

Slocan Valley Economic Development Plan



This report presents the key findings and recommendations of the economic development strategy for the Slocan Valley. This report is the final document in the development of an economic development strategy initiative for the Slocan Valley.



Table of Contents

- Executive Summary.....3**
- Strategic Plan Framework..... 3
- Introduction..... 5**
- What This Plan Will Do..... 6
- Review of Relevant Literature..... 6
- Key Findings of Stakeholder Engagement..... 8
- Economic Development Structure Recommendation 9
- Strategic Recommendations 10
- Funding 11
- Priorities:..... 14
- Quick Wins: 15
- Key Recommendations.....16**
- 1.0 Economic Development Organizational Structure and Expanded Capacity 16
- 2.0 Increase Awareness of the Slokan Valley..... 19
- 3.0 Enhance Business Engagement and Opportunities 23
- 4.0 Build an Entrepreneurial Regional Economy 26
- 6.0 Provide Support for Expanded Agricultural Opportunities..... 31
- Appendix A: Implementation and Action Plan.....32**
- 1.0 Economic Development Organizational Structure and Expanded Capacity 32
- 2.0 Increase Awareness of the Slokan Valley..... 35
- 3.0 Enhance Business Engagement and Opportunities 39
- 4.0 Build an Entrepreneurial Regional Economy 41
- 5.0 Support, Facilitation, and Relationships 43
- 6.0 Provide Support for Expanded Agricultural Opportunities..... 45
- Year One – Month by Month.....46**



Executive Summary

The purpose of the Slocan Valley Economic Development Strategy is to identify realistic and practical steps that can be taken to improve the future economic prospects for the residents, businesses and stakeholders in the area.

The Slocan Valley has several strategic advantages that support future economic development opportunities. There is a strong commitment from the Regional District of Central Kootenay, and the Villages of New Denver, Silvertown and Slocan for expanded economic development. There has been some excellent work completed by the existing Slocan Valley Economic Development Commission. There are strong partnership opportunities with various organizations including Slocan District Chamber of Commerce, Columbia Basin Trust, Rural Development Institute and Community Futures Central Kootenay. There has been excellent support from the Province of BC through both its Rural Dividend Program and the involvement from the Ministry of Jobs, Tourism and Skills Training's Regional Manager.

The economic development plan builds on these advantages by recommending strategies that expand economic development capacity and begins to build a strong economic development foundation for further initiatives and specific projects. The plan contains a total of 27 strategies and while it may seem daunting at first, the strategies are staggered over a three year period and a number of strategies include the use of outside expertise to assist in implementation and will ease burden on staff.

Alternatively, some may think the plan does not include specific strategies or opportunities that should be included. In order to ensure the plan remained practical and doable there had to be a stopping point of adding additional strategies. We believe the plan needs to focus on strategies that have an opportunity to build capacity and success for the region. It is recommended an annual plan review be undertaken to ensure the plan remains fluid and allows for the addition of new opportunities and target sectors. Some sectors will benefit from the implementation of the plan's broader strategies, as well as, the ongoing work of an economic development coordinator. The recommended expansion of the business retention and expansion program will allow for other sectors, not specified in the plan, to be focused on and developed as opportunities and challenges are identified and resolutions (where possible) developed.

Strategic Plan Framework

There are six key focus area with a total of 27 strategies. They are the foundation of the plan because they represent the economic development areas that community members and stakeholders feel are most important for the Slocan Valley to work towards along with the required expanded capacity.

1. Economic Development Organizational Structure and Expanded Capacity

- 1.1. Establish and Support the Slocan Valley Economic Development Partnership
- 1.2. Hire Dedicated Economic Development Coordinator
- 1.3. Expand the Slocan Valley Economic Development Commission
- 1.4. Develop an Economic Development Communications Plan
- 1.5. Support the Expanded SVEDC's Role and Responsibilities
- 1.6. Attend Economic Development Professional Development
- 1.7. Review and Update the Economic Development Strategy

2. Increase Awareness of the Slocan Valley

- 2.1. Coordinate the Development of a Regional Profile with Sub-Profiles for Each Community



- 2.2. Develop an Economic Development Focused Website
- 2.3. Undertake an Investment Readiness Self-Assessment
- 2.4. Coordinate the Preparation of a Resident Attraction Strategy
- 2.5. Slokan Valley Information and Opportunities Flyer
- 2.6. Develop Cross-Promotion Opportunities
- 2.7. Join imaginekootenay.com

3. Enhance Business Engagement and Opportunities

- 3.1. Expand Business Retention and Expansion Program
- 3.2. Strengthen the Role of the Chamber of Commerce
- 3.3. Hold an Annual Business Expo and Tradeshow
- 3.4. Consider Valley-wide Business Licensing with Expanded Information

4. Build an Entrepreneurial Regional Economy

- 4.1. Complete a Feasibility Study for a Regional HUB/Co-working Network
- 4.2. Develop a Starting a Business in the Slokan Valley Guide
- 4.3. Establish a Program to Support Entrepreneurial Start-ups

5. Support, Facilitation, and Relationships

- 5.1. Explore and Expand Partnerships and Economic Development Related Events
- 5.2. Establish a Slokan Valley Non-Profit Network
- 5.3. Actively Lobby for Cell Service
- 5.4. Support the Slokan Village Mill Site Master Plan/Charrette

6. Provide Support for Expanded Agricultural Opportunities

- 6.1. Coordinate Agriculture Asset Mapping Inventory
- 6.2. Create a Buy Local Agriculture Awareness Program (Slokan Grown)

The recommendations contained within this Plan support the desired outcomes articulated in the Request for Proposal, discussions with community and regional leaders and the overall public – they are realistic and implementable. The implementation of the initiatives will provide a strong framework for economic growth and the health and prosperity of the Slokan Valley.





The Village of New Denver, in partnership with the Villages of Silverton, Slokan and Regional District of Central Kootenay (RDCK), contracted with EDCD Consulting to undertake a facilitated engagement process to develop a multi-year, regional economic development strategy. The project was supported by the Rural Dividend Fund and the Province of BC, for the Slokan Valley to use to guide its role in the economic activities of the region.

The project involved the development of three reports:

- Report One: Stakeholder Engagement Report
- Report Two: Structure Recommendation Report
- Report Three: Economic Development Strategy and Implementation Plan

The development of the Slokan Valley Economic Development Strategy is based upon comprehensive research, analysis, and most importantly, stakeholder consultation. The key to successfully implementing this strategy will be to expand economic development capacity and to focus on quick wins to build community support.

The Slokan Valley Economic Development Strategy is supported by research contained within the two previously produced economic development reports and additional research on best practices and trends in addition to provincial policies, plans and directions.

Project Background,

In December 2016, EDCD Consulting was engaged to assist the Slokan Valley with the development of an economic development strategy that would guide the area for the next three years. The approach differed from a standard approach as it combined the focus of both data-driven strategic planning and robust stakeholder engagement. However, to build an economic development strategy for the Slokan Valley that was supported by the business sector and broader community required significant additional economic analysis and stakeholder engagement. This engagement served to create the foundation of support for



the strategy emerging from the study and is supported by the data analysis and stakeholder input provided by business and community members alike.

The strategy was built through the execution of a series of related activities that took place over the course of three months:

- Literature review and economic scan
- Stakeholder engagement and analysis
- Steering committee meetings and consultation
- Economic development structure assessment and recommendation for restructuring

What This Plan Will Do

The Economic Development Strategic Plan lays out the groundwork required for the communities within the Slokan Valley to work towards a more enhanced economy. The Plan contains:

- Stakeholder engagement summary
- Structure recommendation summary
- Recommended strategies for moving forward
- A detailed implementation plan

It is important to note that this plan, like any other, is only as good as the implementation. That is why the plan includes a detailed implementation plan that provides the steps necessary to begin to implement the recommendations. There is no guessing as to what to do – the implementation plan provides the answers. That being said the plan should be considered to be fluid and flexible. It will be important that the economic development stakeholders ensure the plan reacts to changes in the economy and the local business environment to ensure its economic development success. In addition, there needs to be a willingness to consider new opportunities that may be presented during the implementation of the plan. For example, an economic development strategy completed in 2012 would not have identified the management of the CBT Community Directed Funds by the SVEDC. These types of opportunities should be considered even though the implementation of the strategic plan will be affected.

The approach to achieving maximum results and benefits is a simple approach driven by public engagement, collaborative working and a commitment to building a collective framework for shared success. In preparing this plan, a practical course of action is to build upon the assets of the communities to ensure a future that is bright – one filled with economic opportunities for the Slokan Valley's current and future residents to enjoy as a place with the right lifestyle and for target audiences to perceive the Slokan Valley as a place to invest for business.

It is important that the plan works within the framework of existing documents and existing and proposed land use and economic development planning efforts. The review of past studies and reports, combined with public engagement, informed the development of this Economic Development Strategy.

Review of Relevant Literature

The project began with a review of studies and reports previously completed for the communities within the Slokan Valley. Effort was made to ensure any recommendations made in this plan align with the objectives of any existing broader strategic plans.



There have been a number of studies and reports undertaken that focused on economic development and tourism. Below is a list of reports provided to us by the Village of New Denver. As you will note, some of the reports are quite old and there may have been a number of changes in the community since their development.

- Building a Healthy Valley Economy, A Community Action Plan (Draft Summary) – November 1998
- A Community Action Plan for the Slocan Valley – 1999
- Building a Healthy Valley Economy – A Community Action Plan – November 1999
- Regional District of Central Kootenay Bylaw No. 1473 – February 24, 2001
- New Denver Silverton Entrepreneurial Capacity Test for Communities – Phase I Report – April 2002
- New Denver Micro Hydro Feasibility Study – November 2002
- Slocan Community Health Centre Development Concept – April 2003
- Slocan Valley Visitor/Tourism Assessment – February 2006
- Village of New Denver Official Community Plan Bylaw No 611, 2007
- Village of New Denver Zoning Bylaw No. 612, 2007
- Village of New Denver Community Heritage Values – February 19, 2008
- New Denver’s Age-Friendly Assessment - Final Report – January 7, 2010
- Electoral Area “H” – The Slocan Valley Survey Results – June 2002
- Connecting Community Dreams – Slocan Valley A Citizen’s Guide – Summer 2006
- Electoral Area H – Slocan Lake North – Survey Results – August 2007
- Regional District of Central Kootenay Year End Board Report 2007 Development Services Department – January 17, 2008
- New Denver’s Age-friendly Assessment – Final Report – January 7, 2010
- Village of New Denver Sustainable Community Plan, Part 1 – Research, Document Review & Identification of Opportunities – January 11, 2010
- Building a Healthy Economy in the North Slocan Valley – Final Report – March 2010
- Sustainable Central Kootenay – Our Vision for a Sustainable Future – April 2010
- Village of New Denver Resilience Action Plan – April 21, 2010
- North Slocan Community Greenhouse Feasibility Study – October 2010
- Slocan Lake Foreshore Fish & Wildlife Habitat Assessment – May 2011
- By-laws of the Slocan Valley District Chamber of Commerce – September 21, 2011
- Village of Slocan Official Community Plan – November 2011
- Slocan Valley Community Organization Directory – Fall 2011
- SVEDC Directory of Community Organizations – 2011
- Canadian Regional Development: A Critical Review of Theory, Practice and Potentials – 2011 Preliminary Findings Report – March 16, 2012
- Letsgobiking.net/2012/03/28c-galena-trail-new-denver-bc – website capture
- Community Facts – BC Stats – April 12, 2012
- Slocan Lake 2011 Water Quality Monitoring Project – April 25, 2012



- Upper Slocan Valley – Phase 1: Bear Hazard Assessment and Phase 2: Bear-People Conflict Prevention and Management Plan (Proposed) – Application for Bear Smart Community Status – November 2012
- Imagine Slocan Lake Community Values Study – November 22, 2012
- Tourism Planning Workshop – February 25, 2013
- Columbia Basin Trust Board of Directors Meetings No. 157 Minutes – May 28/29, 2013
- Slocan Valley Art & Garden Tour Brochure – June 16, 2013
- Slocan Lake Stewardship Society Newsletter – July 2013
- Columbia Basin Broadband Corporation Business Plan – September 2013
- Community Profile: New Denver – Fall 2013
- Coming Together for Food – Community Conversation – November 30, 2013
- A Guide to Building Food Security in Rural Communities – 2013
- Columbia Basin Business Retention and Expansion Project – Winter 2013
- Economic Development Commission Minutes – January 15, 2014
- Elk Valley Community Priorities Plan – February 2014
- Slocan Valley Community Tourism Plan Presentation – March 1, 2014
- Slocan Valley Community Forest Map – March 9, 2014
- Slocan Valley Community Priorities Plan RFP – March 13, 2014
- Community Greenhouse Tours – email – March 16, 2014
- Community Greenhouse – March 17, 2014
- Arrows Lake News – New West Kootenay Tourism Brand Launched – March 26, 2014
- West Kootenay Tourism Alliance – WKTA Branding Process – March 26, 2014
- Bikepirate.com/x-country-trails/galena/ - website capture – December 3, 2014
- Setting Priorities for the Slocan Valley Director Fund – December 2014
- Investing in Business – A WKTA Business Plan – July 2015
- Slocan Valley Housing Need and Demand Study – August 2015
- Economic Development Building Blocks Workshop Presentation – January 25, 2016
- Economic Development Building Blocks Summary Report – January 25, 2016
- Recreation Master Plan – February 2016
- Resident Attraction and Retention Strategy for the Columbia Valley – March 24, 2016
- Area H Survey Results – not dated
- Population document – not dated
- Slocan Valley Community Tourism Plan – Implementation Next Steps – not dated

Many of these reports have one thing in common – they were not implemented. While some of the items in the reports have been included in one form or another in this strategy, some consideration should be given to doing a review of some of the reports completed since 2011 to see if implementation of some components should occur.

Key Findings of Stakeholder Engagement

In order to build an economic development strategy that anticipates support by both the business sector and the broader community, a comprehensive stakeholder engagement process involving interviews, meetings, focus groups and an online survey was conducted.



Report One: Economic Development in Slocan Valley – Stakeholder Engagement Analysis presents the analysis of the stakeholder engagement. The following are the conclusions from that report:

- Community residents are passionate about the Slocan Valley and, even after being surveyed a number of times, they want to participate in shaping the Valley’s future
- Stakeholder input from this process supports other initiatives and surveys that have previously been completed
- Stakeholders almost unanimously agree that economic development is important to remaining relevant in today’s economy and in being able to manage the Valley’s future
- Stakeholders understand the importance economic development can play in the attraction and retention of residents
- Stakeholders want to ensure the quality of life that brought many of them here is maintained and that economic development activities enhance it and not change it
- The top two industries that stakeholders identified as being future drivers were agriculture and green industry. Many stakeholders are supportive of tourism, however, are apprehensive about making tourism the key economic driver
- Stakeholders want to see improved support to local businesses and entrepreneurs
- Stakeholders indicated there is support for a shared office space
- There is an expectation from stakeholders that the economic development strategy emerging from this process will be realistic and include projects or initiatives that enhance the Valley

Economic Development Structure Recommendation

A key component of the strategy was to evaluate the Slocan Valley’s economic development service options in terms of fit and feasibility for regional development collaboration between the Villages of Slocan, Silverton and New Denver and the unincorporated communities of Electoral Area “H”.

Report Two: Economic Development in Slocan Valley – Structure Recommendation Report presents the recommended economic development structure for the Slocan Valley including rationale, comparisons and assessment of options.

After assessing the economic development structure options the report recommended the Slocan Valley adopt an In-house with inter-municipal agreement service model. The recommendation was presented to the Steering Committee on March 20, 2017 and to the Slocan Valley Economic Development Commission on April 5, 2017. At that meeting the SVEDC unanimously approved the following resolution:

“The Slocan Valley Economic Development Commission recommends to the Board of the Regional District of Central Kootenay that it support and authorize the submission of an



application to the BC Rural Dividend Program by May 31, 2017, for funding for two years to launch a regional economic development partnership and strategy in the Slocan Valley."

Strategic Recommendations

In the development of this plan, it was important to take into account how economic development is currently managed in the Slocan Valley. There are limited economic development services and currently no dedicated economic development officer/staff person within any of the communities or the Regional District. Despite having no designated economic development staff resources, the SVEDC has taken on a variety of important economic development services for the area. However, resources are tight and in order for the Slocan Valley to move forward in their economic development efforts any plan must ensure it contains strategies that are realistic and doable based on resources, potential funding streams and commitment. We believe this plan does that by including strategies that:

- Expand the economic development capacity and resources
- Are new or start-up programs that do not require an enormous amount of time to implement (Quick Wins)
- Require support or facilitation versus the need for an economic development function to be the driver
- If implemented can help to create an environment of economic development success
- Can result in significant investment occurring from Provincial and Regional entities to help support the long term sustainability of the region
- Can develop strong working relationships throughout the region

The strategy has been structured around six strategic focus areas:

- Economic Development Organizational Structure and Expanded Capacity
- Increase Awareness of the Slocan Valley
- Enhance Business Engagement and Opportunities
- Build an Entrepreneurial Regional Economy
- Support, Facilitation, and Relationships
- Provide Support for Expanded Agricultural Opportunities

As part of this strategy we have included an Action and Implementation Plan matrix (Appendix A). The matrix lays out the specific actions required to implement the strategies that are recommended for implementation along with those strategies that are ongoing. The matrix includes budget, timelines and potential partners.

Though there are a number of strategies to be implemented, staff time is not as demanding as it may first seem. This is due in part to a number of Phase 1 strategies being the responsibility of either the management committee or a third party. For example, the management committee will be responsible for the strategies required prior to, and including, the hiring of the economic development coordinator. As well, third party expertise will be required to complete a number of strategies including the development of a communications plan, resident attraction strategy and asset mapping inventory. The economic development staff will provide coordination support to these activities.



Once the strategic plan gets underway, and into further phases, it is expected that economic development staff time will increase as they gain knowledge and experience. They will be able to take on more responsibilities related to economic development activities.

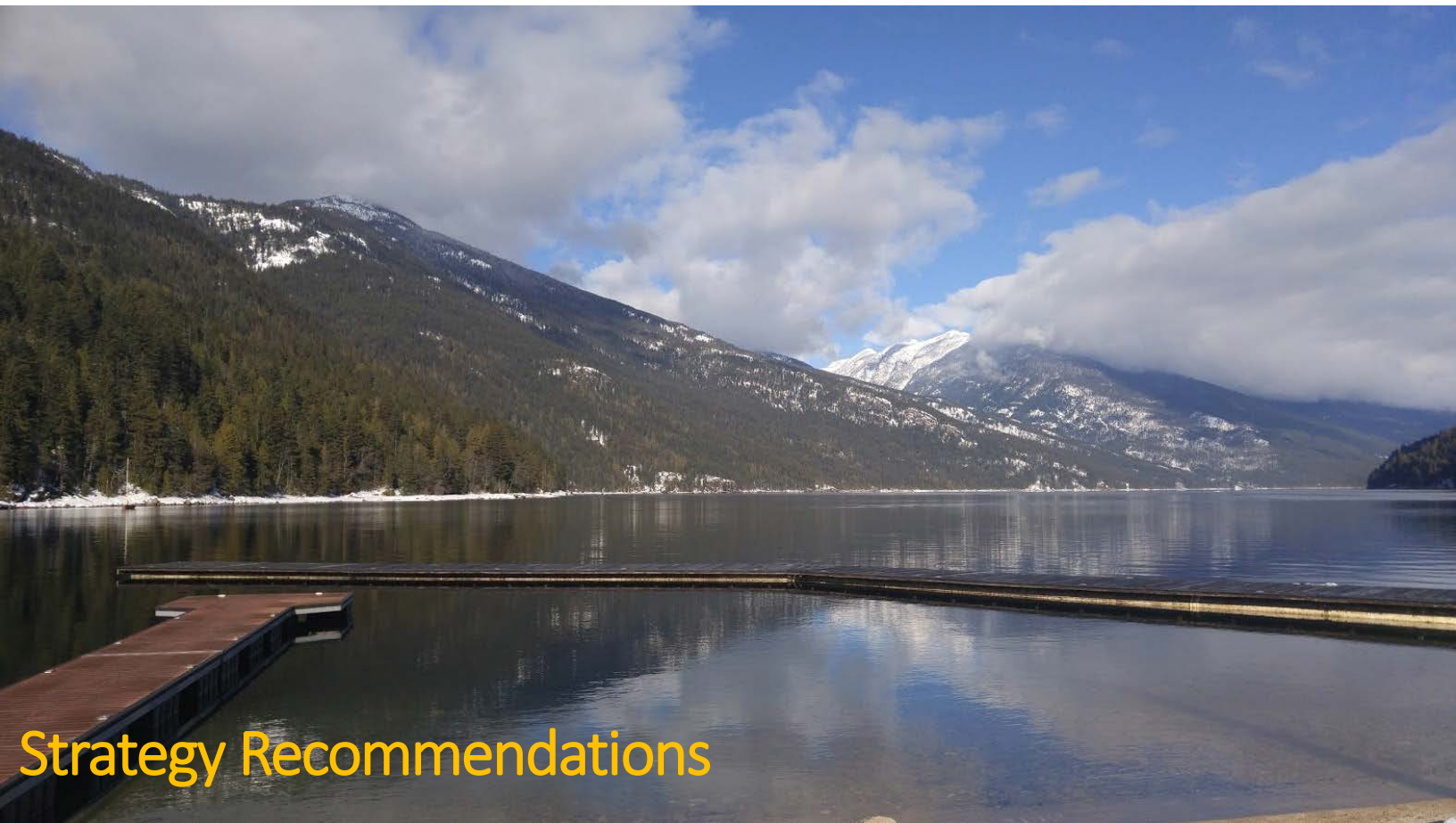
Funding

The successful implementation depends on securing funding from provincial and local sources including through the Rural Dividend Fund and Columbia Basin Trust. The Rural Dividend Fund has its third round application process closing May 31, 2017. It is recommended the application asks for funding under the “Community and Economic Development” project category. The application should request funding to cover the first two years of implementation for a total of \$233,200. The following page summarizes the strategies that should be included in the application.



| | Rural Dividend Program – Eligible Costs | | | | |
|---|---|------------------------|---------------------|---------------------|---------------------|
| Strategies – Phase 1 and 2 | Total Hours (\$40/hour) | ED Project Coordinator | Consulting Services | Training Activities | Marketing Promotion |
| 1.3 Expand The Slocan Valley Economic Development Commission | 70 | \$2,800 | | | |
| 1.4 Develop an Economic Development Communications Plan | 240 | \$9,600 | \$6,000 | | |
| 1.5 Support the Expanded SVEDC's role and responsibilities | 360 | \$17,200 | | \$7,000 | |
| 1.6 Attend Economic Development Professional Development | 30 | \$1,200 | | \$1,500 | |
| 1.7 Review and Update Strategic Plan | 60 | \$2,400 | \$7,500 | | |
| 2.1 Coordinate the Development of a Regional Profile with Sub-profiles for each community | 50 | \$2,000 | \$15,000 | | |
| 2.2 Develop an Economic Development Focused Website | 55 | \$2,200 | \$15,000 | | |
| 2.3 Undertake an Investment Readiness Self-assessment | 130 | \$5,200 | | | |
| 2.4 Coordinate the Preparation of a Resident Attraction Strategy | 35 | \$1,400 | \$20,000 | | |
| 2.5 Slocan Valley Information and Opportunities Flyer | 110 | \$4,400 | | | \$1,000 |
| 2.6 Develop Cross-Promotion Opportunities | 110 | \$4,400 | | | \$1,000 |
| 2.7 Join imaginekootenay.com | 160 | \$600 | | | \$10,000 |
| 3.1 Expand Business Engagement and Opportunities | 610 | \$26,400 | | \$10,000 | |
| 3.2 Strengthen the Role of the Chamber of Commerce | 75 | \$3,000 | | | |
| 4.1 Complete a Feasibility Study for a Regional HUB/Co-working Network | 60 | \$2,400 | \$15,000 | | |
| 4.2 Develop a Starting a Business in the Slocan Valley Guide | 30 | \$1,200 | | | |
| 5.1 Explore and Expand Partnerships and Economic Development Related Events | 275 | \$12,000 | | | |
| 5.3 Actively Lobby for Cell Service | 50 | \$2,000 | | | |
| 5.4 Support the Slocan Village Mill Site Master Plan/Charrette (optional) | 180 | \$7,200 | | | |
| 6.1 Coordinate Agriculture Asset Mapping Inventory | 40 | \$1,600 | \$15,000 | | |
| Totals | 2,730 | \$109,200 | \$93,500 | \$18,500 | \$12,000 |
| Total Project Cost - \$233,200 | | | | | |





As a cumulative result of the previous research, analysis and stakeholder consultation, six strategic focus areas and a total of 27 strategies emerged to form the Slokan Valley’s Economic Development Strategy. The six strategic focus areas:

- Economic Development Organizational Structure and Expanded Capacity
- Increase Awareness of the Slokan Valley
- Enhance Business Engagement and Opportunities
- Build an Entrepreneurial Regional Economy
- Support, Facilitation and Relationships
- Provide Support for Expanded Agricultural Opportunities

These focus areas were heard throughout the public consultation process and are supported by community feedback. The top three economic development goals as identified in the community survey are:

1. Existing companies staying (and expanding) in the Slokan Valley
2. More small businesses and entrepreneurs
3. Attraction of new residents

Agriculture was rated as the number one priority with 41.46% of respondents identifying they would like to see expanded or having businesses locate to the Slokan Valley. In addition, respondents in the South identified “promoting the Slokan Valley to an external audience” as one of their top goals.



It is important to note the recommended strategies are dependent on a number of factors including:

- Long-term economic development commitment
- Expanding economic development capacity
- Approval of funding from various programs, specifically the Rural Dividend Fund, CBT and other sources as identified
- An enhanced economic development partnership

This plan was written to ensure strategies can be implemented by assigning specific funding options, timelines and potential partnerships. It was also written as a guide to what strategies are priorities and what strategies have a longer term focus. In addition to the strategies recommended in this plan, there are day to day economic development activities that must be taken into consideration. Considerable time can be devoted to the following core activities that take place on an ongoing and/or daily basis. Some of these activities are built into the strategy while others involve additional time and resources.

Core Activities:

- Respond to business and public inquiries daily (phone, email, and walk-in)
- Clearing house for information
- Data updates (community profiles, website, customized requests)
- Regional initiatives
- Work with companies or individuals seeking to locate in the community
- Work with groups of companies with specific industry sectors to ensure new markets developed
- Communications – community, business, government, organizations

Priorities:

Though 27 strategies may seem daunting, there are only a handful that are considered priorities. They are “must do” strategies and work to build the foundation necessary for other strategies. They have been identified as year one and/or quick win activities. Strategies considered priorities fall into the following categories: expanding economic development capacity, promoting the Slokan Valley and business retention and expansion.

Every one of the “must do” strategies make up critical components of successful economic development programs in any community. They go towards preparing the community or region for all other forms of economic development and the initiatives taken to support a sustainable economy. Priority (or must-do) strategies include:

- Establish the Slokan Valley Economic Development Partnership
- Hire dedicated economic development coordinator
- Develop an economic development communications plan
- Develop a regional profile
- Undertake an investment readiness self-assessment
- Expand business retention and expansion program



Quick Wins:



There are a number of “quick win” strategies included in the plan. These strategies are ones that are relatively simple to implement and can be done early in the implementation of the strategy. Once the economic development position is filled work on the “quick win” strategies can be completed within the first six months. These strategies will build momentum for the longer-term strategies and will work towards creating community support and buy-in for economic development.

- Hire dedicated economic development coordinator (FTE)
- Develop an economic development communications plan
- Coordinate the development of a regional profile with sub-profiles for each community
- Undertake an investment readiness self-assessment
- Join imaginekootenay.com
- Expand business retention and expansion program
- Develop a starting a business guide in the Slocan Valley guide

It is important to communicate out when the “quick win” strategies are completed. This will include communication to all stakeholders and the broader public.



Key Recommendations

1.0 Economic Development Organizational Structure and Expanded Capacity

Strategy 1.1: Establish the Slocan Valley Economic Development Partnership to Facilitate Long-Term Economic Sustainability

A key component of the project was to provide an economic development structure recommendation for the Slocan Valley. *Report Two: Structure Recommendation Report* provides the assessment, analysis and recommendation of a new economic development structure for the Slocan Valley. The recommended structure was presented to the Steering Committee on March 20, 2017. The recommendation was received and approved unanimously. The recommendation was presented to the Slocan Valley Economic Development Commission on April 5, 2017. Overall, the recommendation was approved and the SVEDC unanimously approved the following resolution at the April 5th meeting:

"The Slocan Valley Economic Development Commission recommends to the Board of the Regional District of Central Kootenay that it support and authorize the submission of an application to the BC Rural Dividend Program by May 31, 2017, for funding for two years to launch a regional economic development partnership and strategy in the Slocan Valley."

Strategy 1.2: Hire Dedicated Economic Development Coordinator (FTE)



During the public consultation process economic development received broad support but there was misunderstanding of what it does and who is responsible. During the project two liaisons positions were assigned to assist with project support. Preliminary discussions at the municipal level appear to be supportive of working toward a full time equivalent, local, economic development coordinator position. It is recommended that an application to the Rural Dividend Fund include a request to fund wages/benefits for a coordinator to implement a number of initiatives identified in this strategy, to coordinate specific projects and complete the core activities required for strategy implementation. This is an eligible cost if the position is a new hire and not providing ongoing costs for existing staff salaries and benefits. The previous work done by the SVEDC has laid some excellent groundwork and foundational economic development for the Slocan Valley but there is little to no capacity to implement this strategy or expand economic development. For the Slocan Valley to be successful in its economic development efforts it is important that an economic development position be created and filled. For year one we recommend the position start as part-time evolving into a full-time equivalent position after the first three to six months. The employee would be expected to travel to each area of the region one day per week (or other agreed upon schedule) to ensure broad coverage and to reduce concerns regarding levels of service. Additional information can be found in *Report Two: Structure Recommendation Report*

Strategy 1.3: Expand the Slocan Valley Economic Development Commission

It is encouraging to see the commitment the Slocan Valley has given economic development over the past number of years and the work that has been completed by the SVEDC. During the public consultation



process it was noted that some residents and businesses were unclear on what economic development does and unsure what past economic development progress has been made by SVEDC. For successful economic development to happen within a community residents, businesses and all stakeholders must be included in the process. It is recommended the SVEDC change to a more sector based organization with increased involvement from the private sector and other community organizations with the chair of the board being one of the non-government members. Board membership would increase from the current eleven to fifteen. While larger is not always better it is important to expand SVEDC to engage more in the region and to increase the level of accountability. A local government council member from each municipality along with the Regional Director will form part of the commission membership but not in a leadership role. The structure would be overseen by a management committee made up of the CAOs from the partner communities signed off on the municipal agreement as outlined in Appendix A of *Report Two: Economic Development Structure Recommendation*. Work will begin in year one to expand the commission with full implementation occurring in year two.

Strategy 1.4: Develop an Economic Development Communications Plan



The implementation of this strategic plan, and the key changes that will take place for economic development in the Slokan Valley, must be communicated out to residents, businesses and all stakeholders to ensure everyone is aware of what is changing and why. The key objectives of the communication plan include:

- Keeping all stakeholders regularly updated and informed throughout the process of strategy implementation
- Ensuring decisive, consistent messages are going out to all stakeholders and the wider community via various media methods
- Offering multiple opportunities for input during the strategy implementation
- Build Valley-wide support, buy-in and confidence for long-term economic development success

It is recommended a communications plan be developed incorporating a variety of media methods including website, emails or electronic newsletter, media releases, regular submissions or column in local newspaper, and social media. The purpose of the communication plan is to expand awareness of economic development, build community support and increase accountability. The plan should include the development of a quarterly electronic newsletter. The first issue could introduce the strategic plan and the upcoming changes to economic development for the Slokan Valley.

Costs related to developing a communications plan would be considered eligible for application to the Rural Dividend Fund as direct costs related to development and implementation of the project are considered acceptable.

Strategy 1.5: Support the Expanded SVEDC's Role and Responsibilities

By the start of year two, the SVEDC will be expanded and new members will be taking a seat at the table. It is important the new commission and its members have a clear understanding of its role right from the start and they know what the expectations and responsibilities are. It is recommended an Economic Development Primer and Board Manual be developed to provide guidance for new and future members.



In addition, once the new commission members have been appointed an Economic Development for Local Leaders workshop should be held. This daylong session should be customized to provide information on the commission, the EDO's role, the strategy, and its implementation along with how to chair meetings, and the roles and responsibilities of commission members. Additional customizing should be incorporated around basic economic development programs including Business Retention and Expansion and other key areas.

Costs related to this strategy would be considered eligible for application to the Rural Dividend Fund as training activities as part of the Eligible Project or to support the project are considered acceptable.

Strategy 1.6: Attend Economic Development Professional Development

It is important for any economic development practitioner to remain aware of emerging trends and developments. It is even more important for those new to the industry. Professional development conferences are important to keep up-to-date on best practices and expand industry networks. We recommend the following for regular, if not annual attendance, for economic development staff and board members as budget permits:

- British Columbia Economic Development Association – Annual Summit
- Western Basic Economic Development Course – October 2017

Costs related to this strategy would be considered eligible for application to the Rural Dividend Fund as training activities as part of the Eligible Project or to support the project are considered acceptable.

Strategy 1.7: Review and Update the Economic Development Strategy

As economic situations and conditions change there is need for the Slokan Valley to continue being proactive in its economic development efforts. Periodic reviews and updates are required to keep this strategic plan and economic development activities on track to achieve the Slokan Valley's economic development goals, and to keep the area relevant, economically viable and a desirable place to live. It is recommended this economic development strategy undergo a thorough review prior to the end of Phase 2 implementation. The purpose of the review will be to:

- Identify changes in strategies, approaches and targets
- Review the expanded role of the SVEDC
- Review implementation to date – successes, challenges
- Determine resource levels required to achieve updated plan recommendations
- Develop return on investment (ROI) measures
- Determine Rural Dividend Fund application needs
- Engage the SVEDC in a working session to identify successes, challenges and future priorities



2.0 Increase Awareness of the Slocan Valley

Strategy 2.1: Coordinate the Development of a Regional Profile with Sub-Profiles for Each Community



A community profile is usually the first piece of information that a perspective investor, business or resident will look at when considering a community's potential suitability. The Slocan Valley does have a profile for each municipality prepared by the Rural Development Institute. The current profiles do contain good information that should be incorporated into a more comprehensive profile that tells the story of each community and the Valley. In addition there needs to be a high degree of visual content that is missing from the RDI profile.

It is recommended a new Valley-wide profile be developed. The new profile should provide the ability for each community within the Slocan Valley to easily "pull out" their specific information. At a minimum, the regional profile needs to have the following information:

- Regional overview – including map and community specific information
- Demographics
- Labour
- Major employers
- Cost of doing business – taxation, utilities, etc.
- Transportation
- Quality of life factors – education, recreation, healthcare, etc.

The profile should be developed in a user friendly format and allow for future updates. The profile should be made available electronically and only printed on demand. It is expected RDI could partner on this project by providing data and other support, however, the development of the regional profile should be contracted out to a firm with experience in design and profile content and with knowledge on what is needed in these types of documents based on practical experience.

Costs related to developing a regional profile would be considered eligible for application to the Rural Dividend Fund as marketing or promotion-related costs are considered acceptable.

Strategy 2.2: Develop an Economic Development Focused Website

A community's number one marketing tool is their website. When site selectors, investors, potential businesses and residents are seeking information the first place they look is the internet. According to a recent study, site selectors go to community websites and are looking for real-time data, statistics that identifies strengths and challenges, property searches, GIS analysis and social media. The internet and technology play a significant role now for economic development. It is important for a community's website to have the information people and businesses are looking for. The information needs to be available, current and accurate because most times a community will not even know it is being looked at. The primary information on an economic development website often comes from a community profile – one of the key pieces of information for economic development (see recommendation above).



The slocanvalley.com website has some very good information on it and though it has gone through a revision, including expanded information, there needs to be a redesign and refresh. The redesign needs to address how information is placed on the website and needs to incorporate current trends including more graphics, bolder text, brighter colour and a unique design.

It is recommended the current website undergo an assessment and a new website design with expanded information be completed.

Costs related to website development would be considered eligible for application to the Rural Dividend Fund as marketing or promotion-related costs are considered acceptable.

Strategy 2.3: Undertake an Investment Readiness Self-Assessment



The Slokan Valley needs to be ready for investment when the opportunity arises and investment readiness means ensuring your area is as ready as possible to attract and retain business investment. It means having all the pieces in place to be in the right place at the right time. Investors want to talk to communities who are knowledgeable, accessible and who have current information available at their fingertips. Investment readiness means making the most of a community's resources – its land, people, unique characteristics and planning system. It also means being able to communicate your strengths effectively.

An investment readiness assessment evaluates a community's current status by reviewing:

- Economic development capacity
- Investment marketing
- Development approvals process
- Property inventory
- Electronic readiness

As an initial start it is recommended each community within the Slokan Valley undertake an investment readiness self-assessment test. The self-assessment will uncover areas where the community may need improvement in order to become investment ready. As part of this strategic plan there are specific strategies included that will move the Slokan Valley towards investment readiness, i.e. Community Profile. The completion of the self-assessment may determine additional initiatives for the Slokan Valley. The self-assessment is recommended for completion in year one and it is recommended that in year three the assessment be retaken to see what progress has been made towards investment readiness.

During the assessment communities may also wish to look at the possibility of establishing revitalization tax exemption programs. This type of program could help to encourage new investment for improvements to existing businesses and/or residence, as well as, for new development at the Slokan Mill Site.

Strategy 2.4: Coordinate the Preparation of a Resident Attraction Strategy

New resident attraction targets individuals with knowledge, skills and/or disposable income to support and contribute to the community. Making an area attractive to people interested in relocating to a



community involves having or developing amenities they find desirable and a community that offers an attractive quality of life. People who move from one area to another are often looking for pleasant, comfortable places compatible with their lifestyles. Strategies recommended in this plan work towards enhancing the Slocan Valley to be a community that can attract new residents. For example, supporting and encouraging entrepreneurs and development of a regional profile.

The Slocan Valley has an important role to play in the promotion of the area as a place to live. The Slocan Valley offers a range of recreational, cultural and economic opportunities and these attributes need to be promoted to an external audience in order to attract new residents. During the public consultation process, participants were asked to provide one word on how they define quality of life. These words should help to define the critical components of the story that will be told when working to attract new residents to the community. It is recommended that the Slocan Valley prepare a resident attraction strategy focused on increasing the permanent resident population of the area. The strategy can identify a plan to increase skilled workforce, attract young families and grow the local economy. A key component of the strategy should be to develop a plan around the effective use of Social Media as it relates to resident attraction.

Costs related to this strategy would be considered eligible for application to the Rural Dividend Fund as consulting services are considered acceptable.

Strategy 2.5: Slocan Valley Information and Opportunities Flyer

There are always opportunities to promote a community as a place to live and work using methods other than traditional external marketing. One cost effective method is to take advantage of the visitors coming to the area as tourists and promoting the opportunities that exist for purchasing or starting a business, raising a family or other economic opportunities. A simple and easy technique to implement is to develop a one sheet flyer that outlines the opportunities that exist in the Slocan Valley and place them into all the accommodations and other places where tourists visit, for example, having something on the table at a restaurant. We recommend partnering with the Chamber of Commerce to develop an in-house flyer promoting the opportunities and then reaching out to accommodation providers, restaurants and other tourist locations for distribution.

Strategy 2.6: Develop Cross-Promotion Opportunities

There is significant opportunity for the Slocan Valley to encourage visitors to the area to experience more than they came for and to stay longer. Cross-promotion is a form of marketing where customers, or visitors, of one product or service are targeted with promotion of a related product or service. For example, Logan Lake does a cross promotion with their municipal owned campground and the local golf course. Visitors who stay at the campground are offered a “coupon” to golf at the golf course at a reduced rate. Response to the promotion has exceeded the golf course’s expectations and they have committed to participate in this cross promotion activity for the past four years. This could effectively be used in the Slocan Valley to promote golf courses, restaurants, and accommodations, speciality retailers along the waterfront and throughout the region. For example, someone eating at a restaurant in the South Valley could get a coupon for golfing in New Denver.



There is a natural partnership between economic development and tourism and the Slokan Valley can work with the Chamber of Commerce to identify cross promotion activities that can be developed throughout the Valley. This initiative supports the strategy of working to strengthen the role of the Chamber of Commerce.

Strategy 2. 7: Join imaginekootenay.com



Community Futures Central Kootenay hosts imaginekootenay.com to raise the profile of the Kootenay region as a great place to work, an excellent area to invest in and an amazing place to live. This includes highlighting businesses for sale, showcasing the region as a favourable area to invest, and attracting a new and diverse workforce to the region. This is all complemented by showcasing the activities and services found in the individual partner communities and in the Kootenays as a region.

The website is based on three main pillars: WORK, INVEST and LIVE. The invest section provides a sophisticated investment platform allowing local business owners and realtors to post businesses for sale and investment opportunities. In turn, potential investors are able to register their information to receive automatic notifications when a listing is posted in the regions of their choosing. The Work pillar showcases the variety of employers found across the region. The relationships between work and invest is key to support recruitment efforts for both small business owners and potential skilled workers. There are many competitive advantages to doing work in the Kootenays and the website also provides a platform for communities to have a presence in the marketplace.

It is recommended that the Slokan Valley (RDCK Area H, and the three incorporated communities) join as a regional partnership. Funding provided by CBT and the Rural Dividend Fund would cover the up -front cost of development and the first year of membership. The imaginekootenay.com membership complements other strategies in this plan including resident attraction, entrepreneurship and promoting the Slokan Valley.

Costs related to website development would be considered eligible for application to the Rural Dividend Fund as marketing or promotion-related costs are considered acceptable.



3.0 Enhance Business Engagement and Opportunities

Strategy 3.1: Expand Business Retention and Expansion Program



The ability of any community to keep their existing businesses often is easier than attracting new businesses to the area. In 2013 the SVEDC, along with the Slocan District Chamber of Commerce (SDCC), was actively involved in the Business Retention and Expansion initiative facilitated by the Selkirk College Rural Development Institute (RDI). The BRE initiative resulted in discussions with 79 businesses in the Slocan Valley and demonstrated some significant opportunities for growth including 45% indicating a plan to expand and 11% of those needing new sites for expansion. Unfortunately, no follow up was done with those businesses that had an opportunity for growth. Follow up is likely the most important step for business retention but is difficult to achieve with limited staff resources and appropriate BRE training including using the web-based platform, Executive Pulse, to collect, analyse and report information.

The work done by RDI, SDCC and the SVEDC is to be commended but now it is important to build on this foundational piece, take ownership, and to capitalize on the opportunity to expand the work and to work with those businesses that have opportunities or challenges. A new round of interviews should be completed in order to guide the future efforts.

It is recommended Slocan Valley bring in a specialized BRE consultant to provide the knowledge and skills necessary to create and maintain a successful long-term BRE program. There will be a focus on building the right BRE team, identifying green flags (opportunities) and red flags (issues or challenges) and how to ensure the proper follow up is completed. The consultant will work with the economic development staff to educate the BRE team on their role and responsibilities, will participate in a set number of BRE interviews, provide instruction on the use of the BRE platform including analysis and reporting and will ensure correct follow up is completed. The consultant will also work with the economic development staff to advise how to release the information collected. This will include how to do referrals to external agencies, managing referrals, and identify region wide initiatives that could be developed in partnership with Community Futures and others.

This hands on training will provide the foundation for the Slocan Valley to take control of their BRE program and ensure existing businesses are well looked after now and in the future. A successful BRE program also helps to increase the chance of attracting new businesses to locate in the valley.

The SVEDC, in partnership with the SDCC and RDI, is undertaking a BRE survey of the area's Home Based Businesses. This is an important recognition on behalf of the commission as more and more people decide that home is not just where you raise a family but also run a business. It was clear from the public consultation there are many people running a HBB in the Slocan Valley. In the last two decades, there has been significant growth from people who have chosen to market their skills and talents from home. Recent studies estimate that as many as 20 percent of new small business enterprises are started in the home, and this trend is growing. Many home-based businesses are started on a part-time basis and then expand into full-time businesses as the market for the business develops and grows. The next step many take is the transition from the home to a co-working space, or a hub, and then eventually to their own facility, creating new employment opportunities and investment in a community. It is expected that



these opportunities will be found during the HBB BRE survey. To ensure these opportunities, as well as others, are not “lost”, it is important to undertake the recommended training sooner than later.

Costs related to this strategy would be considered eligible for application to the Rural Dividend Fund as training activities as part of the Eligible Project or to support the project are considered acceptable.

Strategy 3.2: Strengthen the Role of the Chamber of Commerce

The Chamber of Commerce is responsible for managing the New Denver Visitor Centre and undertakes other initiatives including Merchants’ Night, a Health Committee and, most recently, has partnered with the Nakusp and Kaslo Chambers to promote the region as the “West Koot Route”. Like many other Chambers, the SDCC struggles with a lack of both human and financial resources. While the Chamber has a presence in the north part of the valley it was recognized during the public consultation that many businesses in the southern valley belong to the Nelson Chamber of Commerce versus the Slocan Valley Chamber. It is important for the long term viability of the Slocan Valley Chamber to attract membership throughout Area H and all three municipalities. It is suggested that the SVEDC and economic development staff work with the Chamber of Commerce to help them enhance their capacity and capability.

We recommend the development of a comprehensive working session to assist the Chamber to develop a specific strategy or plan. There may be assistance or expertise through the marketing or business department at Selkirk College or the Ministry of Jobs, Tourism and Skills Training’s Regional Manager. It is also recommended the Chamber assist with the implementation of a number of strategies identified in this plan. The implementation matrix identifies where the chamber can partner with the SVEDC. As part of the comprehensive working session the tourism work of the Chamber should be reviewed. The Slocan Valley Tourism Planning Workshop Report, completed February 25, 2013, and its implementation document, could also be reviewed to see what strategies may still be outstanding or built upon that the Chamber could look to undertake. A separate Rural Dividend Fund application by the SDCC could be made for projects under \$10,000 to assist in funding this initiative. In addition, other strategies or programs could be investigated including a Valley-wide Shop Local program, and spearheading festivals and events, including the Annual Business Expo and Tradeshow (below) involving all three communities and RDCK Area H. This was identified during the public consultation process as an opportunity.

Strategy 3.3: Hold an Annual Business Expo and Tradeshow (rotating)

Increasing awareness of the services available in the Slocan Valley could help in reducing consumer leakage and at the same time help businesses find new customers, partnerships, and employees. The creation of a Slocan Valley Business Expo can bring together businesses in the region to one venue (rotated to a different part of the region each year). All businesses would be invited to participate for a small fee, including home based, retail, professional, non-profit etc. The Cowichan Valley Regional District on Vancouver Island started the Vancouver Island Agriculture Show to bring together those involved in the agriculture industry including growers, processors and suppliers. The show, now in its 6th year, rotates throughout the agricultural regions of Vancouver Island. While it is sector focused, it brings together everyone including community residents to see the impact that this sector is achieving on the island. This same model could be replicated in the Slocan Valley but start off with all sectors of the economy. Another example is the recently held Business Expo in Fraser Lake.



In order to add extra value, the night before the expo, or after set up, could be used as an opportunity to encourage business-to-business communications, a “get to know each other” and would be an opportunity for all local leaders to network with businesses in the region. The expo would be an excellent partnership with the Chamber of Commerce to assist them in a Valley-wide outreach to promote their services and to gain new members.

Strategy 3.4: Consider Valley-Wide Business Licensing with Expanded Information

Creating valley-wide business licensing, also referred to as Mobile Business Licensing, inter-Community Business Licensing or inter-Municipal Business Licence, allows businesses, primarily mobile businesses (e.g. construction, caterers, etc.) to operate across participating jurisdictions. These “mobile” business licenses streamline and simplify the licensing process, making it easier to do businesses in a region or specific area. Variations exist between how communities have implemented mobile business licensing but typically a business located within one participating local government may purchase a mobile business license from their local government, which allows them to operate in other participating communities, in addition to their basic business license. For example, the West Kootenay agreement enables small businesses to apply for one license that can be used in Rossland, Creston, Nelson, Kaslo and Castlegar. By implementing a program it will save business owners from having to apply and purchase separate licenses for each community, making it simpler and cheaper to do business in the Slocan Valley. It is recommended the Slocan Valley consider valley-wide business licencing.

In addition to implementing a Slocan Valley-wide business licensing program, it is recommended that the information collected from businesses be expanded. The business licence application can be expanded to collect information on the number of employees, alternative contacts in case of emergencies, etc. The expanded information can contribute to enhancing the BRE process, to measure the number of employees in the Valley and to be prepared in the event of a disaster. Northern Rockies collects expanded information during business licence application or renewal but further consideration should be given to what additional information would be appropriate for the Slocan Valley.



4.0 Build an Entrepreneurial Regional Economy

Strategy 4.1: Complete a Feasibility Study for a Regional HUB/COWORKING Network

Throughout the public consultation there was great interest in establishing a co-working space somewhere in the Slocan Valley. There have been a number of previously produced reports supporting co-working spaces including the document Setting Priorities for the Slocan Valley Directed Funds (December 2014). One of top five priorities identified in the report was “develop a hub that will provide support to existing and new businesses and entrepreneurs”

We recommend a feasibility study be completed to investigate the viability of establishing a co-working space within the Slocan Valley. The study would determine the location or locations, structure (private, common community owned, non-profit, etc.), and type (food, technology, incubator, maker, or any combination, etc.).

Costs related to this strategy would be considered eligible for application to the Rural Dividend Fund as feasibility studies related directly to the project are considered acceptable.

Strategy 4.2: Develop a Starting a Business in the Slocan Valley Guide (web-based)



Developing a strong support system for those looking to start a business in the Slocan Valley is a critical aspect of building sustainable economic development. Slocan Valley needs to support and encourage entrepreneurs to create new businesses and to make it as easy as possible. We recommend the development of a web-based Starting a Business Guide to walk individuals through the necessary steps and provide the basic information including:

- Checklist for basic requirements
- Business registration and licensing
- Business organization forms
- Government requirements
 - Municipal or Regional District
 - Provincial
 - Federal
- Business resources, organizations and contacts

An excellent example to start to develop the guide is Port Alberni’s Steps to Starting a Business. (<https://www.portalberni.ca/content/starting-business-port-alberni>)

Strategy 4.3: Establish a Program to Support Entrepreneurial Start-Ups

The Slocan Valley has significant potential to grow a vibrant entrepreneurial community. Since entrepreneurs are self-employed and create new businesses, they stimulate the local economy in many ways. Their new businesses create jobs that were not there before, which reduces the unemployment rate and puts more money into circulation, thereby, encouraging new opportunities for investment. Producing new goods and services also helps stimulate the flow of money through the community supporting existing businesses. These businesses keep wealth distributed and keep money in the



community for the community. The economic impact from a strong entrepreneur network can provide a higher impact than that of a major corporation. Unfortunately, there are often roadblocks in building an entrepreneurial economy as entrepreneurs face significant challenges including securing the necessary funding to fully implement their business ideas.

Several communities have initiated programs to financially support new start-ups at the high school level. With funding from the Rural Dividend Fund the Slocan Valley can take this a step further. It is recommended a new program called the Slocan Valley Start-ups initiative be created to provide financial support to future entrepreneurs.

The Slocan Valley Start-Ups initiative will provide small grants and mentoring support to a set number of new businesses depending on the amount of funds that can be raised. The initiative will develop a new network of mentors from existing businesses in combination of support from Community Futures of Central Kootenay. The grants, valued up to \$2500 per applicant will support new businesses or ones that have been operating part-time but have not formally started into a full time enterprise. While similar types of initiatives target just youth or seniors, we recommend this be made available to every age group. The initiative will encourage participants to participate in a co-working location (where possible) to help them grow their business.

Costs related to this strategy would be considered eligible for application to the Rural Dividend Fund as business sector development costs are considered acceptable.



5.0 Support, Facilitation and Relationships

Strategy 5.1: Explore and Expand Partnerships and Economic Development Related Events

The Slocan Valley needs to ensure they are creating new relationships and partnerships with individuals, departments and organizations at higher levels of government. The Slocan Valley is encouraged to participate in sessions hosted by external agencies, for example, the British Columbia Economic Development Association, to events such as BCEDA's annual Minister's Dinner. Participation at this event allows for discussions with key staff from ministry departments and networking receptions with the BC Trade and Investment representatives and more. Closer to home there is the Kootenay Boundary Economic Development Practitioner Network and the Ministry of Jobs, Tourism and Skills Training's Regional Manager. It is recommended a list of events be completed that align with the strategic priorities identified in this plan.

Strategy 5.2: Establish a Slocan Valley Non-Profit Network

During the consultation process, and the review of previous work done around economic development, it was identified the region has a significant amount of non-profits. While some are strong others are struggling to continue as vibrant entities. Non-profits are an important part of a local economy and help to support a healthy quality of life.

The Slocan Valley is home to many non-profit organizations and agencies covering a range of sectors or activities including recreation, agriculture, social, youth, culture and historic. The SVEDC has a Community Organizations listing on the website and in 2011 completed a Community Organization Directory listing organizations including those in the arts, community & economic development, education, youth, seniors, environment, recreation, etc. With so many organizations there is the risk that many voices are not being heard. There is value in creating a valley-wide network to be the voice of all the non-profit organizations who work tirelessly to improve the quality of life of Slocan Valley residents.

The Slocan Valley Non-Profit Network (SVNPN) would pull together all of the non-profits into one organization to share initiatives, costs and information. By working together to identify data and resource needs both within and outside of the sector, the SVNPN will inform the community of the work of local non-profits and strengthen their capacity to serve. An effective network of non-profits will help to avoid duplication and to create a collective voice in the region.

This Network should also complete a comprehensive asset mapping exercise to identify the various activities and capacity and duplications of the various non-profits in the region. The 2011 SVEDC Community Directory will be updated during this process.

There are many examples of non-profit networks to help the Slocan Valley including the Chatham-Kent Non-profit Network (cknn.ca) and Kelowna Community Resources (kcr.ca). We recommend discussions be initiated with the non-profit sector to determine whether a non-profit network should be established.



Strategy 5.3: Actively Lobby for Cell Service

Mobile communication service has become an essential part of how economies work and function. A series of recent studies have found a link between mobile penetration and economic growth. Mobile phones have improved communication, social inclusion, economic activity and productivity in sectors such as agriculture, health, education and finance. As technology continues to develop, mobile services have the potential to impact economic development further through the provision of data services accessed via smartphones and tablets that deliver mobile data services to businesses and consumers.

While the majority of the Slocan Valley has cell service, there is still a large proportion that does not. During the public consultation, it was repeatedly heard the lack of cell service has a negative effect on doing business. In addition, the majority of travellers today expect a level of cell service when they go to a region to keep in touch with family, being prepared in the event of an emergency and to finding out what there is to see and do in an area.

It is recommended communities and the region lobby and facilitate discussions with Telus and others to find a suitable location for cell towers that can provide service throughout the region. New technology makes it easier and less intrusive in the placement of cell towers. Recognition that companies do look at the return on investment before placing a tower and affordable location both in terms of placing the tower and in servicing it when needed must be given. Valley-wide cell service is important to various strategies recommended throughout this report. Most notably, those strategies involving entrepreneurship.

Strategy 5.4: Support the Slocan Village Mill Site Master Plan/Charrette

Successful community development strategies are guided by a broadly held local vision. Participants in the public input sessions remarked how they see the Slocan Valley mill site as a tremendous asset and want to make sure it is well planned to encourage economic development activity that meets the needs of the community. In smaller communities, people are always the most important resource and communities with limited resources cannot afford to exclude anyone from planning or development efforts.

While not a part of this strategy, the community may wish to work with Columbia Basin Trust, or other interested parties, to acquire the property until the completion of a comprehensive planning process is completed and new zoning reflecting the desires of the community is passed.

In recent years the Charrette has become more of an accepted form of comprehensive land development planning. A Charrette is an intensive, hands-on planning and design exercise where planners, property and business owners and other interested persons work together to discuss issues and potential solutions, create alternatives and finally settle on a preferred plan for the future of the area or a specific significant piece of land. It provides the opportunity for participants to explore their common economic future and chart a course for further action to control their destiny through community involvement and commitment.

It is recommended if the Village of Slocan seeks funding to complete a Charrette for the Slocan Valley Mill Site that it pulls together stakeholders and interested residents to ensure that the land is developed with



the highest level of economic impact while respecting the desires of the community. While it is recommended the partnership support the endeavor, it is important to note that level of involvement for this strategy cannot be determined until it is known who purchases the property.

Costs related to this strategy would be considered eligible for application to the Rural Dividend Fund as direct costs related to development and implementation of the project are considered acceptable.



6.0 Provide Support for Expanded Agricultural Opportunities

Strategy 6.1: Coordinate Agriculture Asset Mapping Inventory

The Slocan Valley has significant agricultural assets. Some sell product through farm gate, some are selling to the Coop in Nelson and others sell at farmer's markets. It is recommended an agri-food asset mapping exercise be completed to get a better understanding of current assets and help to define the unique strengths of the Slocan Valley's agriculture and agri-food industry. By completing an asset mapping exercise the region can work towards establishing additional networks like a cooperative to bulk buy and sell, thereby, increasing the profitability of the industry. Once the mapping inventory is completed there should be discussions with the agriculture sector to determine next steps, i.e. need for an agriculture strategy, supply chain and market exercise, creation of an agriculture cooperative, etc.

Costs related to this strategy would be considered eligible for application to the Rural Dividend Fund as consulting services are considered acceptable.

Strategy 6.2: Create a Buy Local Agriculture Awareness Program (Slocan Grown)

To support and celebrate the local agriculture industry a common local identity or brand should be implemented. The brand can be included on packaging of local grown agriculture products and used at farmers' markets, any promotional brochures, etc. This adds value in many ways including increasing awareness of local grown products but also acts as a tourism marketing tool. This can be implemented following the completion of the asset mapping exercise. Creating an agriculture brand does not have to cost a lot of money. The brand shown here is a mock up that could be adapted or, alternatively, a logo design competition could be held. We recommend the development of a Slocan Grown agriculture brand. Once the brand has been developed there will be a need to work with existing agriculture producers, processors, farmer's markets, etc., to ensure the brand is incorporated into future marketing and packaging. There are many excellent examples of local agriculture brands including Cowichan Valley, Lillooet and Haida Gwaii.



Appendix A: Implementation and Action Plan

1.0 Economic Development Organizational Structure and Expanded Capacity

| Strategy | Lead | Potential Partners | Timelines | | |
|---|--|--|---------------|---------|---------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| 1.1 Establish and Support the Slocan Valley Economic Development Partnership | | | | | |
| Review and revise existing bylaws | RDCK | Villages of New Denver, Silverton and Slocan | May | | |
| Adopt revised bylaws | RDCK | Villages of New Denver, Silverton and Slocan | July | | |
| Draft partnership agreement | RDCK | Villages of New Denver, Silverton and Slocan | July | | |
| Adopt and sign partnership agreement | RDCK | Villages of New Denver, Silverton and Slocan | September | | |
| Estimated Budget | No budget implication – no ED staff time | | | | |
| Potential Funding Source(s) | N/A | | | | |
| 1.2 Hire Dedicated Economic Development Coordinator | | | | | |
| Apply to Rural Dividend Fund (3 rd round) | SVEDC RDCK | JTST Regional Manager | May | | |
| Draft job description | CAO Mgmt Committee | BCEDA SVEDC | September | | |
| Advertise/post job opportunity | CAO Mgmt Committee | | October | | |
| Interview applications and hire | CAO Mgmt Committee SVEDC | | October | | |
| Estimated Budget | \$100 (advertising) | | | | |
| Potential Funding Source(s) | N/A – although wages for the coordinator position to be covered by the Rural Dividend Fund | | | | |
| 1.3 Expand The Slocan Valley Economic Development Commission | | | | | |
| Identify or advertise for new potential committee members | ED Staff SVEDC | | February 2018 | | |



| Strategy | Lead | Potential Partners | Timelines | | |
|---|--|--------------------------|----------------------|-------------------|---------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| Approach or interview individuals for commitment | SVEDC | | March/ April 2018 | | |
| Finalize new committee | SVEDC | | June 2018 | | |
| Prepare a press release announcing new committee | ED Staff SVEDC | | June 2018 | | |
| Hold first SVEDC meeting with new committee members | | | | Sept/Oct 2018 | |
| Estimated Budget | Minimal budget implications other than ED staff time | | | | |
| Potential Funding Source(s) | N/A | | | | |
| 1.4 Develop an Economic Development Communications Plan | | | | | |
| Apply to Rural Dividend Fund (3 rd round) | SVEDC RDCK | JTST Regional Manager | May | | |
| Engage consultant to complete a communications plan to allow for new ED hire to immediately implement | CAO Mgmt Committee SVEDC | | September | | |
| Provide plan to ED staff – plan should include templates, timelines, etc. | ED Staff | | September | | |
| Complete an annual review/update | ED Staff | SVEDC | Ongoing | → | |
| Estimated Budget | \$5,000 | | | | |
| Potential Funding Source(s) | Rural Dividend Fund | | | | |
| 1.5 Support the Expanded SVEDC's Role and Responsibilities | | | → | | |
| Apply to Rural Dividend Fund (3 rd round) | SVEDC RDCK | JTST Regional Manager | | | |
| Engage consultant to develop a board manual | ED Staff | SVEDC | | September 2018 | |
| Engage 3 rd party to deliver a customized local leaders in economic development workshop | ED Staff | SVEDC | | October 2018 | |
| Estimated Budget | \$5,000 | | | | |
| Potential Funding Source(s) | Rural Dividend Fund | | | | |
| 1.6 Attend Economic Development Professional Development | | | → | | |
| Apply to Rural Dividend Fund (3 rd round) | SVEDC RDCK | JTST Regional Manager | May | | |
| Contact BCEDA to develop list of potential pre-conference training and other training | ED Staff | BCEDA | October | | |



| Strategy | Lead | Potential Partners | Timelines | | |
|---|---|-----------------------------|-----------|--------------|---------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| opportunities (i.e. EDAC, IEDC, Western Cdn Economic Dev.) | | | | | |
| Create list detailing description, dates, costs (including travel), benefits and outcomes | ED Staff | BCEDA | October | | |
| Prioritize list and submit request(s) for attendance EDCD mentorship | ED Staff | BCEDA EDCD | October | | |
| Attend training event(s). Maintain and update list as required | ED Staff | BCEDA | | Ongoing | Ongoing |
| Estimated Budget | Staff time only – no budget implication to develop list | | | | |
| Potential Funding Source(s) | Rural Dividend Fund | | | | |
| 1.7 Review and Update the Economic Development Strategy | | | | | |
| Apply to Rural Dividend Fund (3 rd round) for full review and update to plan | SVEDC RDCK | JTST Regional Manager | | | |
| Engage 3 rd party to provide a full review of strategy along with recommended updates including working session with SVEDC | ED Staff | SVEDC | | October 2018 | |
| Annual review of plan | ED Staff | CAO Mgmt Committee SVEDC | | | |
| Estimated Budget | \$7,500 | | | | |
| Potential Funding Sources (s) | Rural Dividend Fund | | | | |



2.0 Increase Awareness of the Slokan Valley

| Strategy | Lead | Potential Partners | Timelines | | |
|--|---------------------|-----------------------|----------------------|---------------------------|---------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| 2.1 Coordinate the Development of a Regional Profile with Sub-profiles for Each Community | | | ➔ | | |
| Apply to Rural Dividend Fund (3 RD Round) | SVEDC RDCK | JTST Regional Manager | May | | |
| Engage consultant to develop profile content outline and design sample(s) | ED Staff | SVEDC | October | | |
| Work with consultant to provide content (i.e. pictures, feedback, etc.) | ED Staff | RDI | November December | | |
| Review, edit DRAFT profile | ED Staff SVEDC | | December | | |
| Accept final profile | ED Staff | | December | | |
| Post on website | ED Staff | | December | | |
| Write press release to announce profile | ED Staff | | | Ongoing | ➔ |
| Maintain, update and promote profile | ED Staff | | | Ongoing | ➔ |
| Estimated Budget | \$15,000 | | | | |
| Potential Funding Source(s) | Rural Dividend Fund | | | | |
| 2.2 Develop an Economic Development Focused Website | | | ➔ | | |
| Apply for Rural Dividend Funding (3 RD Round) | SVEDC RDCK | JTST Regional Manager | May | | |
| Develop and post RFP – review submissions and contract | ED Staff | SVEDC | | June 2018 | |
| Work with consultant to choose site concept, provide content (i.e. pictures, feedback, etc.) | ED Staff | SVEDC | | June – August 2018 | |
| Review website design, content | ED Staff | SVEDC | | September October 2018 | |
| Review, edit beta website | ED Staff | SVEDC | | November 2018 | |
| Upload website | ED Staff | | | December 2018 | |
| Write press release to announce website | ED Staff | SVEDC | | December 2018 | |
| Maintain, update and promote website | ED Staff | | | Ongoing | ➔ |
| Estimated Budget | \$15,000 | | | | |
| Potential Funding Source(s) | Rural Dividend Fund | | | | |





| Strategy | Lead | Potential Partners | Timelines | | |
|--|---|-----------------------|-----------|----------------|--------------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| 2.3 Undertake an Investment Readiness Self-Assessment | | | | | |
| EDCD to supply self-assessment | ED Staff | EDCD | October | | |
| Distribute to each municipality and RDCK to complete | ED Staff RDCK New Denver Silverton Slocan | | October | | |
| Rank each self-assessment and provide to EDCD Consulting to review and comment | ED Staff | EDCD | November | | |
| Submit comments to SVEDC and CAO Management Committee | ED Staff | | November | | |
| Determine next steps | ED Staff SVEDC | EDCD | December | | |
| Estimated Budget | Staff time only - no budget implications | | | | |
| Potential Funding Source(s) | N/A | | | | |
| 2.4 Coordinate the Preparation of a Resident Attraction Strategy | | | → | | |
| Prepare Rural Dividend Funding application to include resident attraction strategy (3 RD Round) | RDCK SVEDC | JTST Regional Manager | May | | |
| Prepare and post RFP | ED Staff CAO Mgmt Committee SVEDC | JTST Regional Manager | | September 2018 | |
| Review submissions and engage consultant | ED Staff CAO Mgmt Committee SVEDC | | | October 2018 | |
| Review draft strategy and provide comments | ED Staff CAO Mgmt Committee SVEDC | | | December 2018 | |
| Accept final comments and determine next steps | ED Staff CAO Mgmt Committee SVEDC | | | | January 2019 |
| Prepare additional funding applications if required for implementation of strategy | ED Staff RDCK | JTST Regional Manager | | | April 2019 |
| Estimated Budget | \$20,000 | | | | |
| Potential Funding Source(s) | Rural Dividend Fund | | | | |



| Strategy | Lead | Potential Partners | Timelines | | |
|---|---|--------------------|-----------|--------------------|---------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| 2.5 Slokan Valley Information and Opportunities Flyer | | | | | |
| Develop a list of potential locations where flyer can be distributed | ED Staff | Chamber | | February 2018 | |
| Contact potential locations to determine who will participate | ED Staff | Chamber | | February 2018 | |
| Develop a list of opportunities including: <ul style="list-style-type: none"> • Businesses for sale • Rental and homes for sale • Current events • Key contacts/resources | ED Staff | Chamber | | March / April 2018 | |
| Create a one sheet flyer (in house) | ED Staff Chamber | | | April 2018 | |
| Distribute copies to participating locations | ED Staff Chamber | | | May 2018 | |
| Create a worksheet to monitor feedback from participating locations, outcomes, follow ups, etc. | ED Staff Chamber | | | May 2018 | |
| Repeat or adjust as required (based on feedback). After year one Chamber should take lead | ED Staff Chamber | | | Ongoing | |
| Estimated Budget | Staff time – no budget implications | | | | |
| Potential Funding Source(s) | Coordinator position funded by Rural Dividend | | | | |
| 2.6 Develop Cross-Promotion Opportunities | | | | | |
| Develop a list of potential businesses to participate (i.e. golf courses, restaurants, accommodations, campgrounds, etc.) | ED Staff | Chamber | | February 2018 | |
| Contact potential businesses to determine who will participate. Provide information on the opportunity including: <ul style="list-style-type: none"> • their responsibilities to distribute the “coupon” • how they will track coupon use | ED Staff ED Staff | Chamber Chamber | | February 2018 | |
| Start small and choose up to three possible opportunities | ED Staff Chamber | | | March / April 2018 | |



| Strategy | Lead | Potential Partners | Timelines | | |
|--|---|-----------------------|-----------|---------------|---|
| | | | Phase 1 | Phase 2 | Phase 3 |
| Create a “coupon” that ensures consistent message, information, etc. | ED Staff Chamber | | | April 2018 | |
| Distribute “coupon” to participating businesses | ED Staff Chamber | | | May 2018 | |
| Create a worksheet to monitor feedback from participating locations, outcomes, follow ups, etc. | ED Staff Chamber | | | May 2018 | |
| Repeat, adjust and expand as required (based on feedback). After year one Chamber should take lead | ED Staff Chamber | | | Ongoing |  |
| Estimated Budget | Staff time – no budget implications | | | | |
| Potential Funding Source(s) | Coordinator position funded by Rural Dividend | | | | |
| 2.7 Join imaginekootenay.com | | | | |  |
| Prepare Rural Dividend Funding application to include resident attraction strategy (3 RD Round) | RDCK SVEDC | JTST Regional Manager | May | | |
| Make contact with Jessica Fairhart from Imagine Kootenay | ED Staff | | | October 2018 | |
| Receive and Review MOU | ED Staff | | | October 2018 | |
| Designate a representative to sit on IK steering committee | ED Staff SVEDC | | | October 2018 | |
| Implement community outreach to communities on opportunities and services | ED Staff | | | | |
| Connect with realtors to post opportunities | ED Staff | | | November 2018 | |
| Develop information for a “live” page” on imaginekootenay.com | ED Staff | | | November 2018 | |
| Estimated Budget | \$10,000 – set-up fee and annual contribution | | | | |
| Potential Funding Source(s) | Rural Dividend Fund Columbia Basin Trust | | | | |



3.0 Enhance Business Engagement and Opportunities

| Strategy | Lead | Potential Partners | Timelines | | |
|--|-------------------------------------|---|-----------|------------|------------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| 3.1 Expand Business Retention and Expansion Program | | | ➔ | | |
| Apply to Rural Dividend Fund (3 RD Round) | RDCK SVEDC | | May | | |
| Engage EDCD to deliver hands-on BRE training and arrange to hold | ED Staff SVEDC | | October | | |
| Develop an ongoing BRE program for the Slocan Valley including: <ul style="list-style-type: none"> • creating the BRE team • identify number of businesses to be surveyed • communication of results Mentorship by EDCD will be provided to develop program | ED Staff SVEDC | EDCD | November | ➔ | |
| Annual communication of results | ED Staff SVEDC | EDCD | | Ongoing | ➔ |
| Apply for Rural Dividend Fund (2019) | SVEDC RDCK | JTST Regional Manager | | | |
| Estimated Budget | \$7,500 | | | | |
| Potential Funding Source(s) | Rural Dividend Fund | | | | |
| 3.2 Strengthen the Role of the Chamber of Commerce | | | | | |
| Determine 3 rd party facilitator for hosting Chamber session | ED Staff | JTST Regional Manager Selkirk College Chamber | | March 2018 | |
| Work with Chamber and 3 rd party facilitator to develop session date, content, expectations, etc. | ED Staff | Chamber | | March 2018 | |
| Send invites and hold Chamber working session | ED Staff Chamber | JTST Regional Manger | | April 2018 | |
| Determine next steps once session has been held | ED Staff Chamber | JTST Regional Manager | | May 2018 | |
| Estimated Budget | Staff time – no budget implications | | | | |
| Potential Funding Source(s) | | | | | |
| 3.3 Hold an Annual Business Expo and Tradeshow (rotating) | | | | | |
| Assess as part of the year two strategy plan review | ED Staff SVEDC EDCD | | | | April 2019 |



| Strategy | Lead | Potential Partners | Timelines | | |
|---|-------------------------------------|-----------------------|-----------|-------------------------------|------------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| Develop implementation steps and budget if decision is to proceed with initiative | EDCD | | | | April 2019 |
| Include in Rural Dividend Fund application (2019) | SVEDC RDCK | JTST Regional Manager | | | May 2019 |
| Estimated Budget | TBD after year two review | | | | |
| Potential Funding Source(s) | Rural Dividend Fund | | | | |
| 3.4 Consider Valley-wide Business Licensing with Expanded Information | | | | Start 3 rd quarter | |
| If applicable use BRE data to determine if initiative is necessary | ED Staff | | | | |
| Work with CAO Management Committee to review and outline details | ED Staff CAO Mgmt Committee | | | | |
| Next steps TBD depending on outcomes from above | ED Staff CAO Mgmt Committee | | | | |
| Estimated Budget | Staff time – no budget implications | | | | |
| Potential Funding Source(s) | N/A | | | | |



4.0 Build an Entrepreneurial Regional Economy

| Strategy | Lead | Potential Partners | Timelines | | |
|---|--|---|-----------|---------------|--------------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| 4.1 Complete a Feasibility Study for a Regional HUB/Co-working Network | | | → | | |
| Prepare Rural Dividend Funding application to include feasibility study | SVEDC RDCK | JTST Regional Manager | May | | |
| Prepare and post RFP | EDC Staff CAO Mgmt Committee SVEDC | JTST Regional Manager | | August 2018 | |
| Review submissions and engage consultant | EDC Staff CAO Mgmt Committee SVEDC | | | October 2018 | |
| Review draft strategy and provide comments | ED Staff CAO Mgmt Committee SVEDC | | | December 2018 | |
| Accept final comments and determine next steps | ED Staff CAO Mgmt Committee SVEDC | | | | January 2019 |
| Prepare additional funding applications if required for implementation of strategy | ED Staff RDCK | JTST Regional Manager | | | April 2019 |
| Estimated Budget | \$15,000 | | | | |
| Potential Funding Source(s) | Rural Dividend Fund | | | | |
| 4.2 Develop a Starting a Business in the Slokan Valley Guide (web-based) | | | → | | |
| Review the Port Alberni web-based guide | ED Staff | | October | | |
| Using Port Alberni as template create a web page on slokanvalley.com | ED Staff | | October | | |
| Work with RDCK and all municipalities to collect the appropriate data (i.e. bylaws, zoning, contacts, etc.) | ED Staff | RDCK Villages of New Denver, Silverton, Slokan | November | | |
| Beta test webpage Mentorship by EDCD will be provided to review and test webpage | ED Staff | SVEDC EDCD | November | | |



| Strategy | Lead | Potential Partners | Timelines | | |
|---|---|--------------------|-----------|---------------|---------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| Write press release to announce guide | ED Staff | | November | | |
| Ongoing maintenance to ensure current information and no broken links | ED Staff | | Ongoing | → | |
| Estimated Budget | Staff time – no budget implication | | | | |
| Potential Funding Source(s) | Coordinator position funded by Rural Dividend | | | | |
| 4.3 Establish a Program to Support Entrepreneurial Start-ups | | | | | |
| Assess as part of the year two strategy plan review | ED Staff EDCD | | | October 2018 | |
| Develop implementation steps and budget if decision is to proceed with initiative | EDCD | | | November 2018 | |
| Include in Rural Dividend Fund application (TBD) | SVEDC RDCK | | | | TBD |
| Estimated Budget | TBD after year two review | | | | |
| Potential Funding Source(s) | Rural Dividend Fund | | | | |



5.0 Support, Facilitation, and Relationships

| Strategy | Lead | Potential Partners | Timelines | | |
|---|---|--------------------|----------------|--------------|---------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| 5.1 Explore and Expand Partnerships and Economic Development Related Events | | | ➔ | | |
| Contact BCEDA to develop list of potential events, conferences, etc. (i.e. Ministry dinner, sector specific events, etc.) | ED Staff | BCEDA | | January 2018 | |
| Create list detailing description, dates, costs (including travel), benefits and outcomes | ED Staff | BCEDA | | January 2018 | |
| Prioritize list and submit request(s) for attendance | ED Staff | BCEDA | | January 2018 | |
| Maintain and update list as required | ED Staff | BCEDA | | Ongoing | |
| Estimated Budget | Staff time only – no budget implication to develop list | | | | |
| Potential Funding Source(s) | N/A | | | | |
| 5.2 Establish a Slocan Valley Non-Profit Network | | | | | |
| Assess as part of the year two strategy plan review | ED Staff EDCD | | | | |
| Develop implementation steps and budget if decision is to proceed with initiative | EDCD | | | | |
| Include in Rural Dividend Fund application (TBD) | | | | | |
| Estimated Budget | TBD after year two review | | | | |
| Potential Funding Source(s) | Rural Dividend Fund | | | | |
| 5.3 Actively Lobby for Cell Service | | | | | |
| Talk to RD and Village of Slocan to identify what work has been completed | ED Staff | | September 2018 | Ongoing | Ongoing |
| Identify key contacts from service providers | ED Staff | | September 2018 | | |
| Seek support from Province to get cell service | ED Staff SVEDC | | September 2018 | Ongoing | Ongoing |
| Estimated Budget | Staff time only – no material costs | | | | |
| Potential Funding Source(s) | N/A | | | | |



| Strategy | Lead | Potential Partners | Timelines | | |
|---|--|---|-----------|---------|---------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| 5.4 Support the Slocan Village Mill Site Master Plan/Charrette | | | | | |
| | | | | | |
| Keep in contact with Village of Slocan on potential sale | ED Staff | | September | Ongoing | Ongoing |
| Once sold, work with Village and purchaser to issue RFP for Charrette | ED Staff | Village of Slocan Columbia Basin Trust | TBD | | |
| Issue RFP | Village of Slocan | | TBD | | |
| Assist in organizing community meetings | ED Staff Village of Slocan | | TBD | | |
| Estimated Budget | Staff time only – cost of Charrette to be covered by purchaser | | | | |
| Potential Funding Source(s) | N/A | | | | |



6.0 Provide Support for Expanded Agricultural Opportunities

| Strategy | Lead | Potential Partners | Timelines | | |
|--|--|-----------------------|-----------|---------------|--------------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| 6.1 Coordinate Agriculture Asset Mapping Inventory | | | | | |
| Apply to Rural Dividend Fund (3 RD Round) | SVEDC RDCK | JTST Regional Manager | | | |
| Prepare and post RFP | EDC Staff CAO Mgmt Committee SVEDC | JTST Regional Manager | | August 2018 | |
| Review submissions and engage consultant | EDC Staff CAO Mgmt Committee SVEDC | | | October 2018 | |
| Review draft inventory and provide comments | ED Staff CAO Mgmt Committee SVEDC | | | December 2018 | |
| Accept final inventory and determine next steps | ED Staff CAO Mgmt Committee SVEDC | | | | January 2019 |
| Prepare additional funding applications if required for implementation of strategy | ED Staff RDCK | JTST Regional Manager | | | April 2019 |
| Estimated Budget | \$15,000 | | | | |
| Potential Funding Source(s) | Rural Dividend Fund, Investment Agriculture Foundation | | | | |
| 6.2 Create a Buy Local Agriculture Awareness Program (Slocan Grown) | | | | | |
| Assess as part of the year two strategy plan review | ED Staff EDCD | | | | |
| Develop implementation steps and budget if decision is to proceed with initiative | EDCD | | | | |
| Include in Rural Dividend Fund application (TBD) | | | | | |
| Estimated Budget | TBD after year two review | | | | |
| Potential Funding Source(s) | Rural Dividend Fund, Investment Agriculture Foundation | | | | |



Year One – Month by Month

May 2017 – September 2018

| Strategy | Action Step | Lead | Timeline | ✓ |
|-----------------|--|------------------------------------|-----------------|----------|
| <i>Various</i> | Apply to Rural Dividend Fund (3 rd round) | RDCK SVEDC | May 2017 | |
| 1.1 | Review and revise existing bylaws to establish the Slokan Valley Economic Development Partnership | RDCK and individual villages | May 2017 | |
| 1.1 | Adopt revised bylaws | RDCK and individual villages | July 2017 | |
| 1.1 | Draft partnership agreement | RDCK and individual villages | July 2017 | |
| 1.1 | Adopt and sign partnership agreement | RDCK and individual villages | Sept 2017 | |
| 1.2 | Draft job description for economic development coordinator | CAO Mgmt Committee | Sept 2017 | |
| 1.2 | Advertise/post coordinator job opportunity | CAO Mgmt Committee | Oct 2017 | |
| 1.2 | Interview applicants and hire for position | CAO Mgmt Committee SVEDC | Oct 2017 | |
| 1.4 | Engage consultant to complete a communications plans to allow for new ED hire to immediately implement | CAO Mgmt Committee SVEDC | Sept 2017 | |
| 1.4 | Provide the completed communications plan to the new ED hire | CAO Mgmt Committee SVEDC | Sept 2017 | |
| 1.6 | Contact BCEDA to develop list of potential pre-conference training and other training opportunities (i.e. EDAC, IEDC, Western Cdn Economic Dev.) for new ED hire to attend | ED Staff | Oct 2017 | |
| 1.6 | Create pre-conference training or other training list detailing description, dates, costs (including travel), benefits and outcomes | ED Staff | Oct 2017 | |
| 1.6 | Prioritize training list and submit request(s) for attendance to CAO Mgmt Committee and SVEDC | ED Staff | Oct 2017 | |
| 2.1 | Engage consultant to develop regional community profile content outline and design sample(s) | ED Staff | Oct 2017 | |
| 2.3 | Distribute Investment Readiness Self-Assessment to each municipality and RDCK to complete | ED Staff | Oct 2017 | |
| 3.1 | Engage EDCD to deliver a hands-on BRE training and arrange to hold training | ED Staff | Oct 2017 | |



| | | | | |
|-----|---|---------------------|----------|--|
| 4.2 | Review the Port Alberni web-based starting a business guide | ED Staff | Oct 2017 | |
| 4.2 | Using Port Alberni's starting a business guide as a template create a web page on slocanvalley.com | ED Staff | Oct 2017 | |
| 2.1 | Ongoing work with the consultant to provide content and feedback on the regional community profile | ED Staff | Nov 2017 | |
| 2.3 | Receive the completed Investment Self-Assessments, rank each and provide to EDCD Consulting for their review and comment | ED Staff | Nov 2017 | |
| 2.3 | Receive comments from EDCD and submit to SVEDC and CAO Management Committee | ED Staff | Nov 2017 | |
| 3.1 | Develop an ongoing BRE program for the Slocan Valley | ED Staff | Nov 2017 | |
| 4.2 | Work with RDCK and all municipalities to collect the appropriate data required for a Slocan Valley starting a business guide | ED Staff | Nov 2017 | |
| 4.2 | Beta test starting a business guide webpage | ED Staff | Nov 2017 | |
| 4.2 | Write press release to announce new starting a business guide | ED Staff | Nov 2017 | |
| 2.3 | Confer with SVEDC and CAO Mgmt Committee to determine next steps | ED Staff | Dec 2017 | |
| 2.1 | Ongoing work with the consultant to provide content and feedback on the regional community profile | ED Staff | Dec 2017 | |
| 2.1 | Review and edit DRAFT regional community profile | ED Staff SVEDC | Dec 2017 | |
| 2.1 | Accept and approve FINAL regional community profile | ED Staff SVEDC | Dec 2017 | |
| 2.1 | Post FINAL regional community profile on website | ED Staff | Dec 2017 | |
| 2.1 | Write and distribute press release to announce new regional profile | ED Staff | Dec 2017 | |
| 5.1 | Contact BCEDA to develop list of potential events, conferences, etc., for attendance focused on expanding partnerships | ED Staff | Jan 2018 | |
| 5.1 | Create list detailing descriptions, dates, costs, benefits and outcomes of attending events focused on expanding partnerships | ED Staff | Jan 2018 | |
| 5.1 | Prioritize list and submit request for attending events focused on expanding partnerships | ED Staff | Jan 2018 | |
| 1.3 | Identify or advertise for new/potential committee members to expand SVEDC board | ED Staff SVEDC | Feb 2018 | |
| 2.5 | Develop a list of potential locations where a SV information and opportunities flyer can be distributed | ED Staff Chamber | Feb 2018 | |
| 2.5 | Contact potential locations to determine who will participate and distribute a SV information and opportunities flyer | ED Staff Chamber | Feb 2018 | |



| | | | | |
|-----|---|------------------|-----------|--|
| 2.6 | Develop a list of potential businesses to participate in a cross-promotion program | ED Staff Chamber | Feb 2018 | |
| 2.6 | Contact potential businesses to determine who will participate and provide information on the cross-promotion program | ED Staff Chamber | Feb 2018 | |
| 2.6 | Choose up to three possible opportunities to kick-start the cross-promotion program | ED Staff Chamber | Mar 2018 | |
| 1.3 | Approach or interview individuals for commitment for expanded SVEDC | SVEDC | Mar 2018 | |
| 3.2 | Determine 3 rd party facilitator for hosting a Chamber session to help strengthen their role | ED Staff | Mar 2018 | |
| 3.2 | Work with Chamber and 3 rd party facilitator to develop a session date, content and expectations | Ed Staff Chamber | Mar 2018 | |
| 1.3 | Approach or interview individuals for commitment for expanded SVEDC | SVEDC | Apr 2018 | |
| 2.5 | Develop a list of opportunities and the information to include in a SV information and opportunities flyer | ED Staff Chamber | Apr 2018 | |
| 2.5 | Create a SV information and opportunities flyer | ED Staff Chamber | Apr 2018 | |
| 3.2 | Send invites and hold the Chamber working session | ED Staff Chamber | Apr 2018 | |
| 2.6 | Create a “coupon” that ensure consistent message and information for the cross-promotion program | ED Staff Chamber | May 2018 | |
| 2.5 | Distribute copies of SV information and opportunities flyer to participating locations | ED Staff Chamber | May 2018 | |
| 2.6 | Distribute cross-promotion “coupons” to participating businesses | ED Staff Chamber | May 2018 | |
| 2.5 | Create a worksheet to monitor feedback from participating locations, outcomes, follow ups, etc. on the SV information and opportunities flyer | ED Staff Chamber | May 2018 | |
| 2.6 | Create a worksheet to feedback from participating locations, outcomes, follow ups, etc. on the cross-promotion program | ED Staff Chamber | May 2018 | |
| 3.2 | Determine the next steps once the Chamber working session has been held | ED Staff Chamber | May 2018 | |
| 1.3 | Finalize new committee members for SVEDC board | SVEDC | June 2018 | |
| 2.2 | Develop and post RFP for a ED website | ED Staff | June 2018 | |
| 2.2 | Work with ED website consultants to choose site concept | ED Staff SVEDC | June 2018 | |
| 2.2 | Work with ED website consultants to provide content (pictures, feedback, etc.) | ED Staff | July 2018 | |
| 2.2 | Work with ED website consultants to provide content (pictures, feedback, etc.) | ED Staff | Aug 2018 | |
| 4.1 | Prepare and post a RFP for a feasibility study for a regional HUB/co-working network | ED Staff | Aug 2018 | |



| | | | | |
|-----|---|-------------------|-----------|--|
| 6.1 | Prepare and post a RFP for an Agriculture Asset Mapping Inventory | ED Staff | Aug 2018 | |
| 2.2 | Review website design, content, etc. and provide feedback | ED Staff | Sept 2018 | |
| 1.5 | Engage consultant to develop a board manual to be provided to each new committee member prior to or at first meeting | ED Staff SVEDC | Sept 2018 | |
| 1.5 | Engage 3 rd part to deliver a customized local leaders in economic development workshop – to be part of first new SVEDC member’s meeting | ED Staff SVEDC | Sept 2018 | |
| 1.3 | Prepare a press release announcing new committee members | ED Staff SVEDC | Sept 2018 | |
| 1.3 | Hold first SVEDC meeting with new committee members | | Sept 2018 | |
| 2.4 | Prepare and post RFP for a Resident Attraction Strategy | ED Staff | Sept 2018 | |

