



Regional District of Central Kootenay
CRESTON VALLEY SERVICES COMMITTEE
Open Meeting Addenda

Date: Thursday, March 5, 2026
Time: 9:00 am
Location: Creston and District Community Complex - Erickson Room
312 19 Avenue North, Creston, BC

Directors will have the opportunity to participate in the meeting electronically. Proceedings are open to the public.

Pages

1. ZOOM REMOTE MEETING INFO

To promote openness, transparency and provide accessibility to the public we provide the ability to attend all RDCK meetings in-person or remote (hybrid model).

Meeting Time:

8:00 a.m. PST
9:00 a.m. MST

Join by Video:

<https://rdck-bc-ca.zoom.us/j/92632670829?pwd=VkcPYOv0WnMTDNowScaJt12nFYz8zN.1>

Join by Phone:

+1 778 907 2071 Canada Toll Free

*6 to unmute or mute
*9 to raise or lower your hand

Meeting ID: 926 3267 0829

Meeting Password: 430277

In-Person Location: 312 19 Avenue North Creston, BC

2. CALL TO ORDER

Chair DeBoon called the meeting to order at [Time] a.m.

3. TRADITIONAL LANDS ACKNOWLEDGEMENT STATEMENT

We acknowledge and respect the Indigenous peoples within whose traditional lands we are meeting today.

4. ADOPTION OF AGENDA

RECOMMENDATION:

The agenda for the March 5, 2026 Creston Valley Services Committee meeting be adopted as circulated.

5. RECEIPT OF MINUTES

The February 12, 2026 Creston Valley Services Committee minutes, have been received.

5 - 9

6. DELEGATE

6.1 DELEGATION: CRESTON NEW HORIZONS SENIORS SOCIETY

Jesse Davis and Sandy Haley from Creston New Horizons Seniors Society will present a request for a longer term new contract for the rental of RotaCrest Hall.

10 - 35

7. STAFF REPORTS

7.1 PHYSICIAN RECRUITMENT

Mike Moore, Town of Creston Chief Administrative Officer, will present an update to the Committee.

36 - 47

7.2 DIRECTORS REPORT: CRESTON VALLEY TOURISM SOCIETY

Director Vandenberghe added Creston Valley Tourism Society as a Director Report for the Committee.

48 - 81

7.3 DIRECTOR REPORT: CRESTON VALLEY PUBLIC LIBRARY

Director Vandenberghe added Creston Valley Public Library as a Director Report for the Committee.

82 - 96

8. NEW BUSINESS

8.1 ECONOMIC DEVELOPMENT SERVICES IN THE CRESTON VALLEY

The Committee Report dated March 5, 2026 from Stuart Horn, Chief Administrative Officer, re: Economic Development Services in the Creston Valley, has been received.

97 - 107

RECOMMENDATION:

THAT staff be directed to issue an Expression of Interest to identify an external service provider for economic development activities in the Creston Valley based upon the proposed level of service for economic

development outlined in the committee report dated March 5, 2026, AND FURTHER, that after the evaluation of the submissions, staff return to the Creston Valley Services Committee for consideration.

- 8.2 ECONOMIC DEVELOPMENT DRAFT 2026-2030 FINANCIAL PLANS** 108 - 117
Draft financial plan for Service S107 Economic Development - Area A and Service S108 Economic Development - Creston and Areas B and C.
- 8.3 SPECIAL EVENTS DISCUSSION**
Staff will provide a verbal report that will inform the planning for Special Events in the RDCK.
- 9. OLD BUSINESS**
- 9.1 GOAT RIVER WATERSHED WATER SUSTAINABILITY PLAN** 118 - 124
Reoccurring item on the agenda.
- 9.2 ACTION ITEM LIST** 125
- 10. PUBLIC TIME**
The Chair will call for questions from the public and members of the media at _____ a.m./p.m.
- 11. CLOSED**
- 11.1 Meeting Closed to the Public**

RECOMMENDATION:

In the opinion of the Committee - and, in accordance with Section 90 of the Community Charter – the public interest so requires that persons other than DIRECTORS, ALTERNATE DIRECTORS, DELEGATIONS AND STAFF be excluded from the meeting;

AND FURTHER, in accordance with Section 90 of the Community Charter, the meeting is to be closed on the basis(es) identified in the following Subsections:

90. (1) A part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;

- 11.2 Recess of Open Meeting**

RECOMMENDATION:

The Open meeting be recessed at [Time] in order to conduct the Closed meeting.

12. NEXT MEETING

The next Creston Valley Services Committee meeting is scheduled for April 2, 2026 at 9:00 a.m.

13. ADJOURNMENT

RECOMMENDATION:

The Creston Valley Services Committee meeting be adjourned at [Time].



**Regional District of Central Kootenay
CRESTON VALLEY SERVICES COMMITTEE
Open Meeting Minutes**

Thursday, February 12, 2026
8:00 a.m. PST
9:00 a.m. MST
Creston and District Complex – Erickson Room
312 19 Avenue North, Creston, BC

COMMITTEE MEMBERS’ PRESENT

Director A. DeBoon Town of Creston
Director G. Jackman Electoral Area A
Director R. Tierney Electoral Area B
Director K. Vandenberghe Electoral Area C

STAFF PRESENT

Y. Malloff General Manager Finance, Information Technology and Procurement
J. Chirico General Manager of Community Services
T. Davison Regional Manager – Recreation and Client Services
C. Stanley Regional Manager – Operations & Asset Management
C. Gaynor Regional Parks Manager
D. Séguin General Manager of Fire & Emergency Services
R. Baril Meeting Coordinator

GUESTS

D. Dumas Creston Town Counselor

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Meeting ID: 926 3267 0829

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In-Person Location: 312 19 Avenue North, Creston, BC

2. CALL TO ORDER

Chair DeBoon called the meeting to order at 9:00 a.m.

3. TRADITIONAL LANDS ACKNOWLEDGEMENT STATEMENT

We acknowledge and respect the Indigenous peoples within whose traditional lands we are meeting today.

4. PROVINCIAL DAY OF MOURNING

Chair DeBoon called for a moment of silence for the lives lost at Tumbler Ridge this week.

5. ADOPTION OF AGENDA

Moved and seconded,
And resolved:

The agenda for the February 12, 2026 Creston Valley Services Committee meeting be adopted as circulated.

Carried

6. RECEIPT OF MINUTES

The February 5, 2026 Creston Valley Services Committee minutes, have been received with 2 corrections for 9.3 Creston & District Community Complex (CDCC) Concession Services Agreement and 9.5 External Committee Reporting.

7. STAFF REPORTS**7.1 2026 SUB REGIONAL DRAFT BUDGET DISCUSSION**

The 2026-2030 Draft Financial Plan has been received.

Service S107 Economic Development - Area A

The Committee reviewed the S107 Economic Development budget for Area A.

- **Staff Direction:** Keep the funding for Service S107 at \$50,000.00 for the draft 2026 budget. Once the amounts have been allocated for administration, insurance, etc. The amount to contract services is to remain where previously projected (\$2,560) with the balance to be placed under grants. Requisition amount should be inflated in 2027 through 2030, according to the Consumer Price Index (CPI).

Service S108 Economic Development - Creston And Areas B and C

The Committee reviewed the S108 Economic Development budget for Town of Creston, Area B and Area C.

- **Staff Direction:** Carry over the taxation amount from 2025 and defer this discussion to March 2026 to confirm the budget for physician recruitment.

Service S129 Fire Protection Areas A and C (Wynndel, Lakeview)

The Committee reviewed the S129 Fire Protection for Wynndel and Lakeview.

- **Staff Direction:** RDCK apparatus schedule for replacing equipment and building maintenance to be shared with the Committee.
- **Staff Direction:** Identify the balance of reserves for alternate water supply for Areas A and C.

Service S131 Fire Protection - Areas B and C (Creston Contract)

The Committee reviewed the S131 Fire Protection for the Creston Contract areas of B and C.

Service S152 Jaws of Life - Creston and Areas A, B and C

The Committee reviewed the S152 Jaws of Life budget.

Service 164 Dyking - Area B and C

The Committee reviewed the S164 Dyking budget.

- **Staff Direction:** Taxation amount for Service S164 should be zero for the draft 2026 budget.

Service S174 Cemetery Service

The Committee reviewed the S174 Cemetery budget.

- **Staff Direction:** The Committee would like Cemetery's scheduled to Creston Valley Services Committee regular meeting or workshop for future consideration.
- **Staff Direction:** To share the individual Cemetery reports with the Committee.

Service S186 Refuge Disposal (East Subregion) - Creston and Areas A, B and C

The Committee reviewed the S186 Refuge Disposal budget.

- **Recommendation to Staff:** to hold taxation to 8% for the draft 2026 budget. Revisit tipping fees in the future if required.

- **Staff Direction:** to designate the wilderness cleanup as a financial plan amendment instead of a grant line item in the draft budget if applicable.

Service S191 Museum and Archives - Creston and Areas B and C and Area A

The Committee reviewed the S191 Museum budget.

Service S193 Public Library - Creston and Areas A, B and C

The Committee reviewed the S193 Library budget.

- **Staff Direction:** To fund the library in the scenario with Friday's closed at the lower amount of \$567,653.00

**RECESS/
RECONVEEN**

The meeting recessed at 12:00 p.m. and reconvened at 12:10 p.m.

Service S201 Regional Parks - Creston and Areas B and C

The Committee reviewed the S201 Regional Parks budget.

Moved and seconded,

And resolved that it be recommended to the Board:

That the Board approve an amendment to the 2025 Financial Plan from the Regional Parks Service Town of Creston, Areas B and C, S201, to include the purchase of property in the amount of \$815,515; AND FURTHER that Contracted Services be decreased by 88,063, that Consulting Services be decreased by \$15,000, that Capital be increased \$859,515, that Transfer from Reserve be increased \$58,283, that Grant in Lieu of Taxes be increased \$691, Grants-Specified be increased \$696,030, and that Prior Year Surplus be increased \$1,448.

Carried

Service S224 Recreation Facility - Creston and Areas B, C and Area A

The Committee reviewed the S224 Recreation budget.

Service S240 Airport - Creston and Areas B, C and Area A

The Committee reviewed the S240 Airport budget.

8. NEW BUSINESS

8.1 DISCUSSION ITEM: ENHANCED POLICING

This item does not currently have a mechanism to move money into.

School Resource Office discussion should stay in the table with the Committee's consideration in the future.

9. PUBLIC TIME

The Chair called for questions from the public and members of the media at 12:58 p.m.

There were no questions or comments from the public or media.

10. NEXT MEETING

The next Creston Valley Services Committee meeting is scheduled for March 5, 2026 at 9:00 a.m.

11. ADJOURNMENT

Moved and seconded,
And resolved:

The Creston Valley Services Committee meeting be adjourned at 1:00 p.m.

Carried

Digitally approved by:

Arnold DeBoon, Chair

Creston New Horizons Seniors Society

Request to the Board to Authorize
Improvements to Contractual
Arrangements



Agenda

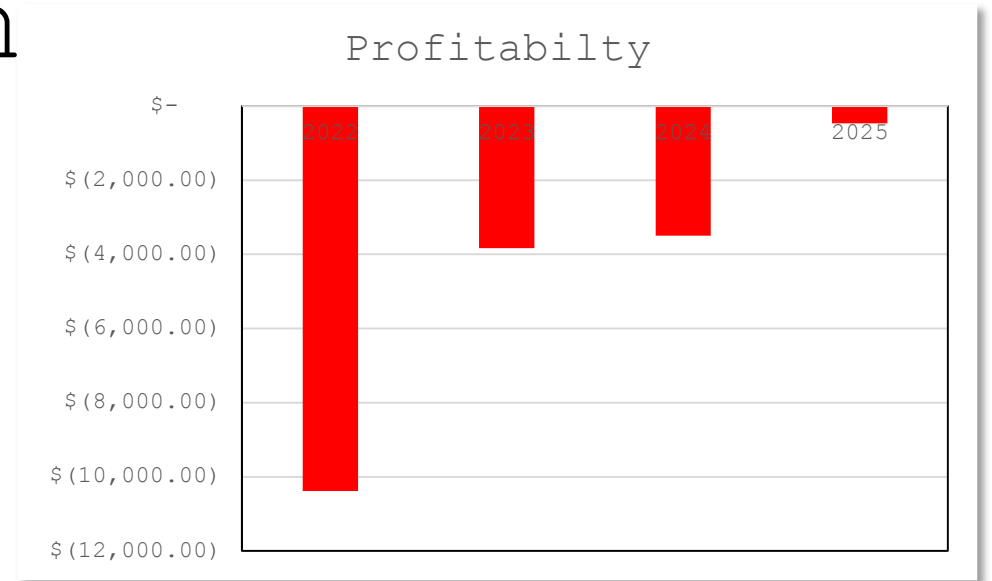
- Who is CNHSS?
 - Organization and Mission
 - Value to Members and the Community
 - Utilization
- The Current Contract
- Request to the Board

Who Is Creston New
Horizons Senior
Society?

(CNHSS)

CNHSS Organization

- 100% Volunteer driven with no staff
 - Expenses are only Rent and Advertising
 - We have a small yearly operating loss
 - In 2023 paid out \$5,000 in donations
- 400 Paid Members
- 10+ volunteer committee heads
- Monthly board meetings (Board of 9)
- We are highly cost effective and services are highly accessible
 - We have no grants, or funding other than our membership and fees
 - Fees have remained fixed at 2 or 3 dollars per visit for years
 - Members know where we are and what to expect when they get here



CNHSS Mission

- Provide seniors with **Affordable Activities** that promote community involvement and maintain physical and mental health.
 - Supplement the Rec Center's role by providing a robust seniors' program providing social, physical and intellectual activities.
 - We fill a gap in Creston 's care for seniors - keeping seniors active, at home, and healthy before the eventual transition to assisted living.
- We provide opportunities for seniors to **Contribute** to Creston's community by volunteering to lead committees and to share

CNHSS – A Focus on ***Maintaining*** Health

- Keeping Seniors active, healthy and joyful
 - “group activities fostering meaningful engagement reduced healthcare costs to less than a third compared to non-participants”
 - Université de Sherbrooke research (ongoing into 2025)
 - A 2015 *Statistics Canada* analysis of seniors' social activities (e.g., community involvement, clubs) found strong associations with better self-perceived health, reduced loneliness, and lower life dissatisfaction.
 - 2025 OECD report (drawing on global data including Canada) stressed that group¹⁵ exercise and community

How do we meet our mission?

Making social, physical and intellectual activities into
a habit

We are Always There

- We operate 7 days a week.
- 210 Hours of weekly activities per month
- 60 Hours of Monthly activities
- This does not include the snooker/pool room (5 days a week)
- 400 hours of activity per month

<h2 style="text-align: center;">New Horizons Activity Schedule March</h2>						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 Table Tennis 2-4pm \$3	2 Motion Therapy 10-11am \$2 Bridge 1-4pm \$3	3 * Lecture Hospice Society 10am \$2 * Social Dance 2-4pm \$7 * Crib Tournament 6-9pm \$10	4 Table Tennis 10am-noon \$3 * Casual Bridge 1-4pm \$3	5 * Motion Therapy 10-11am \$2 * Bridge 1-4:15pm \$3 * Country Dance Workshop 7-8:30pm \$2	6 Table Tennis 10am-noon \$3 Kat's Stretch Yoga 12:45-2pm \$2	7 
8 Hey Creston, Don't change your Clocks today! Table Tennis 2-4pm \$3	9 Motion Therapy 10-11am \$2 Bridge 1-4pm \$3	10 * Monthly Macrame 10:30-noon \$4 * Social Dance 2-4pm \$7 * Cribbage 6-9pm \$10	11 * Come see us at New Horizons Monthly Meeting * Casual Bridge 1-4pm \$3	12 * Motion Therapy 10-11am \$2 * Bridge 1-4:15pm \$3 * Country Dance Workshop 7-8:30pm \$2	13 Table Tennis 10am-noon \$3 Kat's Stretch Yoga 12:45-2pm \$2	14 Karaoke 6:30-8:30pm Members \$2 Non-Members \$3
15 Table Tennis 2-4pm \$3	16 Motion Therapy 10-11am \$2 Bridge 1-4pm \$3	17 * Watercolours Sign-up Required 9:30-12 \$4 / \$16 * Social Dance 2-4pm \$7 * Cribbage 6:30-9pm \$4	18 Table Tennis 10am-noon \$3 10-noon Casual Bridge 1-4pm \$3	19 * Motion Therapy 10-11am \$2 * Bridge 1-4:15pm \$3 * Country Dance Workshop 7-8:30pm \$2	20 Table Tennis 10am-noon \$3 Kat's Stretch Yoga 12:45-2pm \$2	21 
22 Table Tennis 2-4pm \$3	16 Motion Therapy 10-11am \$2 Bridge 1-4pm \$3	24 * Sing-A-Long 10:30-noon \$2 * Social Dance 2-4pm \$7 * Cribbage 6:30-9pm \$4	25 Table Tennis 10am-noon \$3 Casual Bridge 1-4pm \$3	26 * Motion Therapy 10-11am \$2 * Bridge 1-4:15pm \$3 * Country Dance Workshop 7-8:30pm \$2	27 Table Tennis 10am-noon \$3 Kat's Stretch Yoga 12:45-2pm \$2	28 Spring Dance DJ Ian Doors open 6:30 Dancing 7pm \$20 in advance \$25 at the door
29 Table Tennis 2-4pm \$3	30 Motion Therapy 10-11am \$2 Bridge 1-4pm \$3	31 * Social Dance 2-4pm \$7 * Cribbage 6:30-9pm \$4		www.crestonnewhorizons.ca info@CrestonNewHorizons.ca or call Sandi at 250 428-2423 Rotacrest Hall 230-19 th Ave		2026

Affordable and Accessible Activities

Developing healthy habits

- Clients visit multiple times per week
 - For Jesse: 1* Bridge, 1* Ping Pong, 3* Pool and as a committee head
 - 14+ hours per week
 - \$12 per week - \$50 per month
 - For Sandi 3* Bridge, 3*Ping Pong, 1*Cribbage, 1* Dance, 1 Macramé..
 - 22 hours per week
 - \$26 per week - \$120 per month
- Even this low cost may be a strain on some fixed incomes
 - \$50 per month is impactful - increasing this would work against our mission
 - A dinner/dance costing \$50 per couple is prohibitive for some couples.
 - We would like to be able to address this for seniors in tight financial situations.

Membership Participation – Growth

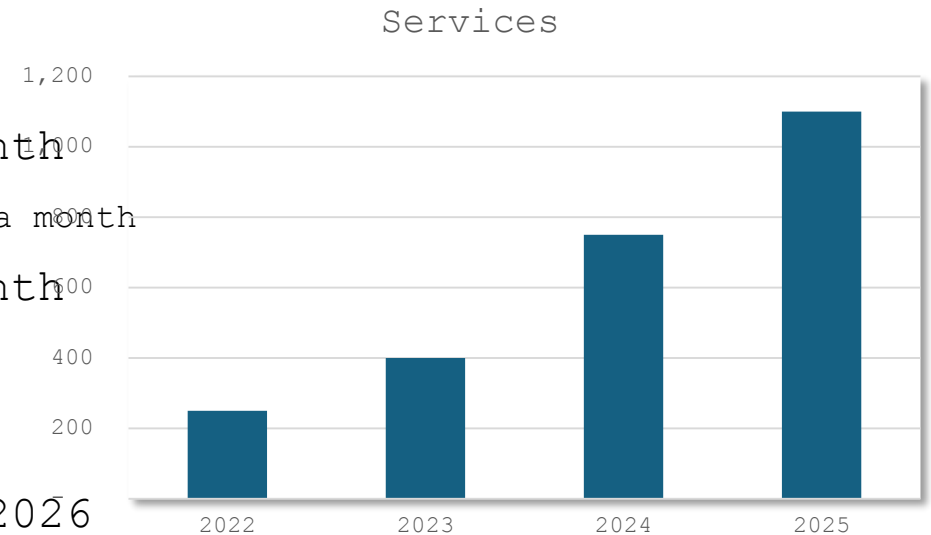
- Attendance history

- 2025 :we had over 1,100 “services” per month
 - This means on average each member attends 3 times a month
- 2024: approximately 750 “services” per month
- 2023 : 400 services per month
- 2022: 250 services per month
- We expect to show considerable growth in 2026

- Increase evening activities will be a focus as daytime slots are getting full.

- Reasons for growth

- A “fixed price” contract in 2025 allowed us to experiment with services
- A rejuvenated board attracted more volunteers
- Communications committee innovations raised awareness to seniors and to their families



Other Users of RotaCrest Hall

(To Be Confirmed)

- Other organizations use the Hall
 - Weddings and Funerals
 - Meetings such as AGM's for non-profits
 - Blossom Festival
 - Bird Festival
 - Elections ...
- Totalling Less than once a month in our experience
- Sharing with others has always gone smoothly

The Contract

Current Contract Overview

- Currently Reviewed and Renewed every 6 months
- Fixed Price (currently 1,590.50 with annual Cost of Living adjustments)
 - Not in line with the Published RDCK Policy
 - There has been no formal authorization of these arrangements
- Flexible scheduling and utilization
 - We inform RDCK of our activity times and they maintain the schedule for us and other parties. (Important to keep security up-to-date)
 - This fixed price and flexible scheduling happened within

Excellent working relationship with Rec Center

- Building Rental
 - Upstairs hall and kitchen with stage and entrance hall
 - Ground floor pool room (room for 1 table)
 - TAPs is downstairs as well
- Services
 - Security : Opening and closing, alarm system
 - Parking
 - Building maintenance and garbage bin
 - Weekly cleaning (We also have strict cleaning requirements for activity leaders)

Current Contract Challenges

- Difficulty of Longer term planning and financial uncertainty
 - The current contract is great and is highly successful in delivering services to client - but we are not certain how this will move into the future.
- Administrative efficiency
 - Effort of renewing and updating the contract every six months
 - Non-compliance with rental policy should be addressed by the board
- Maintaining the minutia of Operating a Public Hall
 - Keeping dishes, kitchen storage, minor repairs, special cleaning, small appliance repairs, tables...
 - General storage, shelving...
 - Cleaning after other users
 - Training supervisors on First Aid and Emergency procedures
 - Implementing building signage (Address and building name)

Financial Overview (Broad estimation)

To be Confirmed

- CNHSS receives a significant and critical discount on rentals based on:
 - Value to the community
 - Our historical relationship and contributions
 - Over 50 years operating the facility
- CNHSS Cost if based on RDCK Policy (Youth Group Rate 20.28/hr)
 - $\$20.28 * 210 \text{ hours per month} = \$4,260 \text{ per month}$
 - Not including snooker room
 - Elections are 2 weeks per year
 - As compared to current \$1,590.50
- Other Users Cost / Revenue (Adult user group 30.42/hr)
 - $\$30.42 * 20 \text{ hours per month} = \608 per month

Our Request

We would like the board's approval for the Rec Center administration to enter into a contract with CNHHS in line with the following understanding and intent.

Contract Change Request

1. Maintain the current fixed price contract approach
 - Any significant rate increase would impact the most vulnerable seniors
 - We understand this is below cost to RDCK but the ROI is significant
2. Contract term to 5 years with yearly performance reviews
3. RotaCrest hall allocated to CNHSS but continues to be available for other rentals at a similar level of usage. (managed administration)
 - Contract simplified: only schedule updates required for security reasons
4. CNHSS responsible and allowed to maintain kitchen/hall readiness and make minor improvements and repairs. (With approval from RDCK.)

Return on Investment

- To the Community
 - Reduced senior care costs for over 400 hundred seniors and growing. Lower demand on local and provincial services and budgets
 - Helping seniors age in place longer. Reducing impacts on care homes and family members
 - Helping to make Creston a better and more joyful place for seniors
- To RDCK
 - Provide a robust and successful seniors program using 100% volunteers. Saving hundreds of hours of management and program staff monthly.
 - A steady dependable revenue stream with minimal effort
 - Reduced budget uncertainty and increased efficiency for maintenance activities.

In Closing

- We thank the Rec Center Staff and the Board for their responsiveness and service provided to CNHSS, the members and the community.
- We expect significant growth in 2026 and want to keep our lines of communication open and work together to be even more successful
- We welcome any ideas and suggestions to promote a healthy community for seniors and their supporting families.











**DANCE
DANCE
DANCE**

**Rotacrest Hall
Saturday, Jan. 25th**

Music By
DJ Vern Gorham

EVERYONE WELCOME!

Advance tickets only \$20.00

**Available at Sue's Clothesline
or call Marion at - 250.428.7836**

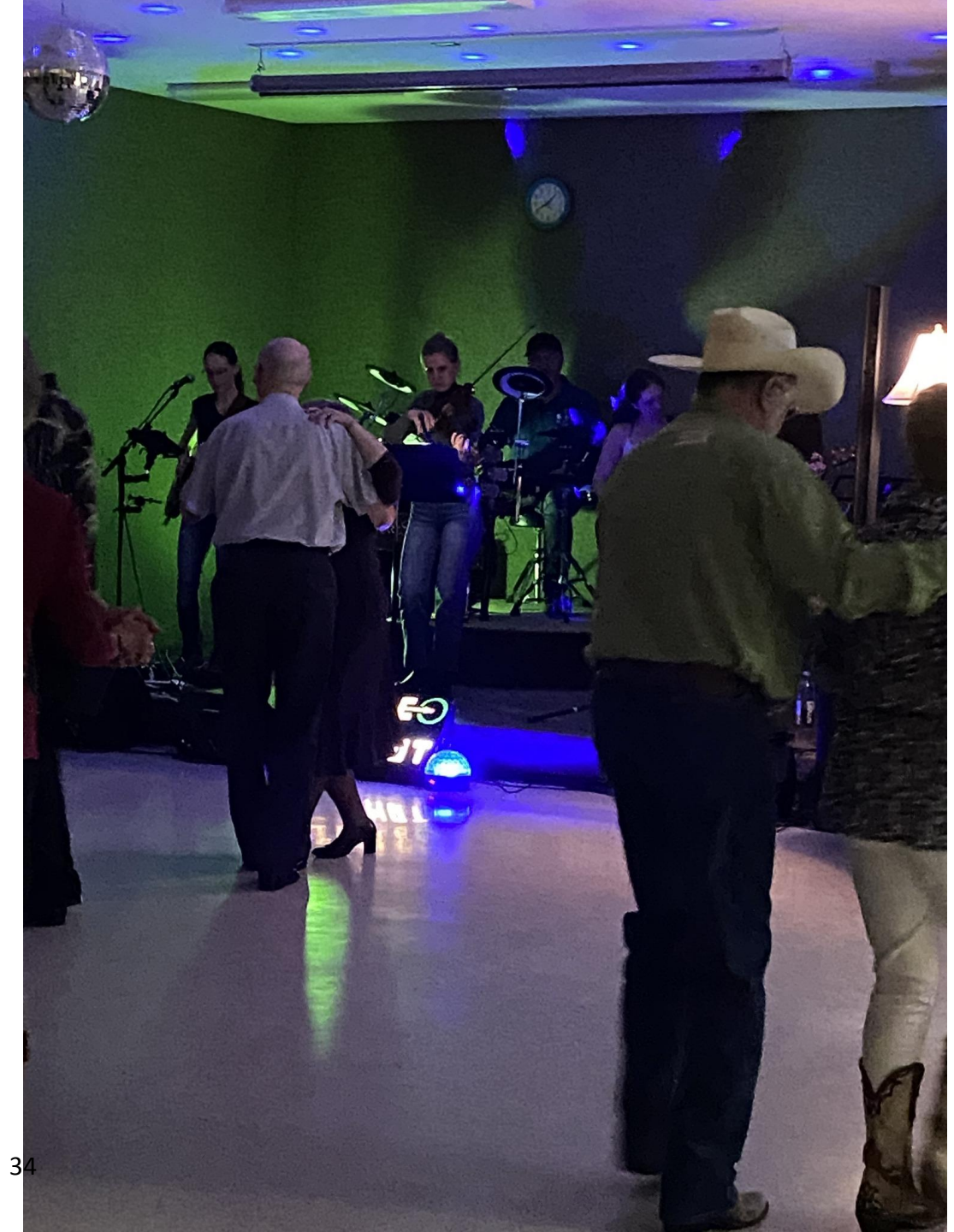
Doors Open - 6:30pm - Dancing - 7:00pm

Late Lunch Provided

Sponsored by: C.N.H.S.S.



crestonnewhorizons.ca





STAFF REPORT

TO: Creston Valley Services Committee
FROM: Mike Moore, Chief Administrative Officer – Town of Creston
DATE: February 25, 2026
SUBJECT: Creston Valley Health Working Group

PURPOSE

To provide an update to the S108 Economic Development – Town of Creston, Electoral Areas B & C service participants on the Creston Valley Health Working Group (aka physician recruitment program) administered by the Town of Creston on behalf of the Regional District of Central Kootenay.

BACKGROUND

Service Crisis and Community Response (2006–2007)

The **physician recruitment program in the Creston Valley was created in 2006** in direct response to a critical shortage of physicians that reduced emergency department coverage at Creston Valley Hospital to approximately 12 hours per day.

To address this, the Town of Creston, the Regional District of Central Kootenay (RDCK), Interior Health Authority, and local physicians partnered to form what was initially called the Creston Valley Health Group, later evolving into the Creston Valley Health Working Group (CVHWG).

This marked a **shift away from passive, provincially led recruitment** toward a community-based physician recruitment model, with local governments taking an active coordinating and funding role.

Early Program Design and First Results (2006–2009)

During the **first year** of operation, the Creston Valley Health Group **successfully recruited three physicians** to the community.

The explicit goals at that time were to:

- Recruit 1–2 permanent physicians per year, and
- Maintain 2–5 locum physicians to stabilize emergency and inpatient coverage.

This period established several defining characteristics that remain in place today:

- Physicians were recruited as full-service family doctors, expected to provide clinical care and hospital/ER coverage.
- Recruitment was tied directly to keeping a fully functional 24/7 emergency department rather than creating walk-in clinics.

Please note that local physicians collectively have chosen not to endorse walk-in clinic models for several reasons. One significant consideration is that walk-in physicians typically lack hospital privileges, which will not contribute to emergency room coverage.

Formalization and Ongoing Funding Model (2010s)

By the early 2010s, the program had become a standing service, financially supported through RDCK Service 108, with **funding contributions from the Town of Creston and RDCK Electoral Areas B and C.**

During this period:

- A **dedicated physician recruitment specialist** position was established and maintained on behalf of the CVHWG.
- The program **expanded beyond simple candidate attraction to include integration and retention**, including community orientation and spousal/family supports.

Documented Outcomes (2011–2023)

By 2023, the accomplishments have included:

- **16 physicians successfully recruited** to the Creston Valley through the program since its inception
- **Recruitment also included locum physicians**, some of whom later transitioned into permanent or repeated roles, **to fill in for vacancies.**

Importantly, it should be noted that:

- **Many recruited physicians replaced retiring doctors**, meaning improved stability did not always translate into increased patient attachment.
- Despite this, **the program prevented prolonged ER closures and maintained round-the-clock emergency services**, which many comparable rural communities were unable to do.

Over the past decade, numerous stakeholders, health authorities, and community groups have characterized the program as "groundbreaking" and notably effective within rural BC communities. The CVHWG has received multiple requests from other local governments seeking details on the model utilized. In recent years, the physician recruitment specialist has observed **growing competition from local governments** aiming to replicate the program's achievements.

The long serving physician recruitment specialist retired in 2023 and was replaced through a recruitment process overseen by the CVHWG.

Looking Forward:

In 2025, the CVHWG identified a need for a strategic plan. **The purpose of a physician recruitment strategic plan for the CVHWG is to provide a clear, shared, and future- focused framework that aligns recruitment, retention, locum use, funding, and governance** so the Creston Valley can sustainably maintain hospital and community medical services over the long term.

With the program being active for nearly 20 years, it is clear that there will still be continued physician shortages due to population growth and upcoming retirements of physicians. While there has been success in recruitment, recognition that recruitment success is "nuanced" because many new physicians inherit existing *patient panels* rather than expanding access.

[A physician's panel is the group of patients for whom a physician is responsible for providing ongoing, longitudinal care. In other words, it is the roster of patients attached to that doctor.]

Recruitment remains focused on full- service family physicians capable of supporting hospital, ER, and community care. While the program continues to be successful, the CVHWG lacks:

- a transparent level of service policy that defines expectations for stakeholders;
- a clear governance structure for monitoring and measuring achievements to defined expectations; and
- a reporting structure to elected officials, stakeholders and the public.

DISCUSSION

The year 2025 was marked by significant activity. The Creston Valley Hospital has successfully ensured uninterrupted operations in the Emergency Room. There needs to be an acknowledgement that the dedication and commitment demonstrated by its

physicians and locums in achieving this outcome. **At present, the community is operating with a shortage of five (5) full-time equivalent positions, and the patient waitlist remains at approximately 2,000.** The physician team demonstrates a high level of collaboration and mutual support, which is consistently recognized by visiting doctors and residents.

2025 Accomplishments

Dr. Victor Adegoke arrived on March 17th and will complete a three-year Return of Service. He is currently practicing in the Family Practice Clinic, serving as a hospitalist, and working in the Emergency Room. His wife is employed as a pharmacist at Pealows. They are both enjoying their time in the valley.

Further to Dr. Adegoke's arrival, other successful accomplishments included:

- **10 locums have provided coverage** for periods ranging from one week to three months.
- **16 students participated** in placements of one month each.
- **10 residents completed rotations** lasting two to four months.
- **2 practice ready assessments (PRA) assessments were conducted** over three months.

Cathy Chapman, **the physician recruitment specialist, attended five conferences**, where booth traffic was consistently high and attendees responded positively to both our booth and promotional items.

Conference participation included:

- ER/Anesthesia (January 2025)
- Society of Rural Physicians of Canada (SRCP) Conference (April 2025)
- Canadian Society of Physician Recruitment (May 2025)
- BC Rural Health Conference (RCCBC) (June 2025)
- Practice Foundations (November 2025)

Additionally, **the physician recruitment specialist organized seven events to introduce physicians to our medical community**, including four site visits.

2026 Accomplishments & Upcoming Activities

Dr. Arthur Omorogiuwa arrived Feb 17th. Practice Ready Assessment (PRA) with 3-year return of Service. He is working out of Summit Medical. **He took over Dr. Kurt Jordan's practice and patient panel.**

Dr. Philip Fitzpatrick arrived Feb 17th. GP Anesthesia. He will work out of the hospital covering Emergency shifts and working in the surgery supporting local surgeons and specialists. **He will not have a patient panel.**

Dr. Sheila Parai GP Anesthesia. She **was here for 2 months as a locum** and is now on maternity leave. The **plan is** for her to **return to the valley cover Emergency, surgery and have a small patient panel.**

Dr. Akela Szasz, IMG – Arriving September 2026 - International Medical Graduate. She is Canadian that trained out of Canada and returned to do her residency in Canada. She **is required to do a 2-year return of service.** Her interest is Emergency and **will take a patient panel.**

Dr. Sandeep Kumar - Arriving September 2026 - Practice Ready Assessment (PRA) with 3-year return of Service. He is working out of Summit Medical. He took over Kurt Jordan's practice.

Family Practice Associate has applied to have another PRA join in 2027.

The physician recruitment specialist is also working with other physicians considering Creston Valley. Most recently, **there was a 2-day site visit mid-February with an American doctor looking to relocate.**

Departures

Dr. Andrew Weaver - Closed his practice as he is returning to school for Anesthesia. His plan is to return to the valley within 18 months. He will work out of the hospital covering Emergency shifts and working in the surgery supporting local surgeons and specialists. He will not have a panel.

Dr. Jordan is returning to school for oncology and will be based out of Cranbrook. He may help cover ER shifts and Locum for Summit Medical when in the Creston Valley.

Communications & Public Relations

The CVHWG has a dedicated website for physician recruitment <https://health.creston.ca/> and manages the Facebook page – [Creston Valley Physician Recruiting](#)

The Healthcare infusion (website: <https://creston.healthcareinfusion.org>) was started by Tod and Jocelyn Maffin from Nanaimo **to attract and provide resources to American trained healthcare workers looking to bring their skills to Canada.**

Creston was one of the first communities to join this now nationwide movement. The intent is for medical professionals serious about moving to Creston (or Canada) can

find the answers to all their questions on this online portal. **There will be a small discord page in future which will expand to cover everything from education to immigration, hair salons, school, hiking trails, real estate and more.** It will also encompass all the healthcare workplace and immigration information that they need; all coming from local experts. The discord page is located at <https://discord.com/invite/YFW5cxXzJ>

2026 Conferences

The **physician recruitment specialist will be attending the five (5) conferences in 2026:**

- ER/Anesthesia (January 2026)
- Society of Rural Physicians of Canada (SRCP) Conference (April 2026)
- Canadian Society of Physician Recruitment (May 2026)
- BC Rural Health Conference (RCCBC) (June 2026)
- Practice Foundations (November 2026)

Current **efforts are directed toward actively recruiting for specific roles: one maternity position, one mental health (retirement) position, and the remainder of hiring will focus on clinic needs plus one specialty role.** This approach differs from previous recruitment efforts, which sought to fill the full range of positions.

2026 Strategic Planning Project

A strategic plan for physician recruitment would move the CVHWG from a historically successful but largely operational program to a deliberately guided, future-focused system that aligns recruitment, retention, funding, and accountability across partners. This presents an opportunity to reaffirm the program's purpose and objectives, examine its connections with community initiatives such as housing, economic development, and overall well-being, and analyze the evolving factors involved in supporting physician recruitment within the community.

The budget allocation for consultation on strategic plan is \$15,000 including consulting fees and travel & meeting expenses.

Based on CVHWG history and current conditions, the purpose of developing a strategic plan falls into seven interrelated roles.

1. Shift from “working” to “planning for sustainability”

The CVHWG was created in 2006 as a crisis response to emergency department instability, and it has been effective in stabilizing ER and hospital services through recruitment and locum coverage.

However, there is:

- Ongoing shortages
- Heavy reliance on locums
- Retirements offsetting recruitment gains

By engaging in a targeted strategic plan for the CVHWG can identify:

- Identify the level of physician coverage the Valley actually needs?
- How recruitment, retention, and locums fit together over time?
- What “success” looks like beyond simply keeping the ER open?

2. Align recruitment with governance, funding, and service expectations

The existing program is:

- Administered by the Town of Creston
- Funded through RDCK Service 108
- Operational guidance is done collaboratively through the CVHWG
- Informal reporting to CVSC (not all of CVSC are participants in the S108 service)

In recent years, **discussions among elected officials suggest a need to review alignment of physician recruitment with governance and service expectations.** To engage in a strategic plan for physician recruitment would clearly answer:

- What is the CVHWG accountable for?
- What level of service is provided with public funds?
- How do Town, RDCK, Interior Health, and physicians collaboratively fit into the system?

This would **reduce ambiguity for elected officials from the Town / RDCK, staff, and other stakeholders.**

3. Understand the role of locums versus permanent physicians

Over the past decade of service provision has confirmed that:

- Locums are essential to maintaining ER coverage
- Locum use has increased
- Locums do not resolve long- term attachment or continuity of care issues

Strategic planning for physician recruitment can define:

- How locums bridge the gap in the shortage of physicians?

- Are locums a structural dependency in maintaining access to physicians in the community?
- What balance is acceptable and sustainable?

Without a strategic framework, locum use risks becoming a default rather than a deliberate tool. **Recruitment of locums is crucial to short and long term success** but understanding the requirement of a balanced effort in recruitment of locum assists in understanding the challenges.

4. Anticipate retirements, growth, and changing demand

The ongoing efforts of the CVHWG can confirm:

- Population growth
- Aging physician cohort
- Persistent unattached patient numbers

These pressures are known, not speculative. Strategic planning for this service would allow for **improved proactive planning and reporting** for:

- Physician retirements before they occur
- Future demand, not just current vacancies
- Skill mix needs (e.g., hospitalist capacity, ER competence, clinic care)

This would **align physician recruitment with broader community planning and sustainability objectives** and can be built into service delivery expectations.

5. Provide continuity across election cycles and personnel changes

The CVHWG has existed for nearly two decades, but:

- Membership changes
- The terms of Council and RDCK change
- Staff roles evolve

A **level of service policy** developed through strategic planning would:

- **Preserve institutional knowledge and direction** so recruitment priorities do not reset with change in leadership.
- **Ensure continuity and defensibility of long-term decisions** that align with the RDCK and Town's corporate strategic plans.

6. Strengthen accountability, reporting, and credibility

Current reporting largely focuses on:

- Activity (number of locums, site visits, conferences)
- Short- term outcomes (coverage maintained)

Creating a level of service policy from a CVHWG strategic plan **establishes:**

- **Clear goals**
- **Measurable outcomes**
- **A basis for consistent reporting** to CVSC participants, stakeholders and the public

This supports transparency and strengthens the case for continued or adjusted funding.

7. Position physician recruitment as a strategic community asset

The **Creston Valley’s physician recruitment model is often viewed as comparatively successful and referenced by other communities.** This is bolstered by recent attendance by the Town of Creston’s Mayor at UBCM meetings related to challenges local governments have in ER coverage and access to physicians.

A CVHWG strategic plan would **intentionally position physician recruitment as:**

- **A health service**
- **An economic development factor**
- **A community sustainability issue**

This would further help integrate physician recruitment with broader initiatives (housing, workforce attraction, economic development) rather than treating it as a standalone program.

The program has been active for nearly 15 years as an ongoing service with active participation by elected officials, physicians and staff. There will be continued physician shortages due to population growth and upcoming retirements of physicians. While there has been success in recruitment, recognition that recruitment success is “nuanced” because many new physicians inherit existing patient panels rather than expanding access.

Recruitment remains focused on full- service family physicians capable of supporting hospital, ER, and community care. Are there opportunities that can be explored to continue the success that incorporate the changes of community demographics, population growth and the newer generation of physicians. A strategic review can help guide the next decade of service delivery.

CVHWG 2026 Programming Budget

The program budget has maintained a level of \$87,500 for the past several years. Previously, this budget was fixed at \$73,000 for nearly ten years, largely due to unchanged remuneration for the former physician recruitment specialist and underbilling for hours worked.

Following COVID-19, various costs have increased, including those associated with remuneration due to the replacement of the physician recruitment specialist which included an appropriate adjustment to labour costs, administrative recovery, as well as conference registration and travel expenses. These additional costs have been reflected in the adjustment of the budget from \$73,000 to \$87,500.

Description	2025 Actual	2026 Budget
Travel	\$ 12,119	\$ 15,000
Recruitment Specialist	\$ 29,430	\$ 34,000
Admin Recovery	\$ 5,000	\$ 8,000
Event Registration	\$ 19,745	\$ 25,000
Local Events & Meetings	\$ 4,259	\$ 7,000
Promotional Supplies	\$ 3,115	\$ 4,000
Strategic Planning		\$ 15,000
Totals	\$ 73,669	\$ 102,500
	RDCK S108 Contribution	(\$ 87,500)
	Carry Forward Surplus	(\$ 13,831)
	Town – Mgmt. Consultant Budget	(\$ 1,169)
	Budget Surplus / Deficit	\$ 0

Budget Notes:

1. No funding increase requested for 2026.
2. One conference was not attended in 2025 to create a surplus.
3. Increase in administration recovery cost
4. Strategic Planning is a one-time project and will not be reflected in 2027.
5. Completion of strategic plan and level of service policy in 2026 will allow for comprehensive review of funding in next budget cycle.

NEXT STEPS

- a) Schedule a CVHWG Meeting
- b) Engagement of consultant for strategic planning for CVHWG.
- c) Strategic planning workshops
- d) Develop level of service policy for CVHWG
- e) Implement reporting structure to RDCK of service delivery outcomes
- f) Budget alignment with service delivery

RECOMMENDATION

The Chief Administrative Officer for the Town of Creston respectfully requests the Creston Valley Services Committee consideration on the following recommendation(s):

THAT the Creston Valley Services Committee receive for information the report titled 'Creston Valley Health Working Group' dated February 25, 2026, from the Town of Creston's Chief Administrative Officer of the Town of Creston.

Creston Valley Tourism Society

Board Meeting Minutes – November 2025



Thursday, Nov 20th, 9:00-11:00 AM
Banquet Room @ Creston Hotel

In Attendance: Mel Joy, Kristal Shaw, Lisa Wood, Tanya Wall, Carla Ahern, Tammy Shaw, Mimika Coleman, Kelly Vandenberghe, Amy Maddess, Jesse Willicome

Absent: Kate Murphy, Kevin Wilson

1) Call to Order @ 9:04am

2) Approve Previous Meeting Minutes

MOTION – To adopt minutes - Lisa 1st, Kristal 2nd, AIF, Carried

3) Adoption of Agenda - Adopted

4) Reports (20 Minutes)

a) Chair (Mel)

- EAP – Update
 - Jesse and Mel talked to KES and Chamber on what they want to see, how EAP should operate, CVTS a big component.
 - Met with Town – EAP needs some work around governance model, Town will be getting a consultant on board. KES is not being renewed as delivering org, so on hold for now.
 - Want them to know CVTS contribution to EAP is of value and we want to be a part of it. Want to see it expanded and broadened.
 - Kelly – for discussion on the next Valley Services Meeting – what is plan and timeline? Was supposed to be discussed in Q3...

b) Treasurer (Kristal)

- Financial Position – assets just over \$300K
- Low liabilities - \$30K
- Income on track
- Most thing on target
- Under budget (~75% spent), but website costs coming up soon to balance that out
- Sell Treasurer's Report for details

c) Visitor Centre (Amy)

- Good growth in Fall – Sept 7% rise; Oct 7% rise
- Fall Fair increase in numbers to Centre by locals and visitors
- Continue to see strong US travellers numbers through Fall
- Desire for attractions to be open more in the Fall (as have limited hours at many)
- Seasonal activities – share updates and accurate info to visitors and community
- Parade coming up; Annual tour of light – VC takes booking and entry forms

d) Executive Director (Jesse)

- See Jesses' October Staff Report

5) Old Business (10 Minutes)

a) Update: Creston Valley Cycling Association request for trail signage funding

- \$1000 previously awarded for signage – Board approved funding for design and requested to see a draft that included CVTS logo on it.
- Jesse also looked into MRDT restrictions to support this - can be for design and printing of sign (but not installation)
- May be allotted for 2026 as they might be delaying signage install.

6) New Business (45 Minutes)

a) Introduction: RDCK NEPP Program – Kelly

- NEPP – Neighbourhood Emergency Preparedness Program
 - Resources that community groups can put together
 - RDCK will put together a data base for these resources, there resources for groups to do some planning
 - Find on RDCK website (tools and templates)
- Goat River Watershed Water Sustainability Planning
 - Community Engagement has occurred. Kelly attended 5 out of the 6 sessions around the valley (13; 15; 50; 30 people in attendance)
 - Commercial and agriculture will also be approached
 - Only 2 such plans in the province to date
 - Online survey is available (initial survey and a post survey)

MOTION – To accept information as presented - Mimika 1st, Tanya 2nd – AIF, Carried

- b) Discussion: Annual memberships with local organizations that support tourism (e.g., Snowmobile Club, Cycling Association, Trails Society, etc.)

- Discussions with these organizations – Concern on Capacity, Revenue, Budgets; They rely on Memberships; A tier for Business Memberships was suggested
- Should we be a member of these organizations? Fits under administration part of the budget, so a way to support local organizations and it falls under the MRDT grant allocations

MOTION – Create a policy for membership criteria and related budget (Jesse to draft with support of Policy Committee) – Carla 1st, Mimika 2nd; AIF - Carried

c) Review: Draft 2026 Budget (prepared by Executive Director)

- Jesse presented – see attached 2026 budget draft for reference
- Revenue - MRDT - \$107,000 (conservative estimate), RDCK, Co-op Funding, Retail Sales, Interest Accrued; Other - Total \$216,900
 - Possibility of lower ad sale revenue due to economics

MOTION – To accept the draft budget with suggested changes – Tanya 1st, Kristal 2nd, AIF - Carried

7) Roundtable/Board Member Updates (10 minutes)

- Welcome to Creston billboard (from 2014) has fallen down...at Border. Something to look into replacing?

8) Closed Session (25 Minutes)

a) Board Discussion: Executive Director Contract Negotiations

9) Adjournment - @10:49AM

- All non-Board Members are asked to leave for Closed Session

Creston Valley Tourism Society

Staff Report – January 2026



Staff Report by Executive Director, Jesse Willicome, summarizing work done from Jan.1-31, 2026.

1. Executive Summary

January was a high-activity transition month focused on operational setup for 2026, delivery of several time-sensitive projects, and positioning CVTS for a busy Q1 and spring season. Major areas of focus included the Executive Director's transition from contractor to employee, year-start financial administration, continued progress on the ExploreCrestonValley.com website redevelopment with Hello Agency, advancement of the ETSI-BC funded Creston EventReady Program, and acceleration of production for the 2026–27 Visitor Guide.

From a financial perspective, January MRDT revenues totalled \$6,130.17. While this represents a decrease compared to the unusually strong January 2025 deposit, revenues remain well above January levels in 2023 and 2024. This result reflects continued healthy visitor demand relative to historical winter-season norms, alongside normalization following an exceptionally strong tourism year in 2025.

Several major initiatives moved from planning into active delivery in January. EventReady survey distribution is complete, with early responses informing program design ahead of a February workshop. Visitor Guide advertising sold out ahead of the February 1st closing date, with strong participation from both returning and new advertisers. Cost savings achieved through a new printing partner will allow CVTS to increase the guide's print run without added expense.

Website redevelopment work with Hello Agency remains on schedule, with February and March focused on design refinement, content structuring, and early beta review. Discussions are also underway to expand Hello Agency's role in supporting our digital marketing, content, and media coordination beginning in February to improve efficiency and alignment across marketing channels.

January also included substantial leadership and administrative support for the International Selkirk Loop during a period of organizational review. Direction from the CVTS Board will be required in February regarding potential next steps and CVTS's role should the ISL organization dissolve.

Overall, January positioned CVTS strongly for a demanding but productive February and March, with clear priorities, strong partner engagement, and multiple initiatives advancing from planning into implementation.

2. January Staff Activity

Administration

- **Monthly Reporting & Board Support:** Prepared and circulated the December Staff Report, financial reports, MRDT update, and analytics dashboard to the Board.
- **Year-Start Financial Administration:** Completed January bookkeeping, reconciled bank and credit card accounts, processed cheques and payments, and entered deferred revenue adjustments in QuickBooks.
- **Payroll & Employment Transition:** Coordinated documentation and setup required to transition the Executive Director role from contractor to salaried employee, including payroll configuration and compliance requirements.
- **General Administration:** Managed correspondence, scheduling, internal documentation, and coordination with accountants and Board officers.

Project / Planning

- **Website Redevelopment:** Continued coordination with Hello Agency, including progress meetings and discussion of website redevelopment milestones and 2026 digital marketing management options.
- **ETSI-BC Creston EventReady Program:** Finalized and distributed the EventReady survey to local event organizers; coordinated outreach with the Creston Valley Chamber of Commerce and Hello Agency; responded to follow-up inquiries and began early review of responses.
- **2026 Operational Planning:** Continued sequencing of major projects to align Strategic Plan commitments with staff capacity in Q1 and Q2 2026.

Marketing & Content

- **26–27 Visitor Guide Production:** Finalized ad bookings, entered bookings into tracking systems, coordinated ad design timelines with Vanessa Croome (Claris Media), booked printing with Elite Lithographers, and confirmed distribution with ABC Brochures and other partners.
- **Editorial & Content Development:** Initiated outreach to Trails for Creston Valley Society, Creston Concert Society & Fields Forward for the “Local Tips” editorial feature and coordinated early interviews.
- **Website Content Updates:** Updated event listings and corrected Farmers' Market dates; responded to event listing and content inquiries.
- **Digital Marketing Oversight:** Updated and repaired Google Looker Studio analytics connections; entered Meta Ads and December advertising data; monitored winter Google and Meta campaigns.
- **Photography Coordination:** Coordinated winter recreation photo and video shoots with photographer Marty Agabob and the Kokanee Snowmobile Club.

Also coordinated final receipt of photo content from Binil Philip & Madeline Tribble in advance of use in Visitor Guide.

- **Marketing Coordination Planning:** Held discussions with Hello Agency regarding the potential expansion of their role in 2026 to support CVTS marketing activities, including digital advertising management, blog content creation, and coordination of photography and videography. These discussions focused on improving efficiency and alignment across marketing channels, with a potential start in February 2026.

Stakeholder / Partner Relations

- **Stakeholder Communications:** Prepared and distributed the January Stakeholder Newsletter, including updates on Burger Month, Visitor Guide advertising, and the EventReady Program.
- **Partner Engagement:** Maintained regular communication with Destination BC, ETSI-BC, Kootenay Rockies Tourism, and local organizations.
- **Local & Regional Collaboration:** Participated in the Creston Valley Economic Development Collective meeting (Chamber, KES, Fields Forward, COTR) and drafted a working agreement to formalize collaboration; met with the CEO of Kootenay Rockies Tourism to discuss regional coordination and feedback.
- **International Selkirk Loop Support:** Continued providing administrative, financial, and governance support during a period of organizational review, including scheduling Board meetings, financial review, and coordination with partners in BC and Idaho.

3. February Upcoming Activities

Administration

- **Board Meeting Preparation & Delivery:** Plan, coordinate, and host the CVTS Board Meeting on Thursday, February 19th, from 9:00–11:00 AM @ the Creston Public Library Meeting Room, including agenda development, preparation of Board materials, and follow-up documentation.
- **Monthly Reporting & Board Communications:** Prepare and circulate the January Staff Report, financial summaries, MRDT update, and analytics dashboard to the Board.
- **Financial Administration:** Complete February bookkeeping, reconciliations, and payroll processing.

Project / Planning

- **ETSI-BC Creston EventReady Program:** Review survey results and prepare for the February in-person workshop.
- **Website Redevelopment:** Continue coordination with Hello Agency on design refinement and early beta components.
- **Destination BC Co-op Program – Year-End Delivery & Transition:** Complete final activities for the last quarter of the 2025–2026 Destination BC Co-op Marketing Campaign, while preparing for the launch of the 2026–2027 campaign in April.

Marketing & Content

- **Visitor Guide Production:** Continue ad proofing, editorial development, layout coordination, and preparation for printing and distribution.
- **Hiking Map & Tear-Away Maps:** Advance planning and coordination for 2026 updates and distribution.
- **Social Media Marketing Oversight:** Continue oversight of social media planning and execution, including exploring a community photo contest to source local images for use in the Visitor Guide and other marketing materials.
- **Digital Marketing Oversight:** Monitor winter Google and Meta advertising performance and refine campaigns as needed.
- **Marketing Operations Transition:** Confirm scope and timing for Hello Agency to begin supporting select 2026 marketing activities, including digital advertising, blog content creation, and photography/videography coordination.

Stakeholder / Partner Relations

- **EventReady Outreach:** Continue engagement and follow-up with local event organizers in advance of the February workshop.
- **International Selkirk Loop (ISL):** Continue providing interim leadership and administrative support as required, including coordination with the ISL Board and partner organizations during a period of organizational transition.

4. Important Updates & Future Actions

A. Creston EventReady Program

The Creston EventReady Program has moved into active implementation following confirmation of ETSI-BC funding. The initial event organizer survey was distributed in January and early responses are being reviewed. An in-person workshop is planned for February to inform program delivery, priorities, and supports for local event organizers.

B. ExploreCrestonValley.com Website Redevelopment

The ExploreCrestonValley.com website redevelopment remains on schedule with Hello Agency. January–February work is focused on design refinement, content structuring, and internal review of early beta components, with a Spring 2026 launch still targeted. Discussions are also underway regarding expanded marketing support from Hello Agency beginning in February to improve coordination and efficiency across digital marketing, content, and media.

C. Visitor Guide 2026–27 – Advertising & Production Update

Advertising sales for the 2026–27 Visitor Guide were again very strong, with ad space selling out ahead of the February 1st closing date. The guide includes 31 returning advertisers and 5 new advertisers, reflecting continued confidence from local businesses.

For 2026 printing, CVTS has transitioned to Elite Lithographers (Edmonton, Alberta), resulting in cost savings and allowing the print run to increase from 21,000 to 22,000 copies without added cost. Guide production will be a major focus through February and March, including content updates, design, printing, and distribution planning.

D. February Board Meeting – Strategic Discussion Required

The February 19th CVTS Board Meeting will include discussion and direction on several strategic items, including the future of the International Selkirk Loop and potential implications for CVTS's role, capacity, and resources. Board input will be required to provide direction on next steps.

E. International Selkirk Loop - Organizational Review & Request to CVTS

The ISL is currently facing significant financial and organizational challenges following the loss of two Executive Directors in the past year and a substantial decline in revenue after the cancellation of the WaCanID Ride.

Following the ISL AGM in December, the Board tasked a small working committee, including Jesse, to review the organization's future and assess potential paths forward to report back to the Board. At the February ISL Board meeting, Directors determined the organization no longer has the capacity to operate in its current form and approved pausing production of the ISL guide and map, returning advertiser revenues, and cancelling an active grant with the State of Idaho.

The ISL Board has asked Jesse to explore whether the Creston Valley Tourism Society would consider taking on the International Selkirk Loop as a regional collaborative marketing campaign should the organization dissolve, with CVTS acting as the lead organization overseen by a steering committee of regional partner groups along the Loop. This would include the transfer of approximately \$90,000 in remaining ISL reserves to CVTS to deliver marketing activities on behalf of partners.

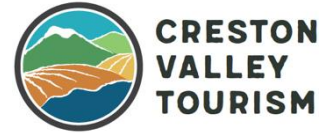
This item requires discussion and direction from the CVTS Board at the February meeting.

5. Admin Hours

- **Staffing Update:** As of January 2026, the Executive Director role has transitioned to a salaried employee position. Monthly staff reporting will continue to ensure transparency and accountability, while detailed hourly tracking will discontinue.

Creston Valley Tourism Society

Board Meeting Agenda - February 2026



Thursday, February 19th, 9:00-11:00 AM
Meeting Room @ Creston Public Library

1) Call to Order

2) Approve Previous Meeting Minutes

3) Adoption of Agenda

4) Reports (15 minutes)

- a) Treasurer (Kristal)
- b) Visitor Centre (Amy)
- c) Executive Director (Jesse)

5) Board Roundtable & Member Updates (15 minutes)

6) Old Business (5 Minutes)

- a) Update re: Response from MLA Brittany Anderson's Office to Duck Creek Watershed Logging Letter

7) New Business (40 Minutes)

- a) Discussion: 2026 Budget Adjustment – Destination BC Co-op Funding Update
- b) Discussion; 2026 AGM for Spring (*Date, time, location, speaker, proposed amendments, board nominations*)
- c) Discussion & Direction: International Selkirk Loop (ISL) request for CVTS to host ISL Campaign - *See briefing note*

8) Closed Session (15 Minutes)

- a) Finalization of Executive Director employment contract

9) Adjournment

Treasurer's Report

Creston Valley Tourism Society

For the period ended December 31, 2025



Prepared by

Kristal Shaw

Prepared on

February 17, 2026

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Balance Sheet

As of December 31, 2025

	Total
ASSETS	
Current Assets	
Cash and Cash Equivalent	
Chequing	237,566.56
CU Shares	30.00
Total Cash and Cash Equivalent	237,596.56
Accounts Receivable (A/R)	
Accounts Receivable (A/R)	0.00
Total Accounts Receivable (A/R)	0.00
1 Year GIC	100,000.00
Total Current Assets	337,596.56
Total Assets	\$337,596.56
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable (A/P)	
Accounts Payable (A/P)	19,447.71
Total Accounts Payable (A/P)	19,447.71
Credit Card	
Collabria- Visa	-57,361.02
Collabria- Jesse	58,654.46
Total Collabria- Visa	1,293.44
Total Credit Card	1,293.44
Accrued Liabilities	1,770.00
Deferred Revenue – 2026 ETSI-BC Funding	25,000.00
Deferred Revenue – 2026 RDCK S108 Funding	22,000.00
GST/HST Payable	-5,550.73
GST/HST Suspense	0.00
Total Current Liabilities	63,960.42
Total Liabilities	63,960.42
Equity	
Prior Period Adjustment	-761.41
Retained Earnings	245,817.58
Profit for the year	28,579.97
Total Equity	273,636.14
Total Liabilities and Equity	\$337,596.56

Profit and Loss - Year Over Year

January - December 2025

		Total
	Jan - Dec. 2025	Jan - Dec. 2024 (PP)
INCOME		
DBC Co-op Funding	33,273.00	20,011.00
Grants/Fee for Service - Municipal/RD		22,000.00
Local Government Contribution	22,000.00	
MRDT	118,624.05	107,833.46
Other - Grants & Funds	1,000.00	16,000.00
Retail Sales (Advertising)	21,240.00	21,995.00
Services	113.85	2,050.00
Total Income	196,250.90	189,889.46
GROSS PROFIT	196,250.90	189,889.46
EXPENSES		
Administrative Expenses		
Board of Director - Costs		
Liability Insurance	1,523.00	1,281.00
Meeting Costs	1,170.33	
Other Board of Directors Costs	511.15	439.64
Total Board of Director - Costs	3,204.48	1,720.64
Finance Costs		
	138.30	
General Office Expenses		
	242.25	7.38
Meals	86.38	124.74
Mileage	402.00	532.20
Office Supplies & Printing	153.92	201.75
Professional Fees	1,770.00	1,785.00
Total General Office Expenses	2,654.55	2,651.07
Information Technology Costs	1,311.82	1,267.46
Management and Staff	65,720.00	61,760.10
Total Administrative Expenses	73,029.15	67,399.27
Destination & Product Experience Management		
Industry Development & Training	472.00	
Research & Evaluation	4,000.00	75.00
Total Destination & Product Experience Management	4,472.00	75.00
Marketing		
		170.00
Collateral Production and Distribution		
Delivery (Incoming)	1,048.53	967.88
Design	4,657.06	4,631.25
Distribution & Shipping (Outgoing)	2,066.12	1,208.45
Publication & Printing	21,209.53	21,831.66
Racking Fees	4,309.91	1,257.00
Total Collateral Production and Distribution	33,291.15	29,896.24
Consumer Focused Asset Development		
Blog Content	2,408.51	4,500.00

		Total
	Jan - Dec. 2025	Jan - Dec. 2024 (PP)
Photo Content	6,526.67	3,759.42
Total Consumer Focused Asset Development	8,935.18	8,259.42
Consumer Shows/Events		212.50
Materials, Supplies & Equipment	127.50	314.20
Total Consumer Shows/Events	127.50	526.70
Media Advertising & Production	990.00	
Ad Design	186.25	340.01
Digital Advertising	8,637.22	13,177.51
Print Advertising	4,786.71	3,754.50
Total Media Advertising & Production	14,600.18	17,272.02
Other Marketing Expenses		2,600.00
Event Sponsorship Program	1,500.00	
Total Other Marketing Expenses	1,500.00	2,600.00
Social Media	15,011.90	14,400.00
Travel Media Relations	309.92	
Website	419.32	1,641.49
New Website Development	13,944.00	
Total Website	14,363.32	1,641.49
Total Marketing	88,139.15	74,765.87
Other Expenses	97.50	2,881.23
Other Activities	39.99	
Bank Fees	115.51	85.32
Membership Fees	1,939.28	185.00
Other Fees & Costs of Business	225.36	232.65
Total Other Activities	2,320.14	502.97
Other Wages & Benefits		18,754.03
Total Other Expenses	2,417.64	22,138.23
Total Expenses	168,057.94	164,378.37
OTHER INCOME		
Interest Earned	387.01	572.01
Total Other Income	387.01	572.01
PROFIT	\$28,579.97	\$26,083.10

Budget VS Actuals

January - December 2025

	Actual	Budget	over Budget	Total % of Budget
INCOME				
DBC Co-op Funding	33,273.00	33,723.00	-450.00	98.67 %
Local Government Contribution	22,000.00	22,000.00	0.00	100.00 %
MRDT	118,624.05	92,000.00	26,624.05	128.94 %
OAP MRDT		3,000.00	-3,000.00	
Other - Grants & Funds	1,000.00	1,000.00	0.00	100.00 %
Retail Sales (Advertising)	21,240.00	21,000.00	240.00	101.14 %
Services	113.85		113.85	
Total Income	196,250.90	172,723.00	23,527.90	113.62 %
GROSS PROFIT	196,250.90	172,723.00	23,527.90	113.62 %
EXPENSES				
Administrative Expenses				
Board of Director - Costs		2,000.00	-2,000.00	
Liability Insurance	1,523.00		1,523.00	
Meeting Costs	1,170.33		1,170.33	
Other Board of Directors Costs	511.15		511.15	
Total Board of Director - Costs	3,204.48	2,000.00	1,204.48	160.22 %
Finance Costs	138.30	2,500.00	-2,361.70	5.53 %
General Office Expenses	242.25	1,000.00	-757.75	24.23 %
Meals	86.38		86.38	
Mileage	402.00		402.00	
Office Supplies & Printing	153.92		153.92	
Professional Fees	1,770.00		1,770.00	
Total General Office Expenses	2,654.55	1,000.00	1,654.55	265.46 %
Information Technology Costs	1,311.82	1,500.00	-188.18	87.45 %

				Total
	Actual	Budget	over Budget	% of Budget
Management and Staff	65,720.00	65,000.00	720.00	101.11 %
Total Administrative Expenses	73,029.15	72,000.00	1,029.15	101.43 %
Destination & Product Experience Management				
Industry Development & Training	472.00	3,000.00	-2,528.00	15.73 %
Research & Evaluation	4,000.00	3,000.00	1,000.00	133.33 %
Total Destination & Product Experience Management	4,472.00	6,000.00	-1,528.00	74.53 %
Marketing				
Collateral Production and Distribution		34,000.00	-34,000.00	
Delivery (Incoming)	1,048.53		1,048.53	
Design	4,657.06		4,657.06	
Distribution & Shipping (Outgoing)	2,066.12		2,066.12	
Publication & Printing	21,209.53		21,209.53	
Racking Fees	4,309.91		4,309.91	
Total Collateral Production and Distribution	33,291.15	34,000.00	-708.85	97.92 %
Consumer Focused Asset Development		11,000.00	-11,000.00	
Blog Content	2,408.51		2,408.51	
Photo Content	6,526.67		6,526.67	
Total Consumer Focused Asset Development	8,935.18	11,000.00	-2,064.82	81.23 %
Consumer Shows/Events		3,000.00	-3,000.00	
Materials, Supplies & Equipment	127.50		127.50	
Total Consumer Shows/Events	127.50	3,000.00	-2,872.50	4.25 %
Media Advertising & Production	990.00	18,000.00	-17,010.00	5.50 %
Ad Design	186.25		186.25	
Digital Advertising	8,637.22		8,637.22	
Print Advertising	4,786.71		4,786.71	
Total Media Advertising & Production	14,600.18	18,000.00	-3,399.82	81.11 %
Other Marketing Expenses		4,000.00	-4,000.00	

				Total
	Actual	Budget	over Budget	% of Budget
Event Sponsorship Program	1,500.00		1,500.00	
Total Other Marketing Expenses	1,500.00	4,000.00	-2,500.00	37.50 %
Social Media	15,011.90	15,000.00	11.90	100.08 %
Travel Media Relations	309.92		309.92	
Website	419.32	20,000.00	-19,580.68	2.10 %
New Website Development	13,944.00		13,944.00	
Total Website	14,363.32	20,000.00	-5,636.68	71.82 %
Total Marketing	88,139.15	105,000.00	-16,860.85	83.94 %
Meetings, Conventions, Events, & Sports				
Meetings, Conventions, conferences, events, sport, etc.		2,000.00	-2,000.00	
Total Meetings, Conventions, Events, & Sports		2,000.00	-2,000.00	
Other Expenses	97.50		97.50	
Other Activities	39.99	500.00	-460.01	8.00 %
Bank Fees	115.51		115.51	
Membership Fees	1,939.28		1,939.28	
Other Fees & Costs of Business	225.36		225.36	
Total Other Activities	2,320.14	500.00	1,820.14	464.03 %
Total Other Expenses	2,417.64	500.00	1,917.64	483.53 %
Total Expenses	168,057.94	185,500.00	-17,442.06	90.60 %
NET OPERATING INCOME	28,192.96	-12,777.00	40,969.96	-220.65 %
OTHER INCOME				
Interest Earned	387.01	350.00	37.01	110.57 %
Total Other Income	387.01	350.00	37.01	110.57 %
NET OTHER INCOME	387.01	350.00	37.01	110.57 %
NET INCOME	\$28,579.97	\$ -12,427.00	\$41,006.97	-229.98 %

A/P Aging Summary

As of December 31, 2025

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
Hello Agency	8,366.40					8,366.40
International Selkirk Loop					0.50	0.50
Jesse Willicome Consulting	5,082.00					5,082.00
Lantern Bookkeeping Ltd.	77.28	71.53				148.81
Madeline Tribble	1,650.00					1,650.00
Symphony Tourism Services	4,200.00					4,200.00
TOTAL	\$19,375.68	\$71.53	\$0.00	\$0.00	\$0.50	\$19,447.71

Treasurer's Year-End Comments

For the Period Ended December 31, 2025
(Draft – Pre-Accountant Review)

1. Overall Financial Position

As of December 31, 2025, the Society remains in a strong financial position.

- Total Assets: \$337,596.56 CVTS Draft Report 2025
- Cash & Cash Equivalents: \$237,596.56
- 1-Year GIC: \$100,000
- Total Liabilities: \$63,960.42
- Profit for the Year: \$28,579.97 CVTS Draft Report 2025

Cash reserves increased over the year, and the Society closed 2025 with a solid surplus while maintaining strong liquidity.

Liabilities include two deferred revenue items for 2026:

- ETSI-BC Funding: \$25,000
- RDCK S108 Funding: \$22,000

These are not operating liabilities but funds received for 2026 programming.

GST/HST shows a refund position of \$5,550.73, which will further support early 2026 cash flow.

2. Year-End Financial Performance

Revenue

Total revenue for 2025 was \$196,250.90, exceeding budget by \$23,527.90 (113.6% of budget)

The most significant driver of this positive variance was:

- MRDT revenue of \$118,624.05, which exceeded the \$92,000 budget by over \$26,000 (128.9% of budget).

This strong MRDT performance significantly strengthened the Society's operating position.

Expenses

Total expenses were \$168,057.94, coming in \$17,442 under budget (90.6% of budget)

Key highlights:

- Administrative expenses were essentially on budget (101.4%).
- Marketing expenses were below budget overall (83.9%), with underspending in:
 - Media advertising
 - Consumer shows/events
 - Website (original \$20,000 allocation adjusted by new website development timing)

Notable items:

- New Website Development: \$13,944
- Increased racking fees and collateral distribution, reflecting expanded print distribution.
- Membership fees exceeded budget due to additional or revised memberships.

Overall, spending remained controlled and aligned with operational priorities.

3. Net Result

The Society recorded a net profit of \$28,579.97, compared to a budgeted loss of \$12,427 — a positive variance of approximately \$41,000

This surplus was driven by:

1. Stronger-than-expected MRDT revenues
2. Moderate underspending in several program categories
3. Careful expense management throughout the year

The surplus increases retained earnings and strengthens reserves going into 2026.

4. Accounts Payable & Cash Flow

Accounts payable at year end totaled \$19,447.71, with the majority current and related to regular contractors and service providers

There are no concerning aging balances. Payables reflect normal year-end timing of invoices.

Credit card balances net to a minimal payable of \$1,293.44, indicating strong cash management.

5. Year-Over-Year Context

Compared to 2024:

- Revenue increased from \$189,889 to \$196,250
- Profit increased from \$26,083 to \$28,579
- Marketing investment increased, particularly in website development

This reflects steady growth, improved revenue performance, and stable cost management.

6. Pre-Accountant Disclaimer

These figures are draft and subject to adjustment following:

- Accountant review
- Year-end accrual adjustments
- Final GST reconciliation

Material changes are not anticipated, but final audited numbers may vary slightly.

CVTS Board Briefing Note



ISL Future Direction & Request to CVTS

Prepared by: Jesse Willicome

Date: February 16th, 2026

1. Background & Current Situation

Over the past several months, the International Selkirk Loop (ISL) has faced significant structural and financial challenges, including:

- Loss of Executive Director in January 2025 and then second Executive Director in October 2025
- Loss of major funding sources for 2025 such as the Wacanid Bike Tour, which was permanently cancelled.
- Limited new revenue streams
- Ongoing cross-border administrative complexity
- Rising printing and distribution costs
- Governance fatigue and capacity constraints

After the 2025 AGM held in December, the ISL Board approved setting up a Strategic Review Committee, which included Jesse to assess long-term sustainability and identify viable pathways forward.

2. Current ISL Leadership Context

At present, Jesse is serving as both Acting President and Treasurer of the ISL Board, in addition to serving as Executive Director of CVTS.

With no ISL staff currently in place, basic administrative responsibilities are being overseen on by Jesse on an interim basis, including:

- Banking oversight
- Financial coordination
- Refund processing for cancelled advertising
- Board coordination
- Basic operational supervision

This requires several hours per week. While strategically beneficial to CVTS in the short term, this dual responsibility is not sustainable in the long term without structural change.

3. Cancellation of 2026 Print Guide

Another important item the ISL Board had to consider was whether to proceed with producing the 2026 Print Guide & Map, with ad sales having already commenced in October 2025. At its January Board meeting the ISL Board decided to:

- Cancel the 2026 Visitor Guide
- Potentially cancel the 2026 print map
- Refund all advertising purchases

There was general agreement by the Board that any continuation of the ISL must pivot toward primarily digital marketing, website-led regional promotion, limited print (if any), and lean administrative operations.

4. Current Financial Position

After reimbursement of ad purchases, ISL currently holds approximately \$94,000.00 CAD in its Canadian accounts. The U.S. accounts have about \$5,000.00 USD and is expected to be depleted shortly.

With the majority of the ISL's remaining reserves denominated in CAD, not USD, this has implications for exchange rates, cross-border budgeting, and operational planning.

At a significantly reduced operational level, ISL likely has approximately 1 to 1.5 years of financial runway, assuming lean marketing and no return to major print production.

5. Structural & Administrative Challenges

ISL's cross-border structure creates ongoing complexity, including:

- Two separate bank accounts (Canada & U.S.)
- Different cheque signers in each country
- Bookkeeping coordination challenges in Bonners Ferry
- Dual-country tax filing compliance requirements

- Tariff-related printing complications

Even at a reduced operational level, these structural challenges remain significant.

6. Strategic Review & Identified Options

The Strategic Review Committee (Jesse, Peter Moynes @ Nelson Kootenay Lake Tourism and Shelly Steven @Tri-County Economic Development Commission) spent December to January reviewing the current state of the ISL, evaluating long-term sustainability and identifying viable pathways forward. The Committee presented the following three options to the ISL Board at its January meeting:

OPTION A – Dissolution & Transfer to a Host Organization

- ISL dissolves as a legal entity
- Assets (USD/CAD revenues, brand assets, digital properties) transfer to a host organization like CVTS
- If CVTS were host, an MOU would be established with regional partners
- A separate ISL Partner Steering Committee would provide oversight
- Funds would be used strictly for continuation of the ISL campaign

OPTION B – Interim Third-Party Management & Restructuring

- ISL remains a legal entity
- ISL contracts a third-party administrator
- Administrator oversees day-to-day administration, lean digital marketing, financial coordination, and development of a restructuring plan
- Travel between Creston and Bonners Ferry would likely be required
- Objective: stabilize operations for 12–18 months and determine long-term sustainability path for organization

OPTION C – Full Dissolution

- ISL winds down entirely
- Marketing ceases
- Assets distributed per bylaws
- No continuation of brand

7. ISL Board Discussion & Request to CVTS

When reviewing and discussing these three options, the ISL Board leaned towards Option A (dissolution and transfer to a host organization) if a host organization could be found. If not, option B would be considered.

The concept discussed was that one of the key partner organizations along the Loop (e.g., Nelson Kootenay Lake Tourism, Sandpoint, Bonners Ferry, etc.) could potentially assume host responsibilities.

During discussion, Board members asked whether CVTS might be willing to consider serving in that role. It was indicated that this question would be brought forward to the CVTS Board for discussion and direction.

8. Considerations for CVTS

Strategic Alignment – Does hosting or managing ISL align with CVTS’s mandate and priorities? CVTS should consider the following:

1. Capacity – CVTS currently operates with one Executive Director and multiple active initiatives. Any involvement in Option A or B would require subcontracted support and clear scope limitations.
2. Financial Risk – How long would \$90,000 CAD sustain a lean campaign? What safeguards would be required?
3. Governance Simplicity – Option A reduces complexity, Option B preserves complexity, Option C eliminates complexity.

9. Staff Assessment

While hosting ISL under Option A offers structural clarity, it represents expanded responsibility for CVTS at this time and does not align with current organizational capacity.

Option B — whereby ISL contracts a third-party administrator to oversee lean operations and develop a restructuring plan — represents, in staff’s view, the most measured and responsible short-term path forward. This approach would:

- Preserve the ISL brand
- Avoid expanding CVTS’s operational responsibilities
- Maintain appropriate governance separation
- Allow time to assess long-term sustainability
- Utilize existing reserves responsibly

Immediate dissolution (Option C) remains a viable outcome should re-structuring efforts not yield a sustainable model. However, given current reserves, dissolution at this time may be premature.

It is therefore the opinion of staff that CVTS should not assume additional operational responsibility unless conditions materially change. Instead, CVTS may wish to encourage the ISL Board to pursue Option B and support a restructuring period.

Staff further recommends that the CVTS Board formally acknowledge and approve of Jesse’s continued role as ISL Chair during this transitional period, recognizing that this involvement remains strategically beneficial to Creston Valley Tourism while not expanding CVTS’s operational commitments.

Ultimately, this remains a strategic decision for the CVTS Board.

10. Purpose of Discussion

To inform the CVTS Board of ISL’s current situation, clarify structural options, seek strategic direction, and determine whether further exploration is warranted. No commitment has been made on behalf of CVTS.

Creston Valley Tourism Society

Board Meeting Minutes - February 2026



Thursday, February 19th, 9:00-11:00 AM
Meeting Room @ Creston Public Library

In Attendance: Carla, Kristal, Mel, Tammy, Lisa, Kevin, Amy, Jesse, Kate
Absent: Kelly, Tanya

1) Call to Order

- The meeting was called to order at **9:03 AM**.

2) Approve Previous Meeting Minutes

- **Motion:** To approve the previous meeting minutes as presented.
Moved by Lisa; Seconded by Kristal.
All in favour (AIF). **Carried.**

3) Adoption of Agenda

- **Motion:** To adopt the agenda as presented, with Member Updates moved to the end of the meeting.
Moved by Kristal; Seconded by Kevin.
All in favour (AIF). **Carried.**

4) Reports (15 minutes)

a) Treasurer (Kristal)

- Total assets as of year-end 2025: approximately **\$337,000** (\$237,000 in cash; remainder held in GICs).
- **MRDT revenues were \$27,000 higher than projected for 2025.**
- Overall 2025 expenses were approximately **\$17,000 under budget.**
- 2025 MRDT revenues were approximately **25% higher than 2024.**
- \$47,000 will be carried forward into 2026.
- A discussion will take place following the AGM regarding allocation of excess carryover funds.
- *See Treasurer's Report for full financial details.*

b) Visitor Centre (Amy)

- Winter visitation steady and comparable to last year.
- Seasonal summer staff position has been posted.

- Increased inquiries regarding mountain biking trails.
- Growing number of group inquiries related to wineries and transportation options (limited transportation services currently available locally).
- Bike trail maps remain online only due to frequent trail updates.
- Early indicators suggest strong summer demand.
- Discussion held regarding the potential need for shuttle services in the area and whether economic development organizations may explore this opportunity.

c) Executive Director (Jesse)

Financial & Market Update

- MRDT revenues trending above budget and seasonally consistent.
- Winter visitation slightly lower due to lack of snow.
- U.S. market demand remains strong.
- Website analytics continue to demonstrate active trip-planning behaviour.
- Primary markets remain BC and Alberta, with continued traffic from across Canada.

Marketing & Digital

- Website redevelopment progressing well; spring launch anticipated.
- Google Search ads active.
- Continued growth in social media audiences (Facebook approximately 8,000 followers; Instagram video engagement strong, with some content amplified by Destination BC).
- YouTube engagement consistent with monthly content uploads.

Print & Distribution

- Visitor Guides low in inventory.
- Approximately 400 Hiking Maps remaining.
- Tear-away maps fully distributed.
- Strong demand at Cranbrook Airport and Kootenay Lake Ferry terminals.

Operations & Planning

- Total organizational assets as reported by the Treasurer: approximately \$337,000, with significant upcoming expenses related to website redevelopment and digital marketing.
- 2025 year-end reconciliation underway.
- Transition from contractor to employee completed.
- Tactical Plan and budget submitted to Destination BC.
- Co-op report completed.
- Event Ready Program (ETSI-BC) ongoing.
- Mobile Escapes 2025 report forthcoming.
- Visitor Guide ad sales strong: 32 returning and 6 new advertisers confirmed.

- Printing secured with Edmonton-based company; production timeline late March/early April.
 - Quarterly coordination meetings planned with Chamber of Commerce, KES, and new COTR Executive Director.
 - Serving as Acting Chair and Treasurer of ISL; workload significant.
 - Online hub for event planners in development.
 - AGM planning underway.
 - Co-op funding changes impacting 2026 budget (see New Business).
 - See *Executive Director's written Monthly Staff Reports* for full details.
- **Motion:** To receive the Treasurer, Visitor Centre, and Executive Director reports as presented.
Moved by Kate; Seconded by Tammy.
All in favour (AIF). **Carried.**

5) Board Roundtable & Member Updates (15 minutes)

- Moved to the end if time allows

6) Old Business (5 Minutes)

a) Update re: Response from MLA Brittany Anderson's Office to Duck Creek Watershed Logging Letter

- A response was received from MLA Brittany Anderson's office outlining watershed protection processes.
- The MLA indicated willingness to follow up during her next visit to Creston.
- Jesse to share email from MLA with Board Members.

7) New Business (40 Minutes)

a) Discussion: 2026 Budget Adjustment – Destination BC Co-op Funding Update

- Original anticipated funding: approximately \$34,000 under a 50/50 model.
- Updated funding allocation reduced to approximately \$28,700 under revised program formula.
- Discussion held regarding potential budget adjustments.
- Staff to revise the 2026 budget accordingly and bring recommendations back to the Board.

b) Discussion; 2026 AGM for Spring (Date, time, location, speaker, proposed amendments, board nominations)

- Proposed date: **April 23, 2026**
- Time: 6:00–8:00 PM
- Location: TBD

- Potential guest speaker: new KRT CEO.
- Discussion regarding upcoming board nominations and succession planning.
- Mel notes that with her business closed and now being an employee being Chair of Chamber & CVTS is not as clear a fit for her.
- Would be willing to step down if another member interested in taking Chair role. However, willing to remain as Chair until a successor is identified.

c) Discussion & Direction: International Selkirk Loop (ISL) request for CVTS to host ISL Campaign

- *See briefing note*
- The Board reviewed the briefing note outlining three options:
 - a) Maintain current structure and hire a new Executive Director.
 - b) Dissolve the organization and distribute assets.
 - c) Transition ISL into a campaign model under a partner organization.
- Discussion highlights:
 - It may be premature to dissolve the organization given existing reserves and regional value, particularly to Creston and Bonners Ferry.
 - Hosting ISL as a campaign under CVTS would significantly impact staff capacity.
 - Jesse expressed willingness to remain as ISL Chair on a limited basis (approximately 2–3 hours per month) to support restructuring efforts.
- **Board Direction:** CVTS will not assume operational responsibility for the International Selkirk Loop at this time due to staff capacity constraints, but continues to value the organization and supports restructuring efforts. Jesse will remain in the role of ISL Chair on a limited basis during this transitional period.

8) Closed Session (15 Minutes)

- a) Finalization of Executive Director employment contract
 - The Board reviewed the employment agreement. Board members were invited to submit comments to Mel by February 22, 2026.
 - **Motion:** To accept the Executive Director employment agreement as presented.
Moved by Lisa; Seconded by Mel.
All in favour (AIF). **Carried.**

9) Adjournment

- Meeting adjourned @10:51AM

Letter of Inquiry – Duck Creek Watershed Logging

Anderson.MLA, Brittany <Brittney.Anderson.MLA@leg.bc.ca>
To: Jesse Willicome <jesse@explorecrestonvalley.com>
Cc: CVTS Board Chair <mel.mike.joy@gmail.com>

Mon, Dec 22, 2025 at 11:45 AM

Hi Jesse,

Thank you so much for your patience with this, I apologize for the delay.

We have heard back from the Ministry of Water, Land, and Resource Stewardship. Here is what they shared:

- Protecting water and watersheds is a priority for this government.
- The *Water Sustainability Act* (WSA) is the principal law managing the diversion and use of water resources, and it requires approvals for any changes in and about a stream, such as roadbuilding, to safeguard source water quality and quantity and reduce risks to downstream drinking water supplies during and after development.
- Under the WSA there are several tools that can be used to protect water sources including Water Objectives (which can be established to sustain water quality, water quantity, and aquatic ecosystems) and Water Sustainability Plans (which address conflicts).
- A more holistic approach to watershed management through enhanced forestry practices and land use decisions can help protect or restore water values, including for source water protection.
- Provincial Land Use Plans (LUPs) set broad strategic priorities for how Crown land and resources are managed and focus on balancing economic, social and environmental interests across sectors (including watershed protection, agriculture and tourism).
- Forest Landscape Plans (FLPs) provide tactical-level direction for forestry activity within a defined landscape and consider cumulative effects, climate change, wildfire risk, and biodiversity. FLPs will be developed for all landscapes in the province where forest harvesting and forest management occurs. For more information, please visit the [Forest Landscape Plan](#).

I hope this is helpful. We are hoping to start planning a trip to Creston sometime in the new year; you are on our list for meeting requests for that trip, and Anna will be in touch once she will be able to offer you a date.

I hope you have a peaceful holiday season 😊

[Quoted text hidden]

Unlocking Kyanukxu ʔa·Kinmituk

(Goat River) Stewardship Area

THE VISION

A “park” in the heart of the Creston Valley that weaves ecosystems, traditional uses, and recreational opportunities along the Goat River, creating a seamless connection between nature, culture, and community.

Kyanukxu ʔa·Kinmituk is a step toward ecological stewardship, reconciliation, and community connection.

THE OPPORTUNITY

The Kyanukxu ʔa·Kinmituk (Goat River) corridor is a proposed stewardship area in the heart of the Creston Valley that connects nature, culture, and community. Running from “The Point” up to Riverside Wilderness Park, this protected area will safeguard riparian habitat and wildlife corridor connectivity, provide responsible recreation, and support Indigenous stewardship. An Indigenous Protected and Conserved Area (IPCA), co-managed with the Yaqan Nuʔkiy and supported by local partners, the area will be a living model of reconciliation, ecological restoration, and community resilience.



WHY IT MATTERS

The creation of this stewardship area will:

- 🍃 Connect the community with land and water
- 🍃 Conserve vital, sensitive wildlife habitat and connectivity
- 🍃 Anchor a continuous corridor of recreational opportunity from The Point to Riverside Wilderness Park
- 🍃 Lay a foundation for collaboration with Yaqan Nuʔkiy on Indigenous-led restoration and cultural programming and co-management

COMMUNITY & INDIGENOUS SUPPORT

Supported by the Town of Creston and Regional District of Central Kootenay Parks and Recreation Master Plan, Town of Creston Parks Master and Trails Master Plans, community champions, interest holder groups and importantly, informed by the Ktunaxa RDCK Traditional Use Study Summary Report, this stewardship area is grounded in shared values, opportunity for meaningful partnership, and cross-cultural collaboration.



HOW TO GET INVOLVED

Will you help shape the legacy of Kyanukxu ʔa·Kinmituk?

Whether your voice, a skillset, expertise or something else, scan the QR code to let us know if you would like to help make Kyanukxu ʔa·Kinmituk tomorrow's shared place of connection, culture, and stewardship.

What can you **contribute** to make this stewardship area a reality?

2026 Library Usage Statistics

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Hours Open	136											
Library Visits	3464											
Meeting Room Bookings	85											
New Library Cards	32											
Circulation	11654											
Physical Materials	8354											
Electronic Materials	3300											
Interlibrary Loans	791											
Public Wifi Sessions	153											
Website Visits	1690											
Internet Sessions	327											
Tech Help Sessions	31											
Adult Programs	5											
Program Attendance	88											
Teen Programs	0											
Program Attendance	0											
Intergenerational Prog	1											
Program Attendance	21											
Children's Programs	3											
Program Attendance	58											
Passive Programs	2											
Program Participation	28											
Community Visits	3											
Volunteer Hours	27											

Increase over 2025
 Decrease over 2025
 Same as 2025/no data comparison

**Creston Public Library Association
Budget Expenditure Report
January 2026**

Revenue	<u>Received to Date</u>	<u>Budget</u>				
RDCK	\$ -	\$ 587,653				
Province	\$ -	\$ 62,975				
Donations	\$ 130	\$ 15,000				
Library generated revenue	\$ 310	\$ 4,638				
Other grants and revenues	\$ -	\$ 64,900				
Transfer from reserve	\$ -	\$ 57,405				
Total	\$ 440	\$ 792,571				

Expenditures	<u>Expense to Date</u>	<u>Budget</u>	<u>Amount Available</u>	<u>Percent Available</u>	<u>Spent in 2025</u>
Advertising and promotion	\$ -	\$ 3,000	\$ 3,000	100%	0
Books and magazines	\$ 5,908	\$ 62,332	\$ 56,424	91%	117
Book supplies	\$ -	\$ 6,760	\$ 6,760	100%	0
Board operations	\$ -	\$ 312	\$ 312	100%	0
Computer costs	\$ 734	\$ 20,000	\$ 19,266	96%	1,153
Copier	\$ -	\$ 3,120	\$ 3,120	100%	189
Digital/Other collections	\$ 9,212	\$ 15,210	\$ 5,998	39%	1,205
Finance expenses (accounting, etc)	\$ 419	\$ 20,000	\$ 19,581	98%	782
Furniture and Equipment	\$ -	\$ 64,900	\$ 64,900	100%	0
Insurance	\$ 3,574	\$ 11,000	\$ 7,426	68%	3,543
Internet	\$ -	\$ 1,612	\$ 1,612	100%	128
Janitor	\$ 1,056	\$ 15,600	\$ 14,544	93%	1,031
Membership dues	\$ 670	\$ 1,560	\$ 890	57%	521
Office supplies and shipping	\$ -	\$ 11,170	\$ 11,170	100%	0
Operations & Miscellaneous	\$ -	\$ 520	\$ 520	100%	0
Programming supplies	\$ 47	\$ 4,964	\$ 4,917	99%	70
Repairs and maintenance	\$ 495	\$ 13,832	\$ 13,337	96%	1,694
Telephone and utilities	\$ 3,148	\$ 26,558	\$ 23,410	88%	2,982
Travel & Training	\$ -	\$ 3,200	\$ 3,200	100%	0
Wages and benefits	\$ 43,438	\$ 506,921	\$ 463,483	91%	44,128
Main Budget Total	\$ 68,702	\$ 792,571	\$ 723,869	91%	57,543
Bank Accounts, per Trial Balance	\$ 16,656				
Reserve/Investment Funds	\$ 397,312				

*Capital Plan Improvements	Est. Cost	Spent
Total		



CRESTON VALLEY PUBLIC LIBRARY

Minutes of the Regular Board Meeting of Creston Public Library Association

Date: January 20, 2026

Present: Kathy Durnin (Chair), Alison Szpak (Treasurer), Maria Aryan, Tealia Decker, Megan Stager, Monique Ares (Town Rep) Kelly Vandenberghe (RDCK Rep), Saara Itkonen (Library Director, by videoconference)

Regrets: Joanna Wilson

Minute-taker: Megan Stager

Call to order: 7:01pm

Adoption of Consent Agenda

Motion to accept agenda M/S Maria/Tealia. Carried.

Announcements

- Kathy indicated that she had carried out an orientation session with new board member Kelly Vandenberghe (RDCK Rep), covering the Library Act, Board Manual, Trustee Code of Conduct and normal board functioning. She would do an orientation later with new member Joanna Wilson, who was unable to attend.
- Kelly indicated that, following the Board's decision to request permission from the RDCK to offer the town use of the library's multi-use room as an overnight warming centre, RDCK staff were in fact currently looking at other options.
- Kelly updated members on RDCK work on a water sustainability plan for the Goat River Watershed, which was at the stage of engagement sessions with stakeholders.
- Saara mentioned a series of recent retirements and career moves of Library Directors from KLF libraries. Most notably, the former Library Director from Nelson would be taking up the position of Executive Director of the BC Library Trustee Association (BCLTA).

Committee Reports

- Kathy said that the KLF spring meeting would be held in Castlegar (May 1–2). Saara and Kathy would attend.
- Maria gave a report on the November meeting of the Friends of the Library, including the successful Pumpkin Hayrides fundraiser, which had raised some \$1,300. The Friends wished to contribute to the Fund a Friday campaign in a manner consistent with the rules governing their support for the library.

Library Director Reports

Saara presented the overall annual report, usage report and financial report for 2025. Despite a 15% reduction in hours since March 2025 (280 fewer hours), circulation had been up over 2024, much of that in electronic borrowing. There had been slight decreases in library visitors, new cardholders, and online library sessions. Seventy percent of circulation was in print materials There had been a large increase in demand for use of the meeting room (307 more bookings than in 2024). There had also been 88 more



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tech help appointments with the IT Coordinator and an increase in children's and adults' programming and attendance at those programs. **Motion to accept the reports M/S Tealia/Maria. Carried.**

Old Business

Financial

Kathy recalled that the board members had agreed by e-mail to transfer \$250,000 from the Credit Union to Edward Jones to be invested in 90-day GICs maturing at the end of January. **Motion to formally ratify that decision M/S Megan/Alison. Carried.**

Kathy recalled that the Board had previously authorized Saara to transfer \$65,000 from Edward Jones to the Credit Union as needed to fund operations. Given the decision to transfer a larger amount of operating funds to Edward Jones in order to maximize the interest earned, Saara would require broader authority to transfer funds. **Motion to authorize the Library Director to transfer funds from the cash account at Edward Jones to the Credit Union as required to cover library operations. M/S Alison/Maria. Carried.**

Fundraising

Kathy indicated that the Fundraising Committee was working to finalize the planning for a Fund a Friday campaign with the goal of raising \$100,000 to begin opening on Fridays for one year. The intention was also to start building a legacy fund or endowment for the future. The Committee had finalized a brochure and published a web page on the library website. They would soon start rolling out the campaign, starting with the Chamber of Commerce. An update would be provided to the Board at its next meeting.

New Business

None

Adjourn: 8:00 pm

Next meetings: February 21, April 21 (AGM + regular), May 19, June 16, September 15, October 20, November 17

Creston Public Library Board Meeting
Tuesday, February 17, 2026, 7.00 p.m.

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AGENDA

1. Call to order [1 minute]
2. Consent agenda [1 minute]
 - Adoption of agenda
 - Approval of previous (January 20) meeting minutes
3. Announcements [5 minutes]
4. Presentation: Adult Programming (Lisa Benschop, Adult Programmer) [20 minutes]
5. Committee reports: Friends of the Library (FOL); Kootenay Library Federation (KLF); Labour/Management; Policy; Human Resources; Fundraising [2 minutes]
6. Library Director reports (Usage statistics, Financial) [20 minutes]
7. Old business
 - Fundraising update [10 minutes]
8. New business
None
9. Adjournment

Next meetings – Tuesdays at 7.00 p.m.: April 21 (AGM + regular), May 19, June 16, September 15, October 20, November 17

Our Vision: Empowering access to a world of ideas.

Our Mission: A welcoming space for the creation and sharing of information, ideas, and culture.

Our Values: Community collaboration, Environmental stewardship, Lifelong learning, Literacy, Patron-centred services, Reconciliation, Respect and inclusivity, Understanding and empathy, Universal access, Volunteerism, Well-trained and professional staff.



CRESTON VALLEY PUBLIC LIBRARY

Minutes of the Regular Board Meeting of Creston Public Library Association

Date: February 24, 2026

Present: Kathy Durnin (Chair), Maria Aryan, Tealia Decker, Megan Stager, Monique Ares (Town Rep)
Kelly Vandenberghe (RDCK Rep), Saara Itkonen (Library Director, by videoconference)
Guest presenter: Lisa Benschop (Adult Programmer, by videoconference)
Regrets: Alison Szpak (Treasurer), Joanna Wilson
Minute-taker: Megan Stager

Call to order: 7:02pm

Adoption of Consent Agenda

Motion to accept agenda M/S Maria/Megan. Carried.

Announcements

- Kathy said that one seat was open for a voting member of the board. Nominations would be welcome.
- Saara said that she had participated in a letter-writing campaign by libraries across Canada to object to a provision in Bill C-15 (budget bill) that would have eliminated legislative protection for lowered Canada Post rates for interlibrary loans and accessible materials for the blind and visually impaired. As a result of the campaign, the desired language had been restored to the Bill to protect the reduced rates.
- Saara announced that the Columbia Basin Trust had approved a grant of nearly \$60,000 to CVPL for accessibility upgrades (front and back doors, front desk, garden ramp, shelving and furniture).

Presentation on Adult Programming

Lisa Benschop, Adult Programmer, gave the board a presentation on adult programming conducted in 2024-2025 and some upcoming planned activities for 2026:

- Movies: Tuesday movie matinees had been offered over the previous two years, and patrons appreciated having a regular film screening. For Canada Film Day in April 2026, the Library would screen the movie "Young Blood".
- Skillshare events: Community experts came to the Library to demonstrate crafts and skills such as collage, mending, book repair, papercraft, etc. Lisa provided supplies and people brought friends along, made new friends, and learned or shared crafts and skills.
- Lisa made regular visits to the Therapeutic Activation Program for Seniors (TAPS) and Swan Valley Lodge long-term care home, where she brought library materials, accepted returns, connected with candidates for supports, and read aloud to patrons. She delivered library materials to a number of homebound patrons.
- Lisa attended meetings of the Community Coordination for Women's Safety and Community Action Team on Homelessness to identify support needs.
- Events had been co-hosted with the Yaqan Nukiy, the Creston Museum, OUTspoken (Creston Pride), the Seed Bank Society, and others in order to support their programming or introduce library patrons to their activities.

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- A Local History Speaker Series organized with local author Luanne Armstrong and the Creston Museum had been a major event.
- A four-part panel discussion on homelessness had been organized and had led to excellent outcomes by bringing stakeholders together to seek solutions. A second series for 2026 was being contemplated.
- A patron appreciation event had been held in 2025 after the completion of renovations to the Library interior.
- Outreach: Lisa delivered library materials to homebound patrons at Crestview Village or patrons who were eligible for CELA services. She had connected with Canadian National Institute for the Blind (CNIB) to bring information and services to Creston.
- In conjunction with the Seed Bank Society, on Seedy Saturday (March 7) there would be a presentation for newer gardeners and seed savers.
- Wildsight would hold an event on April 11 on pollinator networks. The Library garden would participate in the network of pollinator patches.
- A Firesmart/Emergency Preparedness event was planned for June 2026 to prepare the community for the wildfire threat.
- Adult Craft Kits: Two of four kits had been completed and were nearly ready to roll out.
- Art in the Library exhibition: local artists hung their work in the large meeting room for members of the community to enjoy.
- The aim was to hold 1 or 2 events per month (in addition to movie screenings) and to rotate art exhibitions every 4 to 6 months

Committee Reports

Maria said that the next meeting of the Friends of the Library would be held in March.

Library Director Reports

Saara presented the usage report for January 2026. Usage had declined compared to January 2025, but meeting room bookings had increased as there was high demand for public space. Wi-Fi/internet sessions and website visits had also increased. A new category of “passive programs” had been added to the report capture such activities as the puzzle table and scavenger hunts.

Saara also presented the financial report for January 2026. She noted that expenses were always high in January owing to renewal of subscriptions and certain one-time payments. Electricity costs had increased substantially. In order to achieve savings, she had switched the Canopy subscription from pay-per-view to an unlimited package for a flat rate.

Motion to accept the reports M/S Megan/Maria. Carried.

Old Business

Fundraising

Kathy reported on the activities and plans of the Fundraising Committee for the Fund a Friday campaign. The campaign had been announced to the business community in the February newsletter from the Executive Director of the Chamber of Commerce. Brochures had been printed and were on display at the Library front desk and in the Friends of the Library book room. They would also be

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distributed in the community at any businesses or other venues that agreed to host them. A Social Media expert had been put on contract to post about the campaign once or twice a week on the Library's Facebook/Instagram account. The Quilt Guild had donated a quilt that would be hosted at different businesses and events in the community in March – May to help garner donations.

Motion to accept the report M/S Tealia/Maria. Carried.

New Business

None

Adjourn: 8:11 pm

Next meetings: April 21 (AGM + regular), May 19, June 16, September 15, October 20, November 17

Key points by topic

Announcements and accessibility funding

- Federal Bill C-15: language protecting reduced Canada Post rates for libraries and free post for people with visual impairments was restored after a national advocacy campaign; the director and others participated in letters and lobbying.
- Accessibility grant: roughly 60,000 dollars awarded for accessibility upgrades (automatic doors front/back/garden, garden ramp, accessible front counter and removal of plexiglass, upgraded shelving and furniture better suited to large-print users and mobility devices).

Adult programming and community partnerships

Staffer presentation showed a very broad adult and outreach portfolio for essentially one staff person.

Key programming elements:

- Ongoing:
 - Third-Tuesday movie matinees (nearly two years; consistent core audience).
 - National Canadian Film Day screening (Canadian film “Youngblood”) with national promo tie-in.
 - “Skillshare” umbrella events using community experts.
- Thematic/partnered events:
 - Seed Saturday with Creston T-Bank Society targeting new gardeners and seed saving.
 - Wildsight “Nectar Network” program, with the library garden participating as a pollinator patch.
- Outreach to vulnerable residents:
 - Monthly visits to TAPS and Swan Valley Lodge, bringing materials, registering loans on site, and reading thematically to seniors.
 - Homebound delivery (especially in Canyon-Lister/Kootenay River area) and direct support to Canadian Edition of Library Access - CELA-eligible patrons, often in collaboration with CNIB, including supporting Canadian National Institute for the Blind - CNIB's grant for more programming in Creston.
 - Participation on the Community Coordination for Women's Safety and the Community Action Team on poverty and homelessness, connecting library services with social/health supports.
 - Co-hosted events on National Indigenous Peoples Day June 21 (stick games with Yaqan Nukiy People's Heritage Society), heritage/history talks with the museum and local authors, and a four-part panel series on homelessness with multiple stakeholders; there is interest in a “Part 2” later in 2026.
- Internal initiatives:
 - “Art in the Library” rotating exhibitions; highly valued locally.

- Adult craft kits (two of four almost ready) as low-touch, self-directed programming.

The board highlighted how much this is for one position.

Usage statistics and meeting-room dynamics

- January stats (year-over-year):
 - Hours open and in-person visits down (partly due to Friday closures), but meeting room bookings up significantly (over 20 more than last January) because the meeting room remains available even when the library is closed Fridays.
 - Wi-Fi sessions, public computer use, and website visits are up, consistent with increased demand for digital resources during tougher economic times.
 - Adult program counts and attendance were identical to the previous January, which was noted as a statistical oddity.
- New “passive programming” category was added (puzzle table, kids’ scavenger hunts, etc.) to avoid skewing program statistics when hundreds of low-staff-time interactions occur in some months but not others.

Meeting-room policy and costs:

- The meeting room is free for most community groups, especially non-profits and informal groups, which is strongly linked to the library’s identity as one of the few truly free public spaces.
- For-profit use or bookings over four hours per week are charged 25 dollars per hour.
- Some groups already voluntarily donate.
- The board discussed the idea of suggesting donations more explicitly without erecting a paywall; the director is cautious about preserving equitable access.

Q1 Fiscal Management

- January is a heavy expense month: annual digital subscription renewals, collective agreement wage increases, high sick time (staff illness), and replacement staffing drive labour costs up.
- Sick pay: cost is effectively doubled when the sick employee is paid and a replacement is brought in, which was clarified for trustees.
- Utilities: telephone/utilities line has risen sharply, largely due to electricity, with bills up to about 1,800 dollars per month; this is a notable budget pressure.
- Digital collections: many renewals hit in January, but the director remains confident in the annual digital collections budget.
- Streaming service (Kanopy): the library shifted from a volatile pay-per-view model to a capped, flat-rate “unlimited” style package (with some content changes), reducing monthly cost volatility and bringing down overall expense.

Strategic planning

- Current framework covers roughly 2022–2026; the next strategic framework/plan is intended for 2027 onward.
- The board discussed starting the next process later in 2026, likely after the AGM and into the fall, with a committee to design a process that is locally grounded rather than template-driven.
- Previous framework: developed with pro-bono support from a planner (who did the town’s community plan), heavily informed by the director’s extensive community outreach prior to and during 2020.
- The director stressed a **framework** rather than a corporate-style KPI-heavy plan: a living, values-driven document that guides priorities but does not function as a rigid performance dashboard.
- Trustees raised that Columbia Basin Trust and other funders often support strategic planning work; this is a potential resourcing avenue.

Fundraising and communications

Brochure and messaging:

- A new public-facing fundraising brochure is complete, now available at the library front desk, in the book room, town hall, and various businesses.
- Messaging is being tailored slightly for businesses via a separate letter/one-pager, with support from Chamber of Commerce connections (Highlighted the campaign in the Chamber newsletter).

Social media and analytics:

- The library has engaged a local social media contractor for roughly 200 dollars per month to produce about two posts per week for the remainder of the year, funded from an expanded “advertising and promotion” line (3,000 dollars plus a 500-dollar donor contribution).
- Contractor now has access to the library’s Facebook (and eventually Instagram), and has already produced clear promotional materials.
- The director and a trustee noted that social media is labour-intensive when done well, and that effective use requires real engagement (liking, commenting, building relationships) beyond just broadcasting events.
- Website and social media analytics were flagged as a powerful way to understand patron interest and behaviour more deeply.

Quilt initiative and local campaigns:

- A donated “bird quilt” will be used as a draw prize (not a licensed raffle, because gaming proceeds cannot support government-funded services).
- Hosting plan: the quilt will be displayed sequentially at Tilia Botanicals, Good Company, and Greater Good; each will host a donation box where patrons can give and enter the draw.
- Tilia has committed to match customer donations during its two-week hosting period.

- There is intent to display the quilt at the Creston Bird Festival in a way that doesn't conflict with the festival's own fundraising for Wildsight.
- Incentives: bird-themed stickers (from a high-resolution photo of the quilt) and possibly buttons (using the library button maker) will be given to donors, with some discussion about designs that also signal "I donated to the library."

Events and booths:

- Plans include a library/Friends booth at Blossom Festival, the farmers' market, Fall Fair, and potentially other community events (e.g., 4-H / 4-H-style spring events), using the brochure, bookmarks, stickers, and live conversations to build awareness and donations.
- A new bookmark has been designed and will be test-printed; it will be used as both a promotional and goodwill item.

Online giving:

- The library has set up donations via CanadaHelps; the board celebrated the first 100-dollar online donation as confirmation the system is working.

Governance:

- Reports (director's, financial, and fundraising) were formally received.

Observations

These are grounded in what surfaced implicitly in the conversation.

1. Protect staff capacity

Issue: The director and adult programmer are clearly operating at very high capacity, with extensive cross-coverage, rising sick time, and apparent program demand.

Suggestions:

- Introduce a simple annual or semi-annual program prioritization process:
 - Classify programs as "core," "strategic," and "opportunistic," and cap the number of opportunistic/one-off events per quarter unless additional volunteer or partner capacity is secured.
- Formalize "stop doing" criteria: if a new project is accepted, another lower-impact or low-attendance initiative is paused or rotated, rather than simply added.
- Track staff time by activity type for 2–3 sample weeks (program prep, direct programming, outreach, admin, coverage) to quantify workload and support future staffing/funding arguments.

2. Leverage passive and partner-led programming more

Issue: Passive programs and partner-delivered content give very high participation for low staff time.

Suggestions:

- Expand defined “passive program blocks” each quarter (e.g., puzzle tables, scavenger hunts, display-linked activities) and deliberately use these when staff capacity is tight.
- For content-rich topics (e.g., homelessness, emergency preparedness, pollinators, seed saving), structure more events as “hosted by X, facilitated by the library,” with clear division that partners deliver content while the library provides space, registration, and promotion.
- Ask partner organizations benefitting directly from Library efforts and time to donate or contribute small cost-sharing (materials, refreshments) instead of drawing solely on library funds. Eg. Lower Kootenay Band

3. Optimize meeting-room policy while preserving free access

Issue: Meeting room use is exploding, demonstrating community need, while utilities and general operating costs are climbing.

Suggestions:

- Keep the core principle of free access for non-profits and informal groups, but:
 - Add clearer language in booking confirmations and signage: “This room is provided free to community groups. If your group has the means, voluntary donations help us keep it that way.”
 - Track the number of groups that donate after using the room to quantify the value of this “suggested donation” approach.
 - Non-profit groups with an approved budget should contribute.
- Explore a light-touch tiered structure that still feels free:
 - E.g., first X hours per month free per group; beyond that, a modest cost-recovery fee, with an explicit waiver for groups unable to pay.
- Consider data-sharing or joint reporting as a non-financial “return” from frequent users (e.g., brief annual note on how using the free room enabled their community impact), helpful for advocacy and grant applications.

4. Reduce utilities exposure and align with climate goals

Issue: Electricity costs have risen to as high as 1,800 dollars/month.

Suggestions:

- Ask BC Hydro about low-cost/no-cost energy assessments or programs for public institutions (lighting retrofits, HVAC optimization, programmable thermostats, demand reduction).

- Approach Fortis / BC Hydro about a rebate program for the Creston Valley Library as a promotion recognizing the Library as essential to the community
- Use the emerging fundraising momentum to seek targeted donations or grants specifically for energy-efficiency upgrades (e.g., “help us reduce our power bill so we can reopen Fridays”).

5. Systematize social media and outreach governance

Issue: Social media is becoming central to fundraising and program promotion, but staff have limited time and there is a new contractor involved.

Suggestions:

- Establish a basic social media governance note / policy: tone, approval process for fundraising messaging, and escalation for complaints or sensitive comments.
- Regularly review analytics (e.g., quarterly) at the board or fundraising committee to see which posts drive donations, event attendance, or newsletter sign-ups and adjust effort accordingly.

6. Align strategic planning with fundraising and operations

Issue: The next strategic framework is upcoming; there is interest in CBT/funder support.

Suggestions:

- Explicitly connect strategic priorities to fundraising objectives: e.g., “accessibility and inclusion,” “sustainable hours and staffing,” “digital inclusion,” each with sample project concepts and indicative funding targets.
- Use the planning process to validate with the community which services are most critical (e.g., outreach to seniors, Friday openings, digital collections), and those that are not (core,” “strategic,” and “opportunistic,”) then use those findings in grant applications and donor messaging.
- If CBT or others fund strategic planning, embed a component on “financial sustainability and revenue diversification,” including exploration of legacy giving, endowments, and multi-year corporate sponsorships for specific program streams.

7. Formalize a “development/fundraising playbook”

Issue: The fundraising committee is doing strong, creative work (brochure, quilt, booths, social media, CanadaHelps) but much knowledge is informal.

Suggestions:

- Document a short internal playbook:
 - Standard messaging (case for support, impact of Friday closures, examples of what 50/100/500 dollars accomplishes).

- Business approach list with contact notes and follow-up timing.
 - Template thank-you letters and recognition practices.
- Track all fundraising initiatives by type (events, business asks, online, spontaneous donations, meeting-room donations) and net return on staff/volunteer time to focus on the most efficient activities.



Committee Report

Creston Valley Services Committee

March 5, 2026

Economic Development Services in the Creston Valley

Author:	Stuart Horn, Chief Administrative Officer Mike Moore, Chief Administrative Officer, Town of Creston
File Reference:	01-0515-20
Electoral Area/Municipality:	AREAS A, B, C AND TOWN OF CRESTON
Services Impacted	S107 Economic Development-Area A; S108 Economic Development – Creston and Areas B and C

1.0 STAFF RECOMMENDATION

THAT staff be directed to issue an Expression of Interest to identify an external service provider for economic development activities in the Creston Valley based upon the proposed level of service for economic development outlined in the committee report dated March 5, 2026, AND FURTHER, that after the evaluation of the submissions, staff return to the Creston Valley Services Committee for consideration.

2.0 BACKGROUND/HISTORY

With the expiry of the contract with Kootenay Employment Services at the end of 2024, staff provided the Creston Valley Services Committee (CVSC) with a report that outlined the history and background of Economic Development in the Creston Valley. The CVSC recommended to the RDCK Board that the KES contract be extended to September 2025 to complete the remaining work.

The report identified several structural and governance challenges in the current approach to economic development. The Creston Valley's economic development is fragmented across multiple services and organizations, resulting in a "silo" effect. Key entities—including Kootenay Employment Services (KES), the RDCK, the Town of Creston, Creston Valley Tourism Society, Nelson Kootenay Lake Tourism, and the Chamber of Commerce—operate with overlapping mandates and funding streams, which can lead to inefficiencies and missed opportunities for collaboration. The advisory committee for the Creston Valley – Economic Action Partnership (CV-EAP) has experienced inconsistent participation, limiting diverse perspectives and inclusive decision-making. Additionally, there is uncertainty about the continued relevance and value of the Stronger Together strategy, and whether the current contract model best serves the region's needs.

Financial and operational concerns also emerged. The KES contract, which expires December 31, 2024, is valued at approximately \$120,000 per year and split between services S107 and S108. Other significant expenditures include annual support for tourism initiatives, the subsidized visitors centre, and physician recruitment programs. Staff highlighted the need for a thorough discussion on contract performance, governance, and potential efficiencies before recommending a path forward.

While options included the renewing or extending of the current contract, updating the strategy, or conducting a comprehensive analysis for future decision-making, it was determined by Staff that reviewing governance structures would be beneficial prior to consideration of the other options.

A two-day workshop on January 6 & 7, 2026 was hosted by the Town of Creston with facilitator Christina Benty to explore governance options to improve service delivery.

The participants of the workshop agreed upon a contracted delivery model whereas the level of service, strategic focus and funding (the “What” & “Why”) is determined by the CVSC (the “political body”) and the contractor develops and implements a plan with coordination of local stakeholders (the “Who” and “How”).

3.0 PROBLEM OR OPPORTUNITY DESCRIPTION

Governance Model

Focused delivery. Political direction. Professional execution.

Economic Development delivered through a contracted service

Economic development is delivered through a time-limited, outcome-focused contract, rather than as an internal Regional District function. This model is appropriate where the desired scope of work is targeted, time-bound, and focused on specific economic priorities.

The emphasis is on delivery of defined outcomes, not ongoing organizational capacity.

Roles and accountabilities

Creston Valley Services Committee (Political Body)

- Defines why economic development work is being undertaken
- Sets specific deliverables, timelines, and priorities through an Economic Development Action Plan
- Confirms funding level and contract term
- Receives outcome-based reporting, not operational detail

RDCK CAO

- Manages the economic development contract on behalf of the Regional District
- Acts as the primary point of accountability and political buffer
- Oversees performance against the approved Action Plan
- Ensures alignment with internal services and regional partners where economic outcomes depend on collaboration

Economic Development Contractor

- Retained to deliver a clearly defined scope of work
- Operates with professional independence
- Authorized to:
 - Build sector partnerships within the aligned with approved priorities
 - Pursue investment and business attraction within scope

- Support business retention and expansion tied to deliverables
- Coordinate funding only where it advances the approved Action Plan
- Reports to the CAO, not directly to elected officials
- Accountable for delivery against defined milestones and outcomes
- **The core accountability tool**

A narrow, time-bound Economic Development Action Plan serves as both:

- The governance direction set by the Services Committee, and
- The performance framework for the contract.

The Action Plan:

- Identifies a small number of priority outcomes
- Specifies deliverables, timelines, and success measures
- Clarifies what is in scope and out of scope
- Is used to evaluate contract performance

This approach replaces:

- Broad, unfocused economic development strategies
- Grant chasing without clear focus
- Open-ended partnership mandates
- Informal direction through committees
- **Advisory input (used intentionally)**
Advisory structures are not required by default.

If used, they are:

- Non-political
- Skills-based
- Time-limited or task-specific
- Advisory only (no decision authority)

Advisory bodies exist solely to inform delivery—not to govern or direct the contractor.

- **Conditions for Success**
Political direction is provided only through approved plans, budgets, and reporting—not through informal direction.

Why this model works

- Maintains political control over priorities and scope
- Preserves professional independence in delivery
- Reduces governance complexity
- Provides clarity for staff, contractors, and elected officials

- Allows the Regional District to “test and learn” before committing to an in-house service
- Review and Transition
This model is reviewed at the end of the contract term to determine whether:
 - The service should be extended,
 - The scope should be adjusted, or
 - Economic development should transition to an in-house service.

This model provides:

- Use a clear Action Plan
- Rely on CAO oversight
- Minimize political interference
- Focus on outcomes, not activity

3.1 Alignment to Board Strategic Plan

- Organizational excellence;
- Manage our assets and service delivery in a fiscally responsible manner;
- Develop relationships and partnerships;
- Regional approach to growth; and
- Advocacy.

3.2 Legislative Considerations

For S107 Economic Development-Area A, Electoral Area A Economic Development Commission Bylaw No. 2677, 2019 to establish an Economic Development Commission for Electoral Area A of the Regional District of Central Kootenay.

For S108 Economic Development – Creston and Areas B and C, Creston Valley Services Commission Bylaw No. 2328, 2013 to establish a Creston Valley Services Committee for Electoral Areas A, B, C and the Town of Creston of the Regional District of Central Kootenay.

3.3 What Are the Risks

The risks associated with the problem are primarily related to a lack of support for business, industry

4.0 PROPOSED SOLUTION

The proposed solution is one where a contractor would be engaged to deliver economic development services in the Creston Valley, including working with the organizations currently delivering specific services.

Staff recommends preparing an Expression of Interest document (A Draft prepared by Town CAO is at Appendix A) to look for submissions for this work.

4.1 Financial Considerations of the Proposed Solution

Costs will be determined based on the submissions received from the EOI process, subject to CVSC and RDCK Board approval. Costs will be paid from S107 Area A Economic Development and S108 Economic Development Town of Creston Areas B, C.

The split between S107 and S108 is a weighted calculation based on population and assessment values (50% each). Staff will look at updating this calculation in 2026.

4.2 Risks with the Proposed Solution

Economic Development is one of the more difficult services to clearly measure success, particularly on a micro level. Large wins (drawing in a new industry) can be measured easily. Smaller wins can fly under the radar or worse yet, not be achieved. The risk is a contract award that does not yield the results the committee wishes to see.

4.3 Resource Allocation and Workplan Impact

The Regional District does not have economic development staff, and based on the capacity of other departments, it has fallen to the CAO of the RD to manage. The desire for concrete results and value for money will mean the CAO will be spending time on this file, from the evaluation of the submissions through to the management of the contract. This will not be insignificant.

4.4 Public Benefit and Stakeholder Engagement of Proposed Solution

The delivery of economic development is not a mandated service for the Regional District. That being said, there are significant benefits of appropriately scaled and delivered economic development programs. This ranges from support for business, increasing the availability of services, keeping and attracting larger industry, and improving tourism.

4.5 Leveraging Technology

At this time this is unknown. The EOI submissions may include ways that the proponents would use technology to support delivery.

4.6 Measuring Success

1. Strategic Plan Implementation

Actions:

- Develop annual work plans aligned with the Stronger Together – Creston Valley Economic Action Strategy’s five pillars.
- Coordinate and integrate activities across tourism, business retention, agriculture, resident attraction, and new initiatives.
- Ensure alignment of all partner organizations’ efforts to avoid duplication and maximize impact.

Outputs:

- Annual and quarterly work plans.
- Documentation of coordinated initiatives and cross-partner projects.

2. Governance & Advisory Support

Actions:

- Organize and facilitate regular advisory committee meetings with representatives from RDCK, Town of Creston, sector groups, and other stakeholders.
- Prepare agendas, minutes, and follow-up actions for each meeting.
- Advise elected officials and staff on strategic decisions, governance improvements, and inclusivity.

Outputs:

- Meeting schedules, agendas, and minutes.
- Governance review reports and recommendations.

3. Program Delivery

Actions:

- Implement business retention and expansion programs, tourism development, grant administration, and special projects (e.g., physician recruitment, community events).
- Collaborate with local organizations to deliver shared initiatives and leverage resources.
- Monitor progress and adjust programs as needed.

Outputs:

- Program activity reports.
- Documentation of delivered services and outcomes.

4. Performance Measurement & Reporting

Actions:

- Establish and track KPIs and metrics that reflect EAP goals (e.g., business engagement, investment, jobs created, stakeholder satisfaction).
- Prepare quarterly and annual progress reports for the Creston Valley Services Committee (CVSC).
- Present findings and recommendations to elected officials and stakeholders.

Outputs:

- KPI dashboards and data summaries.
- Quarterly and annual performance reports.

5. Stakeholder Engagement

Actions:

- Conduct outreach to local governments, sector representatives, and community partners.
- Facilitate public engagement sessions to gather input and feedback.

- Incorporate stakeholder perspectives into strategy and program adjustments.

Outputs:

- Records of engagement activities.
- Summary reports of stakeholder feedback and resulting actions.

6. Contract & Financial Management

Actions:

- Administer contract deliverables within approved budgets and timelines.
- Track expenditures, prepare financial reports, and ensure transparency in resource allocation.
- Respond to financial audits and requests for information.

Outputs:

- Financial statements and budget reports.
- Documentation of contract compliance.

7. Continuous Improvement

Actions:

- Analyze performance data and stakeholder feedback to identify areas for improvement.
- Recommend updates to service delivery, governance, and strategy.
- Support periodic reviews and revisions of the EAP strategy and governance structure.

Outputs:

- Improvement plans and recommendations.
- Updated strategy and governance documents.

5.0 ALTERNATIVE SOLUTION(S)

As economic development is not a mandated service for the Regional District, the alternative solution is to keep the status quo and where possible, support the Creston Valley Tourism Society, Physician Recruitment Program, Chamber of Commerce, and Tourism Information Centre.

6.0 OPTIONS CONSIDERED BUT NOT PRESENTED

1. Review Physician Recruitment program to determine alignment with economic development activities.
2. Review Tourism Information Centres across the province to determine opportunities for improved area promotion through increased collaboration between the different destination marketing areas.
3. Review funding models for the Town of Creston and RDCK Electoral Areas A, B and C to align with level of service expectations.
4. Update the Economic Action Partnership Plan.

It should be noted that as part of the contractor's work, the items above may be come to be in scope.

7.0 OPTIONS SUMMARY

Option 1:

Recommendation:

THAT staff be directed to issue an Expression of Interest to identify an external service provider for economic development activities in the Creston Valley based upon the proposed level of service for economic development outlined in the committee report dated March 5, 2026, AND FURTHER, that after the evaluation of the submissions, staff return to the Creston Valley Services Committee for consideration.

Option 2: That staff be directed to continue the current economic development model, where the individual organizations approach the CVSC for funding.

8.0 RECOMMENDATION

THAT staff be directed to issue an Expression of Interest to identify an external service provider for economic development activities in the Creston Valley based upon the proposed level of service for economic development outlined in the committee report dated March 5, 2026, AND FURTHER, that after the evaluation of the submissions, staff return to the Creston Valley Services Committee for consideration.

Respectfully submitted,

Stuart Horn, Chief Administrative Officer

CONCURRENCE

Chief Administrative Officer – Stuart Horn

ATTACHMENTS:

Attachment A – Expression of Interest (EOI): Economic Action Partnership (EAP) Contractor

Appendix B: Expression of Interest

Expression of Interest (EOI): Economic Action Partnership (EAP) Contractor

Purpose:

The Regional District of Central Kootenay (RDCK) is seeking Expressions of Interest from qualified organizations or individuals to deliver economic development services under the Economic Action Partnership (EAP) framework for the Creston Valley. The successful contractor will implement the Stronger Together – Creston Valley Economic Action Strategy, coordinate regional initiatives, and drive measurable outcomes for the community.

Scope of Work

- Implement the EAP strategic plan, focusing on tourism, business retention, agriculture, resident attraction, and new directions.
- Facilitate collaboration among local governments, sector organizations, and community partners.
- Deliver and/or maintain existing economic development programs, including business outreach, grant administration, tourism initiatives, and special projects (e.g., Physician Recruitment, Community Event Coordination)
- Track and report on key performance indicators (KPIs) aligned with EAP goals.
- Engage stakeholders through advisory committee meetings and public outreach.
- Provide regular updates and annual reports to the RDCK through the Creston Valley Services Committee.
- Administer contract deliverables within approved budgets and timelines.

Submission Requirements

Interested parties should submit:

- A cover letter outlining relevant experience and approach to EAP implementation.
- A summary of qualifications, including experience in economic development, stakeholder engagement, and program delivery.
- Description of existing or proposed organizational capacity to provide service.
- Examples of previous work in similar settings.
- Proposed methodology for tracking and reporting KPIs.
- References from recent clients or partners.

Furthermore, in addition to the previously stated submission requirements, the submission must also provide evidence of local relationships.

- Please describe your existing relationships and engagement with key economic development stakeholders in the Creston Valley, including local governments, business organizations, tourism bodies, agricultural groups, Indigenous partners, and community organizations.
- Provide examples of past collaboration, joint initiatives, or partnership projects with these stakeholders.
- Outline your approach to building and maintaining effective local partnerships, including strategies for inclusive engagement and communication.
- Preference will be given to proponents who can demonstrate a deep understanding of the local context and a proven ability to work collaboratively with diverse stakeholders to achieve shared economic development goals.

Evaluation Criteria

Submissions will be evaluated based on:

- Demonstrated experience and expertise in economic development.
- Demonstrated local relationships with economic development stakeholders
- Understanding of regional collaboration and governance.
- Capacity to deliver measurable results and transparent reporting.
- Quality of stakeholder engagement approach.
- Value for money.

Submission Deadline

EOIs must be submitted by **[insert date]** to **[insert contact information]**.

2026 Draft Financial Plan

S107 Economic Development-Area A

INCOME

Account	Description	2025 To Date	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
41010	Requisitions	49,860	49,860	50,000	51,150	52,326	53,530	54,761
41020	Grants in lieu of Taxes	1	0	0	0	0	0	0
43025	Grants - Specified	149,007	193,000	74,000	0	0	0	0
45500	Transfer from Other Service	0	15,000	0	0	0	0	0
45802	Transfer from Community Works - X102	14,850	0	0	0	0	0	0
49100	Prior Year Surplus	-17,455	-13,225	-74,500	0	0	0	0
Total Income		196,262	244,635	49,500	51,150	52,326	53,530	54,761

EXPENSES

Account	Description	2025 To Date	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
51010	Salaries	930	900	950	0	0	0	0
51030	Benefits	107	200	125	0	0	0	0
53050	Insurance	62	525	541	553	566	579	592
54030	Contracted Services	19,170	25,560	25,560	25,560	25,560	25,560	25,560
55060	Rentals	0	200	200	200	200	200	200
57010	Grants	3,195	17,200	19,525	22,690	23,804	24,944	26,110
59500	Transfer to Other Service	10,810	5,000	0	0	0	0	0
59510	Transfer to Other Service - General Admin. Fee	2,050	2,050	2,099	2,147	2,197	2,247	2,299
59712	Transfer to Project Management - A112	0	0	500	0	0	0	0
60000	Capital Expenditures	237,552	193,000	0	0	0	0	0
Total Expenses		273,876	244,635	49,500	51,150	52,327	53,530	54,761

Total Service		-77,614	0	0	-0	-0	-0	0
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2026 Draft Financial Plan

S107 Economic Development-Area A

INCOME

Account	Description	Work Order	2025 To Date	2025 Budget	2026 Budget
41010	Requisitions	ED - Area A	49,860	49,860	50,000
41020	Grants in lieu of Taxes	ED - Area A	1	0	0
43025	Grants - Specified	EDC-A - Fibre Optic Lines Installation - Kaslo InfoN	149,007	193,000	74,000
45500	Transfer from Other Service	EDC-A - Fibre Optic Lines Installation - Kaslo InfoN	0	15,000	0
45802	Transfer from Community Works - X102	EDC-A - Fibre Optic Lines Installation - Kaslo InfoN	14,850	0	0
49100	Prior Year Surplus	ADM Moving Ahead in Area A Project	(7,500)	0	0
49100	Prior Year Surplus	EDC-A - Fibre Optic Lines Installation - Kaslo InfoN	0	0	(74,000)
49100	Prior Year Surplus	ED - Area A	1,832	(3,085)	(500)
49100	Prior Year Surplus	ED- Area A - East Shore Connectivity Project	13,047	(10,140)	0
49100	Prior Year Surplus	ED - CVED- KL ECON Action Plan Contract – KOOT	(24,834)	0	0
Total Income			196,262	244,635	49,500

EXPENSES

Account	Description	Work Order	2025 To Date	2025 Budget	2026 Budget
51010	Salaries	ED - Area A	930	900	950
51030	Benefits	ED - Area A	107	200	125
53050	Insurance	ED - Area A	62	525	541
54030	Contracted Services	ED - Area A	0	0	0
54030	Contracted Services	ED - CVED- KL ECON Action Plan Contract – KOOT	19,170	25,560	25,560
55060	Rentals	ED - Area A	0	200	200
57010	Grants	ED - Area A	3,195	14,700	19,525
57010	Grants	ED - Area A	0	2,500	0
59500	Transfer to Other Service	EDC-A - Fibre Optic Lines Installation - Kaslo InfoN	10,810	5,000	0
59510	Transfer to Other Service - General Admin. Fee	ED - Area A	2,050	2,050	2,099
59712	Transfer to Project Management - A112	EDC-A - Fibre Optic Lines Installation - Kaslo InfoN	0	0	500
60000	Capital Expenditures	EDC-A - Fibre Optic Lines Installation - Kaslo InfoN	237,552	193,000	0
Total Expenses			273,876	244,635	49,500

Total Service			(77,614)	0	0
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Account	Description	Work Order	2025 To Date	2025 Budget	2026 Budget
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Note

final submission for ES Connectivity

Note

Imagine Kootenay - fee Break in 2025 and 26

Revised Nov/25 - Finance

Note

S108 Economic Development-Creston and Areas B and C**INCOME**

Account	Description	2025 To Date	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
41010	Requisitions	296,302	296,302	344,187	407,657	413,970	420,427	427,034
41020	Grants in lieu of Taxes	1,094	0	0	0	0	0	0
43025	Grants - Specified	23,697	18,750	18,750	18,750	18,750	18,750	18,750
43505	External Contributions & Contracts - Specified	29,236	27,799	30,500	31,201	31,919	32,653	33,404
49100	Prior Year Surplus	146,603	155,000	50,000	0	0	0	0
Total Income		496,932	497,851	443,437	457,608	464,639	471,830	479,188

EXPENSES

Account	Description	2025 To Date	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
51010	Salaries	122,601	114,595	122,700	125,522	128,409	131,363	134,384
51020	Overtime	52	400	200	0	0	0	0
51030	Benefits	31,589	26,332	31,800	32,531	33,280	34,045	34,828
52010	Travel	0	400	0	0	0	0	0
52020	Learning & Professional Development	20	849	500	511	523	535	548
52030	Memberships, Dues & Subscriptions	0	300	0	0	0	0	0
53020	Admin, Office Supplies & Postage	19	1,000	800	800	800	800	800
53030	Communication	1,156	1,200	1,200	1,228	1,256	1,285	1,314
53040	Advertising	1,539	2,653	1,800	1,841	1,884	1,927	1,971
53050	Insurance	712	1,090	850	870	890	910	931
53060	Bank Charges	0	50	0	0	0	0	0
54030	Contracted Services	70,830	96,000	97,900	100,129	102,409	104,741	107,127
55020	Operating Supplies	0	265	271	277	283	290	296
55030	Equipment	1,570	2,500	2,500	2,500	2,500	2,500	2,500
55060	Rentals	30,600	30,300	30,600	30,600	30,600	30,600	30,600
57010	Grants	143,355	114,550	109,550	117,050	117,050	117,050	117,050
59100	Accumulated Operating Surplus	0	62,607	0	0	0	0	0
59500	Transfer to Other Service	22,293	22,293	22,900	23,427	23,966	24,517	25,081
59510	Transfer to Other Service - General Admin. Fee	13,649	13,649	14,676	15,014	15,359	15,712	16,073
59520	Transfer to Other Service - IT Fee	6,817	6,817	5,190	5,309	5,431	5,556	5,684
Total Expenses		446,801	497,851	443,437	457,609	464,639	471,831	479,188
Total Service		50,131	0	0	-0	0	-0	0

2026 Draft Financial Plan

S108 Economic Development-Creston and Areas B and C

INCOME

Account	Description	Work Order	2025 To Date	2025 Budget	2026 Budget
41010	Requisitions	ED - CRE, Areas B, and C	296,302	296,302	311,449
41020	Grants in lieu of Taxes	ED - CRE, Areas B, and C	1,094	0	0
43025	Grants - Specified	CRE - Creston Valley Visitors Centre	23,697	18,750	18,750
43505	External Contributions & Contracts - Specified	ED - CRE, Areas B, and C	0	27,799	30,500
43505	External Contributions & Contracts - Specified	ED - Health Profession Recruitment	29,236	0	0
49100	Prior Year Surplus	ED - CRE, Areas B, and C	146,603	155,000	112,738
Total Income			496,932	497,851	473,437

EXPENSES

Account	Description	Work Order	2025 To Date	2025 Budget	2026 Budget
51010	Salaries	ED - CRE, Areas B, and C	436	22,795	25,200
51010	Salaries	ED - Health Profession Recruitment	24,055	0	0
51010	Salaries	CRE - Creston Valley Visitors Centre	98,110	91,800	97,500
51020	Overtime	CRE - Creston Valley Visitors Centre	52	400	200
51030	Benefits	ED - CRE, Areas B, and C	110	5,004	5,300
51030	Benefits	ED - Health Profession Recruitment	5,181	0	0
51030	Benefits	CRE - Creston Valley Visitors Centre	26,298	21,328	26,500
52010	Travel	CRE - Creston Valley Visitors Centre	0	400	0
52020	Learning & Professional Development	CRE - Creston Valley Visitors Centre	20	849	500
52030	Memberships, Dues & Subscriptions	CRE - Creston Valley Visitors Centre	0	300	0
53020	Admin, Office Supplies & Postage	CRE - Creston Valley Visitors Centre	19	1,000	800
53030	Communication	CRE - Creston Valley Visitors Centre	1,156	1,200	1,200
53040	Advertising	CRE - Creston Valley Visitors Centre	1,539	2,653	1,800
53050	Insurance	ED - CRE, Areas B, and C	668	1,040	800
53050	Insurance	CRE - Creston Valley Visitors Centre	44	50	50
53060	Bank Charges	CRE - Creston Valley Visitors Centre	0	50	0
54030	Contracted Services	ED - CRE, Areas B, and C	0	0	0
54030	Contracted Services	CRE - Creston Valley Visitors Centre	0	1,000	1,000
54030	Contracted Services	CRE CRV EAP	70,830	95,000	96,900

Account	Description	Work Order	2025 To Date	2025 Budget	2026 Budget
55020	Operating Supplies	CRE - Creston Valley Visitors Centre	0	265	271
55030	Equipment	CRE - Creston Valley Visitors Centre	1,570	2,500	2,500
55060	Rentals	CRE - Creston Valley Visitors Centre	30,600	30,300	30,600
57010	Grants	ED - CRE, Areas B, and C	143,355	5,000	0
57010	Grants	ED - CRE, Areas B, and C	0	87,550	87,550
57010	Grants	ED - CRE, Areas B, and C	0	22,000	22,000
57010	Grants	ED - CRE, Areas B, and C	0	0	0
59100	Accumulated Operating Surplus	ED - CRE, Areas B, and C	0	62,607	30,000
59500	Transfer to Other Service	CRE - Creston Valley Visitors Centre	22,293	22,293	22,900
59510	Transfer to Other Service - General Admin. Fee	ED - CRE, Areas B, and C	13,649	13,649	14,676
59520	Transfer to Other Service - IT Fee	ED - CRE, Areas B, and C	6,817	6,817	5,190
Total Expenses			446,801	497,851	473,437
Total Service			50,131	0	0

Note

Destination BC
TOC Contribution to Physician Recruitment

Note

Budget was here for Physician Recruitment.

EAP.

Note

Rent to ToC

Physician Recruitment

Tourism - 25 and 26 have been paid. Usually request comes a few months before year end (2027)

Imagine Kootenay is 0 in 2025 and 2026. Will start in 2027.

Supervisory Support for Visitors Centre.

Revised Nov/25 - Finance

Updated Oct 30 2025

GOAT RIVER WATERSHED WATER SUSTAINABILITY PLANNING MARCH 2026 UPDATE



YAQAN NUKIY
LOWER KOOTENAY BAND

PROVINCIAL PROPOSAL

Working Together on Water Management

The Province proposes a sequenced discussion process to:

1. Clarify and confirm foundational watershed information
2. Jointly define a shared long-term vision
3. Identify specific, tangible actions to advance that vision

Between now and October 2026, discussions would focus on:

- Watershed values
- Key issues and pressures
- Knowledge and data gaps
- Governance roles and decision-making authority
- Available next steps under the Water Sustainability Act

Next steps:

- Present the letter at the March 19 Board Meeting



YAQAN NUKIY
LOWER KOOTENAY BAND

COMMUNITY TO COMMUNITY PROCESS

Phased Approach and Proposed Dates

Who

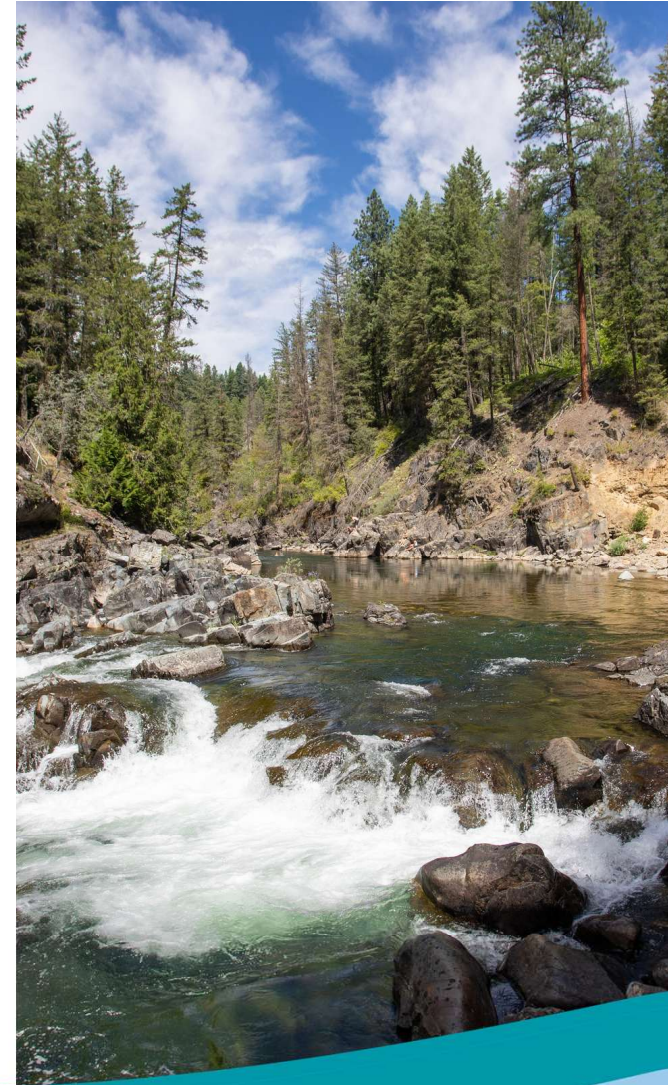
- Elected officials from yaqan nu?kiy and staff
- RDCK staff – Community Sustainability
- RDCK: Electoral Areas A, B, C, Board Chair, Mayor of Creston and Staff

Proposed Date Ranges (TBC)

- **April 7 to 10**—RDCK preparation session (replace April 30th)
- **April 20 to 24**—Land-based gathering (Creston)
- **April 27 to May 1**—Learning Session 1 (90 minutes)
- **May 4 to 8**—Learning Session 2 (90 minutes)
- **May 11 to 15**—Learning Session 3 (90 minutes)
- **May 26 to 27**—2-day in-person working session

Next Steps:

- Confirm dates via Doodle poll



YAQAN NUKIY
LOWER KOOTENAY BAND

THANK YOU
QUESTIONS?



YAQAN NUKIY
LOWER KOOTENAY BAND

Creston Valley Services Committee Brief – March 5, 2026

Goat River Watershed Water Sustainability Planning

Overview

This brief provides background on the Province’s February 24, 2026, letter which proposes a discussion to define a long term vision for the Goat River Watershed. It also outlines the planned Community to Community timeline and identifies immediate next steps.

PART 1: Provincial Proposal – Goat River Watershed

Purpose of the Letter Titled “Working together on water management for yaqan nu?kiy ?amak?is – Creston Valley, Goat River Watershed”

On February 24, 2026, the Province of British Columbia’s Ministry of Water, Land and Resource Stewardship sent a letter to Nasu?kin Jason Louie (yaqan nu?kiy) and Chair Aimee Watson (RDCK). The letter is in response to expressed interest to work collaboratively to explore long-term water scarcity and waters sustainability in the Goat River Watershed. The province proposes a path forward which is sequenced beginning with discussions to:

- clarify and confirm foundational watershed information, drawing from existing work;
- jointly define a shared long-term vision for the watershed; and
- identify specific, tangible actions that can be taken separately and together to advance that vision.
 - This includes exploring tools under the Water Sustainability Act that best address local concerns.

Between now and October discussions on focus areas to build shared understanding will be discussed to support coordinated, collaborative and informed planning and decision-making process that for the long term will inform water management in the Goat River Watershed for implementation.

Proposed Path Forward (Now – October 2026)

A series of sequenced discussions involving Executive Directors from applicable provincial agencies, yaqan nu?kiy, and RDCK staff, with reporting to elected officials, would focus on building shared understanding of:

- values associated with the Goat River Watershed;
- key issues, challenges, and pressures influencing the watershed;

- knowledge and data gaps that may warrant further consideration;
- respective interests and areas of alignment;
- a long-term vision for the watershed;
- expectations and authority for watershed governance and water management-related decision-making; and
- available next steps for long-term water management approaches for our respective decision-makers' consideration.

Next Steps

- This letter aligns with Phase 4 of the Goat River Watershed Water Sustainability Planning project, which focuses on exploring potential solutions and advancing dialogue on long term water management
- Present the letter at the March 19 Board Meeting

Part 2: Community 2 Community Process Planning

Background

On February 24, staff from RDCK, Fraser Basin Council, and yaqan nuʔkiy met to review proposed dates and a preliminary speaker list for the upcoming Community to Community gathering.

Participants will include elected officials from yaqan nuʔkiy and RDCK. For the RDCK, this include Electoral Areas A, B, and C, the RDCK Board Chair, and the Mayor of the Town of Creston. Isaac Dekker (yaqan nuʔkiy) will coordinate availability and have preparation meetings with the Nasuʔkin and Council.

Timeline Overview

The Community-to-Community process includes preparation sessions, interim learning sessions, and an in-person working session. The interim learning sessions are intended to build shared understanding in advance of the in-person working session, which will focus on developing shared agreements. This staged approach is designed to support clarity, preparedness, and informed participation in the Community-to-Community process.

Proposed schedule (TBC): Note: The timeline has been adjusted to allow sufficient follow up prior to summer. The following date ranges will be used to populate a Doodle poll.

- **April 7 to 10**—RDCK preparation session

- (Replaces the April 30 session currently booked)
- **April 20 to 24**—Land-based gathering in Creston
- **April 27 to May 1** – Learning Session 1: Understanding the risks to the Goat River Watershed
- **May 4 to 8** – Learning Session 2: Overview of Water Sustainability Planning (WSP)
- **May 11 to 15**—Learning Session 3: Lessons from other watershed and governance processes
- **May 26 to 27**—In-person community-to-community working session

Next Steps

- The immediate priority is to confirm dates.
- Once dates are finalized: Fraser Basin Council, yaqan nuʔkiy, and RDCK staff will align speakers
- A detailed agenda will be developed
- Session materials will be circulated in advance

CVSC ACTION ITEMS LIST – 2026-02-05

#	ACTION ITEM	MEETING ORIGIN	STATUS
1.	STAFF DIRECTION: That the Board direct staff to prepare a draft policy for Board review that requires recipients of financial grant in aid funds to engage with local area Directors and/or provide documentation during the budget process, to be eligible for funding via taxation in a given year.	05-Jan-2023	This has fallen back in the priority list based on other work.
2.	STAFF DIRECTION: Dangerous Dog Bylaw to be written to enable Staff to work sub-regionally in conjunction with RCMP to act on dangerous dogs including provisions for safe and approved housing and care of animals until their future is determined.	02-Mar-2023 03-Oct-2024 01-May-2025 Dec-4-2025	Staff direction: reduce costs presented in Service Case Analysis Dec. 4 2025. Bylaw has received 1 st reading – 20-Feb-2025. Out for legal review. Aiming to have 2 nd reading for July 2025. 2 nd reading July 17, 2025; will provide SCA and draft establishment bylaw as per resolution 178/23 in October.
3.	STAFF DIRECTION: Staff to create a contribution agreement with Kootenay River Secondary School where RDCK lists what the funding is for and what the expectations are for the funding. To formalize the agreement, Staff to include in the agreement what the rates are that RDCK is going to charge to receive that funding. CVSC would review the contribution agreement with Kootenay River Secondary School every year.	01-Jun-2023	Ongoing. Staff will include funding for the auditorium in conversations with SD8 regarding facility use discussion. SD8 is in a consultation process to determine public use policies. Conversation should be with SD8 administration.
4.	STAFF DIRECTION: That staff request a workshop/session (in conjunction with a site visit for the Creston Valley Services Committee) with the Traditional Use Study (TUS) authors, the Ktunaxa Nation and Yaqan Nukiy, to educate the Committee to better understand the TUS.	09-Sept-2023	Ongoing. Staff meeting with Ktunaxa and LKB staff October 30, 2024. Staff and Directors participated in the TUS Workshop with Ktunaxa in April 2025. Staff is arranging a workshop on Regional Parks in Creston, A,B,C.