

MEETING AGENDA

ADVANTAGE HOPE: HOPE BUSINESS AND DEVELOPMENT SOCIETY



Topic: Board of Directors Meeting
Date: Wednesday, March 27, 2013 7:00pm to 9:00pm
Location: AdvantageHOPE - 345 Raab Street

Addendums:

1. Draft Minutes of the **February 27th** Board of Director's Meeting
2. Revitalization tax exemption program report
3. Tourism Advisory Committee Notes
4. Meeting Notes - Finance Committee Meeting - March 20th, 2013
5. Draft AdvantageHOPE 2013 Budget - with requested options
6. Draft 2012 Annual Report
 1. Link: https://www.sugarsync.com/pf/D6832277_8697792_6473340
 2. A hard copy will be available at the meeting (122 pages)

1. (7:00pm) Call to order

- a. Requests for excusal, announcements of late arrival
- b. Declarations of *Potential* Conflict of Interest
- c. Declaration of Cell Phone or PDA requirement
 - i. *If requirement for use not declared, cell phones and PDAs are to be turned off*

2. (7:01pm) Agenda Additions & Approval of Agenda

a. Call for Agenda Additions

i. *Suggested Motion: THAT the **March 27, 2013** Hope Business and Development Society agenda be adopted as presented (or adopted with additions noted):*

1. *Change 1:*
2. *Change 2...*

b. Review & Adoption of the Minutes

i. *Suggested Motion: THAT the minutes of the **February 27th, 2013** Hope Business and Development Society Meeting be adopted as presented (or adopted with changes noted):*

1. *Change 1:*
2. *Change 2...*

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3. (7:10pm) Business Arising from past minutes

- a. **Future location of AdvantageHOPE (Wes Bergmann)**
- b. **2012 Budget Overages (see Finance Committee Section)**

4. (7:30pm) New Business

- a. **Economic Development Update (Wes Bergmann / Tyler Mattheis)**
- b. **Station House Status (Don Wiens)**
- c. **Old Mill Lead (Tyler Mattheis)**
 - i. Suggested Motion: *THAT AdvantageHOPE work to draft a joint letter with the District of Hope, addressed to the appropriate Provincial government agency and carbon copied to MLA Gwen O'Mahoney, outlining the barriers to commercial development that the current status of Old Mill Lead has caused in the past and is likely to cause in the future, and propose appropriate action to close or clearly define the Old Mill Lead to avoid continued barriers to development.*
- d. **Chinese Consulate Carving (Tyler Mattheis)**
- e. **Procedure for Closed Meeting Minutes**
 - i. Where are they stored?
 - ii. When do they become public
 - iii. Who manages the procedure?

5. (8:00pm) Committee and Board Reports

- a. **Finance Committee (Cathy Harry)**
 - i. Bookkeeping Contract
 - ii. (Peter Scherle) Bookkeeping Procedure
 - iii. (Tyler Mattheis) 2012 Overages
 - iv. 2012 Annual Report
 - 1. Suggested Motion: *THAT the 2012 Hope Business and Development Society Annual Report be adopted as presented and forwarded to the District of Hope (or adopted with changes noted):*
- b. **Communications Committee (Scott Medlock)**
- c. **Tourism Advisory Committee (Tyler Mattheis)**

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- i. Suggest we appoint a board member to assist in drafting the terms of reference and administrative contract and/or agreement
 - ii. CTO Submitted for 2012/2013 - \$9,200
 - 1. Invoice has been sent
 - iii. See Advisory Committee Notes Attached
 - d. **Branding Committee (Wes Bergmann)**
 - e. **Board Roundtable**
- 6. **(8:30pm – All) Housekeeping – (Scheduling, Out of Office notifications, Etc.)**
 - a. Tyler Vacation March 29th to April 8th
 - b. KEG Conference April 9th and 10th
 - i. <http://www.keg.bc.ca/conference.htm>
 - ii. Confirmed Partners:
 - 1. New Carolin Gold Mine (Sharing Booth Cost)
 - 2. Hope Machine Shop
 - 3. Valley Helicopters
 - c. SEEC meeting Washington April 12th (tentatively)
 - i. Gateway to the Skagit proposal
 - 1. Requesting \$15,000 to beautify and augment the entrance to Silver Skagit Road
 - d. Upcoming Events that AdvantageHOPE should be aware of:
- 7. **(8:40pm) Move to a Closed Session (Board and Staff)**
 - a. **If Required**
 - i. *Suggested Motion: THAT the meeting go into closed session with Board Members and Staff only*
- 8. **(8:40pm) Move to an In Camera Session (Board and invited guests only)**
 - a. **If Required**
 - i. *Suggested Motion: THAT the meeting go into an In Camera session with Board Members and Invited Guests only*
- 9. **(8:45pm) Meeting adjourned**
 - a. *Suggested Motion: THAT the meeting be adjourned.*

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Topic: Board of Directors Meeting
Date: Wednesday, February 27, 7:00pm to 9:00pm
Location: AdvantageHOPE - 345 Raab Street

Attendance:

Directors Present:	Wes Bergmann, Ruby Rempel, Cathy Harry, Don Wiens, Laurie French, Tammy Shields, Peter Scherle, , Gordon Younie
regrets:	Scott Medlock, Peter Robb
Staff Present:	Tyler Mattheis, Lorna Nicol
Public Present:	Arts Council
Chair	Wes Bergmann
Minute Taker	Cathy Harry (with Lorna Nicol as apprentice)

Addendums:

1. Draft Minutes of the **January 23rd** Board of Director's Meeting
2. **Policy and Procedure Manual changes (to be explained and distributed at the meeting)**
3. Upcoming Trade Show Backgrounder
4. Revitalization tax exemption program
5. Working Draft - AdvantageHOPE future options report
6. Meeting Notes - Finance Committee Meeting Feb 25th
7. Draft AdvantageHOPE 2013 Budget
8. Resource Panel update

1. (7:00pm) Call to order

2. (7:01pm) Agenda Additions & Approval of Agenda

a. Call for Agenda Additions

b. Suggested Motion: THAT the February 27, 2013 Hope Business and Development Society agenda be adopted with addition

i. Addition :>>Other Board Members

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ii. **Motion: Moved and carried that an In Camera meeting be held after Board meeting**

c. **(7:05pm) Review & Adoption of the Minutes**

d. *Motion: THAT the minutes of the January 23rd Hope Business and Development Society Meeting be adopted as presented (or adopted with changes noted):*

Moved and Carried

3. (7:10pm) Business Arising from past minutes

a. Resource Panel – results/report

i. Lorna submitted results from mail out letter of January 29, 2013; – twenty-one volunteers received the letter; seven people responded - two of the seven noted they were not available at this time – other five will continue to support.

b. Communications Committee.

i. Communications Committee Report (Scott)

ii. Program action on Social Media

c. Future status of AdvantageHOPE

i. Tyler introduced his administration report for Hope Business and Development Society on the logistics of moving location to District of Hope Building with current situation; 3 options; logistic impact of moving as well as costs connected with such a move. The report suggests that Option 2 be considered.

Recommended Option 2 states that: ***AdvantageHOPE remains a separate not-for-profit society, and moves physically into District Hall. AdvantageHOPE would maintain a separate phone number, internet service and IT connection at its own cost.*** The advantages included with this option show that AdvantageHOPE would most likely serve more walk-in clients and could administer more face to face collaboration on projects. The report is attached.

1. ACTION ITEM >> Council to have discussion and bring forth an opinion to March Board Meeting with hopes of an approval.

d. (Lorna) Policy and Procedure Manual changes – motions of April 5, 2012

i. From minutes of HBDS meeting of April 25, 2012: It was **moved THAT** we make the following changes to these procedures to our manual; **carried.**

ii. Changes: a. *Specifically require cheque made out to the ED (or other representative) not be signed by the ED (or other representative)*

b. *Include an “Obligation to reimburse” for expenses incurred by staff or representatives.*

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c. Whistle Blowing Policy – discussion took place around should AdvantageHOPE have or not have a policy regarding Whistle Blowing.

i. Motion: That the Whistle Blowing Policy be left out of the Manual

1. **ACTION ITEM**>>Motion to be entered into HBDS Policy and Procedure Manual

4. (7:20pm) New Business

a. Hope Arts Council

i. Two representatives of the Hope Arts Council presented an informative booklet on their Mandate, Mission and Core Values. The two representatives also shared with the Board members their concern around the lack of communication between the two societies; as in AdvantageHOPE and Hope Arts Council. The Hope Arts Council hopes for a better level of communication; as they see their Society being left out of plan making. Presenting a suggestion to see a calendar for all societies to enter their agenda and events was deemed to be a positive action to take. The suggestion of better communication and the calendar of events, in their opinion, would result in quelling rumors as well as clarifying events being put on by the different organizations. Arts council would like to be kept in mind during Branding sessions. It was suggested that our Stakeholders be sought out and notified of all going on and if nothing is happening, the stakeholders need to be exactly that. Arts Council exemplified their desire for an Arts and Culture Centre in Hope. Board members and Arts Council members engaged in discussion.

b. Economic Development update

i. Tyler

1. Website updates / training
2. ICSC whistler Trade Show
 - a. Grocery Store
 - b. Fast Food Outlet – two people interested in Restaurant development.
 - c. Hotel/Motel interest
3. Chinese Consulate
4. Opportunities BC – experiencing technical challenges right now to be corrected by BC Economic Development Association.
5. Trade Show Opportunities – KEG Trade Show and Mother Earth News Fair have been secured for AdvantageHOPE to attend.
6. DC Fast charger Opportunity
 - a. Lease Communications / Go Between / Site Selection
7. HealthSpace
8. Economic Development Essentials workshop (with Mayor Susan Johnston)
9. Level 2 Charging Station
 - a. Signage to be installed

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- b. Comms package delivered and will be installed within two weeks
 - c. Final report will be completed when these are done
 - d. We are ahead of almost all other communities
 - 10. Lloyd Parrish - communicated regarding servicing
 - 11. InvestBC updates - links to site selector databases
 - 12. Greyhound inquiry – Greyhound to be changing schedule.
 - 13. Sheep Farming Inquiry – client looking at sheep farming and composting was put in touch with grants information as well as Airpark.
 - 14. Social Media - backburner this month due to website training and other priorities
 - 15. Skagit Kiosk
 - a. Property information research
 - b. Collaboration with District, Pathway Partners, HMC, etc.
 - c. Will attempt to complete construction by March 31st for CTO funding
 - 16. Combined TAC research (minimal)
 - 17. Branding - multiple meetings took place as well as the one day session facilitated by Ally. A good event with people telling stories and talking about what is important. Ally will deliver data and survey soon. Tyler did a Branding presentation at High school and was received positively.
- ii. Other Board Members
 - 1. RTEP (Laurie)
 - a. Laurie concluded that a far reaching and generous RTEP program is wanted
 - 2. Finance Committee (Cathy)
 - 3. Communications Committee (Scott)
- c. Finance Committee Report (Cathy) Finance committee reported that an in camera session will be held regarding the admin position. Also a need for capital reserve for Tyler to have in case of surprise expenses. Discussion on whether Tyler should have a corporate credit card or continue to use his own. It was recommended that monthly receipts be submitted and reimbursement take place within 15 days. The finance committee reviewed budget overages and suggested Tyler stay with budget boundaries. If budget is exceeded by 10% there needs to be cut backs.
 - i. Motion: That Tyler prepare a report for overages in budget for 2012.
 - a. **Moved and Carried**
- d. Communications Committee Report (Tyler - in absence of Scott)

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- i. Budget crafted to include some room for Coms Committee to experiment independently.
 - e. Agenda Addition – Don Wiens
 - i. Don reported that he would like to revisit Peter Parks discussion on the Station House. There was discussion on this topic with the questions posed – should AdvantageHOPE make the Station House a project; and should AdvantageHOPE invite Station House Society to a board meeting?
- 5. **(8:55pm – All) Housekeeping – (Scheduling, Out of Office notifications, Etc.)**
 - a. Next Meeting March 27
- 6. **(9:00pm) Meeting Moved to In Camera Session**
 - a. **Motion:** That the Board resume to an in camera session
 - i. **Moved and carried**
- 7. **(9:00pm) In-camera session**
 - a. In-Camera Minutes taken by Cathy Harry
 - b. In-Camera Minutes to be stored off-site from the AdvantageHOPE office at the residence of the Secretary Treasurer
 - c. Rise and report at next meeting??? - Cathy to clarify?
- 8. **(X:XXpm) Move to close in camera Session**
 - a. **Motion:** That the Board close the in camera session
 - i. **Moved and carried**
- 9. **(X:XXpm) Adjournment**
 - a. **Motion:** That the meeting be adjourned
 - i. **Moved and carried**

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Building Community & Prosperity

CERTIFIED a true and correct copy of the February 27th 2013 Hope Business and Development Society (Advantage HOPE) meeting

Wes Bergmann, Acting Chair

Date

Cathy Harry, Secretary-Treasurer

Date

Tyler Mattheis, Executive Director

Date

DRAFT

ADMINISTRATION REPORT

HOPE BUSINESS & DEVELOPMENT SOCIETY



DATE:	March 19, 2013
TOPIC:	Revitalization Tax Exemption Program (RTEP)
AUTHOR:	Tyler Mattheis, Executive Director
RELATED DOCUMENTS	1) Revitalization Tax Exemptions, A Primer on the Provisions in the Community Charter (January 2008)

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BACKGROUND

Since becoming operational in the spring of 2011, the Hope Business and Development Society has worked to establish itself in the District of Hope as a reliable, viable, and productive economic development office. We have worked to build relationships with local businesses, real estate agents, the Chamber of Commerce, and other service clubs, regionally with lower mainland municipalities, northwest Washington State business organizations, and with regional trade entities, and globally with partners such as the Chinese Consulate, the BC Trade and Investment Office, and our professional association, the Economic Development Association of BC or EDABC.

We have also worked to build physical collateral such as the Economic Profile, (and the use of Colliers' "Invest in Hope" guide), social media platform, information on key local properties, and research into green industry, tourism, signage, and potentially viable businesses.

A continued challenge is moving from converting communication, relationships, and information to actual investment, building, and local jobs. AdvantageHOPE is not a financial institution or a government body, and therefore does not have the ability to offer financial or tax incentives of any sort - our role is set as a communicator and marketer at this time.

To that end, it is often apparent that potential investors are looking for specific monetary incentives in the form of tax breaks or surety to help them make a decision to invest in Hope. Many competing jurisdictions offer such programs, often built upon specific goals laid out in their official community plans, downtown revitalization plans, or similar documents.

In Appendix 1, there is a synopsis of RTEP's in municipalities around Hope. In 2006, a draft bylaw for Hope was created to take advantage of the provisions of the Community Charter, however that effort was not pursued.



CURRENT SITUATION

Official Community Plan

In sections 6.3 - Commercial Land Uses, and 6.4 - Industrial Land Uses, of the Official Community Plan, many policies are stated to encourage various forms of development deemed important to the community. Many of the objectives of the OCP are re-iterated in the Economic Development Plan, yet many of the objectives have not yet been achieved.

The reasons for the lack of achievement are many - global economic events, competition from neighbouring municipalities, and a small land base are some of them. There have been instances of interested corporations from 2004 to the current year investigating Hope due to our natural advantages, but have not gone beyond the investigative stage due to the reasons above, but also due to physical constraints such as flood hazard, geotechnical hazard, lack of servicing, or simply an inability to come to an agreement with the land-owner.

A synopsis of the policies of the Official Community Plan with respect to Commercial and Industrial lands, linkage to the Economic Development Plan, and the ability for a RTEP to assist in the achievement of the goals of these policies is included in Appendixes 1 and 2, respectively. The right-most column indicates whether a RTEP may help to achieve these common goals.

Neighbouring Municipalities

RTEP's are a staple of neighbouring municipalities, and are used for a variety of purposes. The Province of BC has provided a backgrounder on the RTEP entitled [Revitalization Tax Exemptions, A Primer on the Provisions in the Community Charter \(January 2008\)](#), for more information.

Our neighbours (and competitors) have wielded this tool to encourage activity such as:

- Commercial Development;
- Downtown Beautification;
- Industrial Growth;
- Density Developments;
- Green Development;
- Airport Development;
- Waterfront Development; and
- General economic revitalization.

The incentives vary in terms of:

- Incentive Duration3 to 10 years (10 years maximum allowed)
- Program Term5 years to indefinitely



- Exemption Amount10% of increased assessed value to 100% of municipal taxes
- Minimum Construction ValueNo minimum to \$10M
- Applicable AreaBy Zone, OCP designation, BC Assessment Designation, or Specific Area

A more complete comparison of RTEP's of neighbouring municipalities is located in Appendix 3.

ANALYSIS

Two key objectives of the Economic Development Plan are to create an excellent business climate, and to engage in marketing and business attraction. These two objectives have been tackled over the 18 months, however measurable success has been largely limited to the attraction of Pilot Flying J. One of the key reasons for the success of this development is the current extension of sanitary sewer services to the Flood-Hope area.

AdvantageHOPE and the District of Hope have been praised for their willingness to work with potential proponents, their prompt and courteous provision of information, and their eagerness to provide value to the customers that we serve. As well, local real estate agents have been actively working with their commercial and industrial clients, touting the advantages those of us who live here see clearly. Despite these local efforts, new manufacturing or industrial development remains a goal with no new means with which to pursue it.

A RTEP is now a tested tool for local governments and economic development agencies to wield successfully. Following is a brief SWOT analysis of the implementation of an RTEP in Hope.

SWOT Analysis

Strengths

- 1) Offers a financial incentive for developers
- 2) Demonstrates a commitment and respect for new business
- 3) Encourages growth in line with established community-consulted plans such as the OCP and the Economic Development Plan;
- 4) Builds off of recent local research on land inventory and analysis such as
 - a. [Industrial Land Demand and Forecast for Fraser Valley Regional District and Hope BC](#) (2008)
 - b. [Agriculture and Business Land Use Analysis](#) (2008); and
- 5) Provides a marketable action over and above the locational advantages of doing business and developing in Hope.
- 6) Builds off of new Zoning Bylaw provisions



- 7) Costs limited to staff time and opportunity cost of deferred tax revenue.
- 8) Creates momentum for future initiatives
- 9) Potential for partnership with Community Futures loans program

Weaknesses

- 1) Ambiguous community vision, focused on Economic Growth through the 5 year Economic Development Plan
- 2) Dated Official Community Plan
- 3) No penalties for derelict properties
 - a. Does not address issue of current bylaws not being enforced
 - b. Difficult to link directly to punitive bylaws such as the Good Neighbour Bylaw
- 4) Still requires property owners to invest - will not force investment

Opportunities

- 1) Synergies with current Initiatives and Events
 - a. Retail/Commercial Market Analysis (AdvantageHOPE)
 - b. Industrial/Commercial Market Analysis (AdvantageHOPE)
 - c. Community Branding (Led by Chamber of Commerce)
 - d. Flood-Hope Sewage Extension (District of Hope).
 - e. Mobile Business License (District of Hope)
- 2) Potential for Increased Investment, Jobs, Economic Development, and Tax Revenue
- 3) Private Sector led development
- 4) Linkages with other Lower Mainland jurisdictions
- 5) Implementation likely to result in a re-balancing of BC Assessment valuations in the area, possibly allowing local tax rates to be adjusted competitively (AdvantageHOPE 2012 Work Plan goal)
- 6) Opportunity to expand the RTEP program to incentivize residential and/or density components
- 7) Opportunity to increase the pressure to update the OCP if RTEP is closely linked with the OCP
- 8) Potential to impact commercial / industrial brownfields

Threats

- 1) A lack of strong community vision/branding/objectives may cause an RTEP - and whatever private development that ensues - to become a defining element of our community, and to become un-necessarily permissive
 - a. Current Branding Initiative will counteract this threat
- 2) An inadequately designed RTEP could result in:
 - a. Un-necessarily delayed tax revenues
 - b. "Race to the Bottom" competitive scenario with neighbouring municipalities



- 3) A poorly communicated RTEP may create resentment to those investors who have recently started projects when there was no incentive program in place
- 4) A lack of decisive action may serve to delay developments as speculation may cause investors to wait for an incentive plan

Case Study Synopsis'

Maple Ridge

The District of Maple Ridge was recently recognized for their Marketing efforts for their Town Centre Investment Incentive Program. Though the marketing was impressive - and necessary - it was built upon a solid incentive product which in turn had a clear objective for development. As a result of their incentive program among other initiatives and factors, Maple Ridge was ranked second overall in the nation for real estate investment.

See details of Maple Ridge's strategy and bylaw at their website:

http://www.mapleridge.ca/EN/main/business/town-centre-investment-incentives-program/three_steps.html

Chilliwack / Fraser Valley

In contrast with Maple Ridge, the City of Chilliwack has implemented broader incentives focused on general economic growth and job creation. Two separate bylaws encourage revitalization in the downtown core and industrial development across all applicable zones.

Chilliwack's strategy is similar to that of the rest of the Fraser Valley - Abbotsford has three separate Bylaws all of which have no end-date stated and Mission's Downtown focused Bylaw also does not have a sunset, and is active for up to 10 years.

Various BC Municipal RTEP Bylaws (for reference)

- [Chilliwack Industrial Revitalization Tax Exemption Bylaw](#)
- [Chilliwack Revitalization Tax Exemption Bylaw \(Downtown Core\)](#)
- [Abbotsford Commercial Revitalization Tax Exemption Bylaw](#)
- [Abbotsford Industrial Revitalization Tax Exemption Bylaw](#)
- [Abbotsford International Airport Revitalization Tax Exemption Bylaw](#)
- [Abbotsford Downtown Revitalization Tax Exemption Bylaw](#)
- [Mission Revitalization Tax Exemption Bylaw](#)
- [Logan Lake Revitalization Tax Exemption Bylaw](#)
- [Logan Lake Revitalization Tax Exemption Bylaw - Early Payment Option](#)
- [Merritt Revitalization Area Tax Exemption Bylaw 1925](#)
- [Vernon Revitalization Tax Exemption Bylaw \(City Centre District\) Bylaw 5362](#)



- [Vernon Revitalization Tax Exemption Bylaw \(Waterfront Neighbourhood Centre\) Bylaw 5363](#)
- [Nakusp Downtown Revitalization Tax Exemption Bylaw 609](#)
- [Maple Ridge Revitalization Tax Exemption Program Bylaw 6789](#)

Proposed RTEP for Hope

In light of the examples of neighbouring municipalities' success with respect to RTEP's, the implementation of such a program in Hope is low risk with the potential of great reward.

The vision of the District of Hope stated in the Official Community Plan (2004) is:

"To be a vibrant and active community based on sustainable and environmentally friendly economic growth".

The District's current vision is:

"Creating an appealing and sustainable community that fosters diversity through economic, social, and environmental inclusion."

The District's current Mission Statement is:

"To provide customer service excellence in the delivery of local government services to enhance the quality of life for the community of Hope."

The proposed RTEP will work to fulfil the District's mission and bring about the articulated visions by:

- Reducing the financial burden of New Development
- Provide urgency to development by including a specific end-date to the program
- Allow the District to provide customer service excellence by tying an RTEP to existing processes and bylaws therefore minimizing additional staff administrative workload
- Promoting sustainable and environmentally friendly economic growth as called for in the current OCP and zoning bylaws.



One Program, Three Proposed Areas

Three distinct areas are proposed as part of Hope's RTEP, all tied to the District of Hope's zoning bylaw. The program could be crafted as one bylaw or as individual bylaws, although a single bylaw is likely to be simpler to administer. Close linkages are critical to simplicity and future congruency: if adopted as proposed, an RTEP bylaw would change in lockstep with any future zoning bylaw changes.

1. Industrial Revitalization Tax Exemption Area

Areas Applied To	All Industrial Zones
Maximum Term	7 years
Exemption Incentive Scale	Year 1 - 100% of increased assessed value Year 2 - 100% of increased assessed value Year 3 - 80% of increased assessed value Year 4 - 60% of increased assessed value Year 5 - 40% of increased assessed value Year 6 - 20% of increased assessed value Year 7 - 10% of increased assessed value Year 8 - incentive no longer in effect, property subject to full assessment
Bylaw Term	5 years (2013-2018) - to create urgency
Bylaw Effective Date:	To Be Determined
Minimum Construction Value	<ul style="list-style-type: none"> ○ \$0 - new Commercial / Industrial Construction ○ \$100,000 - Commercial / Industrial Renovation
Additional Notes / Attributes	<ul style="list-style-type: none"> ○ Adheres to all land-use provisions



2. Downtown Revitalization Tax Exemption Area

Areas Applied To	Downtown Commercial (CBD) Zone
Maximum Term	10 years
Exemption Incentive Scale	Year 1 - 100% of increased assessed value Year 2 - 100% of increased assessed value Year 3 - 100% of increased assessed value Year 4 - 100% of increased assessed value Year 5 - 85% of increased assessed value Year 6 - 70% of increased assessed value Year 7 - 55% of increased assessed value Year 8 - 40% of increased assessed value Year 9 - 25% of increased assessed value Year 10 - 10% of increased assessed value Year 11 - incentive no longer in effect, property subject to full assessment
Bylaw Term	5 years (2013-2018) - to create urgency
Bylaw Effective Date:	To Be Determined
Minimum Construction Value	<ul style="list-style-type: none"> ○ \$500,000 - New Construction ○ \$20,000 - Commercial Renovation ○ \$10,000 - Commercial façade improvement
Additional Notes / Attributes	<ul style="list-style-type: none"> ○ Adheres to all land-use provisions ○ Guided by Downtown Plan and DPA (Development Permit Area) ○ Congruent with District of Hope Branding



3. Commercial Revitalization Tax Exemption Area

Areas Applied To	All Commercially Zoned Properties, except for Downtown Commercial (CBD) Zone
Maximum Term	7 years
Exemption Incentive Scale	Year 1 - 100% of increased assessed value Year 2 - 100% of increased assessed value Year 3 - 80% of increased assessed value Year 4 - 60% of increased assessed value Year 5 - 40% of increased assessed value Year 6 - 20% of increased assessed value Year 7 - 10% of increased assessed value Year 8 - incentive no longer in effect, property subject to full assessment
Bylaw Term	5 years (2013-2018) - to create urgency
Bylaw Effective Date:	To Be Determined
Minimum Construction Value	<ul style="list-style-type: none"> ○ \$500,000 - New Construction ○ \$20,000 - Commercial Renovation ○ \$10,000 - Commercial façade improvement
Additional Notes / Attributes	<ul style="list-style-type: none"> ○ Adheres to all land-use provisions



Collaboration with AdvantageHOPE

Ideally, a District of Hope RTEP would work collaboratively with AdvantageHOPE in the following ways:

- Marketing
 - AdvantageHOPE would utilize the District's RTEP in the following ways
 - Prominent display on AdvantageHOPE's website
 - Specific Mention in the Economic Profile
 - Clear messaging on specific collateral such as cards, folders, or brochurs for distribution at Tradeshows and in investment packages
 - Advertizing (as budgets allow) in key publications such as
 - Business Fraser Valley
 - Invest in BC magazine
 - Hope Standard
 - Regional Promotional Websites
- Program Description and Administration
 - AdvantageHOPE and the District of Hope could develop a Guide similar to the current "Development Permit Guide" for the Development Permit Process already in testing phases to ensure customers clarity with respect to the program.



APPENDIX 1: OCP COMMERCIAL LAND USE POLICIES 2004

District of Hope OCP Commercial Land Use Policies (2004)	Progress Made since 2004 as noted by the DoH Community Development Department	Comments from Economic Development Plan	Potential for a RTEP to assist in achieving goals
1. Support the revitalization of Old Hope-Princeton Way as a principal highway commercial area for the travelling public.	Complete	4I - Marketing and Business Attraction.	yes
2. Support Highway Commercial areas along the Old Hope Princeton Way, the Trans-Canada Highway and Flood Hope Road as designated on the OCP maps (Figures 1-5).	Little (Tim Horton's and the proposed new hotel/conference centre)	4I - Marketing and Business Attraction.	yes
3. Designate commercial lands along Hope-Princeton Way as a Development Permit area in order to enhance its attractiveness as well as its viability for new and expanded business.	Complete (DP Area #2)	4I - Marketing and Business Attraction.	no
4. Encourage the concentration and upgrading of commercial lands in Silver Creek to better serve the local neighbourhood and the travelling public.	None (Unless you consider the rezoning lands for Flying J)	4I - Marketing and Business Attraction.	yes
5. Support Downtown Hope as designated on the OCP map (Figure 1) as the primary retail, office and commercial service area in the District.	Little	4D - Downtown Development. 4I - Marketing and Business Attraction.	yes
6. Designate commercial and multi-family lands in Downtown Hope as a Development Permit area in order to encourage pedestrian activity, strengthen the live-work relationship, and improve its attractiveness for new and expanded business.	Complete (DP Area #1)	4D - Downtown Development. 4I - Marketing and Business Attraction. 4G - Tourism Development Plan	yes
7. Encourage an exciting, attractive and vibrant	None (Design	4D - Downtown	yes



<p>Downtown for residents and visitors alike.</p>	<p>studies conducted but lack of funds to proceed. Small improvements such as new planters and garage containers) The District did proceed with the Memorial Park revitalization project which has enhanced the area for tour buses but not a specific enhancement to bring in tourists.</p>	<p>Development. 4I - Marketing and Business Attraction. 4G - Tourism Development Plan</p>
<p>8. Enhance Wallace Street as the primary gateway from Highway 1 to Downtown Hope.</p>	<p>None (Same as #7 above although we are managing to get the old Shell Station demolished)</p>	<p>4D - Downtown Development. yes 4I - Marketing and Business Attraction. 4G - Tourism Development Plan</p>
<p>9. Encourage mixed use development along Wallace Street and other key commercial corridors in downtown Hope.</p>	<p>Very little in tourist destination incentives so little to support.</p>	<p>4D - Downtown Development. yes 4I - Marketing and Business Attraction. 4G - Tourism Development Plan</p>
<p>10. Support tourist destination uses including hotels, lodges, agri-tourism accommodation, eco-tourism, cultural, and other recreation facilities.</p>	<p>Little with the exception of Tim Horton's.</p>	<p>4D - Downtown Development. yes 4I - Marketing and Business Attraction. 4G - Tourism Development Plan</p>



APPENDIX 1 - OCP COMMERCIAL LAND USE POLICIES 2004



<p>11. Support other neighbourhood based commercial uses in areas designated Downtown Hope, Highway Commercial or Urban/Suburban Residential as designated on the OCP maps (Figures 1-5), subject to compatibility with nearby uses.</p>	<p>Little with the exception of Tim Horton's.</p>	<p>4D - Downtown Development. 4I - Marketing and Business Attraction. 4G - Tourism Development Plan</p>	<p>yes</p>
<p>12. Support the concept of an aerial tramway on Mount Hope and proposed ski facilities near Jones Lake, and similar other developments to take advantage of the potential tourist opportunities this would bring to Hope.</p>	<p>None. Very little progress on the aerial tramway since the original concept.</p>	<p>4D - Downtown Development. 4I - Marketing and Business Attraction. 4G - Tourism Development Plan</p>	<p>yes</p>



APPENDIX 2: OCP INDUSTRIAL LAND USE POLICIES 2004

District of Hope OCP Industrial Land Use Policies (2004)	Progress Made since 2004 as noted by the DoH Community Development Department	Comments from Economic Development Plan	Potential for a RTEP to assist in achieving goals
<p>1. Support a comprehensive range of facilities to serve the needs of the large trucking industry along the Provincial highways passing through Hope.</p>	<p>The Flying J appears to be proceeding well.</p>	<p>4B - Land & Infrastructure Services 4C - Transportation Service Opportunities 4I - Marketing and Business Attraction</p>	<p>yes</p>
<p>2. Encourage light industrial uses that diversify the Hope economy including small manufacturing, high technology, transportation and non-resource based uses.</p>	<p>The secondary wood processing facility in Flood.</p>	<p>4B - Land & Infrastructure Services 4C - Transportation Service Opportunities 4I - Marketing and Business Attraction</p>	<p>yes</p>
<p>3. Encourage industry including a business park along Flood-Hope Road west of the Highway 1 access to the Silver Creek neighbourhood. Such development should be comprehensively planned and designed to harmonize with the desired green character of the community so as to not detract from the tourism potential of the area. The precise location of such an area will depend on negotiation with property owners and the Agricultural Land Commission where the site adjoins the Agricultural Land Reserve in order to minimize the impact on good agricultural lands.</p>	<p>Met on Jae Yi's property but little progress on ALR exclusion. This is becoming very difficult with ALC policies.</p>	<p>4B - Land & Infrastructure Services 4C - Transportation Service Opportunities 4G - Tourism Development Plan 4I - Marketing and Business Attraction</p>	<p>yes</p>
<p>4. Explore opportunities to expand the business potential of the municipal airport.</p>	<p>New Zoning Bylaw has allowed lavender farm to proceed and</p>	<p>4C - Transportation Service Opportunities 4I - Marketing and Business Attraction.</p>	<p>yes</p>



APPENDIX 2 - OCP INDUSTRIAL LAND USE POLICIES 2004



	FVRD business study outlines opportunities but no new businesses.		
5. All industrial development should be undertaken in an environmentally responsible manner, in a way which supports the clean, green image of the community.	No new industrial development proposed but this is taken into consideration whenever discussing industrial enquiries.	4C - Transportation Service Opportunities 4G - Tourism Development Plan 4I - Marketing and Business Attraction	yes
6. Support Light/Service Industry and Heavy Industry in areas designated for such uses as shown on the OCP maps (Figures 1, 3, 4 and 5).	No new industrial development proposals applied for in recent years.	4C - Transportation Service Opportunities 4I - Marketing and Business Attraction.	yes
7. Protect important sand and gravel deposits as shown on the OCP map titled Figure 6. Extraction and rehabilitation will be carried out so as to protect and enable agricultural use as these deposits are within the Agricultural Land Reserve.	No new sand & gravel proposals submitted.		no



APPENDIX 3 - REVITALIZATION TAX EXEMPTION BYLAW COMPARISON



APPENDIX 3: REVITALIZATION TAX EXEMPTION BYLAW COMPARISON

Municipality	Bylaw Name	Maximum Term	Bylaw Term	Min Cons'n Value	Min Façade Value	Areas Applied to	Notes
District of Hope (DRAFT)	1205	5 years (shrinking as time approaches the bylaw sunset)	5 years	?	?	Throughout District of Hope	Never Passed - draft created in 2006/7
Chilliwack	Industrial Revitalization Tax Exemption	5 years	only applies to building permits issued from July 2011 to July 2014	\$1M	n/a	Agricultural Food Processing Zone, Industrial Zones M1 through M6, Airport, and CD-2, CD-12, and CD-14	Year 1 exemption: 100%, Year 2 exemption: 80%, Year 3 exemption: 60%, Year 4 exemption: 40%, Year 5 exemption: 20%
Chilliwack	Revitalization Tax Exemption	6 years	indefinite	\$200k	n/a	Downtown core - Multifamily residential - Commercial - Institutional	Tax paid on initial assessment prior to improvement (known as base amount) from years 1 to 5. Year 6: base amount plus 50%, Year 7: Full assessment



APPENDIX 3 - REVITALIZATION TAX EXEMPTION BYLAW COMPARISON



Maple Ridge	Revitalization Tax Exception Program Bylaw 6789-2011		only applies to building permits issued from January 2011 to December 2013	New C'mcl: \$1M C'mcl Reno: \$20k	C'mcl Façade: \$10k	Town Centre Investment Incentive Areas	100% of pre-project Municipal Property tax for 3 years, or 6 years if a LEED Silver or better Alternate / Renewable Energy Project. Strategy built on specific objectives of a Town Centre Plan and the OCP.
Abbotsford	Commercial Revitalization Tax Exemption Bylaw, 2010	5 years	Building Permits after June 21 st , 2010 (no sunset)	\$10M	n/a	City Centre, Commercial, and Choice of Use properties in the OCP	Additional Criteria: Floor Space ratio greater than .5, 70% indoor or underground parking, 2% or greater of developable site area to be public amenity space. Exemption is as follows: Year 1 - 100% of inc'sd ass'sed value Year 2 - 80% of inc'sd ass'sed value Year 3 - 60% of inc'sd ass'sed value Year 4 - 40% of inc'sd ass'sed value Year 5 - 20% of inc'sd ass'sed value
Abbotsford	Abbot'd Int. Airport Re'ztn Tax Exemption Bylaw 2009	10 years	Building Permits after December 8 th , 2008	\$100k	n/a	Airport I7 Zone	Year 1 - 100% of inc'sd ass'sed value Year 2 - 90% of inc'sd ass'sed value Year 3 - 80% of inc'sd ass'sed value Year 4 - 70% of inc'sd ass'sed value Year 5 - 60% of inc'sd ass'sed value Year 6 - 50% of inc'sd ass'sed value Year 7 - 40% of inc'sd ass'sed value Year 8 - 30% of inc'sd ass'sed value Year 9 - 20% of inc'sd ass'sed value Year 10 - 10% of inc'sd ass'sed value



APPENDIX 3 - REVITALIZATION TAX EXEMPTION BYLAW COMPARISON



Abbotsford	Industrial Re'ztn Tax Exemption Bylaw	5 years	Building Permits after June 21 st , 2010	New Industrial Improvements of \$1M	n/a	Lands designated Industrial-Business in the Official Community Plan (OCP) and within the boundaries of the City.	Specific reference to permanent employment to reduce the need for residents to commute, and to promote green projects. Exemption is as follows: Year 1 - 100% of inc'sd ass'sed value Year 2 - 80% of inc'sd ass'sed value Year 3 - 60% of inc'sd ass'sed value Year 4 - 40% of inc'sd ass'sed value Year 5 - 20% of inc'sd ass'sed value
Mission	Bylaw 3828-2005 (amended 2009)	5 years, with an option to renew for 5 additional years	indefinite	\$15K - New const'n or alteration		Downtown Mission - as per map in the bylaw	Exemption is as follows: Year 1-5: 100% of inc'sd ass'sed value Year 6: 80% of inc'sd ass'sed value Year 7 - 60% of inc'sd ass'sed value Year 8 - 40% of inc'sd ass'sed value Year 9 - 20% of inc'sd ass'sed value Year 10 - 10% of inc'sd ass'sed value
Merritt	Bylaw 1925	5 years	indefinite	no minimum	no minimum	- Properties designated as Class 6 - Business under the BC Assessment Act - Class 1 residential under the BC Assessment act IF part of a combined development with Class 6	Must conform to OCP guidelines and received approval of the "City Centre Board".



APPENDIX 3 - REVITALIZATION TAX EXEMPTION BYLAW COMPARISON



Nakusp	no. 609 - 2007	10 years	indefinite	\$5000	same - targeted at facades	Areas Zoned C-1 and Lakeshore	exception is on the increase in assessed value. - Reference is made to the OCP Building Design Guide.
Sooke	no. 348 - 2006	10 years	2008 - 2010	none - 30 room dv'nt minimum	n/a	Any zoning that permits hotel, motel, or lodge	specifically targeting hotel, motel, and lodging - Min 30 rooms. - Exemption is for the increase in assessed value due to the development.
Vernon	Waterfront Tax exemption	10 years	indefinite	\$500,000	n/a	Waterfront Neighbourhood Centre (schedule included)	Year 1-5: 100% of inc'sd ass'sed value Year 6: 80% of inc'sd ass'sed value Year 7 - 60% of inc'sd ass'sed value Year 8 - 40% of inc'sd ass'sed value Year 9 - 20% of inc'sd ass'sed value Year 10 - 10% of inc'sd ass'sed value
Vernon	City Centre Tax Exemption	10 years	Building Permit issued - 2012-2014 Occupancy prior to dec. 31 st 2016 Completions of work for reno's done by dec. 31 st , 2016	new: \$200k add's: \$50,000	Int./Ext. Renovations: \$25k Exterior must comply to design guidelines of the City Centre Neighbourhood Plan	City Centre District (schedule included)	Year 1-5: 100% of inc'sd ass'sed value Year 6 - 80% of inc'sd ass'sed value Year 7 - 60% of inc'sd ass'sed value Year 8 - 40% of inc'sd ass'sed value Year 9 - 20% of inc'sd ass'sed value Year 10 - 10% of inc'sd ass'sed value



APPENDIX 3 - REVITALIZATION TAX EXEMPTION BYLAW COMPARISON



<p>Logan Lake</p>	<p>Bylaw 727 Revitalization Tax Exemption Program</p>	<p>10 years</p>	<p>indefinite</p>	<p>\$50,000</p>	<p>\$15,000</p>	<p>All Commercial and Industrial land in Logan Lake</p>	<p>\$100,000 minimum industrial investment - 10 year exemption.</p> <ul style="list-style-type: none"> - 100% municipal tax exemption - Estimated exemption amount cannot exceed 35% of the total project budget <p>\$50,000 minimum industrial investment - 5 year exemption.</p> <ul style="list-style-type: none"> - 100% municipal tax exemption - Estimated exemption amount cannot exceed 25% of the total project budget <p>\$150,000 minimum commercial investment - 5 year exemption</p> <ul style="list-style-type: none"> - 100% municipal tax exemption <p>\$80,000 minimum commercial investment - 5 year exemption</p> <ul style="list-style-type: none"> - Year 1-5: 100% municipal tax exemption - Estimated exemption amount cannot exceed 25% of the total project budget <p>\$15,000 minimum façade investment for a 3 year exemption</p> <ul style="list-style-type: none"> - Year 1-3: 50% municipal tax exemption - Estimated exemption amount cannot exceed 25% of the total project budget
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APPENDIX 3 - REVITALIZATION TAX EXEMPTION BYLAW COMPARISON



Logan Lake Bylaw 731 Revitalization Tax Exemption Early Payment Option	linked to Logan Lake bylaw 727	linked to Logan Lake bylaw 727	linked to Logan Lake bylaw 727	linked to Logan Lake bylaw 727	linked to Logan Lake bylaw 727	All Commercial and Industrial land in Logan Lake	Through this bylaw, property owners who are eligible for a tax exemption under Bylaw 727 can choose to receive an early benefit instead of a tax exemption. The District, in partnership with Northern Development Initiative Trust will provide the amount of money that would have been exempted as a cash incentive at the beginning of the project, and the property owner continues to pay municipal tax as usual. It is possible for commercial or industrial property owners to apply for the tax exemption program on projects that require a building permit immediately.
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Topic: RTEP Task Force Meeting
Date: Tuesday February 19th, 2013 7pm to 9pm
Date of Notes: Wednesday February 20th
Location: Advantage Hope, 345 Raab st.
Attendance: Peter Robb (Chair), Scott Medlock, Laurie French, Gerry Dyble, Rob Pellegrino, Gordon Younie, Johanna Couglan, Tyler Mattheis
Regrets: Kent MacKinnon

1. (7pm) Introduction

a. Peter Robb outlined the situation and thanked everyone for their time. He then asked Tyler to facilitate the discussion

2. (7:10pm) Tyler Outlined the purpose of the meeting:

a. To gain expert opinion on the existing RTEP draft report (draft 3), in order to create a better final report to present to the AdvantageHOPE Board, the District of Hope staff and Council, and to ultimately craft one or more RTEP bylaws. Specifically, the meeting will:

- i. Identify holes / shortcomings in the draft report*
- ii. Narrow the Focus of the report*
- iii. Ensure "fit" with other initiatives and plans*

3. What is an RTEP

a. A description of an RTEP was briefly re-iterated

4. Why are we considering this?

a. Some background on the overall big picture was described:

- i. Providing a "Carrot" to new or existing businesses or landowners to upgrade properties or invest locally*
- ii. Demonstrate District willingness to put "skin in the game"*
- iii. Compete with Neighboring Municipalities*
- iv. Achieve some of the objectives of the OCP/EcDev Plan/Branding initiative*

5. Discussion on Draft 4

a. Background, Current Situation, and Analysis

i. No issues raised

b. SWOT analysis

i. Comments on Strengths

- 1. Creates Momentum*
- 2. There is only opportunity cost*
- 3. Potential for Partnership with CF loans program*
- 4. Unanimous that we "basically have to do this"*

ii. Comments on Weaknesses

- 1. Update section to reflect current branding process*
- 2. There is no stick/penalty for derelict properties*
 - a. Current bylaws not enforced*
 - i. Expensive and time consuming to enforce*
 - b. Hard to link directly to punitive bylaws like the Good Neighbor Bylaw*



3. *Still requires property / business owners to invest - some simply do not wish to invest*
- iii. Comments on Opportunities
 1. *Residential / Density Component*
 2. *Discussion on the role of an OCP - which should come first (new OCP or incentive?)*
 3. *Potential to create a second bylaw for inactive storefronts?*
 4. *Potential to impact commercial / industrial brownfields*
- iv. Comments on Threats
 1. *General agreement on the threats*
 2. *Emphasis that delayed action may result in delayed investment*
- c. **Discussion on Proposed Hope RTEP**
 - i. Industrial Bylaw
 1. Areas applied to
 - a. *Agreement that all I zoned properties would be appropriate*
 2. Maximum Term
 - a. *7 years*
 3. Bylaw Term
 - a. *5 years*
 - b. *Some discussion on no sunset on new construction, but 5 years for renovations, but no consensus achieved*
 4. Exemption Incentive Scale
 - a. *Years 1 and 2: 100% of Increased Assessed Value due to improvement/construction*
 - b. *Years 3 to 7: Ramp up period to full assessment*
 5. Minimum Construction Cost
 - a. *\$0 for new construction*
 - b. *\$100,000 for renovation*
 6. Additional Notes / Attributes / Measurables Discussed
 - a. *Consensus NOT to implement a "green" Development incentive*
 - b. *Must adhere to all land-use provisions*
 - c. *Additional incentives for Brownfields discussed, but no consensus reached*
 - ii. Downtown Bylaw
 1. Areas applied to
 - a. *CBD Zone*
 - i. *After some discussion of not specifically incentivizing the downtown, the consensus was to offer greater relief to the downtown core*
 - ii. *The CBD zone was seen as appropriate, and tying the incentive to zones seemed to be much simpler to market, administer, and adapt as the incentive would automatically change as properties are rezoned, or the zoning rules are updated or changed.*
 2. Maximum Term
 - a. *10 years*
 - i. *A greater incentive for the CBD zone*



3. Bylaw Term
 - a. 5 years
 4. Exemption Incentive Scale
 - a. Years 1 to 4: 100% of Increased Assessed Value due to improvement/construction
 - b. Years 5 to 10: Ramp up period to full assessment
 5. Minimum Construction Cost
 - a. \$500,000 for new construction
 - b. \$20,000 for renovation
 - c. \$10,000 for façade improvement
 6. Additional Notes / Attributes / Measurables Discussed
 - a. Consensus NOT to implement a "green" Development incentive
 - b. Must adhere to all land-use provisions
 - c. Congruent to OCP and Branding initiatives
- iii. Commercial Bylaw
1. Areas applied to
 - a. All C classed properties, except for CBD zone
 2. Maximum Term
 - a. 7 years
 3. Bylaw Term
 - a. 5 years
 4. Exemption Incentive Scale
 - a. Years 1 and 2: 100% of Increased Assessed Value due to improvement/construction
 - b. Years 3 to 7: Ramp up period to full assessment
 - i. Less incentive than CBD zone
 5. Minimum Construction Cost
 - a. \$500,000 for new construction
 - b. \$20,000 for renovation
 - c. \$10,000 for façade improvement
 6. Additional Notes / Attributes / Measurables Discussed
 - a. Consensus NOT to implement a "green" Development incentive
 - b. Must adhere to all land-use provisions
 - c. Additional incentives for Brownfields discussed, but no consensus reached
- iv. Retroactive Clause
1. Suggestion that recent renovators or investors may feel "cut off" if incentive program happens quickly after their construction activity
 - a. Agreement that the simplest and fairest way is to have no retroactive function
- d. **Other Discussion**
- i. General discussion on the fact that storefronts on Wallace look very similar to what they did 35 years ago. No changes
 - ii. Some discussion on the need to approach bylaw enforcement in a different way
 - iii. Brownfields
 1. The need to address brownfields was discussed; however no clear consensus on how to incorporate them was determined



MEETING NOTES

ADVANTAGE HOPE TOURISM ADVISORY COMMITTEE



Topic: Tourism Advisory Committee Meeting
Date: Wednesday March 6th, 2013
Location: HBDS Raab Street Offices

Agenda:

1. Marketing Activities from 2012/2013
 2. Finalize Banner Design for Wallace Street Banners
 3. TAC future and potential for merger with the Fraser Canyon CTO committee
-

Addendums:

1. DRAFT Merged Fraser Canyon Hope TAC Terms of Reference
 2. Final 2013 AdvantageHOPE workplan
-

Attendees

1. Inge Wilson - Hope Visitor Centre
2. Glen Ogren - Hope Chamber of Commerce
3. Mike Barker - Holiday Trails
4. Tyler Mattheis - AdvantageHOPE

Regrets

1. Debbie McKinney
 2. George Goddard
 3. Riley Forman
 4. Peter Park
 5. Randy Young
 6. Rod Fowler
-

1. (7pm) Call to order
2. Agenda Additions & Approval of Agenda
 - a. Scenic 7

MEETING NOTES

ADVANTAGE HOPE TOURISM ADVISORY COMMITTEE



3. Banners - Wallace Street - Hope 2012/2013 CTO

- a. Jenny presented 4 options for a general Raven design
- b. General discussion ended in a preference for a 4 colour design with a white mountain

c. ACTION ITEMS

- i. Inge - determine pricing for the options
 - 1. Tail/no tail
 - 2. 4 colour vs 3 colour
- ii. Tyler -
 - 1. Talk to Milly and VCMBC regarding logo requirements
- iii. Jenny
 - 1. Create an emailable version for costing

4. 2012/2013 outcomes

- a. Inge - Kettle Valley Express
 - i. \$1300 investment
 - ii. Wouldn't have included Hope at all if we didn't advertise
 - iii. Hope was featured on the cover (text)
- b. Inge - VCMBC regional guide
 - i. TACs suggested changes DID NOT make it into the guide
 - ii. VCMBC says they didn't get the email
 - iii. Othello Tunnels made the cover YAY!
- c. Skagit Trail Kiosk
 - i. Is going forward
 - ii. All approvals have been completed
 - iii. Anticipate construction complete by end of month
- d. *After Meeting Note*
 - i. *RAM30 expenditures were not discussed, but were part of the outcomes. The TAC will be cc'd on the final CTO report for 2012/2013.*

5. Scenic 7

- a. Tyler advised that Hope has been asked to contribute \$1000
- b. Notes that this combines with \$3000 from neighbouring communities and \$4000 from CTO to
 - i. Improve highway signage - change logo from standard 7 to "Scenic 7"
 - ii. Social media and website upgrades / upkeep
- c. Noted that AH budget has not been finalized
- d. Consensus: Unanimous that the investment is a wise one -
- e. ACTION ITEMS
 - i. Tyler - advise AH board of TACs view on this expenditure

6. TAC Future Potential Merger with Fraser Canyon CTO committee

- a. Service Area Discussion
 - i. Agreement that it should be from
 - 1. Lytton to Hope (portion of TNRD)

MEETING NOTES

ADVANTAGE HOPE TOURISM ADVISORY COMMITTEE



2. FVRD Area A
3. FVRD Area B (up to Laidlaw, but not Bridal Falls as this is a separate FVRD area)
4. Highway 3 to Manning Park
- ii. Some discussion on the concern of Hope not being centred
- b. Membership
 - i. All 9 should be covered as "one representative from the service area"
 1. IE - ONE visitor centre operator, ONE restaurantour... etc.
 - ii. Suggestion that an added criteria be that only one member from a single business or organization be allowed on the committee
 - iii. Requirement to meet at least twice per year
- c. Mission / vision
 - i. Add verbage to this particular committees commitment to the tourism industry in the region (not just Hope) despite its status as a committee of AdvantageHOPE

7. Extra Items

- a. Greyhound
 - i. Some businesses have expressed concern regarding greyhound service
 1. Chamber will be sending a letter
 - ii. Discussion that this is an economic decision by greyhound, and province has already decided not to force carriers into unprofitable decisions
- b. VCMBC Community Partners Meeting
 - i. March 19th
 1. No one is able to attend
 2. Some discussion on the appropriateness of virtual meetings for this

8. Meeting ended at 9pm.

MEETING NOTES

ADVANTAGEHOPE: HOPE BUSINESS AND DEVELOPMENT SOCIETY



Topic: Finance Committee Meeting
Date: March 20th 2013, 4pm
Location: AdvantageHOPE, 345 Raab Street, Hope BC.

Attendance:

- Cathy Harry - Secretary Treasurer (Chair)
- Tammy Shields - Director
- Tyler Mattheis - Executive Director

Addendums:

- Bid's for bookkeeping
 - Draft Budget - 2013 (draft 6)
 - Draft Expense Claim Guidelines
 - Excerpt from the Policy and Procedure Manual
-

MEETING NOTES

1. Financials
 - a. Noted that there is no monthly statement
 - i. Should we do a profit and loss for each month?
 - ii. Leave the bookkeeper to analyze the quarterly and annual reports
 1. The Finance Committee would like to see a simplified monthly version to analyze without the confusion of
 2. Would help with comparisons
 - iii. Potentially, we can simply add a column next to "YTD" in monthly statements
 - b. Proposed the following process for bookkeeping in the future:
 - i. Set up a monthly meeting with the ED and the bookkeeper - around the 10th of the month
 1. Go over each item together
 2. Produce a 12 month spreadsheet to input financials onto each month as well as into simply accounting
 3. Print off reports that same day

MEETING NOTES

ADVANTAGEHOPE: HOPE BUSINESS AND DEVELOPMENT SOCIETY



Building Community & Prosperity

4. Compile a list of codes for the ED associated with each budget line item - each invoice/cheque/expense claim item would then be pre-coded
 - ii. Finance Committee Meeting would then be the following week
 - iii. Board Meeting would then be the week after that
 - c. Add Bank Account Statements (with blacked out account numbers) to the annual report
 - d. Potential improvements to the current system
 - i. Consolidated statement could include "sections" for admin, ecdev, tourism, etc, rather than separate statements - easy to read
 - e. Noted problems
 - i. November should have seen a \$5k revenue from the Ecdev Fund
 - ii. March 31st shows a negative bank balance?
-
2. Bookkeeping Contract
 - a. Agreed to interview all three candidates that submitted bids
 - b. ACTION (Tyler) Email candidates to advise of three times:
 - i. 4pm, 4:45pm, 5:30pm on Tuesday
 - ii. Tyler to call Arnice on Monday
 - c. ACTION (Cathy) to purchase a card and small gift for Arnice
-
3. Expense Claim Guidelines
 - a. Discussion as per last board meeting
 1. Changes required for the Policy and Procedure Manual:
 - a. 3.14 - e - iii
 - i. Need a parameter such as
 1. Expenses that fall within the AdvantageHOPE workplan or Annual Budget
 - ii. Change "refundable costs" to "reimbursable expenses"
 - b. 3.12 - a
 - i. Replace the word "new" with "single"
 - c. New Clause required somewhere outlining ineligible expenses
 - i. Liquor etc.
 - ii. Giving gifts?
 - iii. Anything that can bring the reputation of AdvantageHOPE into ill repute

MEETING NOTES

ADVANTAGEHOPE: HOPE BUSINESS AND DEVELOPMENT SOCIETY



Building Community & Prosperity

- iv. Those expense deemed to be personal expenses
 - 1. Expenses that can be construed to be personal expenses be accompanied with meeting notes or similar evidence
- d. ACTION (Cathy) - take recommendations to the executive to re-vamp policy and procedure manual

ACTION ITEMS

1. (Tyler - from previous meeting) Direct bookkeeper to develop a "capital reserve" to place excess funds if available at year end.
2. (Tyler) Communicate new preferred system to new book-keeping contractor
3. (Tyler) Add Bank Statements (if deemed necessary) to annual report - talk to parissa
4. (Tyler - from previous meeting) review policy and procedure manual WRT approved budget overages, and report on the occurrence (or not) of overages within specific budgets last year.
5. (Tyler and Tammy) bring up issues to Arnice at next meeting
6. (Cathy) - card and gift for Arnice

These notes are an accurate synopsis of the AdvantageHOPE Finance Committee Meeting on February 25th, 2013

20/03/2013

X

A handwritten signature in black ink, appearing to read "Tyler Mattheis".

Tyler Mattheis
Executive Director, AdvantageHOPE

Draft 4 Revised Original Budget

2013 Budget
revision Date: March 13, 2013

10% Cut with a Move to DoH	Full HR	2012 Actual
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Budget Overview

<i>Base Funding (District of Hope)</i>	\$150,000.00	\$135,000.00	\$150,000.00	\$147,418.99
<i>AH Economic Development Fund (used for matching grants)</i>	\$19,482.00	\$12,250.00	\$9,250.00	\$11,000.00
<i>Grants</i>	\$40,712.30	\$36,887.30	\$33,887.30	\$15,035.08
<i>Projected Partnership Funding</i>	\$35,794.72	\$35,794.72	\$35,794.72	\$4,517.80
Total Budgeted Revenue	\$245,989.02	\$219,932.02	\$228,932.02	\$177,971.87
<i>Transfers to Economic Development Fund</i>	\$4,000.00	\$4,000.00	\$4,000.00	\$0.00
<i>Administrative Base Expenditures</i>	\$122,067.82	\$113,808.57	\$135,067.82	\$123,748.90
<i>Ec. Dev. Base Expenditures</i>	\$9,250.00	\$9,250.00	\$6,789.32	\$6,079.69
<i>Ec. Dev. Project Expenditures</i>	\$48,540.50	\$30,444.50	\$21,654.50	\$26,532.01
<i>Tourism Project Expenditures</i>	\$61,902.00	\$62,402.00	\$61,402.00	\$20,568.72
Total Budgeted Expenditures	\$245,760.32	\$219,905.07	\$228,913.64	\$176,929.32
Surplus / Deficit	\$228.70	\$26.95	\$18.38	\$1,042.55

Draft 4 Revised Original Budget

REVENUE

Description	Budget	Source of Projected Income				← Number Line Check	10% Cut with a Move to DoH	Full HR	2012 Actual
		Base Funding (District of Hope)	AH EcDev Fund (*must be 50% matched by grants*)	Grants (See Comments)	Anticipated Partnership Funding (See Comments)		Budget	Budget	
District of Hope Base Funding	\$150,000.00	\$150,000.00				y	\$135,000.00	\$150,000.00	
Community Charging Infrastructure Fund	\$5,242.72			\$4,000.00	\$1,242.72	y	\$5,242.72	\$5,242.72	
Community Tourism Opportunities (CTO) Fund 2012 / 2013	\$9,200.00			\$9,200.00		y	\$9,200.00	\$9,200.00	
Partner Funds - Community Tourism Opportunities (CTO) Fund 2012 / 2013	\$6,000.00				\$6,000.00	y	\$6,000.00	\$6,000.00	
Community Tourism Opportunities (CTO) Fund 2013 / 2014	\$12,500.00			\$12,500.00		y	\$12,500.00	\$12,500.00	
Partner Funds - Community Tourism Opportunities (CTO) Fund 2013 / 2014	\$12,500.00				\$12,500.00	y	\$12,500.00	\$12,500.00	
Invest Canada Communities Initiative (ICC) - 2011/2012 application	\$3,481.98			\$3,481.98		y	\$3,481.98	\$3,481.98	
Invest Canada Communities Initiative (ICC) - 2012/2013 application	\$11,530.32			\$11,530.32		y	\$7,705.32	\$4,705.32	
Expected Other Revenues	\$15,952.00				\$15,952.00	y	\$15,952.00	\$15,952.00	
Transfers From Economic Development Fund	\$19,482.00		\$19,482.00			y	\$12,250.00	\$9,250.00	
Interest Income	\$100.00				\$100.00	y	\$100.00	\$100.00	
Total Budgeted Revenue	\$245,989.02	\$150,000.00	\$19,482.00	\$40,712.30	\$35,794.72	y	\$219,932.02	\$228,932.02	\$177,971.87

Draft 4 Revised Original Budget

Transfers to Economic Development Fund

Description	Budget	Source of Funds				10% Cut with a Move to DoH	Full HR	2012 Actual
		AH 2013 Operations	AH EcDev Fund (*must be 50% matched by grants*)	Grants (See Comments)	Anticipated Partnership Funding (See Comments)	Budget	Budget	
Transfer to Ec. Dev. Fund from CCI Fund - As per Board Resolution June 27th, 2012.	\$4,000.00			\$4,000.00		\$4,000.00	\$4,000.00	\$0.00

Draft 4 Revised Original Budget

Administrative Base Expenditures

NOTE: The "Base Expenditures" section from 2012 has been split into "Administrative" and "Ec. Dev." base expenditures to provide more clarity.

Description	Budget	Source of Funds					10% Cut with a Move to DoH	Full HR	2012 Actual
		AH 2013 Operations	AH EcDev Fund (*must be 50% matched by grants*)	Grants (See Comments)	Anticipated Partnership Funding (See Comments)		Budget	Budget	
Wages and Salaries									
ED Wages (as per contract)	\$72,999.94	\$72,999.94				y	\$72,999.94	\$72,999.94	
ED EI	\$891.12	\$891.12				y	\$891.12	\$891.12	
ED CPP	\$2,356.20	\$2,356.20				y	\$2,356.20	\$2,356.20	
ED Employee Benefits (as per	\$6,222.06	\$6,222.06				y	\$6,222.06	\$6,222.06	
EcDev Assnt Wages	\$7,000.00	\$7,000.00				y	\$7,000.00	\$20,000.00	
EcDev Assnt EI	\$150.00	\$150.00				y	\$150.00	\$450.00	
EcDev Assnt CPP	\$300.00	\$300.00				y	\$300.00	\$900.00	
EcDev Assnt Benefits	\$0.00	\$0.00				y	\$0.00	\$0.00	
SUBTOTAL: Human Resources:	\$89,919.32	\$89,919.32	\$0.00	\$0.00	\$0.00	y	\$89,919.32	\$103,819.32	\$90,917.17
Board and Committee Expenses	\$200.00	\$200.00				y	\$150.00	\$0.00	
Insurance	\$2,200.00	\$2,200.00				y	\$2,200.00	\$2,200.00	
Interest and Bank Charges	\$130.00	\$130.00				y	\$130.00	\$130.00	
Office Supplies	\$3,500.00	\$3,500.00				y	\$2,500.00	\$3,000.00	
Miscellaneous	\$400.00	\$400.00				y	\$400.00	\$200.00	
↑↑Professional Fees - REVISED DUE TO FULL AUDIT REQUIREMENT	\$7,500.00	\$7,500.00				y	\$7,500.00	\$7,500.00	
Reference Materials	\$100.00	\$100.00				y	\$100.00	\$100.00	
Telecommunication	\$3,500.00	\$3,500.00				y	\$3,500.00	\$3,500.00	
Utilities	\$1,100.00	\$1,100.00				y	\$650.00	\$1,100.00	
Rent	\$13,518.50	\$13,518.50				y	\$6,759.25	\$13,518.50	
SUBTOTAL: Admin less HR Costs	\$32,148.50	\$32,148.50	\$0.00	\$0.00	\$0.00	y	\$23,889.25	\$31,248.50	\$32,831.73
Total Admin Base Expenditures	\$122,067.82	\$122,067.82	\$0.00	\$0.00	\$0.00	y	\$113,808.57	\$135,067.82	\$123,748.90

Draft 4 Revised Original Budget

Economic Development Base Expenditures

NOTE: The "Base Expenditures" section from 2012 has been split into "Administrative" and "Ec. Dev." base expenditures to provide more clarity.

Description	Budget	Source of Funds				y	10% Cut with a Move to DoH	Full HR	2012 Actual
		AH 2013 Operations	AH EcDev Fund ("must be 50% matched by grants")	Grants (See Comments)	Anticipated Partnership Funding (See Comments)				
Board Training, Travel, Conferences	\$250.00	\$250.00				y	\$250.00	\$200.00	
Memberships, Fees, and Licenses	\$2,000.00	\$2,000.00				y	\$2,000.00	\$1,000.00	
Training and Conferences	\$4,000.00	\$2,910.68		\$1,089.32		y	\$4,000.00	\$3,589.32	
Travel and Hosting	\$3,000.00	\$3,000.00				y	\$3,000.00	\$2,000.00	
Total EcDev Base Expenditures	\$9,250.00	\$8,160.68	\$0.00	\$1,089.32	\$0.00	y	\$9,250.00	\$6,789.32	\$6,079.69

← Number Line Check

Draft 4 Revised Original Budget

Economic Development Project Expenditures						10% Cut with a Move to DoH	Full HR	2012 Actual
Description	Budget	Source of Funds						
		AH 2013 Operations	AH EcDev Fund (*must be 50% matched by grants*)	Grants (See Comments)	Anticipated Partnership Funding (See Comments)			
ICCI Component 1: Communications Platform						y		
-> Website Contribution (from 2012)	\$4,000.00		\$4,000.00			\$4,000.00	\$4,000.00	
-> Activity 1: Promotional Videos	\$6,420.00	\$420.00	\$3,000.00	\$3,000.00		\$6,420.00	\$0.00	
-----> Activity 1: Promotional Videos Ineligible ICCI expenses	\$2,000.00	\$2,000.00				\$900.00	\$0.00	
-> Activity 2: Economic Profile 2013	\$6,088.50	\$588.50	\$2,750.00	\$2,750.00		\$6,088.50	\$6,088.50	
-----> Activity 2: Economic Profile 2013 Ineligible ICCI expenses	\$1,070.00	\$1,070.00				\$1,070.00	\$0.00	
-> Translations: Ec. Profile and Video	\$11,057.00		\$7,232.00	\$3,825.00		\$0.00	\$0.00	
-----> Activity 3: Translations - Ineligible ICCI expenses	\$2,889.00	\$2,889.00				\$0.00	\$0.00	
ICCI Component 2: Network and Knowledge Base						y		
ICCI Component 3: Tools for Investors						y		
-> Upgraded web-based GIS capabilities	\$0.00					\$0.00	\$0.00	
SUBTOTAL: ICCI Budget	\$33,524.50	\$6,967.50	\$16,982.00	\$9,575.00	\$0.00	\$18,478.50	\$10,088.50	\$10,000.00

Other Economic Development Projects									
EV station (level 2)	\$650.00	\$650.00				y	\$650.00	\$650.00	
Economic Development Promotional Items, Printing, Advertising	\$6,000.00	\$6,000.00				y	\$4,200.00	\$4,200.00	
Communications Committee Marketing	\$1,000.00	\$1,000.00				y	\$750.00	\$750.00	
Trade Shows (5 shows x 1500 / show)	\$7,366.00	\$5,500.00		\$866.00	\$1,000.00	y	\$6,366.00	\$5,966.00	
Hosted Events (none planned)						y			
<i>SUBTOTAL: EcDev Projects (non-ICCI)</i>	<i>\$15,016.00</i>	<i>\$13,150.00</i>	<i>\$0.00</i>	<i>\$866.00</i>	<i>\$1,000.00</i>	y	<i>\$11,966.00</i>	<i>\$11,566.00</i>	<i>\$16,532.01</i>
						y			
Total Economic Development Project Expenditures	\$48,540.50	\$20,117.50	\$16,982.00	\$10,441.00	\$1,000.00	y	\$30,444.50	\$21,654.50	\$26,532.01

Draft 4 Revised Original Budget

Tourism Project Expenditures (Marketing and Infrastructure)							10% Cut with a Move to DoH	Full HR	2012 Actual
Description	Budget	Source of Funds				<- Number Line Check			
		AH 2013 Operations	AH EcDev Fund (*must be 50% matched by grants*)	Grants (See Comments)	Anticipated Partnership Funding (See Comments)				
2012/2013 CTO - Street Banners	\$5,350.00	\$350.00	\$2,500.00	\$2,500.00		y	5,350.00	5,350.00	
2012/2013 CTO - Skagit Kiosk	\$12,700.00			\$6,700.00	\$6,000.00	y	12,700.00	12,700.00	
District of Hope Kawkawa Lake Kiosk	\$14,952.00				\$14,952.00	y	14,952.00	14,952.00	
Partnering and Planning Tourism Initiatives - as well as residual 2012/2013 CTO projects	\$1,900.00	\$1,900.00				y	1,900.00	1,900.00	
Tourism Marketing Budget including 2013/2014 CTO anticipated Grant.	\$27,000.00	\$2,000.00		\$12,500.00	\$12,500.00	y	27,500.00	26,500.00	
Total Tourism Project Expenditures	\$61,902.00	\$4,250.00	\$2,500.00	\$21,700.00	\$33,452.00	y	\$62,402.00	\$61,402.00	\$20,568.22

Draft 4 Revised Original Budget

Total Budget Expenditures - All Categories						10% Cut with a Move to DoH	Full HR	2012 Actual	
		AH 2013 Operations	AH EcDev Fund (*must be 50% matched by grants*)	Grants (See Comments)	Anticipated Partnership Funding (See Comments)				
Total Budgeted Expenditures all categories	\$245,760.32	\$154,596.00	\$19,482.00	\$37,230.32	\$34,452.00	y	\$219,905.07	\$228,913.64	\$176,929.32

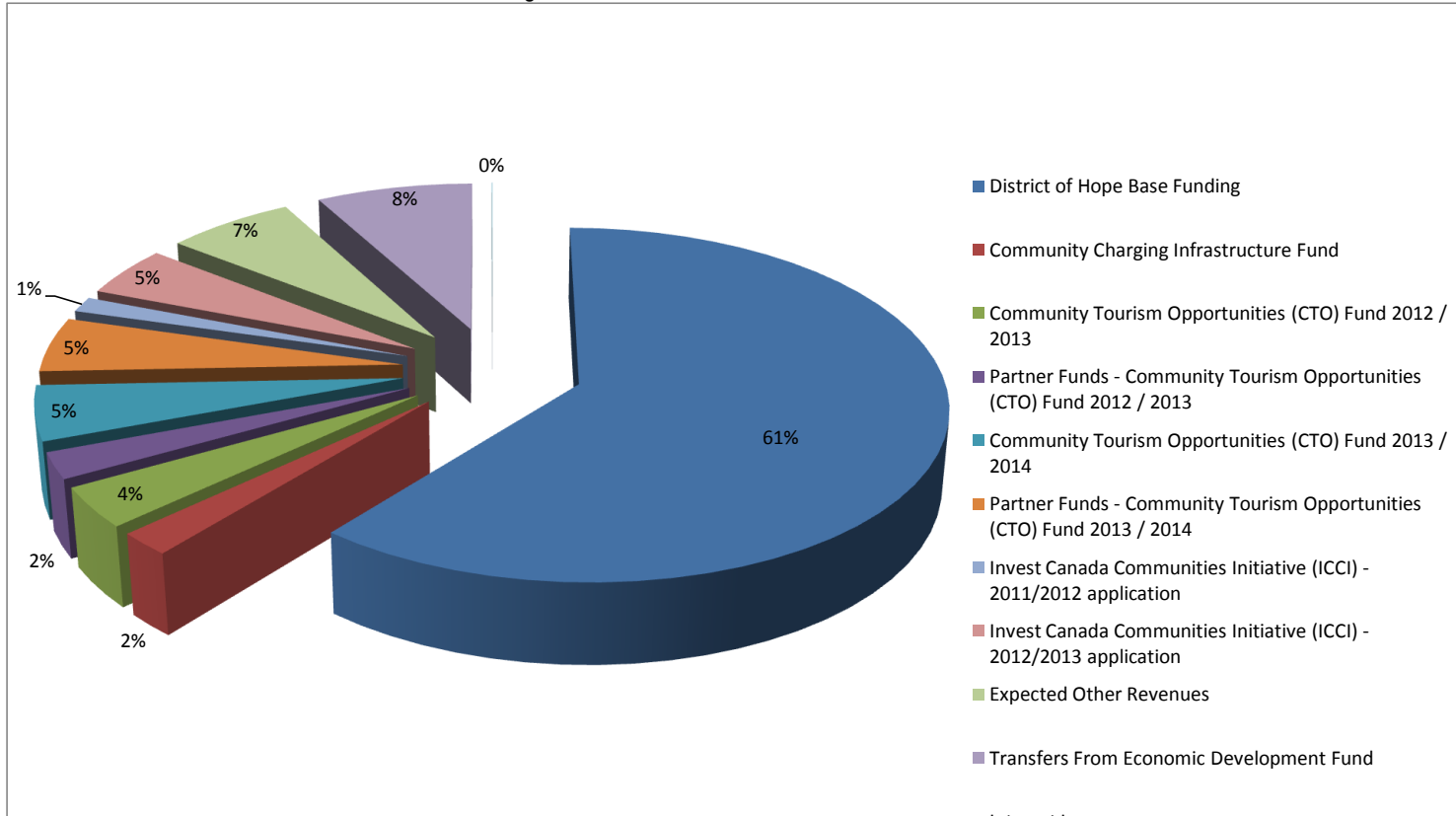
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Number Check: Yes

Graph 1: AdvantageHOPE 2013 Budgeted Revenue Sources:

Total: \$245,989.02

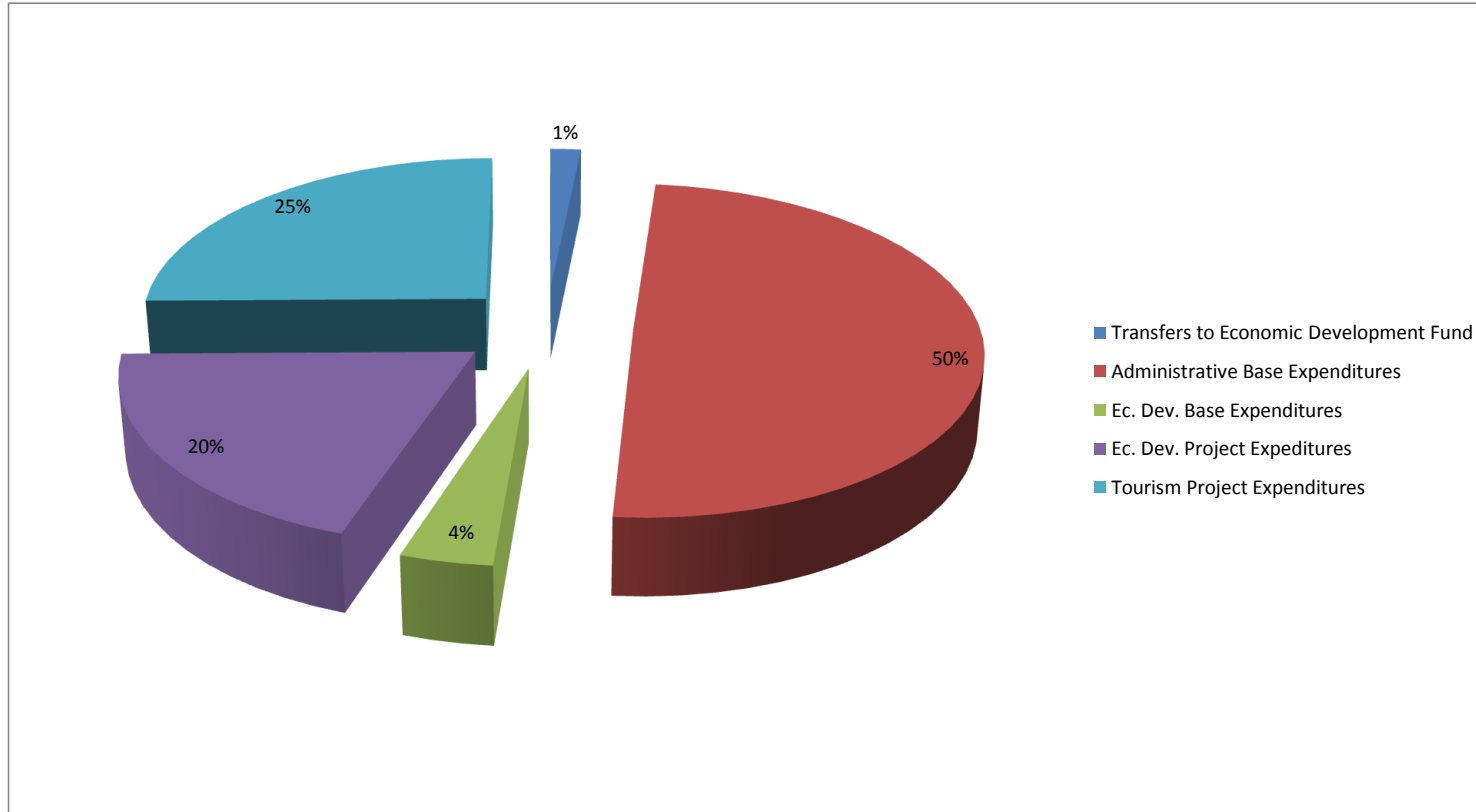
=>> Draft 4 Budget



Graph 2: AdvantageHOPE 2013 Budgeted Expenditures:

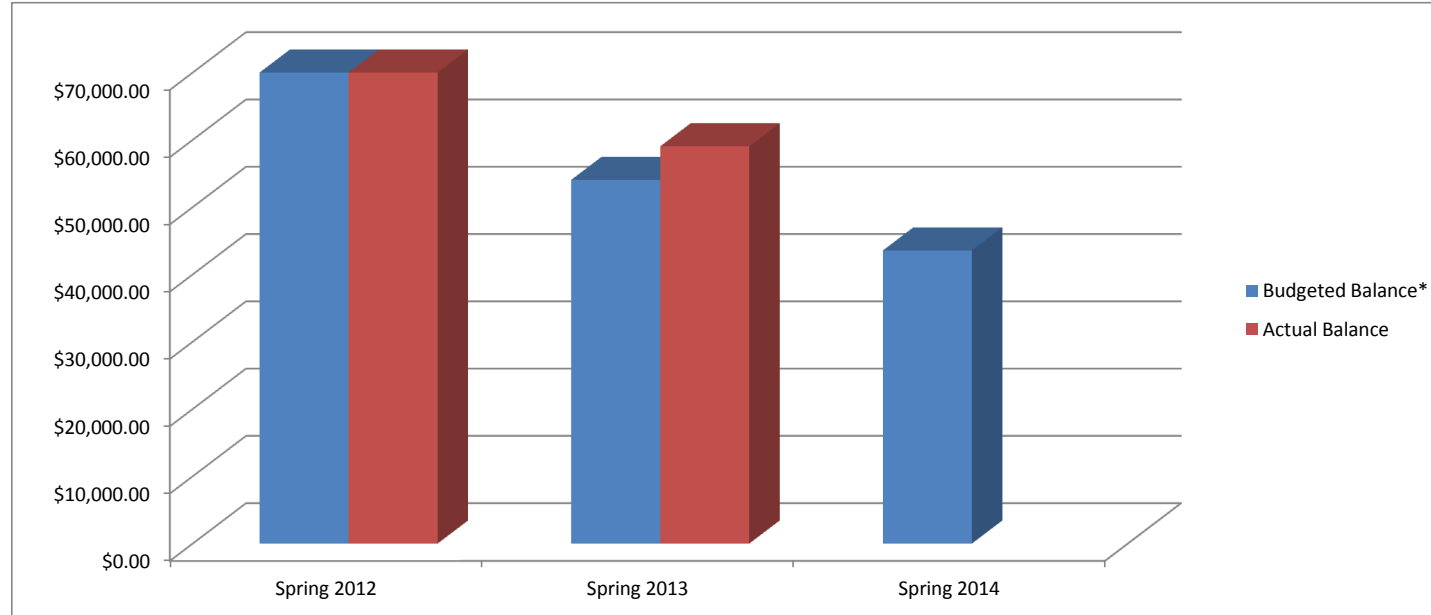
Total: \$245,760.32

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Graph 3: AdvantageHOPE Economic Development Fund

=>> Draft 4 Budget



Date	Budgeted	Actual
Spring 2012	\$70,000.00	\$70,000.00
Spring 2013	\$54,053.00	\$59,042.70
Spring 2014	\$43,560.70	