality media and travel trade initiatives in above and in other markets in partnership with key members and stakeholders such as KRT/DBC/DC.

Management, Governance & Administration

Tourism Fernie is an industry-led, membership-based non-profit society and is the Eligible Entity for the local MRDT. Tourism Fernie has formally existed since 2007 and is responsible for the management, administration and governance of the entire MRDT funds and the Tourism Fernie overall strategic plan and budget.

Tourism Fernie is governed by a Board of Directors representing industry stakeholders. Each Board Member sits for two-year terms with the ability to be re-elected for up to 4 terms:

- 5 MRDT Accommodators with 4 or more units
- 4 Directors at Large (Members not under above category)
- Municipal and Chamber Liaisons to the Board (Non-Voting)

Tourism Fernie Committees consist of 1-2 Board Members plus additional members and non-members of Tourism Fernie. Committee’s primary focus on providing recommendations to Board and staff that help inform strategic decision-making and planning.

- Marketing
- Finance/Audit
- Revenue
- Nominations/AGM

Tourism Fernie participates in the following external committees:

- Tourism Master Plan Task Force
- Municipal RMI RDS Working Advisory Group
- Local Ski Shuttle Task Force
- Fernie Heritage Strategy Steering Committee

2019-2020 Board of Directors

Kurt Saari, Chair	Nevados Restaurant	Voting
Andrew Hayden, Vice Chair	Fernie Distillers	Voting
Jeremiah Pauw, Treasurer	Super 8 Fernie	Voting
Jon Ward, Secretary	Red Tree Lodge	Voting
Chantel Vincent	Freyja Fashion	Voting
Caitlin Bates	Island Lake Lodge	Voting
Scott Gilmet	Griz Inn & Cornerstone Lodge	Voting
Mark Ormandy	Fernie Alpine Resort	Voting
Jason Burt	Snow Valley Lodging	Voting

LIAISONS to the Board:

Phil Iddon	City of Fernie, Councillor	Non-Voting
Brad Parsell	Fernie Chamber of Commerce, ED	Non-Voting

CURRENT STAFF

Tourism Fernie employs positions to ensure the delivery of day to day operations and the implementation of the strategic plan. There are currently four staff, one full-time and three part-time. Human resources at Tourism Fernie is tight and based on the annual plan and budgets. As strategies and priorities adjust staffing may also adjust in the future.

Executive Officer	Jikke Gyorki
Media & Project Coordinator	Christine Grimble
Admin & Marketing Coordinator	Rebecca Hall
Social Media Coordinator & Staff Photographer	Vince Mo

