



**Regular Council Meeting  
Monday, January 27, 2025  
7:00 pm**

*We acknowledge that our gathering takes place on the unceded and traditional territory of the indigenous peoples of that region as well as the Metis people whose footprints have marked these lands.*

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**AGENDA**

**1. Call to Order**

**2. Land Acknowledgement**

**3. Adoption of Agenda:** January 27, 2025 Regular Council Meeting Agenda.

**RECOMMENDATION:**

*THAT the Regular Council Meeting agenda be adopted.*

**4. Adoption of the Minutes**

- a. January 13, 2025 Regular Meeting Minutes

Page 3-6

**RECOMMENDATION:**

*THAT the Regular Council Meeting Minutes of January 13, 2025 be adopted.*

**5. Correspondence for Information**

- a. LGMA Newsletter  
b. Heritage BC

Page 7-9

Page 10-11

**RECOMMENDATION:**

*THAT Council accept items a. to b. as correspondence for information.*

**6. Committee Reports**

**7. Councillor's Reports**

**8. Mayor's Report**

**9. Administrator's Report**

**RECOMMENDATION:**

*THAT Council accept the reports as information.*

**10. Accounts Payable Report** Next report March.

## **11. New and Unfinished Business**

- a. LUO – Boundary Metis Community Association

Page 12-14

### **RECOMMENDATION:**

*THAT Council approve the Greenwood Metis Community Association a Licence to Use and Occupy for February 8, 2025 to use the Barbra Diane Colin Memorial Park and washrooms to host the 2025 Outdoor Voyageur Games.*

- b. City of Greenwood – Tourism Strategy

Page 15-36

**NO RECCOMENDATION – FOR DISCUSSION ONLY**

## **12. Notice of Motions**

## **13. Question Period**

### **Excerpt from Council Procedures Bylaw 1018, Section 19**

**Immediately prior to the adjournment of every regular meeting of Council, questions, but not statements, relating to matters dealt with at that meeting may be directed to Council by members of the public then present. All such questions shall be directed to the Mayor, and will where possible and appropriate be answered by the Mayor or a member designated by the Mayor.**

**The Mayor may refer any question or enquiry to the Chief Administrative Officer to look into at a future time.**

**A maximum period of 15 minutes shall be provided for considering questions from members of the public, however that maximum may be extended to 30 minutes with the unanimous consent of all Council members present.**

## **15. Adjournment**

### **RECOMMENDATION:**

*THAT the Regular Council Meeting be adjourned at XX:XX pm.*



**CITY OF GREENWOOD**  
**Minutes of the Regular Meeting of Council held January 13, 2025**

**PRESENT**

Mayor J. Bolt  
Councillors: C. Huisman, C. Rhodes, J. McLean, G. Shaw.  
Contracted Chief Financial Officer: James Sexton  
Chief Administrative Officer: Dean Trumbley  
Corporate Officer: Brooke McCourt

Councillor C. Huisman, attended virtually.

**CALL TO ORDER**

Mayor Bolt called the meeting to order at 7:05 pm.

Acknowledgment that our gathering Takes place on the unceded and traditional territory of the indigenous peoples of that region as well as the Metis people whose footprints have marked these lands.

**ADOPTION OF AGENDA**

**Moved/Seconded**  
THAT the January 13, 2025 regular council agenda be adopted.

**(01-25)**

**Carried**

**ADOPTION OF MINUTES**

**Moved/Seconded**  
THAT the minutes of December 9, 2024 Regular Council Meeting be adopted.

**(02-25)**

**Carried**

**CORRESPONDENCE  
FOR INFORMATION**

**Moved/Seconded**  
THAT Council accept correspondence a. to c. as information.

**(03-25)**

**Carried**

**COMMITTEE REPORTS**

None.

**COUNCILLOR'S REPORTS**

Clint Huisman: Verbal report presented.

CJ Rhodes: Verbal report presented.

Jessica McLean: Verbal report presented.

Gerry Shaw: Verbal report presented.

**MAYOR'S REPORT:** Verbal report presented.

**ADMINISTRATION REPORT:** Verbal report presented.

**Moved/Seconded**

THAT Council accepts the reports as information.

**(04-25)**

**Carried**

**THIRD QUARTER  
FINANCIAL REPORT**

Next report – March.

**NEW AND UNFINISHED  
BUSINESS**

- a. Memo to Council – Lift  
Stations & Sewer Plant  
Generator.

**Moved/ Seconded**

THAT Council the City of Greenwood to proceed with Kettle Valley Electric Ltd. to perform the work needed for two lift stations for the quoted amount of \$14,850.53.

**(05-25)**

**Carried**

- b. LUO – Greenwood  
Recreation Association  
– Soapbox Derby 2025

**Moved/ Seconded**

THAT Council approve the Greenwood Recreation Association a Licence to Use and Occupy for May 3rd, 2025 to close a portion of Government Street & Providence Street, use of the concession, washrooms and park located at the Barbra Diane Colin Memorial Park for the 2025 Soapbox Derby Races.

**(06-25)**

**Carried**

- c. Memo to Council –  
Greenwood Pool  
Remediation.

**Moved/ Seconded**

THAT Council approve the proposal from Delta-T Consultants LTD. for the assessment and engineering preparation for the Greenwood Municipal Pool Remediation.

**(07-25)**

**Carried**

- d. Grant in Aid –  
Route 3 Racing Club

**Moved/Seconded**

THAT Council approve the Route 3 Racing Club's 2024 Grant in Aid request for \$2000.00.

Council discussed the report Route 3 Racing submitted, discussed budget items with Contracted CFO, James Sexton.

Mayor Bolt asked the audience what the thoughts of the community were regarding the requested amount.

resident in audience discussed that the City give 50% and Route 3 Racing raising the other 50%.

Councillor Rhode proposed a friendly amendment of \$2000.00 instead of \$5000.00.

Council agreed with Councillor Rhodes.

**(08-25)**

**Carried**

- e. UBCM 2025 CRI FireSmart Community Funding and Supports. **Moved/Seconded**  
 THAT Council support the RDKB's application to undertake further FireSmart work as outlined in its 2025 CRI FireSmart Community Funding & Supports grant application.
- (09-25) **Carried**
- f. Epilepsy Awareness – BC Epilepsy Society. **Moved/Seconded**  
 THAT Council show support and light up City Hall purple on March 26<sup>th</sup>, 2025 for Epilepsy Awareness.
- (10-25) **Carried**
- Moved/Seconded**  
 AND THAT Council support the Mayor to proclaim Wednesday, March 26<sup>th</sup>, 2025 as Purple Day to support Epilepsy Awareness month.
- (11-25) **Carried**
- Mayor Bolt made the proclamation regarding Epilepsy Awareness month. (full document is attached to the Agenda Package)
- g. AKBLG – Call for Resolutions **No resolution – discussion only.**
- CAO Trumbley discussed getting together with any Councillors who are interested in putting in a resolution forward at the next AKBLG.
- Councillor Shaw discussed Gas Tax between the RDKB and Municipality as potential for a resolution.
- CAO Trumbley discussed getting more information and working with Council to get a proper resolution drafted up and sent out before the deadline.

#### **NOTICE OF MOTIONS**

**None.**

#### **QUESTION PERIOD**

Resident questioned fire protection within the City due to the recent fires in the State of California. Discussed fire hydrants and testing within City limits. Discussion surrounding where the Air Raid Siren left off with Mayor and Council.

CAO Trumbley discussed how the City is preparing for this coming fire season and was able to answer all the residents questions and concerns.

Resident discussed the need for a full time Bylaw Officer due to the properties in town being in contravention of certain bylaws. Need for the community to look better for people traveling through.

**IN-CAMERA**

None.

**ADJOURNMENT**

**Mayor Bolt Moved**

**THAT Council adjourn the Regular Council Meeting at 8:12 p.m.**

**(12-25)**

**Carried**

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Mayor

Certified Correct

Corporate Officer

**Brooke McCourt**

**From:** Local Government Management Association of BC <office@lgma.ca>  
**Sent:** January 20, 2025 11:03 AM  
**To:** frontdesk.greenwoodcity@shaw.ca  
**Subject:** LGMA Job Circular, News, and Program Updates - Week of January 20, 2025

If you have trouble viewing this email, [click here](#)

### Professional Development Partners:



LIDSTONE & COMPANY



STEWART McDANNOLD STUART  
Burnishers & Solicitors

**YA** YOUNG ANDERSON  
BARRISTERS & SOLICITORS

### Travel Grant Partner:

LIDSTONE & COMPANY

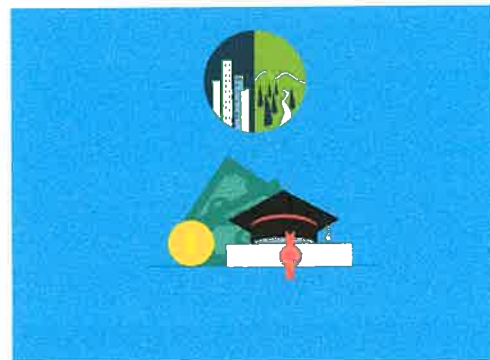
## LGMA Newsletter:

# Week of January 20, 2025

## LGMA 2024 Educational Scholarship Recipients

Today, the LGMA is pleased to announce the recipients of the [2024 LGMA Educational Scholarships](#)! Last year, the LGMA awarded \$29,500 to 15 LGMA educational scholarship recipients. Congratulations to all the students for your hard work, and we wish you the best in your public sector careers.

LGMA is proud to support the professional development of current and aspiring professionals in local and First Nations government, and other levels of public service. Assisting the next generation of leaders is important and meaningful work that the LGMA is privileged to be a part of.



CivicInfo BC & LGMA  
BC Local Government Job Board  
**CURRENT OPPORTUNITIES**

**Job Postings**

## **LGMA Training:**

***Peer Connection Lunch Opportunities***  
[Corporate Officers – February 5](#)  
[Chief Administrative Officers – April 25](#)  
[HR Practitioners – May 5](#)

***Invigorate Your Leadership!***  
[CAO Forum](#)  
February 18-20, Victoria, BC

***Your Employment as a CAO***  
[CAO Pre-Forum Workshop](#)  
February 18

## **LGMA Resources:**

***Resource, tools, and other helpful information***  
[- Truth and Reconciliation Resources for BC Local Governments](#)  
[- Mental Health Resources for Local and First Nations Government](#)  
[- IDEA Resource Materials](#)

***LGMA Manuals Now Available!***  
[- 2024 Records and Information Management Manual, Sixth Edition](#)  
[- 2024 Guide for Approving Officers, Seventh Edition](#)  
See all Training & Workshops

## **Additional News and Training:**

***Lieutenant Governor Silver Medal Award***  
[Institute of Public Administration of Canada](#)  
Nominations due January 31

***Call for Nominations: 2024 Terry Pile Effect Award***  
[Municipal Insurance Association of BC](#)  
Nominations Open Until Jan 31

***2025 CAMA Awards of Excellence***  
[Canadian Association Municipal Administrators](#)  
Deadline February 10

***Urban and Regional Planning Professional Development Series***  
[University of Victoria](#)  
Launches February 22

***How to Write a Long-Term Financial Plan for Asset Management***  
[Asset Management BC](#)  
February 27 - March 13

## **LGMA Membership Renewal:**

***2025 Membership is now live!***  
[Talk to your Primary Contact about renewing](#)

[See all News & Opportunities](#)

## **2025 Indigenous Scholarship Applications Now Open**



This year, the LGMA is opening applications for the 2025 [BC First Nations Public Service Scholarship](#) early! This scholarship aims to provide support for Indigenous professionals in a non-elected role to access training related to the administration or management of public services in their First Nation government. The scholarship is valid for up to two years in the amount of up to \$1,500. Applicants must

be enrolled in full- or part-time study in an accredited post-secondary course or program. Please note that preference will be given to applicants working for a First Nation government organization.

Review the [LGMA website](#) for the 2025 Scholarship Brochure and more information on scholarship



criteria. Visit [LGMA | Scholarships](#) to access application forms and submit your application for the BC First Nations Scholarship by October 15.

*Connect with the LGMA*



# LGMA

LOCAL GOVERNMENT  
MANAGEMENT ASSOCIATION  
OF BRITISH COLUMBIA

This email was sent to [frontdesk.greenwoodcity@shaw.ca](mailto:frontdesk.greenwoodcity@shaw.ca) when you signed up on [www.lgma.ca](http://www.lgma.ca) Please add us to your contacts to ensure the newsletters land in your inbox.

**Local Government Management Association of BC**  
710A - 880 Douglas Street , Victoria, British Columbia V8W 2B7

[Forward to a friend](#)  
[Unsubscribe](#)

710A - 880 Douglas Street, Victoria, British Columbia V8W 2B7, Canada



Dear Mayor and Council,

**We are sending you this poster to celebrate Heritage Week, Pastimes in Past Times, which takes place on February 17-23, 2025.** Heritage Week is an annual event, established by the National Trust for Canada in 1973, that encourages Canadians to learn about and advocate for the heritage in their communities.

Heritage BC is a member-based non-profit that educates and builds awareness for heritage stewardship in the province, and every year we promote Heritage Week with posters, proclamations, and themed events to raise awareness for the importance of learning about our diverse heritage across the province.

**As the leaders of your community, your initiative will play an important role in stewarding local heritage for future generations.** There are a few key things that you can do to promote awareness of and advocate for heritage.

- **Declare Heritage Week through a Municipal Proclamation**

Every year, the Provincial Government and local governments across BC make proclamations for Heritage Week, signaling the importance of the stewardship of heritage in this province. We have attached a template for your reference. Share your proclamation with us at [info@heritagebc.ca](mailto:info@heritagebc.ca).

- **Visit a Heritage Site, Museum, or Cultural Centre**

Consider a local government 'field trip' to a local heritage site, museum or heritage organization to learn more about your community's history. Your visit can have a lasting impact on a small not-for-profit, and signal the value they bring to the community as stewards of history and heritage.

- **Learn About the Basics of Local Heritage Conservation**

Local Governments have the capacity to conserve local heritage in all its forms through tools outlined in the Local Government Act. Familiarize yourself with these important tools by reading the free one-pagers on our website: [heritagebc.ca/heritage-quick-studies](http://heritagebc.ca/heritage-quick-studies).

- **Support Your Heritage Commission**

Heritage BC offers workshops and webinars for members of local heritage committees. These workshops help educate volunteers who care about heritage conservation, so they can make better informed decisions in their work.

- **Become a Member**

For \$100 a year, a Government Membership to Heritage BC provides all staff planners and associated committee members with free access to our on-demand and live webinars, as well as discounts for heritage workshops and our annual conference. Promoting continuing education will create a strong foundation for the protection of your community's unique heritage.

Have questions about what we do at Heritage BC? Learn more on our website, [heritagebc.ca](http://heritagebc.ca) or reach out by email at [info@heritagebc.ca](mailto:info@heritagebc.ca). We would love to hear from you.

Thank you from all of us at Heritage BC!

Kirstin Clausen

Executive Director

604 417 7243

[kclausen@heritagebc.ca](mailto:kclausen@heritagebc.ca)

*As a not-for-profit organization of provincial scope, Heritage BC recognizes that its members, and the local history and heritage they seek to preserve, occupy the lands and territories of BC's Indigenous peoples. Heritage BC asks its members to reflect on the places where they reside and work, and to respect the diversity of cultures and experiences that form the richness of our provincial heritage.*

Heritage BC

@heritagebcCanada <http://heritagebc.ca> info@heritagebc.ca  
PO Box 846 Ladysmith, BC V9G 1A6

# HERITAGE WEEK

*pastimes in past times*

Feb 17-23, 2025



Heritage BC



heritagebc.ca

We acknowledge the financial support of the Province of British Columbia







THE CORPORATION OF THE CITY OF GREENWOOD  
LICENCE TO USE AND OCCUPY APPLICATION

PO Box 129  
202 S. Government Avenue  
Greenwood, BC V0H 1J0  
Phone: 250-445-6644 Fax: 250-445-6441  
Email: frontdesk.greenwoodcity@shaw.ca

**APPLICANT'S INFORMATION:**

**Application Date:** \_\_\_\_\_

**Applicant's Name /  
Company Name:**

Boundary Metis Community Assoc.

**Mailing Address:**

POX 1215  
Grand Forks BC.  
V0H 1H0

**Primary Contact Person:**

Jo White Christi Shaw

**Telephone:**

250-666-0284 250-605-9112

**Email Address:**

boundarymetiscommunity@gmail.com

**Applicant's Status:**

☐ Individual ☐ Municipality ☐ Company (attach Cert. of Incorporation)

☒ Other, specify: Community Organization. Socie

**Charitable Registration #:** \_\_\_\_\_

(if not for profit)

**INTENDED USE OF LAND, BUILDING AND/OR IMPROVEMENTS**

**Proposed Term of Use:**

Outdoor Voyager Games.

(i.e.: years / months / days)

**Start Date:** February 8, 2025.

10-3pm.

**End Date:**

February 8, 2025

**Civic Address (street):** \_\_\_\_\_

**Legal Description:**

Barbara Diane Ball Field

(lot / block / plan)

**Property Identification #s:**

(PIDs)

**Commonly known as:**

(facility name)

THE CORPORATION OF THE CITY OF GREENWOOD  
LICENCE TO USE AND OCCUPY APPLICATION

Provide a detailed description of planned activities and/or anticipated construction:

Bon Fire, Food  
Outdoor Games.

If changes to the property are proposed, please provide specific details about the changes, including the equipment and materials that will be used:

No changes to property.

Describe all potential effects on adjacent landowners, the environment, or the local area:

This is during the day

None.

Please attach additional information, as required.

By signing this application form, the signee confirms that the information disclosed on this form is accurate and complete. The signee warrants and represents that they have sufficient power, authority, and capacity to sign on behalf of their company / corporation / community group.

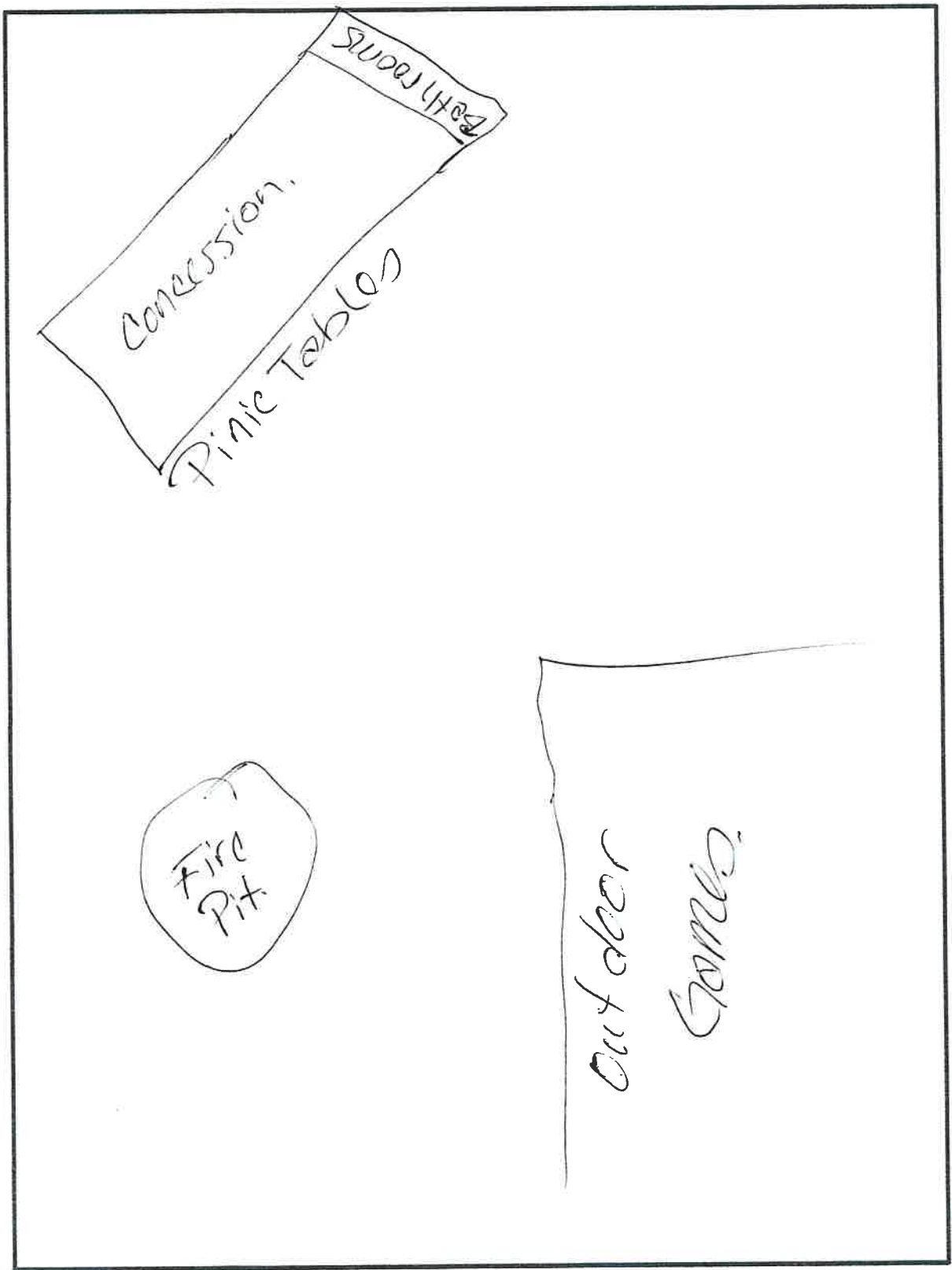
Michael J. White  
Name (please print)

[Signature]  
Signature

Date: January 16, 2025

APPENDIX A  
Licence of Use and Occupy Application

SITE PLAN



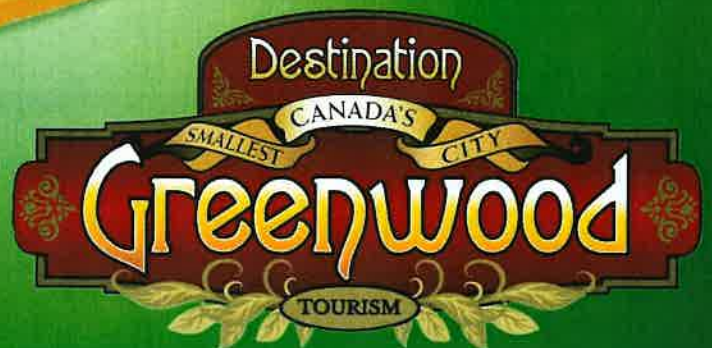
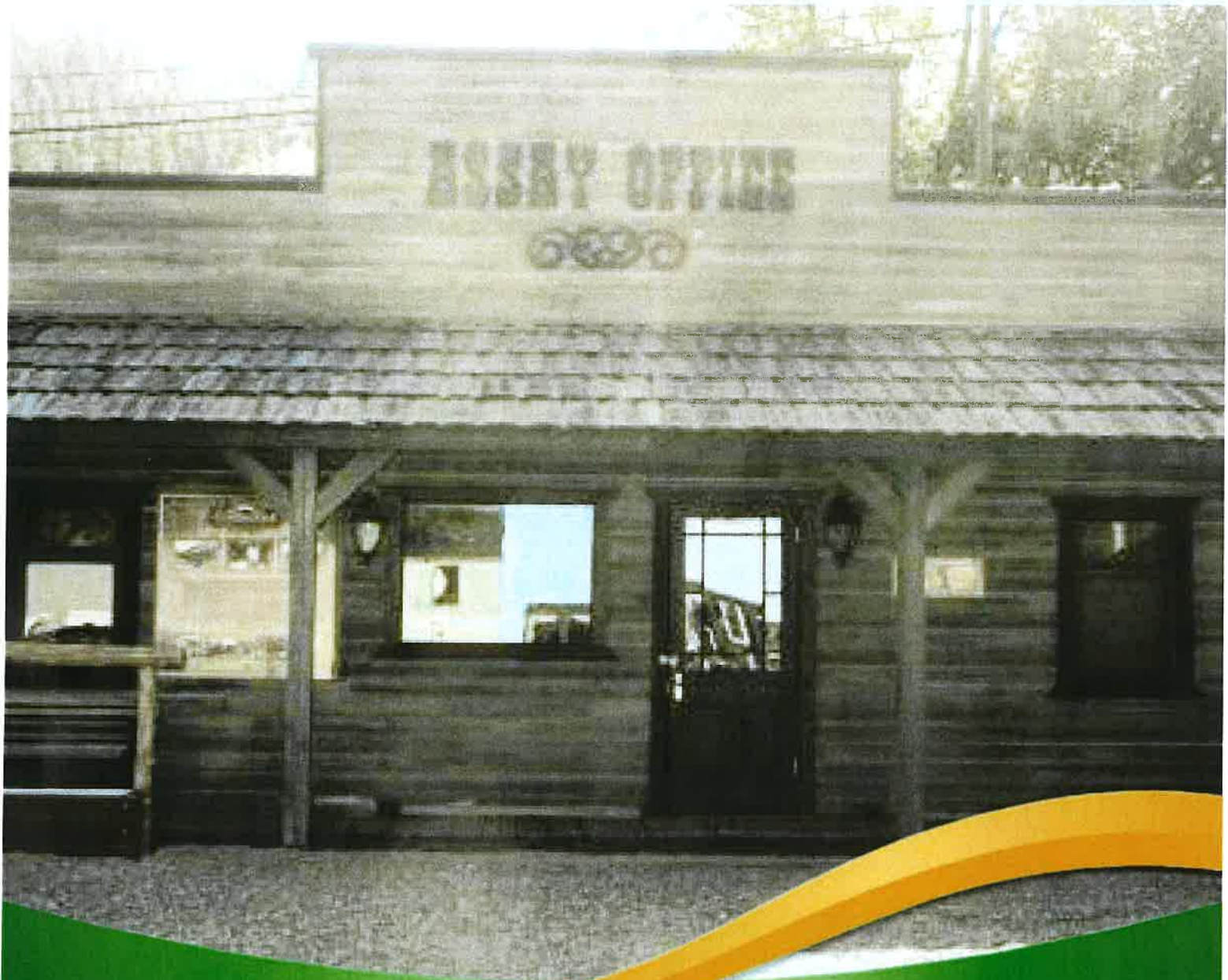
Please attach additional information as required.





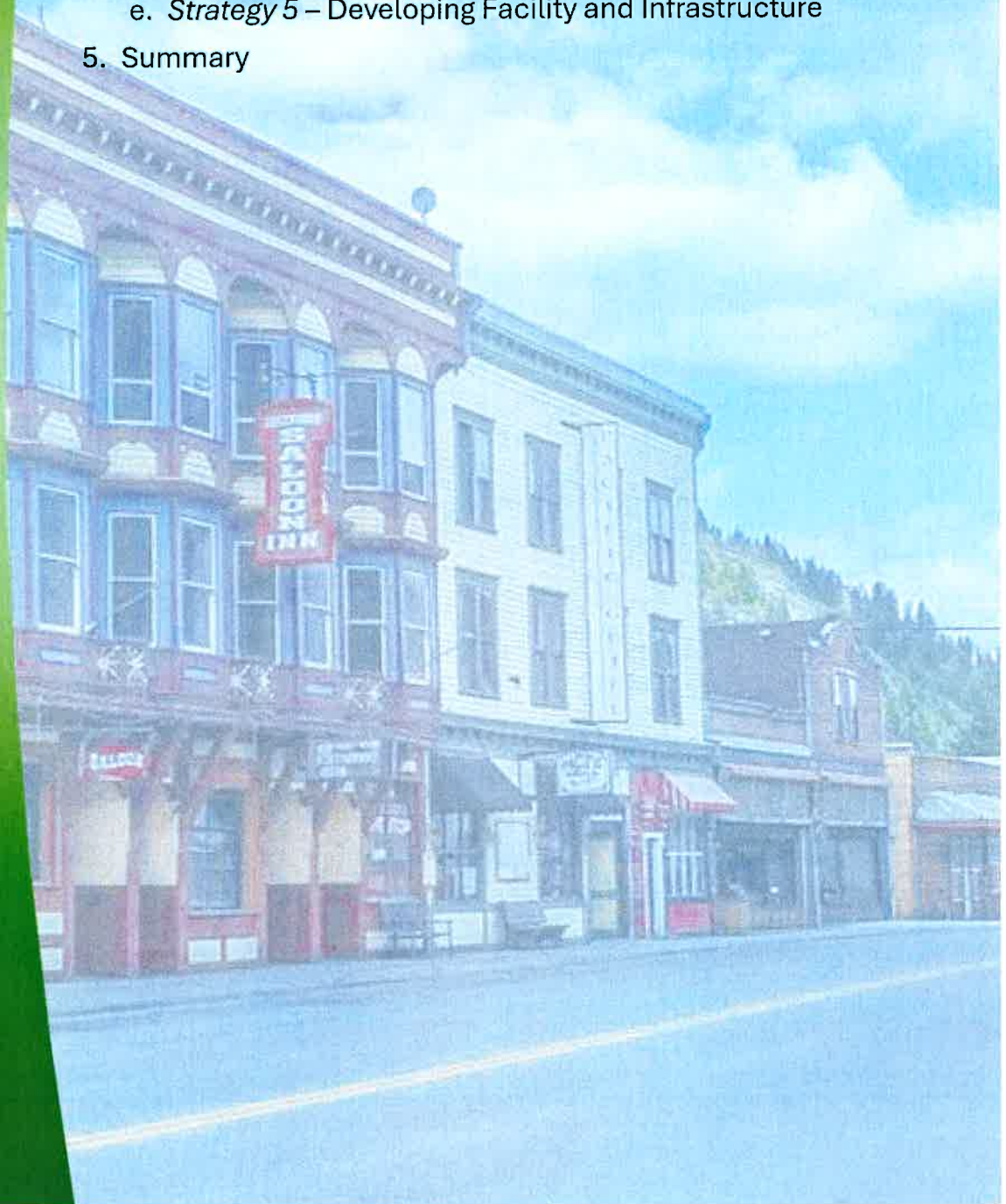
CITY OF GREENWOOD  
*"Come experience history"*

# CITY OF GREENWOOD TOURISM STRATEGY JANUARY 2025





1. Executive Summary
2. Background
3. Brand Standard - Tourism
4. Advancing Tourism Growth
  - a. *Strategy 1* – Product and Experience Development
  - b. *Strategy 2* – Marketing and Promotion
  - c. *Strategy 3* – Attracting Investment
  - d. *Strategy 4* – Supporting Industry
  - e. *Strategy 5* – Developing Facility and Infrastructure
5. Summary





# EXECUTIVE SUMMARY

The tourism sector is an important economic driver providing visitors and residents with products and experiences that enrich their quality of life. Through strategic product and experience development, targeted marketing efforts, infrastructure investment, supporting our industry members and attracting investment, the City of Greenwood will work to encourage growth of the tourism industry. Partnerships with neighboring municipalities as well as regional, provincial and federal partners will enable an approach to tourism planning, development, and marketing that resonates with our visitors.

## VISION STATEMENT

To advance the growth of the tourism industry by creating an environment which provides a rewarding experience for visitors and citizens of Greenwood and celebrates our natural and historical assets.

## MISSION STATEMENT

Greenwood is a destination that creates a rewarding experience through its natural environment and history by blending its past, present and future in a growing and sustainable environment.



A stylized orange graphic of a hand holding a hammer, positioned diagonally across the upper left portion of the page. The background is split into a green left half and a blue right half, with a faint image of a city skyline visible on the right.

## BACKGROUND

Research into the motivations for visitor travel has changed the way industry develops products and experiences and has greatly changed how destinations are marketed. Destination Canada and Destination British Columbia have shifted focus away from demographic-based target marketing. The Destination BC's *2023-2025 Corporate Strategy* identified the "Invest in Iconic Strategy" to responsibly increase the benefits of tourism throughout British Columbia through the integration of Place Branding and Destination Development to competitively differentiate BC on the world stage. The uniqueness of Greenwood's living history meets the province's Place Branding perfectly. Furthermore, Destination Development is the process of improving the long-term competitiveness of tourism destinations in alignment with community needs.

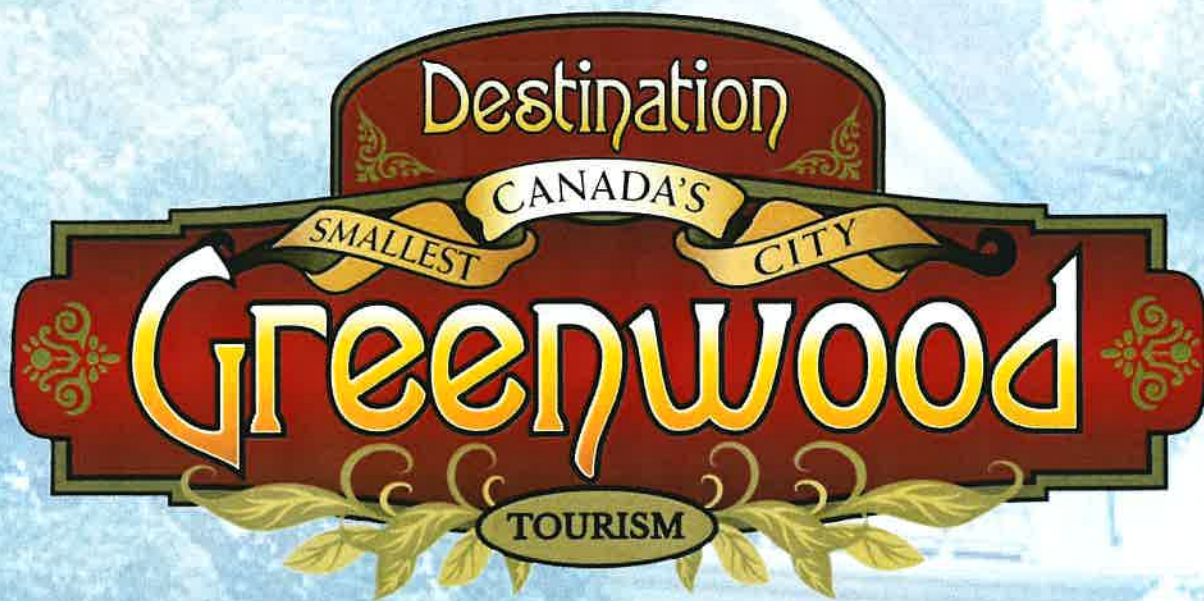
It focuses on enhancing existing experiences and creating new experiences that elevate and deliver on the unique offerings of destinations across BC in ways that support and deliver on the destination brand promise. The Strategy further identified (5) five key activities: those being,

- Build industry alignment around the strong and shared brand of *Super, Natural British Columbia* and launch sub-brands to elevate visitor perceptions of BC and drive long-term sustained growth in all regions and seasons of BC. Continue to work with Indigenous Tourism BC to infuse Indigenous values and cultures into the *Super, Natural British Columbia* brand.
- Integrate tourism development plans (destination development) with branding and marketing to ensure strategic investments in new or revitalized tourism assets will enable growth in off-peak season visitation in mature destinations (communities encountering capacity constraints during the peak season, primarily summer) and all-season growth in rural areas and communities where capacity exists.
- More deeply integrate provincial and sub-provincial branding, marketing and destination development efforts around a set of routes and places to better attract visitors to these areas.
- Implement a global audience segmentation project to identify the responsible traveller as a whole new approach to selecting who our focus audience is in each market with our global marketing efforts.
- Nurture development of remarkable and regenerative experiences through destination development efforts to provide new, inspiring reasons to travel throughout BC.



**BRAND**  
**STANDARD**  
**TOURISM**

**DESTINATION GREENWOOD TOURISM LOGO**



**DESTINATION GREENWOOD TOURISM SLOGAN**

*"Come Experience History"*

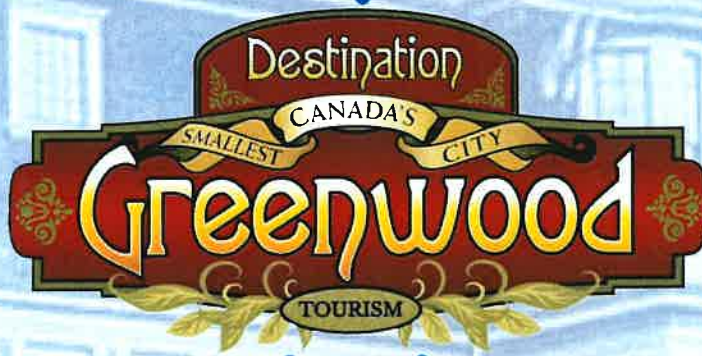




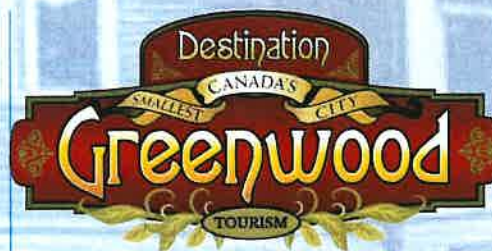
# BRAND STANDARD TOURISM

To give proper attention, the Destination Greenwood tourism logo must be sized appropriately and there must be adequate white/negative space between the brand and other design elements or brands (*if displayed alongside other partners or sponsors, etc.*).

Most applications of the brand will use the approved full lockup version of the logo. However, when the application limits the size of the logo to under 2.0 inches (i.e. small promotional items) the wordmark can be used on its own, removing the motto.



Width of tourism oval



Min. 2.0 inches

Destination  
Greenwood

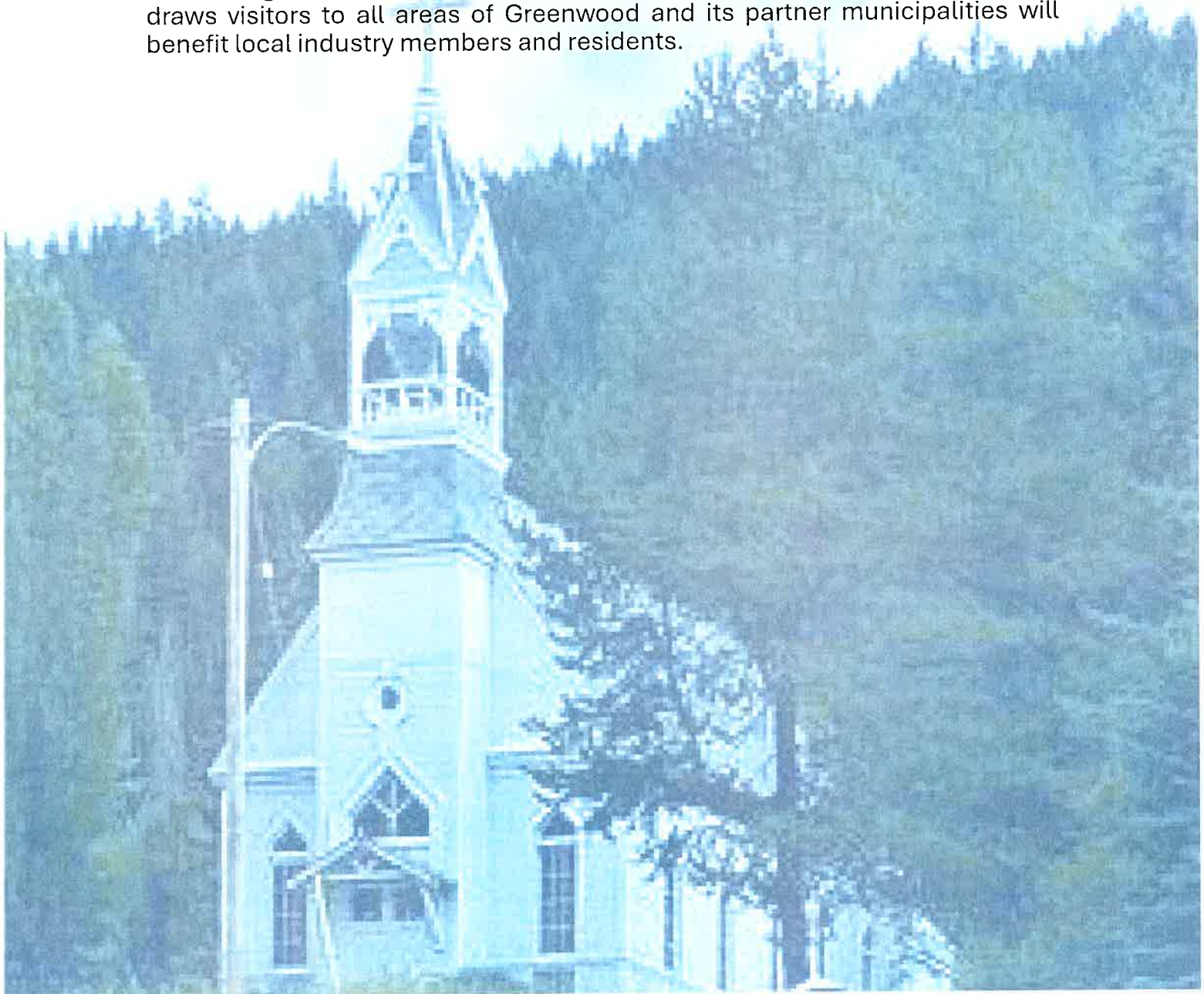
- **BLACK** font colour only
- **FLETCHER GOTHIC** font
- "Greenwood" is ten font sizes larger than "Destination".
- Used when under 2.0 inches



# ADVANCING TOURISM GROWTH

As Greenwood and its partners move forward with tourism planning and development, there will be ongoing reviews of market trends, private product development, infrastructure development opportunities, and regional changes to ensure that actions align with the needs of both residents and visitors.

Continuing to build opportunities for visitor experience development which draws visitors to all areas of Greenwood and its partner municipalities will benefit local industry members and residents.







## ADVANCING TOURISM GROWTH

Visitors having positive memorable experiences at attractions and businesses is critical to tourism growth. The creative expertise and entrepreneurial drive of the private sector leads to memorable experiences encouraging repeat visitation and increased word-of-mouth advertising. Providing these types of experiences requires appropriate infrastructure, quality product, partnerships, and strategic investment. Promoting the vast array of attractions and experiences in the region to our target markets will ensure that the hard work of businesses and non-profits to provide quality products and services delivers a return on investment.

The Council will, as part of its policy development and annual budgeting, continually work to enhance the overall environment for the tourism industry and work to attract visitors to the Boundary area and specifically the City of Greenwood.



# ADVANCING TOURISM GROWTH

Destination British Columbia is branding, marketing, and supporting destination development of new, globally compelling routes and places that span the entire province of British Columbia. Through these new place brands, we will inspire more travelers to visit more places in the province, and at more times of the year. *Rainforest to Rockies* is the first new Iconics place brand to launch globally.

## ***Rainforest to Rockies***

Visitors can choose many different route options to travel from Vancouver on the Pacific Coast to the Canadian Rockies including:

- Highway 99 from Vancouver through Whistler and Pemberton to Lillooet, then to Kamloops, and north along Highway 5 to Mount Robson, the highest peak in the Canadian Rockies.
- Highway 1 from Vancouver to Hope, through the Fraser Canyon to Kamloops, then on to Revelstoke, Golden and Yoho National Park.
- **Highway 1 from Vancouver to Hope, then along *Crowsnest Highway 3* to Osoyoos. On to Cranbrook, and east to Fernie, or north to Golden along Highway 93/95.**
- Rail Route – Experience Rainforest to Rockies by rail with Rocky Mountaineer.
- **For those interested in hiking and biking, explore the Trans Canada Trail/Kettle Valley Trail.**



The Hello BC website highlights the *Rainforest to Rockies: Crowsnest Highway 3 to the Canadian Rockies* route (7-10 days, 1035km) with a visible absence of Greenwood in *Part 4: Osoyoos to Castlegar*. A key strategy once Greenwood develops its Place Brands and Destination Developments is to contact Hello BC (*Destination BC Corporation*) and add Greenwood as a “**Destination**” along the route.

LINK: <https://www.hellobc.com/road-trips/rainforest-to-rockies-crowsnest-highway-3-to-the-canadian-rockies/>





## ADVANCING TOURISM GROWTH

People draw on a vast amount of information while they research, plan and eventually book elements of a trip or vacation. A potential visitor could be planning their trip for weeks, months or even years prior to booking. Creating awareness of Greenwood and its assets in the planning stages requires thoughtful marketing.

Destination British Columbia targets their marketing differently than traditional, demographic-based segmentation and utilized the “Explorer Quotient” (EQ) program developed by Destination Canada (DC).

The EQ types identified for British Columbia travelers is as follows:

- Authentic Experiencers – 15%
- Cultural Explorer – 10%
- Free Spirits – 17%
- Gentle Explorers – 37%
- Group Tourists (bus tours, etc.) – 13%
- Other – 8%

Boundary Country (regional *tourism organization for the City of Greenwood and other Boundary Area municipalities*) further analyzes the specific EQ type for the Boundary Region, and they are determined as:

### **Authentic Experiencers**

- Understated travellers
- Looking for authentic, tangible engagement with destinations
- High on historical travel

### **Cultural Explorers**

- Constant travellers
- Love to get immersed in local culture, people and settings

Although, research conducted by Destination British Columbia shows that Greenwood’s assets align with several segments with the Explorer Quotient program, the Boundary Country’s selection of two EQ types (*Authentic Experiencers and Cultural Explorer*) is where Greenwood will target its marketing efforts.





# KEY STRATEGY 1

## DEVELOPING PRODUCTS AND EXPERIENCES

In the tourism industry the term “*product*” can refer to a physical product such as an item for sale in a gift shop, a hotel room, a well-kept area for viewing natural attractions, or it could refer to an intangible product such as a guided tour or experience. Products and experiences are often interdependent. Visitors expect all products and experiences to be of good quality and to provide value for their money.

Creating programs and events which are suitable for the products in the area and which appeal to visitors will increase visitation to the City of Greenwood and generate opportunities for visitors to stay longer and spend more money in the City. The Greenwood Museum and Visitor Center have robust programming and well-known experiences (*ghost and historical tours*). Opportunities exist to support the business sector and non-profit organizations to further develop experiences in the municipality as well as for offering direct programming at other Greenwood locations and attractions.

Major multi-day events that attract visitors from a wide geographic area can have a large impact on tourism revenues. Greenwood’s Founders Day and the Greenwood Car Show are both highly successful events. Expansion of these events to target city-wide support and enhance the activities would greatly attract a wider and larger audience. Furthermore, the need to develop other major events in the City of Greenwood is of high interest to the municipality. Community non-profit groups or businesses interested in developing major multi-day events that are designed to attract visitors can be supported through existing resources such as municipal grants in aid or supported by other means via the municipality.





## KEY STRATEGY 1

### DEVELOPING PRODUCTS AND EXPERIENCES

#### GOAL

Develop products and experiences which meet the needs of visitors and increase visitation and revenues.

#### OBJECTIVES

- Offering programs at non-traditional tourism sites (e.g.: municipal curling rink, pool, baseball kitchen, etc.).
- Working with partners to increase travel trade participation (e.g.: mining site group tours, bird watching, ghost investigations, etc.).
- Supporting existing and encourage new development of major community events which complement the tourism sector (city-wide Halloween theme event).



# KEY STRATEGY 2

## MARKETING AND PROMOTION

### MARKETING TO BRITISH COLUMBIA AND ALBERTA

Marketing to international markets is important, however it is also important to ensure that potential visitors from within British Columbia and Alberta are aware of the wonderful opportunities in this area. In † 2017, 80% of visitors to the Okanagan and Boundary area were from within British Columbia (61%) and Alberta (19%). Ontario, UK and Australia comprised 6% and other domestic and international countries formulated the remaining 14%.

While there are a few attractions in Greenwood which benefit from provincial and even international marketing efforts, it is also important to ensure that potential visitors are aware of all the other assets and attractions that might influence their decision to travel to the area. There are attractions located in all areas of the municipality and region which appeal to visitors. Creating promotional messages which represent all of Greenwood assets, while keeping visitors' travel patterns in mind, will be key to ensuring our messaging is relevant to visitors.

† - **SOURCE** Destination BC Regional Marketing  
Okanagan Region 2017 Report



### GOAL

Promote all of Greenwood  
tourism assets.

### OBJECTIVES

- Targeting Explorer Quotient segments which align with Greenwood assets.
- Enhancing industry's knowledge of Greenwood and Boundary area assets. (e.g.: *development of new experiences and enhancing marketing of existing*).
- Engaging directly with visitors via social media and other marketing efforts.





## **KEY STRATEGY 2**

### **MARKETING AND PROMOTION**

#### **GOAL**

Market the Boundary Area in partnership with Beaverdell, Rock Creek, Grand Forks, Christina Lake and Midway.

#### **OBJECTIVES**

- Establish a working relationship with Boundary Country and the integration of the Destination Greenwood tourism strategy.
- Work with the Thompson Okanagan Tourism Association, Destination BC and Destination Canada.
- Continue Greenwood involvement on the Boundary Economic Development Plan.



## KEY STRATEGY 2

### MARKETING AND PROMOTION

#### MARKETING TO THE REST OF THE WORLD

As part of its Destination Development process, Destination British Columbia has written regional and corresponding sub-regional 10-year Destination Development Strategies. The Thompson Okanagan strategy has a sub-regional document pertaining to the Highway 3 Corridor. The Highway 3 Corridor final highlight report in chapter 2 identifies the experience potential to motivate travel to the Highway 3 area. Motivation topics include Outdoor/Recreation, Arts/Culture/Festivals/Events, Food/Drink/Agritourism and Stories/Legends. Within these topics over 27 locations, venues and activities are highlighted with no mention of any Greenwood assets.

Destination Greenwood needs to align its municipal activities and planning with Destination British Columbia and Thompson Okanagan Tourism Association's strategic documents, so it positions Greenwood and its partners to best take advantage of the significant marketing reach, budget, and other resources provided through these organizations.

#### GOAL

Capitalize on Destination BC and TOTA's significant marketing efforts to maximize reach while minimizing cost and resources required.

#### OBJECTIVES

- Providing digital content to Destination BC, TOTA and Boundary Country that is market ready.
- Leveraging tourism marketing funds by participating in Destination BC, TOTA and Boundary Country programs (e.g.: Destination Development Planning Assistance).
- Hosting travel trade and media familiarization tours for Destination BC, TOTA and Boundary Country personnel





## KEY STRATEGY 3

### ATTRACTING INVESTMENT

Areas which include accommodations, services, and attractions (*known as tourism clusters*) are well positioned to attract and retain overnight visitors. In Wells, BC, for example, the rich gold rush history provides an opportunity for private development of a gold rush, wild west experience tying accommodations, food services, and local museums together while also positively impacting other local businesses.

In the Boundary area, the availability of services, proximity to Highway 3 and placement of Greenwood's assets, positions the City well to attract tourism, however lack of large-scale accommodations would mean that those expenditures would take place outside of Greenwood.

Greenwood's abundant natural beauty and proximity to Highway 3, along with existing attractions in the area, provide an opportunity for investment in small fixed-roof accommodations.

Strategic private investment in developing new tourism products and experiences would have lasting impacts. Ensuring that potential investors (local or out-of-province) have the data they need to make informed decisions is vital to attracting investment. Anecdotal evidence indicates that occupancy rates in Greenwood could be strong and that there could be room for investment in fixed-roof accommodation.

Currently there is a gap in the availability of comprehensive data specific to Greenwood's tourism industry. Improvements in collecting, analyzing and packaging data will enable staff to better inform and attract potential investors.

# KEY STRATEGY 3

## ATTRACTING INVESTMENT

### GOAL

Increase private investment in the tourism industry to enhance the tourism sector and create opportunities for residents and visitors.

### OBJECTIVES

- Developing a Business Attraction action plan that encourages tourism private sector investment.
- Creating data-gathering processes to inform investment attraction activities (e.g.: *visitor exit survey, increase business retention and expansion meetings*).
- Developing collateral materials and an investment portfolio.
- Partnering with business development agencies to ensure awareness of Greenwood's opportunities.
- Supporting placemaking and investment attraction efforts.





## **KEY STRATEGY 4**

### **SUPPORTING INDUSTRY**

The expertise and creative drive of the private sector in providing quality products and services to visitors is vital to the continued successes and growth of the industry. The development of new and enhanced visitor experiences leads to increased visitation and revenues not only for the business hosting the experience, but for all the businesses that visitors make use of in the area. Supporting industry and non-profit groups throughout the municipality to develop robust programming and experiences for visitors will serve to increase revenues and visitation.

Visitors expect quality and value from a destination. Destination British Columbia views industry's role as including investment in facility and product development to offer more world-class experiences and deliver on visitor expectations. Providing opportunities for industry to get together both formally and informally can spark ideas which could lead to the next big thing in experience development.



# KEY STRATEGY 4

## SUPPORTING INDUSTRY

### GOAL

Support operators in product development, experience development and quality enhancement.

### OBJECTIVES

- Connecting operators with partners to develop experiences (e.g.: Destination BC's Globally Competitive Tourism Ecosystem strategy).
- Facilitating product enhancement efforts by connecting operators to existing programs and services and develop municipal programs (e.g. *streetscapes grants*).
- Supporting development of niche tourism experiences which align with Greenwood assets and target EQ segments (e.g.: *historical tourism, fishing/naturalists, artisans, mining tours, geocaching...*).
- Promoting professional development (e.g.: *training and education opportunities for operators and front-line staff*).

## KEY STRATEGY 5

### INVESTING IN FACILITIES AND INFRASTRUCTURE

#### NATURAL ATTRACTION DEVELOPMENT

The City of Greenwood, Greenwood Historical Society, and local knowledge could identify several potential natural attractions that can be developed and suggests that further development of Greenwood's historical assets provides the best opportunity for visitors. Development of natural attractions as destinations such as waterfalls, hiking areas, historic mining/settlement sites, heritage buildings, and multi-use trails should be done in a way which reflects the attraction itself and does not over-develop.

#### GOAL

Establish and enhance natural attractions to support visitation.

#### OBJECTIVES

- Reviewing current usage of Greenwood's assets (e.g.: curling rink, Lion's Park, hydro building, slag pile, etc.).
- Evaluating natural attraction development opportunities. (e.g.: multi-use trails, geocaching, etc.).
- Securing additional water access points along Boundary Creek.
- Conduct a natural assets inventory for Greenwood and surrounding area that would enhance visitor experiences.



## KEY STRATEGY 5

### INVESTING IN FACILITIES AND INFRASTRUCTURE

Visitors expect appropriate infrastructure at their destinations. Careful planning and strategic infrastructure investments can have meaningful impacts on tourism growth. Infrastructure such as water/sewer, high speed internet, and roads, are all of importance to

businesses and visitors. Depending on the type of attraction or facility appropriate infrastructure may include washrooms, interpretive facilities, trails, parking, signage, or other types of infrastructure.

Development and implementation of the of the City of Greenwood Strategic Plan, Communication Strategy and the Asset Management System in conjunction with marketing efforts, experience development, and extended season length, will hopefully result in an increased visitation resulting in higher revenue opportunities. Continued support from Destination BC, Thompson Okanagan Tourism Association and Boundary Country's marketing efforts along with our own marketing and programming is designed to increase visitation.

#### GOAL

Ensure appropriate infrastructure and facilities are in place at municipally owned tourism assets to meet the needs of visitors.

#### OBJECTIVES

- Continuing to work with other levels of government to advocate for overall infrastructure improvements in the municipality. (e.g.: water/sewer, sidewalks, high speed internet or other related infrastructure).
- Evaluating the opportunities identified in the updates to the various City strategies and plans, once finalized and accepted.
- Evaluating the curling rink and power station's long-term sustainability, including infrastructure and opportunities assessments for alternate tourism use.



## SUMMARY

Tourism industry growth can be achieved through investment attraction efforts, industry support, product/experience development, strategic marketing/partnerships, and infrastructure planning. Over the next five years the key strategies in the Greenwood Tourism Strategy will inform staff activities and workplans in various departments. These activities will be brought to the Council through the annual budgeting and business planning process.

